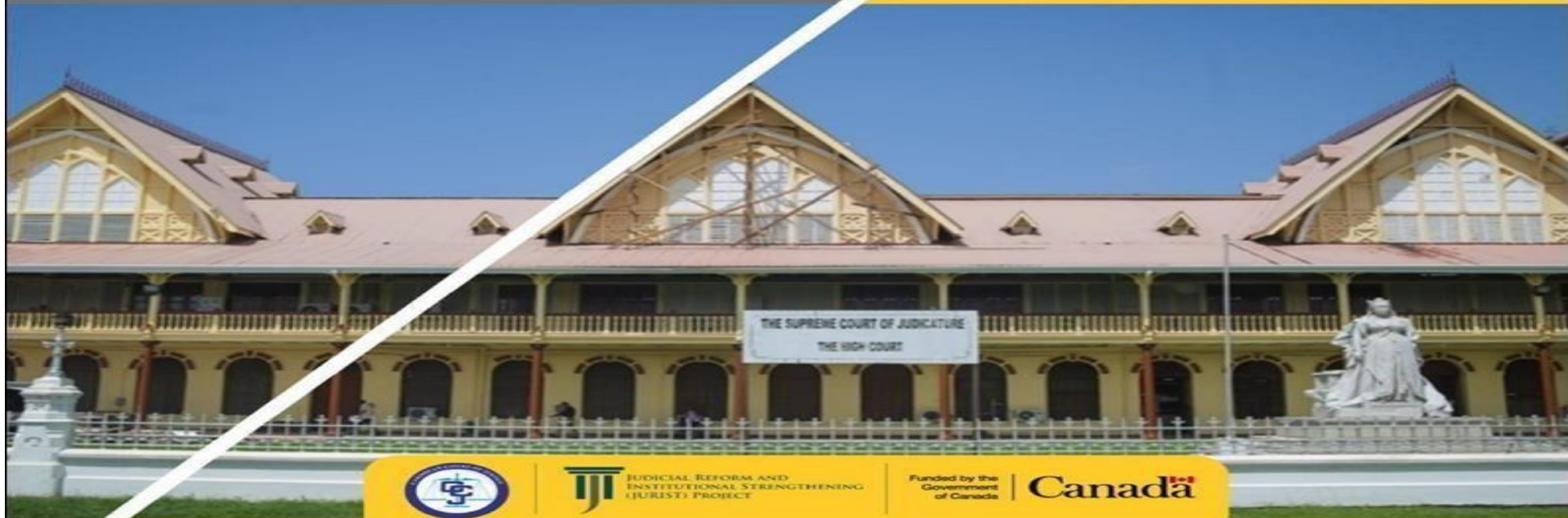




THE SUPREME COURT OF JUDICATURE GUYANA

7 - YEAR STRATEGIC PLAN 2024 - 2031

**Theme: Pursuing Service Excellence through
Investments in Human Resources, Management
Systems & Technology**



TJI JUDICIAL REFORM AND
INSTITUTIONAL STRENGTHENING
(JURIST) PROJECT

Funded by the
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MESSAGE FROM THE CHANCELLOR OF THE JUDICIARY ACTING

It is indeed an honour and a privilege to present this the first Strategic Plan for the Judiciary of Guyana, spanning the years 2024 – 2031, which has as its theme ‘Pursuing Service Excellence Through Investment in Human Resources, Management Systems and Technology’.

Why a Strategic Plan? Having done some research and introspection, we see the need to assess our court performance to bring it in line with internationally recognised standards. We aim to work within the internationally developed framework of values for courts, and utilize the necessary tools to modernise and improve the quality of justice and judicial administration.

This Strategic Plan therefore represents the goal of the judiciary to align itself with universally accepted core values of a court as established by the International Consortium on Court Excellence. We intend to achieve the stated goals and objectives of the Consortium and join the ranks of other courts as a member.

A court specific framework is necessary because traditional guidelines, benchmarking and other performance management systems do not take into consideration the peculiar nature, role and function of the court and its operating procedures. This Plan offers us the unique opportunity of commencing a journey of court excellence. On this path, we have had consultations with the Bar, our staff and justice sector stakeholders. We have laid out certain milestones to be realized along the way and are cognisant of the value to be added to the judiciary as we progress. We will harness a culture of ongoing reforms, service improvement and necessary innovations, with an emphasis on the use of court technology. The Strategic Plan provides a comprehensive framework for the achievement of these goals.

The overarching core values of independence, integrity, fairness, competence, transparency, accessibility, certainty, timeliness and equality before the law are clear landmarks in our Strategic Plan. They will continue to guide our operations. We intend to continuously review our performance and ensure that these stated core values are realised to achieve court excellence. Our aspirations for improvement of the quality of service for all court users will engender greater trust and confidence in the administration of justice. It will therefore enure to the benefit of all Guyana, particularly those seeking the services of the courts.

I acknowledge the sterling contributions of Ms. Joycelyn Williams, Dr. Paulette Henry, Justice Roxane George, Chief Justice (ag), Justice Jacqueline Josiah-Graham, Ms. Sueanna Lovell, Registrar, Ms. Monique Ifill, Court Administrator and all the hardworking staff of the Supreme Court of Judicature towards the development of this Strategic Plan.

Heartfelt thanks are extended to the Judicial Reform and Institutional Strengthening (JURIST) Project for providing the funding for the Strategic Plan. Without their invaluable contribution this Strategic Plan might not have been realized.

The Judiciary of Guyana will continue to pursue excellence.

The Hon. Justice Yonette Cummings-Edwards, OR, CCH
Chancellor of the Judiciary (ag)
The Co-operative Republic of Guyana

LIST OF ACRONYMS

AG	<i>Attorney General</i>
BSC	<i>Balanced Score Card</i>
CCJ	<i>Caribbean Court of Justice</i>
CH	<i>Chancellor</i>
CJ	<i>Chief Justice</i>
CPR	<i>Civil Procedure Rules</i>
DPP	<i>Director of Public Prosecutions</i>
GAWL	<i>Guyana Association of Women Lawyers</i>
ICT	<i>Information Communication and Technology</i>
IT	<i>Information Technology</i>
KPI	<i>Key Performance Indicator</i>
JSC	<i>Judicial Service Commission</i>
M&E	<i>Monitoring and Evaluation</i>
PSC	<i>Public Service Commission</i>
PSM	<i>Public Service Ministry</i>
SCOJ	<i>Supreme Court of the Judicature</i>
SWOT	<i>Strengths Weaknesses Opportunities Threats</i>
UN	<i>United Nations</i>

CLIENTS & STAKEHOLDERS INTERVIEWED

Director of Public Prosecutions	<i>Ms. Shalimar Hack, SC</i>
Guyana Legal Aid	<i>Ms. Shellon Boyce, Director</i>
Bar Association of Guyana	<i>President, Vice President, and 3 other members.</i>
Guyana Association of Women Lawyers	<i>President & 4 other members</i>
Guyana Police Force	<i>Four (4) Senior Officers (Superintendents & 1 Commander) of Guyana Police Force who work with prosecutors/court</i>
Ms. Felicia Singh	<i>Senior Registry Officer -Essequibo High Court</i>
Mr. Rajesh Gopaul	<i>Senior Clerk-Suddie Magistrate’s Court</i>
Mr. Alex Moore	<i>Magistrate-Whim, Berbice</i>
Ms. Pamela Williams	<i>Senior Registry Officer-Berbice High Court</i>
Ms. Renita Singh	<i>Magistrate-New Amsterdam</i>

Cover Design by Mr. Mensah Fox-Graphic Artist.

1. BACKGROUND TO THE PLAN

1.1. Introduction

This is a seven (7)- Year Strategic Plan of Action for the SCOJ Guyana to strategically pursue continuous improvements in its services, towards global standards of court excellence. It is expected to serve as a blueprint and inform the SCOJ's broad work program in the coming seven years, 2024-2031. A Strategic Planning Team from the Court adopted a participatory and inclusive methodology to gain inputs from key stakeholders and court users, in order to understand the key achievements and gains made over the last few years in court services, the current challenges and opportunities and outstanding gaps in requirements for advancing towards global standards of court excellence. The Plan¹ therefore is reflective of the interrelated and multidisciplinary areas of work for reaching the required standards in the critical areas of court service. The Strategy is developed when Guyana as a country is experiencing a social and economic shift, due to the booming energy sector, a rapidly growing economy, new migrant populations, and several elements of growth due to the diversification of the economy. The Judiciary is also required to change and be responsive in this changing society, as they will be expected to ensure that citizens adhere to the rule of law and good governance.

At the operational level, the Plan assists the Court in strengthening its resource allocation to improve its performance, to become more results-oriented, and build on the successes of the past, including the E-Court innovations achieved during the COVID 19 pandemic. The end result of effective execution will be enhanced customer satisfaction and value for users and stakeholders of the court. Thus, the Plan focuses on the priority areas of court services, where higher customer satisfaction will best be served, in the medium term, along the wider spectrum of the SCOJ services portfolio. The focus over the coming seven (7) years will be on human resource capacities, court administration/management systems and the technological infrastructure. The Strategy provides clarity of direction to departments, teams, and individuals who are internally and externally linked to the organization. Execution of the plan will assist the Court to continuously embrace its purpose statements with focal lens of clearly defined objectives and related actions and activities.

¹ In this document, Plan and Strategy will be used interchangeably.

1.2. International Standards of Court Excellence

Global standards of court excellence are articulated by the International Consortium for Court Excellence (2020)², and many courts and judicial institutions around the world are using them as the standard of relevance for improving their services. The SCOJ's 7-Year Plan includes strategic measures and actions, that will enable the institution to continue to address many of these performance measures. According to the Consortium guidelines, there are eleven (11) focal performance measures that benchmark court excellence, viz 1) court user satisfaction, 2) case clearance rate; 3) on-time case processing; 4) duration of pre-trial custody; 5) court file integrity; 6) case backlog; 7) trial date certainty; 8) employee engagement; 9) compliance with court orders, 10) access fees and 11) cost per case. Several of these performance measures have been receiving the attention of the SCOJ in Guyana, over recent years.

Establishment of a System to Baseline and Monitor Court Administration Performance Measures

In the overall administration of Justice by the Supreme Court, the core performance measures of case clearance rates, on-time case processing, duration of pre-trial custody, case backlog, trial date certainty, and cost per case, are deemed to be low-hanging fruits that encapsulate customer satisfaction, viz., gaining timely and efficient justice for their litigation. *The SCOJ will therefore be establishing a system, with staffing, to baseline and track these measures as a part of this 7-year Strategy. Training in gathering the required information and data will also be a part of this thrust.*

These court excellence performance measures are actually in two main categories. The first set, (1-7) numbered above refers to the quality of client services and depends a lot on many of the *Access to Justice issues* identified in the objectives outlined in the Plan. Trial date certainty, and on-time processing for civil cases have been enhanced with the CPR 2016, while duration and pre-trial custody case clearance rate depend significantly on the number of judges available, as will be explained in Section 2 of this Plan. Employee engagement is fully discussed under the

Objective of *Workforce Productivity and Performance*, with the achievements and needs explained. Based on stakeholder interviews and feedback, it would seem that it is not fully known by the SCOJ, what are the implications and impact of access fees and cost per case on citizens and court users. As a result, we have included in the needs for the **Access to Justice** objective, a *study to ascertain the cost of each type of litigation to the court, and the level and types of costs for key services/litigation to court users* at the various subject courts in Guyana. The other performance measures of the Consortium also require assessment, but it is not possible to conduct all of them in this 7-Year Strategy.

