



CAJO

CARIBBEAN ASSOCIATION OF JUDICIAL OFFICERS

# Report

Nov 2019 - Oct 2022

**'Educate, Enlighten, Empower'**

[www.thecajo.org](http://www.thecajo.org)



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# 'Educate, Enlighten, Empower'

The Caribbean Association of Judicial Officers (CAJO) brings together the region's Chancellors, Chief Justices, Judges, Masters, Judges of the Parish Court, Magistrates, Tribunal Members, Registrars and Executive Court Administrators, and other judicial staff. In March 2022, CAJO was incorporated as a non-profit organisation in Trinidad and Tobago. CAJO is led by an elected Management Committee that also serves as its Board of Directors.

The first meeting of CAJO took place in June 2009 in Port of Spain, Trinidad and Tobago. The first chairperson of CAJO was Justice Adrian Saunders, current President of the Caribbean Court of Justice (CCJ), who served as Chair from 2009–2019.

At CAJO's last Business Meeting held at its 6th Biennial Conference in Belize (November 2019), Justice Peter Jamadar, Judge of the CCJ, was elected Chair of CAJO. Justice Vivian Georgis Taylor-Alexander, Judge of the Eastern Caribbean Supreme Court, was appointed Vice-Chair.

## The members of the 2019-2022 Management Committee are:

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Justice Adrian Saunders - President, CCJ (ex officio)</li> <li>• Sir Marston Gibson - Chief Justice (Ret), Barbados</li> <li>• Justice Roxane George - Chief Justice (Ag), Guyana</li> <li>• Justice Mauritz de Kort - President, Joint Court of Justice of Aruba, Curaçao, Sint Maarten and of Bonaire, Sint Eustatius and Saba</li> <li>• Justice Sandra Nanhoe-Gangadin - Judge, Suriname</li> </ul> | <ul style="list-style-type: none"> <li>• Justice Shiraz Aziz - Judge, Turks and Caicos Islands</li> <li>• Justice Avason Quinlan-Williams - Judge, Trinidad and Tobago</li> <li>• Justice Camille Darville-Gomez - Judge, The Bahamas</li> <li>• Ms Patricia Arana - Registrar of the Magistracy, Turks and Caicos Islands</li> <li>• Ms Cecile Hill - Registrar of the High Court, ECSC (Antigua and Barbuda)</li> <li>• Judge Michele Salmon - Judge of the Parish Court, Jamaica</li> <li>• Her Worship Maxanne Anderson - Senior Magistrate (Ag), Bermuda</li> <li>• Ms Suzanne Bothwell - Court Administrator, Cayman Islands</li> </ul> |
|--|---|

The Management Committee is assisted by three officers, Laurissa Pena, Legal Officer and Executive Manager; Candace Simmons, Executive Administrator; and Elron Elahie, Research and Programme Coordinator. The CAJO also receives significant administrative assistance and support from the CCJ.

CAJO provides a host of judicial education and training opportunities and workshops for judicial officers across the region, including its Biennial Conference. It also produces a biannual publication, CAJO News, which shares insightful explorations into developing areas of law and judicial practice as well as regional updates. CAJO conducts research to support regional judicial reform projects. It also conducts specific territorial interventions, on request, and partners with international organisations in mutually beneficial projects.



*In 2019, Belize hosted the CAJO Biennial Conference for the first time. It was an enjoyable experience for all attendees seen here posing for the traditional group photo.*



*The CAJO Management Committee after being voted in during the CAJO Business Meeting in Belize in 2019.*

# Judicial Education & Training Initiatives: November 2019 - October 2022

**CAJO programmes employ different adult education methods of teaching and learning to enhance participant engagement in the process. Programmes are delivered virtually and in person and include evaluative assessments to facilitate continuous review and improvement.**

## Regional Initiatives

- **Registrars' Roundtable, 27 August 2020**

This webinar brought together regional Registrars, Deputy and Assistant Registrars to discuss key issues faced in their respective jurisdictions. Over twenty-five participants (i) explored the strategies that different courts adopted to deal with limited or no in-person filings, court hearings, and work arrangements brought about by the onset of the COVID-19 pandemic, and (ii) addressed the issue of improving court staff morale, including the development of robust recognition schemes. The session's success can be measured by the group's hosting of a follow up session in November 2020.