1.3. The Methodology

A six-pronged methodology was utilized in the design and development of this Strategy. These included: (i) a desk review of key documents of the court, including Annual Reports (ii) consultations with key judicial and non-judicial officers of the court, including the Hon Chancellor, Hon Chief Justice, and key departmental heads, (iii) consultations with local regional judicial stakeholders including registrars, court clerks and police prosecutors, (iv) a SWOT analysis based on the interviews and discussions with the key informants and stakeholders, (v) production of an Inception Report, (vi) summarizing a Situation Analysis and establishing a Needs Analysis. This methodological approach allowed the Strategic Planning Team to comprehensively assess both the internal and external environments, the system gaps and opportunities for building a plan that is relevant and high on execution imperatives in order to create positive systemic change in the institution in the next 7 years. A feedback mechanism was developed for the commencement to the final version of the plan. The initial situation and gap analysis process allowed us to identify the institutional capacity and capabilities that the leadership of the court has invested in, and established the foundation for the launch of the 2024-2031 strategy.

The Plan has an accountability framework built into its structure, with the results-based management framework outlined for the goal, objectives and related actions and activities. We have established action-planning, measurement of outcomes and a monitoring framework to measure and determine progress at the end of each year of the Plan. The results-based system that underlines the framework of the Strategic Plan enables accountability and transparency of the expected strategic actions and outcomes. As noted, before, the Plan was preceded by a detailed Needs Assessment and Gap Analysis, that provided a thorough diagnostic of the situation at the SCOJ Guyana, the progress made in recent years and the existing needs and gaps in relation to the main objectives of SCOJ Guyana. The Plan is also benchmarked against Caribbean and North

American standards of court excellence.²



²In particular, the Plans of the Caribbean Court of Justice, the Federal Judiciary Plan of USA, and the Strategic Plan of the Judiciary of Jamaica were embraced.

Key Objectives for a Modern Court have been established as follows:

Issue 1: Strengthening Court Leadership & Administration

Issue 2: Enhancing Access to Justice

Issue 3: Enhancing Workforce Productivity & Performance:

Issue 4: Enhancing Court Infrastructure

Issue 5: Satisfying Clients Needs and Improving Customer Experience: Issue 6: Preserving Public Trust, Confidence, and Understanding

Issue 7: Improving Work Processes & Technology

Issue 8: Optimizing Use of Financial & Material Resources

From an organizational perspective, we also utilized the balanced scorecard approach (BSC), which examines the organization from four different and interdependent perspectives as a conceptual prism for inquiry. The four viewpoints guide the objectives, measures (KPIs), targets, and initiatives relative to those views. The four areas of the BSC are used to guide a more structured SWOT in this Plan, and the Results Framework in Appendix 1 are:

- 1) Stakeholders/ Client Customer Needs & Satisfaction
- 2) Internal Processes (Innovation & Information Systems)
- 3) Learning & Growth-Employee Capabilities, Information Systems, Engagement & Alignment
- 4) Finance & Material Resources

1.4. Scanning The Environment

The internal and external environments have been scanned, thus reflecting the SWOT Analysis. The internal environment mandates that the court continues to prioritize investments in human resources, management systems, and technological investments (in caseload management and information and data management). There is already work underway to digitize court records at both the High Court and the Magistrates Courts.

Further improvements in the efficiency of service delivery are heavily dependent on higher motivation among the employees, and being able to retain and engage new middle-level talent. The external environment indicates the requirements to respond to the priorities of CARICOM, in particular the emphasis of the Strategic Plan for CARICOM 2015-2019³, which identifies *Citizen Security and Justice, as one pillar*. In the CARICOM Plan, Justice Reform is defined as:

“modernized and efficient court systems and procedures, including the use of technology to facilitate case management and the efficient filing, disposition and tracking of court matters; reduction of backlog in the judicial system; training and retaining skilled personnel in the justice system – judges, lawyers, police officers, investigators and counselors; structured cross-border/regional systems to bolster national and regional efforts in justice protection, mutual legal assistance, law enforcement, enforcement of judgements; and improved access by the legal profession and the public to legislation, case-law and other legal information.”

1.5. Enhancing Organizational Performance

A critical thrust of this planning effort is that it serves as a decision-making tool at every level; to be the guide for each department and staff member in the organization, to identify where his/her particular area of work fits into the broader area of the Strategic Objectives and Actions. The consultations and inquiry process devolved to the local regional level for inputs, and by the time the unfolding of the Plan is completed, all departments and employees will have a clear view of the mission, vision, and values of the court so that each will be able to understand his/her contribution to the big goal. Most importantly, it provides direction for resource allocation to those areas that add the most value at this point of

Supreme Court of Judicature Guyana 7-Year Strategic Plan 2024-2031

the institution's life.⁵ The Court's Core Values have been updated to adequately reflect where the institution's core internal anchors should be at this point. This recognizes that it entrusts to every employee at the judicial and non-judicial levels to comprehend, embrace and model these values in the daily conduct of their work and civic lives. The ultimate aim is to strengthen the reference point for customer experience and service, and the way operations are conducted.

³ Op cit, p. 38. It is the most recent Plan that is on the Secretariat's website.

⁵ Caribbean Court of Justice Strategic Plan, 2019-2024, p.6

1.6. Execution Framework

The Strategic Planning Team in the Court will continue to facilitate the unfolding of the Plan and continue to monitor and review its execution over the 7-Year period. The Team will serve as Strategic Drivers and Champions of Change Management. The Plan also includes the creation of a Strategy & Research Department, with a Strategic Planning Manager, who will be responsible for coordinating and executing the strategy among the various departments identified. This Department will also have the responsibility for ensuring that each Department/Division utilizes/has these Strategic Objectives included in their Annual Work Plan with the related actions/activities also included.

1.7. Members of the Strategic Planning Team

I.	Hon Chancellor, Supreme Court Guyana
II.	Hon Chief Justice, Supreme Court Guyana
III.	The Chief Magistrate
IV.	The Court Manager
V.	The Court Administrator
VI.	The Chief Personnel Officer
VII.	The Registrar
VIII.	The Deputy Registrar
IX.	Supreme Court Chief Accountant
X.	Facilitators from Georgetown Development Consultants



2. ACCOMPLISHMENTS, NEEDS, SWOT

In this section, we explain the objectives of the Court, what have been some of the important accomplishments in recent years and the residual needs that will inform the Action Plan for 2024-2031.

2.1. Court Leadership & Management

The SCOJ Guyana has achieved meaningful progress in modernizing the court system, with considerable investments made in infrastructure, human resources, case management systems and procedures, and technological advances. The infrastructure and workforce of the SCOJ Guyana had not received the level of national investment of resources proportionate to its importance over several decades. Dilapidated buildings, neglected landscapes, inhumane workspaces for the workforce had been the legacy of the poor attention received. Over the last seven (7) years, the leadership and management of the Supreme Court of Guyana recognized the need for investment in judicial institutions in Guyana, to facilitate the rule of law, within the context of changes in the local and international political, social and business environment. Before the retirement of Chancellor Carl Singh OR, CCH, some significant initiatives were started, such as the path-breaking Civil Procedures Rules 2016, and the Family Court, inter alia. These initiatives have been implemented by the current team of Hon Chancellor (ag) Justice Yonette Cummings Edwards, Hon Chief Justice (ag) Roxane George, and the Registrar, Ms. Sueanna Lovell.

The stakeholder and customer feedback obtained through interviews have expressed their experience in relation to improved court services in some areas. The legal community, viz Guyana Legal Aid, Bar Association of Guyana and Guyana Association of Women Lawyers, noted the improvements in the service in the following areas: the new investments in infrastructure and buildings and aesthetics across the country, the utility of virtual hearings, e-filing possibilities, fixed dates hearings made possible through the CPR 2016, etc. The Police Force also noted an overall improvement in the relationship with SCOJ in recent times.

2.2. Gaps/Needs, Strategic Issues & Planned Outcomes

The Hon Chancellor, Hon Chief Justice and Registrar, recognize that the human resources, management systems, and technological gaps are the critical constraints to additional improvements in service delivery at this moment of the Court's history. Overall, the objective of filling these gaps/needs is critical so that senior management and judicial officers give more focus on their core job responsibilities of case trials, making decisions, and allowing middle management staff to take responsibility for managerial and administrative support areas.

Court users need timely, accessible and efficient access to justice and judicial services. This is an overarching goal, governing all the components of this 7-year plan. To deliver this, the Court needs to have documented management systems, viz., policies and procedures to guide operations in more efficient ways; in addition, there is the need for utilization of technology to improve the main service of the court viz the disposal of cases in near time efficiency. The SCOJ has been working over the last few years to improve court facilities and all factors that affect service quality to its clients; and they have recognized that continuous attention to this is the prime objective in the delivery of fair and efficient justice.

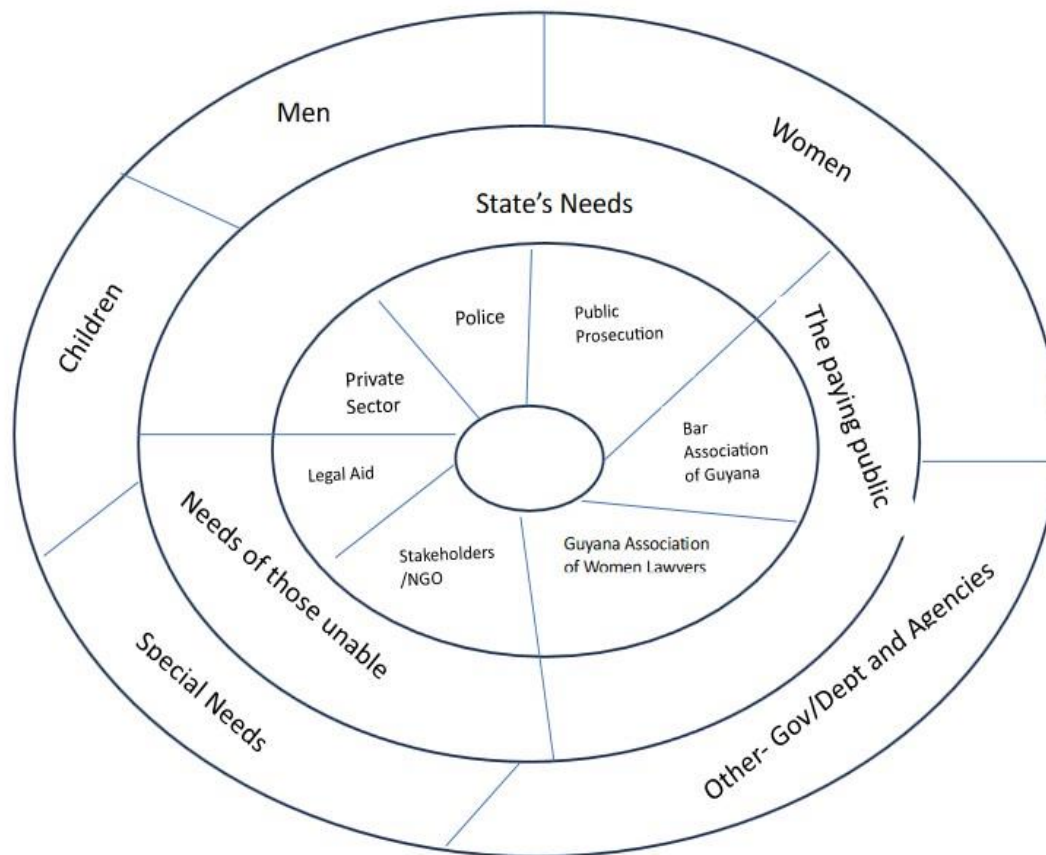
The cost of litigation from the perspective of the court as facilitator/supplier, **and** from the perspectives of court users are intrinsic in gaining access to justice. The SCOJ needs to have estimates of the approximate costs of processing a case, for budgetary reasons; and court users need costs that are low enough to enable access to judicial service, but not so low that alternative means of dispute resolution are not encouraged. *The cost is not fully ventilated anywhere or assessed, so the SCOJ Plan includes an action to evaluate and assess these two*

(2) types of costs for various judicial services and how the SCOJ may seek to engage with the legal community on this factor. Such an assessment will determine Guyana's performance against the International Standards for Court Excellence 2020.

2.3. Access to Justice

Access to justice is a key objective of Courts around the world. The Judicature's role in the provision of justice was best summarized within the 2016 Annual report which stated that "it is the Judiciary's task to ensure that all who utilize and interface with the courts at various levels are treated respectfully, fairly and equally. Each case must receive individual attention, and the law must be applied uniformly. Regardless of economic, social or another status, each party in a dispute must receive equal access leading to the process, consistency, and predictability"⁶. These elements which address recognition of the critical role of the judiciary in the provision of justice are also evident in their vision and mission statements from 2016 to the present that consistently uses words such as "provide access to justice", "social justice", "accountable" as well as "expeditious and timely trials". The objectives and related actions are mainly in pursuit of this broad submission.

Illustration 1: The Clients (Users) Of The SCOJ



2.4. Preserve Public Trust, Confidence, and Understanding

The public must have confidence in the court and the process. Public confidence in the judiciary is a term that is often used but never defined.⁴ An examination of the factors that boost public confidence points to the need for improved procedures and standards of administration. "Only by the adoption of sound administrative practices will the courts be able to meet the increased and increasing burdens placed on them. There must also be organization and system so as to leave the judge to his [or her] job of judging."⁵ These could help in reducing undue delays in the system. The system must be fast, reliable, transparent, and geared towards harmonious existence, and peaceful resolutions. In possible cases rehabilitation and reintegration of individuals back into their communities is desirable, thereby reducing recidivism and engendering public trust and confidence in the system of administration of justice.⁶ The objectives and related actions are mainly in pursuit of this broad sub-mission.

⁴ Arthur Selwyn Miller, 'Public Confidence in the Judiciary: Some Notes and Reflections' (1970) 35 *Law and Contemporary Problems* <<https://scholarship.law.duke.edu/lcp/vol35/iss1/6>> 5 October 2022

⁵ *Ibid*



2.5. Workforce Productivity & Performance

The Judiciary must be adequately staffed with quality human resources and with the numerical strength that can meet workload demands. It also needs to retain capable people from all parts of society, representing diversity in terms of race, colour, sex, culture, gender, sexual orientation, religion, age, or disability. The Judiciary must provide an exemplary workplace, and be an outstanding employer, given its role in the community of adjudicating often in issues relating to workplace dignity. Employees at all levels must enjoy a feeling of being treated with respect. Attracting and retaining highly capable non-judicial managers, IT specialists, facilities specialists, Human Resource specialists, communications specialists, and even support staff require fair and competitive compensation and benefits packages.

There is an inadequate number of Judges on the Bench for the workload allocated. Each Judge has between 200 to 300 cases. There are just 11 out of 20 High Court judges appointed, which is inadequate. The Court of Appeal functions with three judges. This includes the Chancellor and two (2) Justices of Appeal, but ideally, it should be the Chancellor and five (5) Justices of Appeal. Additionally, Magistrates' tenure is also limited and is not commensurate with their Judicial Service Commission recruitment. Magistrates retire at age 55, in contrast to judges whose retirement age is 65. This is an anomaly that should be speedily reviewed.

Non-judicial officers around the world are bound by stringent standards, procedures, and codes of conduct, hence the competitive remuneration and all conditions of work must contribute effectively to enabling this objective. The courts can only retain its cultural values if it can retain a core of employees over time who can exemplify and build on its cultural values that can be passed on to new recruits. In Guyana, employment in the Supreme Court for non-judicial officers is governed by the Public Service Rules. All employment must be approved by the Public Service Ministry, in accordance with the Salary Scales of the Public Service. This has

been a major constraint for the hiring and retention of competent and motivated staff, especially at the middle and technical levels.

Stakeholder interviews suggest that the low levels of motivation of staff at the court in key areas such as the registries is responsible for delayed justice in Guyana. Inadequate remuneration, staff unpreparedness, and weak support systems require urgent attention for efficiency in the delivery of justice to improve. The objectives and related actions are mainly in pursuit of this broad sub-mission.

With a workforce of nearly 600 employees, the Supreme Court is one of the largest employers in Guyana. The workforce is currently being managed by a Personnel Department. This key Department may be elevated to that of a Human Resource Department through training and capacity building of the current Office holders. The Court should also employ a Training Officer to continuously reinforce its values, and provide training to junior staff.

2.6. Financial and Material Resources

As noted, before, significant resources were expended to overhaul the Court infrastructure around the country, from dilapidated and in some cases, non-existent buildings. Many of Guyana's Courts were uncomfortable places for the public and Court Officers to use until recent times. Between 2015 -2021 there was targeted investment in Court buildings, with a significant G\$2B spent on this objective. These new Courts now have enhanced physical and infrastructural capacity in which to deliver justice, within the various segments of the court. All the courts have benefitted from new furnishings.

The Supreme Court Registry and Magistrates Courts are revenue earners. The Registry earns revenue from fees that are required to be paid in accordance with the scales contained in the Rules of Court for the performance of duties and execution of processes by officers of the court. The Magistrates Courts earn revenue primarily through the imposition of fines when persons are convicted.

The Court's Budget has increased over the last six (6) years to facilitate its growing work program. Article 128 of the Constitution

makes the Court an autonomous agency. The SCOJ is financed by a direct charge on the consolidated fund, through an annual subvention approved within the national budget. Since 2015, SCOJ has operated as a constitutional agency with direct reporting responsibilities to Parliament; the Supreme Court has been receiving the budgetary allocations requested. Notwithstanding, there have been increasing requests within the budgeting process for the subvention of the Court to be linked to a costed Strategic Plan which would clearly outline how the judiciary is utilizing its resources.

In addition to its subvention, the Court has benefitted from funds via UNICEF and the Canadian Jurist Project. These have aided in both the physical infrastructural development as well as human resource development.

2.7. Summary of Current Situation-Achievements

	Strategic Issue/Objective	Achievements
<i>1</i>	<i>Strengthening Leadership</i>	All the achievements are as a result of Leadership
<i>2</i>	<i>Enhancing Access To Justice</i>	<ol style="list-style-type: none"> 1) Specialized courts streamlining disposal of types of cases: Family Court, Sexual Offences Court, Drug Treatment Court, Juvenile Drug Treatment Court, Children’s Court, Commercial Court; Land Court Relocated and refurbished: 2) The E-Court: Zoom, Teams, and WhatsApp during and after COVID. 3) Increase in Court Budget. 4) Measures to Protect Judges and Magistrates are in place

UNDP, “Caribbean Justice: A needs Assessment of the Judicial System in Nine Countries (UNDP, 2020)

<<https://www.undp.org/latin-america/publications/caribbean-justice-needs-assessment-judicial-system- nine countries>> accessed 4 October,2022

<p>3</p>	<p><i>Enhancing Workforce Productivity & Performance</i></p>	<ol style="list-style-type: none"> 1) High Investment in Leadership Development: Annual Judicial Officers Conference organized by the Judicial Education Institute of the Supreme Court and sponsorship to attend international conferences in a wide range of topics/issues. 2) High Investment in Employee Engagements- cultural events and celebrations, and Christmas hampers. 3) Annual Managers and Supervisors' Training 4) Training in Customer Service has started and Customer FeedbackBoxes Installed. 5) Training to meet various needs in IT etc. for support staff.
<p>4</p>	<p><i>Enhancing Infrastructure and Facilities</i></p>	<ol style="list-style-type: none"> 1) Overhaul and Modernization of Physical Infrastructure of the High Court and Magistrates' Courts around the country. The Land Court was constructed when the East-West Wing was added to the Supreme Court compound. Some of the key locations with new magistrates' courts are: Sparendam, Diamond-Golden Grove, Bartica, Mahdia, and Kwakwani. Almost G\$2B expended in 7 years. 2) Equipping of Courts: Recording systems, furnishings, E-Notice Boards, Domestic Violence

		Hearing Rooms, Child-friendly rooms, facilities for Livestreaming on social media
5	<i>Satisfying Clients Needs and Improving Customer Experience</i>	<ol style="list-style-type: none"> 1) Bar & Bench Meetings have been held 2) Bench Meetings with the Civil Society 3) Free Services provided by Family Court 4) Child Care Facilities for persons attending court 5) Domestic Violence Hearing Rooms 6) Assistance with filing domestic violence applications. <p><i>All other infrastructure improvements; Case management and Access to Justice are to satisfy Client Needs</i></p>
6	<i>Preserving Public Trust and Confidence</i>	<ol style="list-style-type: none"> 1) Ethical standards for judges revised in 2021 2) Draft Code of Conduct for Non-Judicial Employees prepared. 3) Case Management is being monitored by the CJ, and Registrar, and at the level of Magistracy. A cap on the number of cases to be filed per day has been imposed. This encourages focus and completion of cases by magistrates. 4) Public education and awareness programs have been accelerated via all media and social forms to disseminate information on the Court.

<p>7</p>	<p><i>Improving Work Process, Procedures, Technology</i></p> <p><i>Technology for Case Management & Trials</i></p>	<ol style="list-style-type: none"> 1) Execution of the Civil Procedures Rules 2016 and procedures accomplished 2) Execution of Family Court Rules Procedures accomplished. 3) Case Allocation Procedures in the Magistrates Courts are working well 4) Computerization of Case Management: <i>Solutions to this are already in progress</i> (can be operational by mid-2024) through the E-Case Management System for the Magistrates' Courts and the E-litigation system for the High Court and Court of Appeal. 5) COVID-19 virtual technological innovations operationalized.
	<p>Optimizing Financial & Material Resources</p>	<ol style="list-style-type: none"> 1) The Court's Budget has increased over the last six (6) years to facilitate its growing work program from Approx. G\$1.8B in 2015 to approx. G\$3B in 2021. 2) New filing fees instituted under the Civil Rules (CPR) have increased revenues.