- **Magistrates' and Parish Judges' Roundtable, 9 October 2020**

This webinar brought together Magistrates and Judges of the Parish Court from across the region. Prior to the Forum, CAJO conducted an assessment of the topics

and areas that participants wanted to focus on. The first session was on remote hearings and was facilitated by Chief Justice (Ret) Sir Marston Gibson and Parish Judge Michele Salmon. The second session focused on safety and support in the time of COVID-19 and was facilitated by Chief Justice (Ret) Sir Marston Gibson and His Worship Ian Weekes, Chief Magistrate of Barbados. At the final session, Judges of the Parish Court and Magistrates participated in a needs analysis evaluative engagement. This session was facilitated by Justice Peter Jamadar and Mr Dennis Darby, Consultant to the JURIST Project.

- **Jury Trials in the Time of COVID-19, November 2020**

This initiative was conducted in two stages. First, Barbados, Guyana, and St Lucia provided a series of video products from their jurisdictions that highlighted their experiences with resuming jury trials during the pandemic times. These videos were shared with registered participants who were then given the opportunity to submit questions arising out of the



information shared in the videos. Second, CAJO then hosted a live webinar Q&A in which the submitted questions were discussed by a Panel which included Chief Justice (Ret) Sir Marston Gibson; Chief Justice (Ag) Roxane George; Justice Brassington Reynolds, (Guyana); Justice Priya Sewnarine-Beharry, (Guyana); Justice Nareshwar Harnanan, (Guyana); Justice Vivian Georgis Taylor-Alexander (St Lucia); and Registrar Daniel Francis (St Lucia).

- **Judgment Writing Refresher Course, 27 May 2021**

This virtual course was facilitated by Justice Dennis Morrison, President of the Court of Appeal of the Turks and Caicos Islands and was open to judicial officers and a number of judicial research counsel from across the region.

- **International Public and Private Law from the Civil Law Perspective – Relevance for Caribbean Judicial Practice, 3 July 2021**

This session was facilitated by Professor Flora Goudappel, Dean, Faculty of Law, University of Curacao; Mr Rogier van den Heuvel, Attorney-at-Law; President Mauritsz de Kort, Joint Court; and Justice Jacob Wit, Judge, CCJ. The presentations from Professor Goudappel and Mr Rogier van den Heuvel were each followed by commentary and discussion moderated by President Mauritsz de Kort and Justice Jacob Wit.



*The International Public and Private Law from the Civil Law Perspective – Relevance for Caribbean Judicial Practice Webinar was just one of the virtual sessions held by CAJO in its efforts to continue its educational efforts during the COVID-19 pandemic.*

- **Judge Alone Trials: Views from the Bench, 30 September 2021**

This session brought together presenters from across the Caribbean to share their views, insights, and practical tips on judge-alone trials. The presenters were: Justice Jacob Wit, CCJ; Justice Vivene Harris, Jamaica; Justice Carla Brown-Antoine, Trinidad and Tobago; Justice Marlene Carter, Cayman Islands; and His Worship Juan Wolffe, Senior Magistrate, Bermuda. The session also included two commentary segments from Chief Justice Bryan Sykes of Jamaica as well as Chief Justice (Ag) Roxane George of Guyana, and two question and answer segments moderated by the Chief Justices.

- **APEX Justice and Technology Series, 20-21 October 2021**

The Caribbean Agency for Justice Solutions in collaboration with the American Registry for Internet Numbers, the CCJ, the Internet Registry for Latin America, CAJO, Connected Caribbean, and the Caribbean Telecommunications Union, hosted a webinar for judicial officers. This webinar explored issues relating to cybersecurity, data protection, misinformation, and privacy.

- **The Future of Caribbean Courts: A Service or a Place?, 29 October 2021**

Professor Richard Susskind, one of the leading authorities in technology and court systems, shared his critical insights with judicial officers, legal practitioners, and faculty of legal education institutes. Commentaries from Justice Adrian Saunders, CCJ President, and Justice Yonette Cummings-Edwards, Chancellor of the Judiciary of Guyana (Ag), and a question and answer segment moderated by Mr Elron Elahie also formed part of the session.

- **Social Media and Caribbean Courts: Risk or Opportunity, 18 November 2021**

This webinar featured presentations by Ms Tatiana Veress and Ms Cristina San Juan Serrano of the UNODC's Global Judicial Integrity Network, Judge Cristi Danilet, PhD, of the Romanian Judiciary, and Ms Semone Moore of the

CCJ's Public Education and Protocol Unit. The webinar explored the risks and opportunities that social media presents for judicial officers and judicial institutions in the Caribbean.