2.8 Strategic Issues/Objectives & Summary of Needs

NO	Strategic Objective	Summary of Needs
1.	Strengthening Court Leadership/Administration & Management	<ol style="list-style-type: none"> 1. The establishment of a middle management leadership framework that will provide capacity for the execution of overall strategy and systemic institutional oversight is required. This unit will be responsible for the oversight of the implementation of the strategic plan and the key priorities. Notably, some of the urgent needs of the judiciary will be geared towards sustained infrastructural improvements; advocating for full autonomy inclusive of recruitment; building the capacity of human resources and working to ensure that public confidence is maintained. A strategic Planning Unit will be the Champion and Coordinator of Strategy & Research Department, and enable the top judicial officers to focus more on case management and trials. <i>Under Workforce, we mention some additional positions in middle management that are required.</i> 2. The establishment of a system, with staffing to baseline and track key performance measures in the administration of Justice: 1) case clearance rates, 2) on-time case processing, 3) duration of pre-trial custody, 4) case backlog, 5) trial date certainty, 6) and cost per case. 3. The recruitment of a consultant to train the staff in the collection and analysis of information and data for these performance measures and set indicators.

2.	Enhancing Access to Justice	<p>There is a need to strengthen the case trials and management systems, reduce the time in disposing of cases, and build the capacity to expeditiously dispose of civil matters via ADR and plea bargaining in criminal matters. Additional investments in technology in some new courts are required, to build upon the gains in the post-COVID-19 period and also to increase access to underserved hinterland communities.</p> <p>Some specific actions:</p> <ol style="list-style-type: none">1) More Judges & Magistrates to be Hired2) Need for Sentencing Guidelines3) Need to document rules and procedures to support the Criminal Justice legislation4) Review and update the security of Judges & Magistrates where needed5) Conduct a Study: <i>Cost of each type of litigation to the court, and & level of legal costs for key services on the court users.</i>6) Implementation of data collection and analysis of case disposal and clearances rates.
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3.	Enhancing Workforce Productivity And Performance	<p>The Court needs to be able to recruit and retain required numbers of managerial, technical and support staff at competitive rates to conduct its operations and deliver service to its clients. Needs are:</p> <ol style="list-style-type: none">1) Benchmarking of SCOJ staff salaries against Commercial & Deeds Registries and estimating the increase in employment Budget2) Preparing submission to GOG to seek increases3) Establishing a Performance Management System for Annual Use by Managers.4) Establishing management systems through Objective 7 to guide operations.5) Implementation of an Employee Feedback Mechanism so employees have input as internal customers. <p>Key areas for strengthening HR are:</p> <ul style="list-style-type: none">• Judicial Education Institute of the Supreme Court• Strategy & Research Department;• HR & Training Department: Upgrade Senior Personnel Department to Human Resource Department(Upgrading of staff to new position and employment of persons to fill created vacancies).• Recruit Facilities Manager/Engineer;• More Staff in Judicial Registry and Marshal Department.• Train all staff levels in new core values and make prominent in departments.
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4.	Enhancing Court Facilities/Infrastructure	<p>Storage space is being exhausted given the quantity of documentation generated and the fact that an audit has not been completed since 2014. Health and safety issues accompany the poor space available per head in the accounting, personnel divisions, and IT divisions. There is need for:</p> <ol style="list-style-type: none">1) Annual rapid health & safety audits, starting in Georgetown to offer solutions for short term, medium-term, and long-term.2) A study on which is the best option for the space needs in Demerara- acquiring an entirely new complex; or moving out all administrative functions to another location; or moving only the Magistrates Court to a new location3) A Maintenance Plan for all courts4) Construction of additional Magistrates Courts where needed.5) More facilities at Courts for Attorneys at Law: desks, charging ports for laptops.
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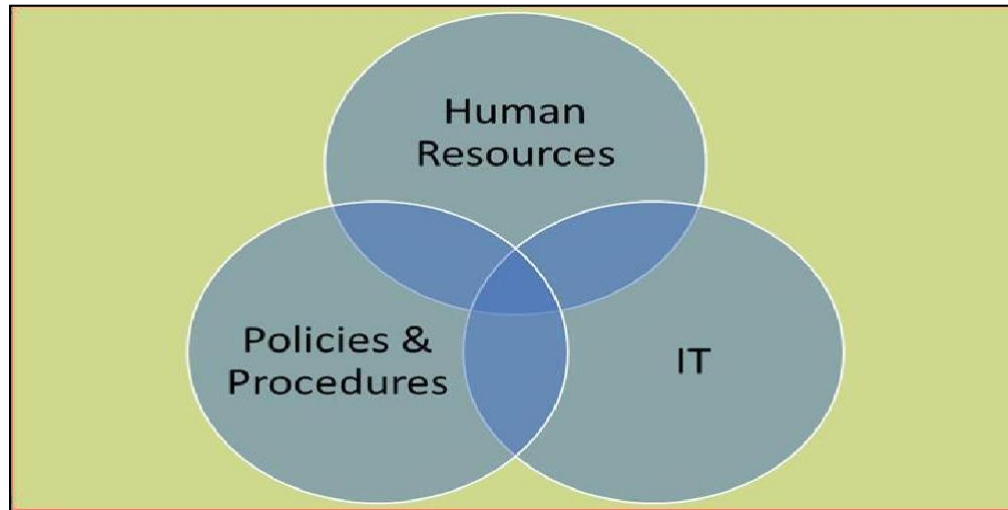
5.	Satisfying Clients Needs And Improve Customer Experience	<p>Improvement of the billing system to allow for better payment for retrieval of funds and to take advantage of technology in providing both access to justice and case management. Inthis regard there is need for;</p> <ol style="list-style-type: none"> 1) A review of the Management & Operational Systems at the Judicial Registry 2) Magistrates Court Clerks of Court Training 3) Acceleration of the Public Awareness Drive 4) Ongoing Customer Service Training
6.	Preserving Public Trust, Confidence, And Understanding	<p>This requires efforts for the public to have an increased knowledge of the role and function of the judiciary through a public education strategy, and to increase the visibility of the judiciary in the process. More persons are using social media platforms: Need:</p> <ul style="list-style-type: none"> • A wider PR program on an expanded range of judicial issues.

7.	<p>Improving Work Processes & Technology</p>	<p>Policies and procedures provide a road-map for day-to-day operations. The following areas are of particular concern given the consequences for public trust and confidence of not having procedures in place:</p> <p><i>Documentation of Procedures/Policies</i></p> <ol style="list-style-type: none"> 1) Human Resource and Administrative Procedures 2) The Rules for the Commercial <i>Court/Functions</i> need to be re-examined and re-evaluated 3) Procedures in the Judicial Registry and other Registries where needed, once the Grand Review of the Registry’s operations is completed and recommendations are made; 4) Procurement Procedures and Requirements of SCOJ documented so that all Departments and Regional Locations are in sync; 5) Procedures Manual for Operation of Magistrates Courts, etc. <p>Other Reforms:</p> <ul style="list-style-type: none"> • <i>Complete Electronic System to Get Documents:</i> The recovery of documents can take days, and it was suggested that the court and police could have access to a common electronic system for paper trails. <i>Solutions for this are already in progress</i>(can be fully operational by mid-2024) through the E-Case Management System for the Magistrates’ Courts, and the E-litigation system for the High Court and Court of Appeal (by Q4 2023). • <i>Initiate Dialogue to Resolve:</i> Long delays in receiving forensic evidence, medical evidence, and social workers' availability. Social workers must be available to work at weekends and after hours.
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8.	Optimize Use Of Financial And Material Resources	<ol style="list-style-type: none">1) Seek a larger Budget for more competitive salaries for staff.2) Link the Budgets for 2024-2031 to new funding requirements in the StrategicPlan.
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Illustration 2: The Main Factors Affecting Client/Customer Service:



2.8 Balanced Scorecard - SWOT Analysis

The SWOT Analysis which follows, summarizes the situation at the SCOJ, using the Balanced Scorecard approach, thus allowing for the strengths, weaknesses, opportunities & threats to be identified separately for each of the four categories. Many of the issues in this SWOT may have been covered in Accomplishments and Needs. The SWOT divides them by the four areas of the Balanced Scorecard, thus providing another vantage point, showing four(4) critical areas of business and institutional requirements for healthy growth.

2.8. SWOT Analysis: By Balanced Scorecard Perspectives

SWOT ANALYSIS: Clients/Stakeholders' Perspective			
INTERNAL		EXTERNAL	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Significant progress made in modernizing the court system, with considerable investments in infrastructure, human resources, case management systems and procedures, and technological advances. • An interdependent relationship exists between and among the Supreme Court and its various partners. • A fledgling public education system exists with social media platforms. • Opportunities are provided by the SCOJ leadership to measure the client needs and customer experiences (Bench and Bar meetings; Bench and Civil Society meetings; Director of Public Prosecution). • Trial dates certainty and prioritizing of cases have improved with the Civil Procedures Rules 2016. 	<ul style="list-style-type: none"> • The prolonged absence of the Judicial Service Commission affected the work program of the Court; judicial officers could not be appointed to fill vacancies. Public education on court services and procedures is still inadequate; the range of issues covered must expand. • Orders from the Supreme Court Judicial registry are prepared and issued with undue delays. • A large number of cases recur for the criminal session in the High court due to the absence of sanitized court lists⁷. • Inadequate relationship between police and clerks at various courts. • Inadequate number of Marshals affected quick and efficient delivery of court documents in the past. • Lack of timely access to finance also limited the efficiency of Marshals. 	<ul style="list-style-type: none"> • Customer service training to be continued. • Enhance visibility and publicity of the work of the Court • Build on stakeholder forum to get user feedback for enhanced service delivery • Increase the use of victim impact statements. • Align the Magistrates Courts with the 12 police districts in order to assist in expediting cases⁸. • Scheduled meetings between the SOCJ and its stakeholders can enhance knowledge sharing/ remove bottlenecks to justice delivery; The Bench and Bar meetings may be extended to other stakeholders. • Increased public education on legal issues can enhance the population's understanding of how the justice system works and could also reduce litigation. • E-system and use of registered post reduced the demand for Court Marshals 	<ul style="list-style-type: none"> • Increasing incidence of crime coupled with an increasingly litigious society threatens to overwhelm the court system with cases. • Lack of autonomy from the Public Service Ministry will continue to deny the Court of required numbers & caliber of human resources at managerial and technical levels. • Delays in confirming the Hon Chancellor and Hon Chief Justice can affect the appearance of justice in Guyana.

⁷ For criminal cases.

⁸ This is subject to discussion between the Courts and Police Prosecutor.

SWOT ANALYSIS: Financial & Material Resources

INTERNAL		EXTERNAL	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> ▲ Budgetary allocations to Court have almost doubled over the last seven years. The current SCOJ Budget is circa G\$3B per annum. ▲ A huge percentage of the budget was allocated and utilized on infrastructure, equipment and landscape upgrades of courts around the country. ▲ Almost \$2B spent from 2016 to 2020 in buildings and facilities: The Land Court; The East-West Wing of SCOJ. New Magistrate Courts include Sparendaaam, Diamond, Golden Grove, Bartica, Mahdia, Kwakwani; generators and equipment procured. • There has been an increase in revenue from fees. E.g. in 2017, budget estimate for fees was exceeded by 41%. • The Court has benefitted from funds via UNICEF, the International Migration Law (IML)-Access to Justice project, and the Canadian JURIST project. 	<ul style="list-style-type: none"> • Budgetary allocations do not meet all the development needs of the Court. • Court's physical infrastructure is still inadequate and space limitation is an occupational hazard. • The increased revenues from fines are a small fraction of the Court's current annual G\$3 Billion budget. • The Court's continued obligation to have the Public Service Ministry approve the hiring of non-judicial staff limits its ability to recruit at competitive wages. • Staffing of the Accounting department is inadequate to service the expanded court budget. 	<ul style="list-style-type: none"> • A costed strategic plan from which annual work plans can be prepared to report how resources are utilized will enhance strategic visioning. • The Court can pursue modernized accommodation facilities to meet the holistic and expanding infrastructural needs for its administration and accounting departments. • The development of a Strategic Planning and Research unit to conduct research and execute this strategy will add to the institutional capacity of the SCOJ. • Hiring a facilities manager can expand capacity to plan and maintain the assets of the SCOJ. • Revenue collection and contributions to consolidated fund, can be considerably enhanced by charging fees for other services (e-litigation, increasing traffic fines, etc., and by collecting fees and fines e.g. traffic fines⁹. 	<ul style="list-style-type: none"> • Delays in establishing a unit to implement and monitor the Strategic Plan can affect its implementation. • Funding from external partners may be reduced due to Guyana having an oil and gas economy • Lack of Autonomy in its ability to set rates of remuneration affects human resource compensation and quality.

⁹ Requires Parliamentary assent.

SWOT ANALYSIS: Learning and Growth Perspective			
INTERNAL		EXTERNAL	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> The leadership team at SCOJ is visionary and committed to strategic improvements to enhance the delivery of justice. Researchers are attached to judicial officers for increased efficiency. Supervisory and staff training has been ongoing to build workforce capacity. Customer service training across the SCOJ has started and is focused on training/ sensitizing all staff on the essential principles to enhance Court User Satisfaction to meet International Standards of Court Excellence. Training of Judicial Officers is ongoing. The Court has boosted initiatives to create and maintain a diverse and cohesive workforce Investment in training and education for Judicial Officers is ongoing. Annual benefits are provided to address low emoluments and support employee retention. Protective measures are adequate to protect the 	<ul style="list-style-type: none"> Inadequate middle management staffing places administrative burdens on court top management. SCOJ middle management and technical staff numbers are inadequate in comparison to their workload e.g. ITOfficers, Facilities Management. The absence of the Judicial Service Commission resulted in non - appointment of the required quota of judicial officers. Separate Family court infrastructure and resources needed due to increasing regional demands e.g Region 6. SCOJ has limited specialized skills in new emerging areas within the increasingly diversified Oil and Gas Guyanese economy. Some Regional High Courts and some Magistrates' Courts (e.g. Linden) have an inadequate number of Clerks. There are concerns about staff mental health which contributes to absenteeism. There is a need for a sports club for rest and team building. Health and safety concerns exist due to the lack of adequate space. 	<ul style="list-style-type: none"> The opportunity to fill and retain middle management & technical positions with competent, well- paid people can add to capacity of SCOJ. Online databases for case management are being restored/established to enable easier retrieval of case related information (to be completed in 2023). Collection, classification, and publishing of case management data and other indicators can facilitate analysis and recommendations by all stakeholders. The Judicial Education Institute is expanded to provide increased training. 	<ul style="list-style-type: none"> Potential Breaches to online systems is a threat. Lack of autonomy of the Court in hiring staff continues to affect availability of adequately qualified and learned staff. Low Salaries of Court staffers affect their work performance.

<p>judges, magistrates, employees, and the public.</p>			
ANALYSIS: Internal Processes Perspective			
INTERNAL		EXTERNAL	
Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> Case allocation and management at the High Court have been improved with CPR 2016, to ensure that cases are dealt with in a timely manner. Specialized courts are streamlining types of cases heard: New Functional Courts Created/In Use: Family Court, Sexual Offences Court, Drug Treatment Court, Juvenile Drug Treatment, Children’s Court, Commercial Court; Land Court relocated and refurbished New technology adopted during COVID 19, continue to enhance access to justice: The E-Court: Zoom, Teams, and WhatsApp. Equipping of Courts with Recording systems, furnishings, E-Notice Boards, Domestic Violence Hearing Rooms, facilities for Livestreaming on social media have enhanced the work process. 	<ul style="list-style-type: none"> Case management practices need to be consistent across all similar courts. The judicial registry system needs to be reviewed, remapped, and strengthened to increase its efficacy Inadequate staffing in sections of the judicial registry, and high staff turnover affect service. The absence of documented procedures to govern many functions affects customer service delivery. 	<ul style="list-style-type: none"> Development of Rules & Procedures to support the Criminal Justice legislation e.g can provide more consistency in case hearings. Sentencing guidelines are currently being developed by AG and will provide more consistency in judgments. Completion of many policies and procedures can streamline operations. A holistic diagnostic of the Registry, its process flow, and operational framework to streamline for increased efficiency. Implementation of a system to reduce wait times and costs for persons who have to receive monies from the Court, can enhance customer satisfaction. Increasing the use of ADR can ease the burden on the court system. Increase the number of trained mediators attached to Courts Conducting Biannual Occupational and Safety assessments can enhance risk management in SCOJ. A structured public education program on legal issues can enhance the population’s understanding of how the justice system works. Strengthened specialized courts in every region to better serve increasingly 	<ul style="list-style-type: none"> Delays in reviewing and remapping the policies and procedures in the judicial registry, and other registries will continue to negatively affect customer service. Delays in developing and documenting all other policies and procedures, and in conducting risk assessments for occupational hazards can severely impact delivery of service.

3. **THE STRATEGIC PLAN 2024-2031 & ACTIONS**

Strategic Driver of The Plan: The Strategic Planning Team will meet once per quarter to guide and monitor the execution of this Plan.

3.1. **Mission, Vision & Core Values of The SCOJ Guyana**

SCOJ Guyana- Our Mission-*To uphold the rule of law and provide access to the timely delivery of justice in a fair, transparent and efficient manner.*

SCOJ Guyana- Our Vision-*To Encourage and maintain public trust and confidence through an independent, effective and accountable judicial system.*

Core Values of SCOJ reflect the Core Court Values of the International Consortium of Court Excellence¹⁴. We commit to training and developing all staff members in these values, and also to make them visible in all offices of the SCOJ.

Independence	We value the ability to render justice without fear that decisions may threaten tenure, compensation, or security; with sufficient autonomy for the judiciary as an equal branch of government in matters of internal governance and management.
Competence	We embrace continuous learning and development to enable continued growth in knowledge and skills at all levels to use resources efficiently and give timely service.
Equal Justice	We commit to fairness, impartiality and transparency in the administration of justice; providing accessibility of court processes to all citizens and residents.
Diversity and Respect	Our workforce consists of judges and employees that reflects the diversity of the public we serve; an exemplary workplace where everyone is treated with dignity and respect.

Service	We commit to faithful and courteous conduct in the discharge of duties; allegiance to the Constitution and Laws of Guyana and dedication to meeting the needs of jurors, court users, and the public in a timely and efficient manner.
Accountability	Compliance of all workers with highest standards and code of ethics of jurisprudence, administration, and utilization of public resources.

¹⁴ 1.Certainty, 2. Timeliness, 3. Accessibility, 4.Transparency, 5. Integrity, 6.Competence, 7.Independence, 8. Impartiality, 9. Fairness, 10. Equality

3.2. Our Strategic Framework For 2024-2031:

Strategic Goal:

To Improve the Quality of Customer Service Offered to Internal & External Clients of The Court, While Upholding Its Core Values.

The related objectives to achieve the goal are the following:

Strategic Objective 1: Strengthening Court Leadership, Administration & Management

Strategic Objective 2: Enhancing Access to Justice

Strategic Objective 3: Enhancing Workforce Productivity & Performance:

Strategic Objective 4: Enhancing Court Infrastructure

Strategic Objective 5: Satisfying Clients Needs and Improve Customer Experience

Strategic Objective 6: Preserving Public Trust, Confidence, Understanding

Strategic Objective 7: Improving Work Processes & Technology

Strategic Objective 8: Optimizing Use of Financial & Material Resources

3.3. Rationale of the Objectives and Actions

The rationale for these strategic objectives and actions have been established in Chapter 2: Challenges, Needs, SWOT. In this section of the Plan, the detailed STRATEGY is outlined. It consists of

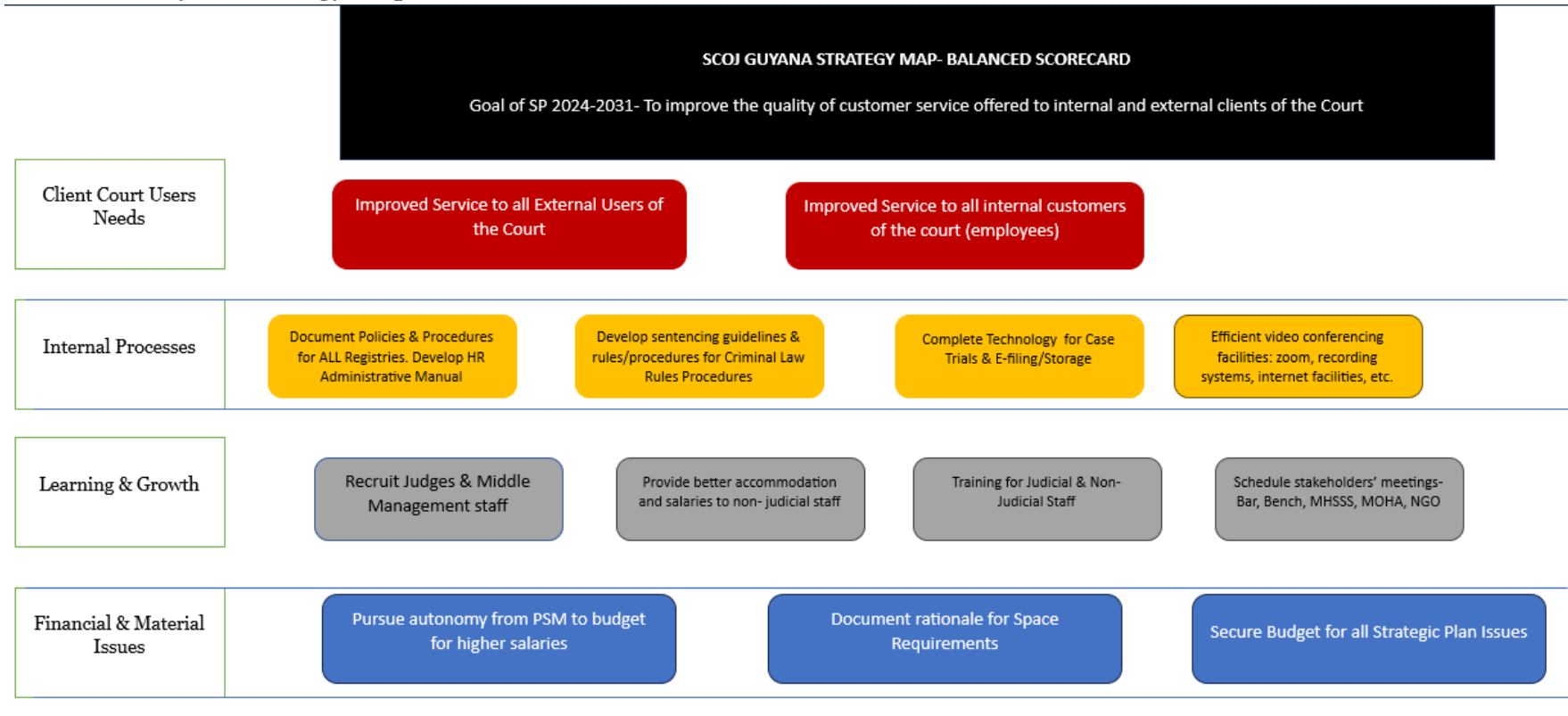
1. The Strategic Objectives
2. The related actions/activities for each objective
3. The Scheduled timelines or the Actions