**Social Media and Caribbean Courts**  
**Risk or Opportunity?**

Join the Caribbean Association of Judicial Officers (CAJO) and UNODC's Global Judicial Integrity Network for critical insights into the use of social media by judicial officers and judicial institutions.

**THURS 18 NOV**  
1:00 - 3:30 P.M. AST

Click here to register by Monday 15<sup>th</sup> November 2021.

Featuring: **TATIANA VERESS**  
UNODC Global Judicial Integrity Network

Featuring: **CRISTINA SAN JUAN SERRANO**  
UNODC Global Judicial Integrity Network

Featuring: **JUDGE CRISTI DANILET, PhD**  
Romania

Featuring: **SEMONE MOORE**  
Public Education and Administrative Officer, CCJ

*As with most discussions on judicial officers' use of social media, this webinar was exciting and thought-provoking as attendees explored the use of social media through presentations and case scenarios.*

- **Setting and Sustaining Performance Standards, 10 March 2022**

This virtual session offered regional Magistrates and Judges of the Parish Court a practical learning opportunity to map the lifecycle of a matter, determine key milestones and events, and assign time-based measures. The session was facilitated by: Senior Magistrate Juan Wolffe, Bermuda and Justice Peter Jamadar. At the end of the session, participants were provided with all the resources developed in-session as well as additional materials on the topic.



- **Preparing Decisions for Timely Delivery, 7 April 2022**

This virtual session offered judicial officers a practical learning opportunity to use a model checklist, developed by CAJO, to assist with case management and, preparing and delivering decisions in a timely manner. The session was facilitated by: Justice Lisa Ramsumair-Hinds, Trinidad and Tobago; Chief Justice (Ag) Roxane George; and Justice Peter Jamadar.

- **The Caribbean Community Implementation Agency for Crime and Security (CARICOM IMPACS) Financial Crime, Asset Recovery, and Cybercrime Training, October 2022**

CAJO assisted CARICOM IMPACS in designing and implementing a training needs assessment with judicial officers and prosecutors across 14 regional jurisdictions. Based on the information gathered, CARICOM IMPACS developed training and sensitisation sessions for judicial officers and prosecutors, with some assistance from CAJO.

- **Being Media Ready Training Programme (with the JURIST Project), March-July 2022**

CAJO partnered with the JURIST Project to prepare training manuals and present at eight training workshops designed to prepare judiciaries and judicial officers to engage with the media.

## Territorial Initiatives

- **Strengthening the Judicial Office, The Bahamas, 1-6 March 2020**

CAJO delivered a five-day in-person training and educational programme in The Bahamas for judicial officers and judicial research counsel. The sessions focused on the role and functions of judicial officers and research counsel, case and case-flow management, performance standards, legal argumentation, writing of legal opinions, statutory interpretation, and judicial wellness. The facilitators were Justice Peter Jamadar, Justice Gregory Smith, Ms Kavita Deochan, and Elron Elahie.



*Despite the challenges encountered during the past two years, the CAJO is pleased that it was able to continue its training programmes for a variety of stakeholders.*

- **Clarity in Judgment Writing for the Office of the Procurement Regulation, Trinidad and Tobago, June–October 2020**



*Participant engagement is integral to effective judicial education aimed at sustainable behavioural change, and CAJO programmes facilitate this.*

CAJO delivered a staggered three-module judgment writing training programme to Trinidad and Tobago's Office of Procurement Regulation.

- **Jamaica, Training on Civil Procedure Rules, 2006 (CPR)- Theory and Practice: Identifying Gaps, Forging a Way Forward, 12 and 25 November 2021**


This training consisted of two virtual workshops on theory and best practices for enhancing the effectiveness and efficiency of the CPR. The sessions were facilitated and included presentations by Sir Dennis Byron, President Adrian Saunders, and Justice Peter Jamadar, as well as intensive analytical group work on selected case studies.

- **Belize, Annual Law Conference of the Belize Bar Association, 14 January 2022**

CAJO delivered an interactive presentation on 'The Basic Structure Doctrine and its implications concerning the Belize Constitution, facilitated by Justice Peter Jamadar.