The Execution Matrix is enclosed as an Excel File **and is intended for the internal use of the Court.**

1. *The number of actions in Objective 3, being 8, is the highest and reflects the human resource emphasis of this Strategic Plan.*
2. *The second big priority of this Plan is leadership, administration & management with 7 actions.*

	Number of Actions
Strategic Objective 1: Strengthen Court Leadership, Administration & Management	7
Strategic Objective 2: Enhance The Provision of Justice:	6
Strategic Objective 3: Enhance Workforce Productivity & Performance:	8
Strategic Objective 4: Enhance Court Infrastructure/facilities	5
Strategic Objective 5: Satisfy Clients Needs and Improve Customer Experience:	4
Strategic Objective 6: Preserve Public Trust, Confidence, Understanding:	1
Strategic Objective 7: Improve Work Processes & Technology:	5
Strategic Objective 8: Optimise Use of Financial and Material Resources:	3
TOTAL ACTIONS	39

3.4. The SCOJ Guyana Strategy Map for Plan 2024-20



4. MONITORING OF THE PLAN

4.1. Expected Outputs/Outcomes

The overall goal of this 7-Year Strategic Plan is to strengthen the institutional capacity of the SCOJ in all the regions of Guyana in order to deliver justice in a more efficient manner, while upholding its core values. It is intended to enhance service provided to all court users. In the medium term, the result of the investment in inputs, actions and activities will be a strengthened institutional framework that enables the institution to have the capacity in human resource strength, systems, policies and procedures, that will positively impact on operational quality.

The Strategy and Research Department will execute the Plan and will write a Monitoring report every Quarter, tracking the execution of both actions/outputs-to be found in the Execution Matrix, and the outcomes. The Supreme Court may also seek to engage an external Monitor to assist in providing accountability for efficient execution according to agreed timelines or variations, and strategies for restoring agreed on timelines.

The Table below visualizes what these institutional changes(outcomes) will be, or look like in the medium term. *“Outcomes will demonstrate whether success has been achieved.”¹⁰*

	Strategic Objective	Expected Outcomes of Execution of Plan
1	Strengthening Court Leadership, Administration & Management	1) Middle management capacity is boosted and more efficiencies are seen across all levels; supervisory staff receive more monitoring, and productivity of support staff is increased as a result. 2) Administrative processes of the Judiciary enhanced in all ten regions 3) Judicial officers have more time allocated to judicial tasks. 4) Case backlog with judicial officers is reduced, and disposal rates are increasing. 5) Policies, procedures and rules are in place and operations and services are streamlined. 6) A relevant system established, and is in place to benchmark and measure court excellence standards and performance measures/related indicators;

¹⁰ Jody Zallkusek and Ray C. Rist, Ten Steps to a Results-Based Monitoring and Evaluation System (World Bank 2004).P57

		<p>staffing allocated and in place to collect and input data on scheduled basis.</p> <p>7) Staff trained in the collection and analysis of information and data for these performance measures.</p>
2	Enhancing Access to Justice	<ol style="list-style-type: none"> 1) Statutory Number of judicial officers are in place,thus leading to higher case disposal rates. 2) IT infrastructure is adequately deployed & functioning to increase access to justice in allregions. 3) Sentencing guidelines are in place and being used. 4) Rules and Procedures to support the Administration of Criminal Justice have been established. 5) The cost to SCOJ; the affordability of court accessand use is understood, and adjustments to fees canbe made where possible; dialogue initiated with Bar to assist.

3	Enhancing Workforce Productivity and Performance;	<ol style="list-style-type: none"> 1) Strengthening the capacity of the Judicial Education Institute to deliver training to judicialofficers and non- judicial staff. 2) Staffing and training needs across SCOJ departments have been assessed and documentedand is guiding workforce management; wellness program established. 3) Training across all levels is progressing in changemanagement, communications, and is supporting organization development. 4) Advocacy for new salary structure is pursued andbeing achieved. 5) HR Performance measurement system isestablished and is being used for annual performance measurement/appraisal. 6) Administrative Procedures have been collated inone document and is available to departmental heads. 7) Mechanism to input employee feedback intomanagement decisions is in place. 8) Core Values are disseminated throughout the organization and absorbed into conduct of allworkforce.
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		<p>9) Middle management is strengthened for strategy & research, human resource management, facilities management.</p> <p>10) Wellness program is in place for all levels of staff, and staff physical and mental wellness is improving.</p>
4	Enhancing Court Facilities and Infrastructure	<p>1) Health & Safety procedures have been documented and are being addressed.</p> <p>2) Rapid health and safety audit results are available and being implemented.</p> <p>3) An annual maintenance plan is produced and executed.</p> <p>4) Facilities exist for lawyers and prosecutors at courts and are being used.</p> <p>5) Plans for new magistrates' courts are drawn and estimated, and decision made on which courts to be built 2024-2031.</p>
5	Satisfying Client Needs And Improve The Customer Experience	<p>1) Judicial Registry and other Registries' systems and procedures have been reviewed and recalibrated, delivering more efficient service in orders produced, more efficient document storage and retrieval by the public; front desk management and service improved; customer service at registries enhanced.</p> <p>2) Magistrates' Courts are more efficient in providing services to the Police.</p> <p>3) The public is more informed of judicial processes; the public education budget increases on an annual basis.</p> <p>4) Customer service indicators improve at the end of each year.</p> <p>5) Reduced financial burden on clients is felt, due to improved case trials & management</p> <p>6) Accessible electronic payment system to facilitate all fees and other court payments to customers is being used in all regions.</p>

6	Preserving Public Trust, Confidence, and Understanding	<ol style="list-style-type: none"> 1) Collaboration with external agencies is strengthened for case trials, progression and disposal E.g Ministry of Human Services for Social Workers and NGO stakeholders. 2) A robust information and communication strategy is in place, and is enabling the public access and understanding of the court system 3) Complaints handling and feedback systems are in place and being monitored/used by the court for improving service. 4) Improved public perception and client satisfaction are achieved.
7	Enhancing Work Processes & Technology	<ol style="list-style-type: none"> 1) Greater efficiency in work process is achieved, through new management systems (policies, procedures, standards) being used for operations in Judicial & Other Registries, Magistrate Courts etc. (<i>overlaps with policies in Client Service</i>). 2) Enhanced efficiencies in storage and retrieval of documentation through the completion of electronic systems in Magistrates' courts, High Court and Court of Appeal.
8	Optimizing Use of Financial and Material Resources	<ol style="list-style-type: none"> 1) Health and safety standards have improved in Georgetown and other critical areas. 2) Medium-term solutions for alleviating accommodation constraints in Georgetown and other critical areas are being executed. 3) Options and plans for long-term additions to space in Georgetown and critical areas are defined, agreed upon and execution is taking place.

5. COSTING OF SCOJ 7-YEAR PLAN

5.1. Introduction

The 7-Year Plan for SCOJ is being costed here to reflect what are the main budgetary requirements for executing the 8 Strategic Objectives/Issues.

The costs relate to the main themes of:

1. Human Resources
2. Court Administration & Management Systems
3. Investments in Technology

The Excel Spreadsheets (9) in the Appendix 2 show the cost per action in each Strategic Area. The SCOJ may want to include an additional 15% on these costs to plan for contingencies.

Main Assumptions to 7-Year Estimates

- a) Estimates do not include estimates for capital expenditure related to new buildings, such as magistrates' courts or maintenance of existing courts.*
- b) They do not include additional recurrent expenditures for already existing staff.*
- c) The estimates for Access to Justice include provisions for 10 new Judges; 6 appointed in Yr 1; and 4 appointed in Yr 2, starting in Year 1 of the Plan. While it is ideal to have all 10 judges appointed in Yr 1, the search time for identifying and approving new judges needs to be considered.*
- d) The budget includes provisions for 10 new magistrates from year 1, considering that it could be easier to identify new candidates for the magistracy, given the number of new magistrates' courts being built. The plan also includes an estimate for 1 additional Commissioner of Title.*
- e) Estimates for Consultancy costs are based on typical market prices.*

5.2. Summary Cost of The Plan

The Table below also shows estimated summary requirements to execute the Eight (8) Strategic Outcomes over 7 years: \$G

The Excel Tables in Appendix 2 show the annual expenditure per Strategic Objective/Issue.

Issue 1: Court Leadership/Administration Actions/Activities	96,800,000
Issue 2: Enhancing Access to Justice Actions/Activities	1,594,662,632
Issue 3: Workforce Productivity Actions/Activities	102,700,000
Issue 4: Enhancing Court Facilities Actions/Activities	7,700,000
Issue 5: Clients' Needs & Customer Experience Actions/Activity	21,800,000
Issue 6: Enhancing Public Trust & Confidence: Actions/Activity	28,000,000
Issue 7: Improving Workplace Processes/Technology Actions/Activity	37,000,000
Issue 8: Optimizing Financial & Internal Performance Actions/Activity	0
GRAND TOTAL G\$1.9 Billion Guyana Dollars	1,888,662,632

5.3. Additional Enclosures-Execution Schedule & Detailed Costings By Year& Issue

The Excel files which follow show at end of the word document:

- I. A Detailed Execution Matrix & Schedule: Appendix 1
- II. Detailed costing for the 7 years by Issue and Actions: Appendix 2
- III. Disaggregated issues/subprojects/actions on a yearly basis.

5.4. **SCOJ Estimates for Capital Expenditure**

Projections made by SCOJ Accounting Department, reflect that provisions are being made to address the requirements for physical spaces that meet modern standards. SCOJ budgetary estimates for capital expenditure reflect substantial increases over the last 2 years and for 2023.

DETAILS OF CURRENT EXPENDITURES					
Agency Summary By Programme					
Agency: 55 Supreme Court					
Programme: 551 - Supreme Court of Judicature					
Programme Objective: To provide the required support services to the judiciary to achieve the aims of social justice.					
Acct Code	Details of Expenditure	Actual 2021	Budget 2022	Revised 2022	Budget 2023
Total Statutory Expenditure		0	3,479,937	3,113,023	4,084,263
Current Statutory		0	2,255,206	2,255,206	2,584,263
Capital Statutory		0	1,224,731	857,817	1,500,000
Total Appropriated Expenditure		0	0	0	0
Total Appropriated Current Expenditure		2,233,739	0	0	0
610 Total Employment Costs		0	0	0	0
611 Total Wages and Salaries		0	0	0	0
613 Overhead Expenses		0	0	0	0
620 Total Other Charges		2,233,739	0	0	0
Total Appropriated Capital Expenditure		878,604	25,269	0	0
Programme Total		3,112,343	3,505,206	3,113,023	4,084,263

Note: 000's means add 3 zero to each figure.

Source: Cooperative Republic of Guyana. Estimates of the Public Sector. Current & Capital Revenue & Expenditures for the Year 2023-As Presented to the National Assembly (p.289)

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APPENDIX 1: EXECUTION MATRIX & SCHEDULE








Our Vision: Encouraging and maintaining public trust and confidence through an independent, effective and accountable judicial system.

Our Mission: To uphold the rule of law and provide access to the timely delivery of justice in a fair, transparent and efficient manner.

Goal of The Strategic Plan 2024-2031: To improve the quality of customer service offered to internal & external clients of the Court, while upholding core values.

STRATEGIC OBJECTIVE	No.	Actions/Activity	Department Responsible	Success Indicators	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7
STRATEGIC OBJECTIVE #1 STRENGTHENING COURT LEADERSHIP/ADMINISTRATION & MANAGEMENT DRIVERS OF PROGRESS	1	Establish A Strategic Planning Unit and appoint staff: Appoint A Strategy Manager in Yr. 1. ^[1]	Hon Chancellor & C.J.	Strategy Manager in Place by Jan or Mar 1/2024 with JD(depends on approval).	■						
	2	In Year 2- A Planning Officer & A Research Officer.	HR Dept.	Officers appointed and in place by June 2025.		■					
	3	Upgrade Personnel Department to Human Resource Department. Appoint Training Officer.	Hon Chancellor & C.J.	Establish a Human Resources Department in June 2024. Redesignate current Officer holders within the Personnel Department to relevant posts with the Human Resource Department. Appoint Training Officer in place by January 2024 JDs for both prepared and available.	■						
	4	Hold Scheduled Stakeholder Meetings with Bar, Bench, & other key Stakeholders	Hon Chancellor & C.J. or delegated persons	A Schedule is available by Jan 1/2024.	■						
	5	Develop an Internal Communication Plan to Educate All Levels of Staff About Strategic Plan 2024-2031 Key Components and Their Departmental Issues/Monitor Strategy Execution	Strategy Department	All Departmental Heads by Mar 30, 2024 Heads inform staff of key elements.	■						
	6	Develop Seven (7) Annual Work Plans	Coordinated by Strategy Department	AWP available by Jan 30/2024, and of each consecutive year.	■	■	■	■	■	■	■
	7	A) Recruit Consultant Establish System to Baseline and Monitor Key Court Excellence Performance Measures. B) Consultant to train staff to use the system, collecting data and compiling same. C) Seek Accreditation Centre for Court Excellence.	Hon Chancellor & C.J.	Start By Mar 2024	■						

STRATEGIC OBJECTIVE	No.	Actions/Activity	Department Responsible	Success Indicators	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7
STRATEGIC OBJECTIVE #2 ENHANCING ACCESS TO JUSTICE	1	Appoint Required Number of Judges	GOG/ Chan/CJ/Regis Registrar-Interface with GOG for Judicial Service Commission	Required number of Judges appointed/in place each year.	[Yellow bar]						
	2	Review and Update the Security Protocol for Judicial Officers /All Staff	Registrar/Court Manager/IT Department.	Review done in June 2024/ Actions to be taken each year onwards.	[Yellow bar]	[Yellow bar]					
	3	Maintain Technology in All Courts and Offices: zoom, internet, recording systems, etc., computers/All IT.	IT Manager/Dept.	A Data base set up by Jan 2024 in order to plan and execute for the year.	[Yellow bar]						
	4	Develop and document Sentencing Guidelines.	Led by Strategy Man/ Consult and Inputs from CH, C/J/Registrar. Work to be done by a regional consultant.	TOR Developed by Feb 2025/ Complete by June Dec 2025.		[Yellow bar]					
	5	Establish and document Rules and Procedures to support the Criminal Justice legislation.	Led by Strategy Man/ Consult and Inputs from CH/C/J/Registrar. Work to be done by a regional consultant.	TOR Developed by Feb 2025/ Complete by Dec 2025.		[Yellow bar]					
	6	Conduct a Cost Study on the Cost of each type of litigation to the Court and Affordability/Impact on Court Users.	Led by Strategy Man/ Consult and Inputs from CH/C/J/Registrar/Accountant. Work to be done by a regional/local consultant.	TOR Developed by June 2024/ Engage by Sep 2024	[Yellow bar]						

STRATEGIC OBJECTIVE	No.	Actions/Activity	Department Responsible	Success Indicators	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7
STRATEGIC OBJECTIVE #3 ENHANCING WORKFORCE PRODUCTIVITY AND PERFORMANCE	1	Conduct an Audit of SCCJ current staffing against real functional needs	Strategy/CH/CJ/HR/Registrar-engage a Consultant to assist	Consultant engaged by Jan 2024							
	2	Benchmark SCCJ staff salaries against Commercial & Deeds Registries and estimate increase in employment Budget. Prepare submission to GOG to seek increases/Justify Autonomy from PSM .	Judicial Education Institute and Inputs from CH/CJ/Registrar. Executed by a Local Consultant	TOR available by Mar 2024. New scales recommended /New Employment estimates are available. Complete by Aug 2024.							
	3	Establish a Performance Appraisal System for Annual Use by Managers.	HR Department /Consultant	TOR Developed by Sep, 2024/ Manual in place by June 2025							
	4	Develop an Administrative ⁽²⁾ Procedures Manual.	Strategy Department led. Executed by Local Consultant	TOR Developed by June, 2024/ Required number of feedback notes received and actions taken.							
	5	Train Staff at all levels in New Core Values and Make Prominent in Departments.	Strategy / HR Department.	Training Reports and photos; values visible in each dept.							
	6	Set up Employee Feedback Mechanism so employees can input as internal customers.	Strategy Department led. Executed by Local Consultant	Starting in Jan 2024.							
	7	New Hires: Facilities ⁽³⁾ Manager/Engineer; More Staff in Judicial Registry and Marshals Department.	HR Department	JD Developed. Hire in 2025							

STRATEGIC OBJECTIVE	No.	Actions/Activity	Department Responsible	Success Indicators	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7
STRATEGIC OBJECTIVE #4 ENHANCING COURT FACILITIES INFRASTRUCTURE	1	Annual Rapid Health & Safety Audit, starting in Georgetown and offer solutions for Short Medium, Long Term.	Led by Court Manager. Executed by Local Consultant	Audit is available, starts each year, Actions sheets and percentage of actions taken.							
	2	Conduct A Study on which is the best option for the space needs of SCCJ in Georgetown. ⁽⁴⁾	Led by Court Manager. Executed by Local Consultant	TOR by Feb 2024.							
	3	Have a maintenance plan in place for all courts.	Court Manager	Schedule is developed at start of each year/ available and approved, begin and executed each yr1.							
	4	Build additional Magistrates' Courts needed.	CHI Court manager/ Accountant/ Facilities Manager	Courts to be built identified and costed/scheduled.							
	5	Add facilities at Courts for Attorneys at Law: desks, charging ports for lap tops.	Court & Facilities Manager	Action Plan in place and costs identified by Feb 2024							

STRATEGIC OBJECTIVE	No.	Actions/Activity	Department Responsible	Success Indicators	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7
STRATEGIC OBJECTIVE #5 SATISFYING CLIENTS NEEDS AND IMPROVE CUSTOMER EXPERIENCE	1	Review of the Management & Operational Systems at the Judicial Registries ⁽⁵⁾⁽⁶⁾	Led by Registry. Executed by CARICOM/International Consultants	TOR developed & Firm recruited.	■						
	2	Conduct Magistrates' Court Clerks of Court Training	Judicial Education Institute/ Registrar/HR & Resource Persons.	Training needs of clerks established by Jun 2024/ training scheduled each year onwards.	■	■	■	■	■	■	■
	3	Continue Customer Service Training	Judicial Education Institute/ HR/ Training and local resources	# of staff trained; feedback boxes in place; actions taken on feedback	■	■	■	■	■	■	■
	4	Conduct a baseline measurement of internal and external customer service satisfaction and measure each year	Strategy & Research Dept with A Consultant	Indicators available enable measurement	■	■	■	■	■	■	■
STRATEGIC OBJECTIVE	No.	Actions/Activity	Department Responsible	Success Indicators	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7
STRATEGIC OBJECTIVE #6 PRESERVING PUBLIC TRUST, CONFIDENCE, AND UNDERSTANDING	1	Accelerate public awareness and education of various aspects of Court services.	Public Communications/Relations/Education Department	PR Strategy is defined. Quality of delivery; number of persons reached by various medium each quarter.	■	■	■	■	■	■	■
				Develop a line item in the SCCJ Budget called Public Communication/Awareness. ⁽⁷⁾	■						

STRATEGIC OBJECTIVE	No.	Actions/Activity	Department Responsible	Success Indicators	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7
STRATEGIC OBJECTIVE #7 IMPROVING WORK PROCESSES & TECHNOLOGY	1	Documentation of Procedures/Policies Develop Procedures in the Judicial Registry ⁽⁸⁾ . Develop Procedures for other Registries (Including Probate) where needed ⁽⁹⁾ . Develop Procedures for Vaults.	CHC/J/Registrar & International Consultant	TOR prepared by April 2024. Consulting Firm identified through tender.	■						
	2	Re-examine and Review the Rules and operations of the Commercial Court/Functions.	CHC/J/Registrar & International Consultant	TOR prepared by Jan 2025. Consulting Firm identified through tender.		■	■	■			
	3	Complete Electronic System for Documents: E-Case Management System for the Magistrates' Courts and the E-litigation system for the High Court and	CHC/J/Registrar & International Consultant	In Progress. Updates obtained by CH & C/J/Reg/ New deadlines for completion agreed on.	■						
	4	Initiate and Sustain Dialogue to Resolve: Long delays in receiving forensic evidence, medical evidence, and social workers' availability.	Strategy Dept. & Registrar	Requests for Meetings with subject agencies made; Dates identified. Establish number of meetings for each stakeholder.	■	■	■	■	■	■	■
	5	Document & Train Local Regional Courts in Procurement Requirements and Procedures ⁽¹⁰⁾ .	-Procurement Department	TOR by Jan 2024	■	■	■	■	■	■	■
STRATEGIC OBJECTIVE	No.	Actions/Activity	Department Responsible	Success Indicators	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7
STRATEGIC OBJECTIVE #8 OPTIMIZING USE OF FINANCIAL AND MATERIAL RESOURCES	1	Seek a larger Budget for more competitive salaries for staff	Accountant & -CHC/J/Reg	Advocacy Plan in place before Jan 2024.	■						
	2	Link the Budgets for 2024-2031 to new funding requirements in the Strategic Plan. Review All AWP's	Accountant	Percentage of new budgets achieved for Strategic Plan initiatives each year.	■	■	■	■	■	■	■
	3	Pursue cost efficiencies all round.	Accountant	Savings achieved each year	■	■	■	■	■	■	■

Note: There are some initiatives that do not require resources outside of the court and which can start in January 2024 e.g. procurement training for local regional courts, etc.

- [1] One additional function of this Strategy Department is to coordinate data collection and analysis for use by stakeholders. The Department does not need to generate all required data, but is the intelligence for coordinating it by various departments.
- [2] This takes place after Cabinet approves separation & autonomy from PSM and PSC.
- [3] Priority to be given to hiring staff in the judicial registry to accelerate entering of Orders.
- [4] Acquiring an entirely new complex; or moving out all administrative functions to another location; or moving only the Magistrates Court to a new location.
- [5] Review of Judicial Registry operations and their Policies and Procedures to be done as one holistic exercise.
- [6] This is a precursor to the consultancies in Objective 7, to document new Procedures in Registries.
- [7] There seems to be no clear line item called Public Relations in the SCOJ Budget.
- [8] To be done with Review of operations in Objective 5. Judicial Registry Reform is a top priority for this Plan 2024
- [9] Review existing procedures in Land, Family Court and Magistrates Court.
- [10] So that all Departments and Regional Locations; Procedures Manual for Operation of Magistrates Courts etc.