- **Human Trafficking, Forced Labour, and Modern Forms of Slavery: Commonwealth Caribbean Perspectives, 31 March 2022**

CAJO delivered an in-depth and interactive training programme for the Judiciary of the Turks and Caicos Islands. The presenters were Justice Peter Jamadar and Mrs Laurissa Pena. This session was attended by judicial officers, attorneys-at-law, police officers, the Director of Public Prosecutions, and the Superintendent of Prisons.



**Human Trafficking,  
Forced Labour, and  
Modern Forms of  
Slavery: Commonwealth  
Caribbean Perspectives**

Training Programme for the Judiciary of the  
Turks and Caicos Islands  
March 31st, 2022

*As the issue of contemporary forms of slavery continues to plague regional societies and challenge law and order, the CAJO sought to highlight the problem in its training initiatives focusing on the roles that judicial officers can play.*

- **Training on the Draft Civil Procedure Rules for The Bahamas, February – May 2022**

CAJO conducted six webinars for the Judiciary and Bar Association of The Bahamas, on the draft Civil Procedure Rules. Judicial officers, attorneys, and other stakeholders participated. The presenters were Sir Dennis Byron, President Adrian Saunders, Justice Peter Jamadar, and Mr Anil Ramsahai, Case Management Officer at the CCJ.

- **Guyana Annual Judges' Conference, 1-3 July 2022**

CAJO delivered three in-person sessions on Judicial Ethics: Ethical Explorations: What, Why, How; Judicial Arrogance: An Anathema; and Improving Judicial Performance: Explorations in Judicial Mindfulness and Procedural Fairness. Facilitated by Justice Peter Jamadar.



*The Guyana Annual Judges' Conference was one of the first in-person sessions that CAJO participated in since the relaxation of COVID-19 public health measures.*

## International Initiatives

- **Virtual Judicial Wellness Webinar, UNODC-GJIN, 8 June 2022**

Justice Peter Jamadar participated in the United Nations Behavioural Science Week through a GJIN workshop, delivering a virtual presentation on Judicial Wellness and Judicial Mindfulness.

- **Mindfulness Research Sessions, CJEI, June 2022**

Over the first two weeks in June 2022, Justice Peter Jamadar presented research conducted in the region on how judicial mindfulness can positively impact core judicial functions. This presentation was made to Commonwealth judicial officers attending the Commonwealth Judicial Education Institute's Intensive Study Programme, in Canada.



*This international judicial wellness and mindfulness session was a particularly enlightening and enjoyable event, evident by the smiles of the presenters during the programme delivery.*

# Research

## November 2019 - October 2022

- **CAJO Assessing Responses to Caribbean Judiciary Staff Report, An Exploratory Account of Regard, Respect, and Appreciation for Staff amid the COVID-19 Pandemic**

As a result of the onset of the COVID-19 pandemic and the imposition of 'stay-at-home' and 'social distancing' policies and public health regulations introduced across the region, regional judiciaries were confronted with providing safe, efficient, and adequate access to justice. At the forefront of each Judiciary's response were court staff. This research explored the experiences of judiciary staff in relation to the measures imposed and implemented, and as well the operating cultures within these judiciaries. This report is posted on the CAJO's website.
- **CAJO Wellness Survey Report, Exploring the Wellbeing of Caribbean Association of Judicial Officers, March-July 2021**

CAJO conducted an anonymous wellness survey between 23 March-15 May 2021. Responses were received from 126 judicial officers across the region. Through this survey, CAJO was able to explore the wellbeing of Caribbean judicial officers and published the results of this research in a report dated July 2021, which was shared with regional Heads of Judiciary and judicial officers on the CAJO's mailing list. This report is posted on the CAJO's website.
- **The University of the West Indies, The Caribbean Court of Justice, and The Caribbean Association of Judicial Officers Joint Caribbean Centric Jurisprudence Research Project, April 2021-September 2022**

In April 2021, CAJO partnered with The University of the West Indies (UWI) and the CCJ to establish a Committee to, (i) assess the extent to which Caribbean materials were referred to and used in the teaching of select core courses at the Faculties of Law, UWI, (ii) consider the continued relevance of the original intent of the Faculty of Law, UWI, and (iii) propose concrete actions to incorporate more Caribbean material in the selected courses. Course materials were collected and analysed, Deans of the Faculties of law, and lecturers of the respective courses were interviewed, and a cross-section of the students who completed the courses was surveyed. The results of this research were published in a report which was shared with the Heads of Judiciary, Deans of the Faculties of Law UWI, and other regional stakeholders. This report is posted on the CAJO's website.