**APPENDIX 2: SUPREME
COURT OF JUDICATURE
GUYANA**

7- Year Strategic Plan-Costing of Strategic
Objectives/Issues

Action Number	Issue 1: Court Leadership/Administration Actions/Activities	Type of Cost	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Total
1	Establish A Strategic Planning Unit and appoint staff: Appoint A Strategy Manager in Yr. 1. ^[1]	At 600,000 gross/month. Local Hire	7,200,000	7,200,000	7,200,000	7,200,000	7,200,000	7,200,000	7,200,000	50,400,000
2	In Year 2- A Planning Officer & A Research Officer.	At 300,000/month. Local hire		1,800,000	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	19,800,000
3	Upgrade Personnel Department to Human Resource Department. Appoint Training Officer.	Increment of 150,000 gross per month	900,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	11,700,000
4	Hold Scheduled Stakeholder Meetings with Bar, Bench, & other key Stakeholders	To be arranged by Strategy Manager or Court Administrator. Minimal Fees for refreshments etc.	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,400,000
5	Develop an Internal Communication Plan.	To be Done/Led Plan Consultants/by Strategy Manager	1,500,000	1,500,000	500,000	500,000	500,000	500,000	500,000	5,500,000
6	Develop Seven (7) Annual Work Plans	To be prepared by Strategy Manager/	-	-	-	-	-	-	-	-

7	<p>A) Recruit Consultant to Establish System to Baseline and Monitor Key Court Excellence Performance Measures.</p> <p>B) Consultant to train staff to use the system, collecting data and compiling same. C) Seek Accreditation Centre for Court Excellence.</p>	<p>Regional or International Consultant. 20 days at US\$1000per day plus per diem and travel expenses; 10 days in GY for yr. 1. Subsequent years no costs.</p>	8,000,000	-	-	-	-	-	-	8,000,000
Sub-Totals			17,800,000	12,500,000	13,300,000	13,300,000	13,300,000	13,300,000	13,300,000	96,800,000

Action Number	Issue 2: Enhancing Access to Justice Actions/Activities	Type of Cost	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Total
1	a. Appoint Required Number of Judicial Officers a) Judges	Appoint 6 judges in Yr 1, 5 Judges in Year 2; at G\$1.4mper month or G\$16,800,000/year	100,800,000	184,800,000	184,800,000	184,800,000	184,800,000	184,800,000	184,800,000	1,209,600,000
	b. Magistrates	Additional 10 magistrates appointed. On midpoint of 2023G 11 Salary scale=G\$360,433/mth; or G\$4,325,196/annum	43,251,960	43,251,960	43,251,960	43,251,960	43,251,960	43,251,960	43,251,960	43,251,960
	c. 1 Commissioner of Title	At mid point of 2023 GS14scale =702,368/mth or	8,428,416	8,428,416	8,428,416	8,428,416	8,428,416	8,428,416	8,428,416	58,998,912
2	Review and Update Security of Magistrates/All Staff	Court Manager/Relevant Persons. Review done Yr 1 with Recommendations. Upgrades Continuous	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,100,000

3	Maintain Technology in AllCourts and Offices: zoom, internet, recording systems, etc, computers/All IT.	Court Manager. Estimate Included for Upgrades/Additions Required	2,000,000	300,000	300,000	300,000.00	300,000	300,000	300,000	3,800,000
4	Establish and document Rules and Procedures to support the Criminal Justice legislation .	Regional Consultant-Consulting and Travel and Per Diem		4,000,000	4,000,000					8,000,000
5	Conduct a Cost Study on theCost of each type of Litigation in the Courts; and Affordability/ Impact on Court Users.	Local Consultant		5,000,000						5,000,000
	Sub-Totals		154,780,376	246,080,376	241,080,376	237,080,376	237,080,376	237,080,376	237,080,376	1,330,750,872

Action Number	Issue 3: Workforce Productivity Actions/Activities	Type of Cost	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Total
1	Conduct an Audit of SCOJ current staffing against real functional needs; establish training needs for all staff; establish a wellness program.	Local HR Consultant	8,000,000	0	0	0	0	0	0	8,000,000
2	Establish a Training plan for all levels of staff	Judicial Education Institute/ Strategy Manager/HR Manager based on Audit above.	10,000,000	10,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	45,000,000
3	and allocate budget Benchmark SCOJ staff salaries against Commercial & Deeds Registries and estimate increase in employment Budget. Etc .	Tentative Budget stated here. Training for new Judicial Local HR Consultant	8,000,000	0	0	0	0	0	0	8,000,000
4	Establish Performance Appraisal System for Annual Use by managers Managers.	Local HR Consultant	2,000,000	0	0	0	0	0	0	2,000,000

5	Develop an Administrative [2] Procedures Manual.	Regional & Local HR Consultant combined. Regional Consultant with experience in Court HR Admin		10,000,000						10,000,000
		Procedures								
6	Train Staff at all levels in NewCore Values and Make Prominent in Departments.	Strategy and HR Manager	0							0
7	Set up Employee Feedback Mechanism so employees can input as internal customers.	Local HR Consultant		300,000	0	0	0	0	0	30,000
8	New Hires: Facilities [3]Manager/Engineer; More Staff in Judicial Registry.	Facilities Manager at 350,000/mth; No budget is placed here for more staff in Judicial and Registry Dept- there may be need or may not be depending on technology roll out.	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000	29,400,000
	Sub-total		32,200,000.00	24,500,000.00	9,200,000.00	9,200,000.00	9,200,000.00	9,200,000.00	9,200,000.00	102,430,000.00

Action Number	Issue 4: Enhancing Court Facilities Actions/Activities	Type of Cost	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Total
1	Annual Rapid Health & Safety Audit, starting in Georgetown and offer solutions for Short	Local Consultant	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,500,000
2	Conduct a Study on Which is the best option for the space needs of SCOJ in Georgetown. [4]	Local Consultant	800,000	0	0	0	0	0	0	800,000
3	Have a maintenance plan in place for all courts.	Court Manager. No Cost attached	0	0	0	0	0	0	0	0
4	Identify where additional Magistrates' Courts are needed.	Court Manager/Registrar. Not costed here	0	0	0	0	0	0	0	0
5	Add facilities at Courts for Attorneys at Law: desks, charging ports for lap tops.	Court Manager and IT Depts. Doa Diagnostic in Yr 1. Estimated Budget for Some Additions	0	2,000,000	600,000	200,000	200,000	200,000	200,000	3,400,000
	Sub-total		1,300,000.00	2,500,000.00	1,100,000.00	700,000.00	700,000.00	700,000.00	700,000.00	7,700,000.00

Action Number	Issue 5: Clients Needs & Customer Experience Actions/Activity	Type of Cost	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Total
1	Review of the Management & Operational Systems at the Judicial Registries [5][6]	Regional or International Firm.This fee includes travel and accommodation and per diem	6,000,000	6,000,000	-	-	-	-	-	12,000,000
2	Conduct Magistrates' Court Clerks of Court Training	Local Facilitator	600,000	600,000	600,000	600,000	600,000	600,000	600,000	4,200,000
3	Continue Customer Service Training	Local Facilitators and Training Officers are hired.	700,000	700,000	700,000	700,000	700,000	700,000	700,000	4,900,000
4	Conduct a baseline measurement of internal and external customer service satisfaction and measure each year	Local Consultant to do establish the same time and measure first year	700,000	-	-	-	-	-	-	700,000
	Sub-totals		8,000,000	7,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	21,800,000

Action Number	Issue 6: Enhancing Public Trust & Confidence: Actions/Activity	Type of Cost	Yr1	Yr2	Yr3	Yr4	Yr5	Yr6	Yr7	Total
1	Accelerate	Lump Sum Figure Estimated on Annual Basis FOR Activities/Consultants used. Does not include personnel who work in PA	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	28,000,000
	Sub-totals		4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	28,000,000

Action Number	Issue 7: Improving Workplace Processes/Technology Actions/Activity	Type of Cost	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Total
1	Develop Procedures in the Judicial Registry ^[8] . Develop Procedures for other Registries (Including Probate) where needed ^[9] . Develop Procedures for Vaults.	Regional or International Firm. This can be the same firm that does the Review of Systems at the Judicial Registry. Fees include travel & per diem	15,000,000	15,000,000	0	0	0	0	0	30,000,000
2	Re-examine and Review the Rules and operations of the Commercial Court/Functions.	Regional Consultant. Fees include travel & per diem		7,000,000	0	0	0	0	0	7,000,000.00
3	Complete Electronic System for Documents: E Case Management System for the Magistrates' Courts and the E-litigation system for the High Court and Court of Appeal.	Ongoing; Any Additional Budget Needed?	0	0	0	0	0	0	0	0

4	Initiate and Sustain Dialogue to Resolve: Long delays in receiving forensic evidence, medical evidence, and social workers' availability.	To Be Led By Registrar & Chief Magistrate. No explicit cost assigned.	0	0	0	0	0	0	0	0
5	Document & Train Local Regional Courts in Procurement Requirements and Procedures [10].	Court Procurement Manager. No explicit costs assigned. Travel etc. to be done through SCOJ travel Budget	0	0	0	0	0	0	0	0
Sub-totals			15,000,000.00	22,000,000.00	-	-	-	-	-	37,000,000.00

Action Number	Issue 8: Optimising Financial & Internal Performance Actions/Activity	Type of Cost	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Total
1	Seek a larger Budget for more competitive salaries for staff	Accountant & CH/CJ. No explicit costs attached	0	0	0	0	0	0	0	0
2	Link the Budgets for 2024-2031 to new funding requirements in the Strategic Plan. Review All AWP	Accountant. No explicit costs attached	0	0	0	0	0	0	0	0
3	Pursue cost efficiencies all round.	. No explicit costs attached.	0	0	0	0	0	0	0	0
	Sub-totals		0	0	0	0	0	0	0	0

	Issue		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Grand Total(by Issue)
	Issue 1: Court Leadership/Administration Actions/Activities		17,800,000	12,500,000	13,300,000	13,300,000	13,300,000	13,300,000	13,300,000	96,800,000
	Issue 2: Enhancing Access to Justice Actions/Activities		154,780,376	250,080,376	241,480,376	237,080,376	237,080,376	237,080,376	237,080,376	1,594,662,632
	Issue 3: Workforce Productivity Actions/Activities		32,200,000	24,500,000	9,200,000	9,200,000	9,200,000	9,200,000	9,200,000.00	102,700,000
	Issue 4: Enhancing Court Facilities Actions/Activities		1,300,000	2,500,000.00	1,100,000	700,000.00	700,000.00	700,000	700,000.00	7,700,000
	Issue 5: Clients Needs & Customer Experience Actions/Activity		8,000,000	7,300,000	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	21,800,000
	Issue 6: Enhancing Public Trust & Confidence: Actions/Activity		4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	28,000,000

Issue 7: Improving Workplace Processes/Tec hnology Actions/Activity		15,000,000.00	22,000,000.00	-	-	-	-	-	37,000,000
Issue 8: Optimizing Financial & Internal Performanc e Actions/Act ivity		0	0	0	0	0	0	0	-
Grand Total (by Year)		233,080,376	322,880,376	270,380,376	265,580,376	265,580,376	265,580,376	265,580,376	1,888,662,632