# CAJO News

CAJO published Five Issues of CAJO News - CAJO News Issue 11-15.



## CAJO News

### Issue 11:

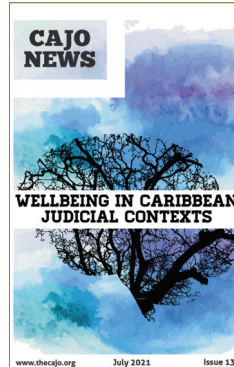
Reliving the 2019  
Biennial Conference:  
The Energy of  
Belize, June 2020



## CAJO News

### Issue 12:

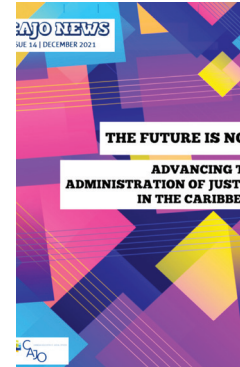
Caribbean Courts in  
a Time of Transition,  
December 2020



## CAJO

### News Issue 13:

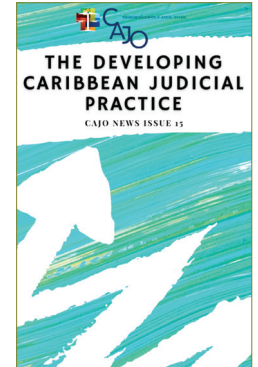
Wellbeing in  
Caribbean Judicial  
Contexts, July 2021



## CAJO News

### Issue 14:

Advancing the  
Administration of  
Justice in  
the Caribbean,  
December 2021



## CAJO News

### Issue 15:

The Developing  
Caribbean Judicial  
Practice, July 2022

These and past Issues of CAJO News can be accessed on CAJO's website at [www.thecajo.org](http://www.thecajo.org).



## Other CAJO Projects

- **CAJO Tree Planting Initiative**

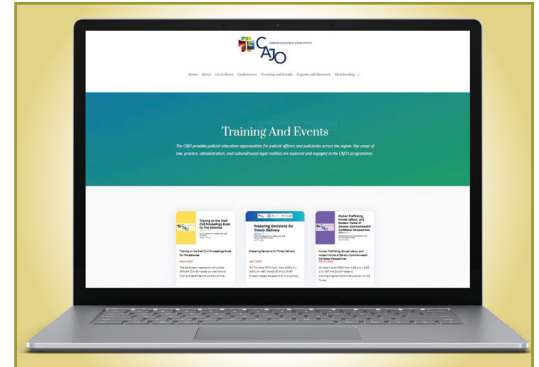
In March 2020, just before the onset of the COVID-19 pandemic, and while in The Bahamas on a judicial education initiative, the CAJO launched its 'Plant a Tree, Save the Planet' project. Justice Jamadar as chair of CAJO presented the then Chief Justice of The Bahamas, Sir Brian Moree, with a Lignum Vitae, the national tree of The Bahamas, which was planted in the centre of the Judiciary's grounds.

- **Incorporation of CAJO**

CAJO was formally incorporated as a non-profit organisation in March 2022. This was done pursuant to the Companies Act, Chap. 81:01, Laws of Trinidad and Tobago.

- **Website Redesign and Online Payment Platform**

CAJO's website was redesigned and updated to make it user-friendly, modern, and to include a payment platform. It can be accessed at: [www.thecafo.org](http://www.thecafo.org).



## Future Projects

- CAJO is partnering with the JURIST Project on the publication of a Criminal Bench Book for Barbados, Belize, and Guyana.
- CAJO is also partnering with the JURIST Project to develop disability and inclusion guidelines, a training curriculum, and a pilot training programme for regional judiciaries and judicial officers.
- Additionally, CAJO has made significant strides to become a member of the International Association of Judges (IAJ) and hopes that these efforts will be realised in the upcoming year.
- CAJO also intends to create a regional CAJO Hub to facilitate the sharing of relevant regional information and the exchange of ideas as it relates to the principles and best practices of judicial education.







CAJO

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c/o Caribbean Court of Justice  
134 Henry Street  
Port of Spain  
Trinidad and Tobago

Contact us: [info@thecajo.org](mailto:info@thecajo.org)