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## ANNUAL WORK PLAN 2012

### JUSTICE UNDERTAKING FOR SOCIAL TRANSFORMATION (JUST) PROJECT

<b>UNDAF Outcome(s):</b>	Outcome 3: Government and civil society organizations improve access to comprehensive protection, prevention, and justice systems and services for individuals and groups vulnerable to multiple safety and violence risks
<b>Expected CP Outcome(s):</b>	Outcome 5: Effective, responsive, accessible and fair justice systems attained to promote the rule of law, including both formal and informal processes, with due consideration to the rights of the poor, women and vulnerable groups
<b>Expected CPAP Output(s):</b>	Output 5.5: Improved policies and monitoring of court case resolution and increased use of ADR mechanisms
<b>Implementing Partner(s):</b>	Ministry of Justice
<b>Responsible Parties:</b>	

#### Brief Description

The Program's intermediate outcome is "Improved Operational Efficiency and Participation in the Implementation of Justice Reform and Policy Measures." Contributing to this are the following three immediate outcomes:

1. Improved service delivery and management capacity of justice sector institutions - The JUST will provide technical assistance to key justice institutions, with the intent of placing the Government of Jamaica in a more advanced position in relation to the effective management and ongoing development of the sector. Through JUST interventions, which will include costed strategic plans and piloted changes in operational practices, the GOJ's management practices, work processes and human resources will be enhanced.
2. Improved capacity of Ministries, Departments and Agencies to develop legislation - The JUST Programme will seek to streamline and improve the legislative drafting process. The Programme will work to strengthen the organization and operations of the OCPC, which is the department with responsibility for writing Jamaica's statutes and regulations. On the input side, policy makers across the GOJ will be brought together to produce templates and guidelines for developing and revising legislative policies and producing drafting instructions. With more consistently detailed drafting instructions, the workflow of legislative drafters will be streamlined away from the iteration of legislative policy and towards a more targeted focus on the drafting process. By introducing drafting tools, templates and capacity-building initiatives, legislative drafters will be better able to consistently produce top-quality statutes and regulations in a timely manner.
3. Improved capacity of communities and civil society organisations to participate in justice reform and promote public order - A useful way to sustain a national commitment to the ongoing improvement of justice sector institutions and policies, is the integration of civil society as active participants in discussions about justice and security policy. The JUST Program will therefore work with civil society organisations, including the Bar Association, to monitor, analyse and impact justice reform policy.

Programme Period: 2012-2016  
 CPAP Programme Component: 5.5  
 Project Title: Justice Undertaking for Social Transformation  
 Atlas Award ID: 00059452  
 Start date: 2012  
 End Date: 2016  
 Management Arrangement: NIM

2012 AWP budget: \$518,200  
 Total resources required: \$518,200  
 Total allocated resources: \$518,200  
 Regular  
 • Other:  
 Donor : CIDA \$518,200  
 Donor \_\_\_\_\_  
 Donor \_\_\_\_\_  
 Government \_\_\_\_\_  
 Unfunded budget:  
 In-kind Contributions:

	Title	Signature	Date
Ministry of Justice	Director IRU		8/2/12
United Nations Development Programme			05/09/12

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe				Responsible Party	Planned Budgets		
		Q 1	Q 2	Q 3	Q4		Source of Funds	Budget Description	Amount (US\$)
		Q 1	Q 2	Q 3	Q4		Source of Funds	Budget Description	Amount (US\$)
<b>1.1.1 Recruitment of 70% of JRIU staff</b>									
<b>Output 1.1 Justice Reform resources consolidated, stream lined and coordinated</b>  <b>Baseline</b> <u>Targets:</u> <ul style="list-style-type: none"> <li>70% or five (5) of positions in the JRIU filled</li> <li>100% of JRIU equipment and office supplies procured</li> <li>JRIU Framework Document developed</li> <li>Justice Reform and Monitoring Framework developed</li> <li>Annual training and developmental activities Conducted</li> </ul> <u>Indicators:</u> <ul style="list-style-type: none"> <li>% of positions filled</li> <li>% of equipment and office supplies procured</li> <li>JRIU Framework</li> </ul>	Action: Advertise positions for technical staff	x				MOJ/ CIDA	CIDA	74200 Audio-visual & Print Production Costs	\$ 1,800
	Action: Conduct selection process	x	x			MOJ/ CIDA	CIDA		0
	Action: Conclude contract arrangements		x	x		MOJ/ CIDA	CIDA		0
	Action: Staff recruited. Payment of monthly salaries		x	x	x	MOJ/ CIDA	CIDA	71400 Service Contract Individual	185,300.00
<b>1.1.1 Procure 100% of JRIU office equipment and supplies</b>									
<ul style="list-style-type: none"> <li>Justice Reform and Monitoring Framework developed</li> <li>Annual training and developmental activities Conducted</li> </ul>	Action: Conduct equipment/office supplies needs assessment	x				JRIU	CIDA		0
	Action: Requisition equipment and office supplies	x	x			MOJ	CIDA		0
	Action: Install and code equipment received	x	x	x		MOJ	CIDA	72200 Equipment & Furniture	\$59,100
<b>1.1.2 Develop/establish Framework Document for the JRIU</b>									
<ul style="list-style-type: none"> <li>% of positions filled</li> <li>% of equipment and office supplies procured</li> <li>JRIU Framework</li> </ul>	Action: Develop Terms of Reference (TOR) for technical assistance		x			JRIU/ UNDP	CIDA		0
	Action: Advertise for consultancy		x			JRIU	CIDA		\$1,800



Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe				Responsible Party	Planned Budgets		
		Q 1	Q 2	Q 3	Q4		Source of Funds	Budget Description	Amount (US\$)
<ul style="list-style-type: none"> <li>document by -/- Reform and Monitoring and Evaluation Framework developed by -/-</li> <li># of training interventions conducted by -/- and % of target group benefited.</li> <li># and type of training and developmental activities completed with officers, directors and managers</li> </ul>	<b>Action:</b> Consultant recruited				x	JRIU/ UNDP	CIDA	71300 Local Consultants	\$16,500 (22wk dys)
	<b>Action:</b> identify key stakeholders			x		JRIU	CIDA		0
	<b>Action:</b> Consultations with key stakeholders				x	JRIU	CIDA	75500 Training, Workshops, Conferences	\$6,000
<b>1.1.3 Develop and implement monitoring and evaluation mechanisms for Justice Reform Initiatives</b>									
	<b>Action:</b> Develop TOR for consultant to be hired to develop Monitoring and Evaluation Framework				x	JRIU/UNDP	CIDA		0
	<b>Action:</b> Advertise for consultancy			x		JRIU/MOJ	CIDA	74200 Audio-Visual & Print Production Costs	\$1,800
	<b>Action:</b> Consultant recruited				x	JRIU/ UNDP	CIDA	71300 Local Consultants	\$30,000
	<b>Action:</b> Develop Framework for monitoring, evaluation and tracking progress of justice reform initiatives				x	JRIU	CIDA	71300 Local Consultants	\$10,000
<b>1.1.7 Conduct training and developmental interventions for MOJ Staff</b>									
	<b>Action:</b> Confirm MOJ's priority training needs as articulated in MOJ's operational plan for 2012/13				x	JRIU/ MOJ	CIDA		0

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe				Responsible Party	Planned Budgets		
		Q 1	Q 2	Q 3	Q4		Source of Funds	Budget Description	Amount (US\$)
	<b>Action:</b> Develop TOR for training provider and advertise for consultancy			X		JRIU/UNDP/MOJ	CIDA	74200 Audio & Visual Production Costs	\$1,800
	<b>Action:</b> Select training provider				X	JRIU/UNDP	CIDA	71300 Local Consultants	\$50,000 (66wk dys)
	<b>Action:</b> Conduct training for 2012/13				X	JRIU/MOJ	CIDA	75700 Training, Workshops, Conferences	\$10,000
	<b>Action:</b> Develop feedback form for training/developmental interventions				X	JRIU/MOJ	CIDA		0
	<b>Action:</b> Conduct assessment of interventions				X	JRIU/MOJ	CIDA	71300 Local Consultants	\$5,000
	<b>Action:</b> Identify training and developmental needs for 2013/14				X	JRIU/MOJ	CIDA		0
	<b>Action:</b> Identify target group/personnel for training in 2013/14				X	JRIU/MOJ	CIDA		0
<b>1.3.1 Preliminary research on policy process and capacity completed</b>									
<b>Output 1.3 Policy development capacity of the MOJ strengthened (Analyse Policy Development processes and capacity of MOJ)</b>			X			JRIU/MOJ	CIDA		0
	<b>Action:</b> Obtain existing information/documentation for DOJ		X			JRIU	CIDA	72500 Supplies	\$3,000

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe				Responsible Party	Planned Budgets		
		Q 1	Q 2	Q 3	Q4		Source of Funds	Budget Description	Amount (US\$)
		<p><b>Target(s)</b></p> <p>Preliminary research on Policy process and capacity completed</p> <p>Draft report commented on by JRIU and relevant MOJ staff</p> <p>Strategic Policy Vision exercise arrangements commenced</p> <p><b>Indicators:</b></p> <p>Preliminary research completed by -/-</p> <p># of consultation activities facilitated</p> <p>Strategic Policy Vision</p>	<p><b>Action:</b> Facilitate the conduct of meetings/interviews with critical MOJ staff and critical stakeholders in the GOJ</p> <p><b>Action:</b> Provide commentary on draft report on the policy development capacity of the MOJ</p>					x	JRIU/DOJ
					x	JRIU	CIDA		0
<b>1.3.1 Strategic Policy Vision exercise arrangements commenced</b>									





Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe				Responsible Party	Planned Budgets		
		Q 1	Q 2	Q 3	Q4		Source of Funds	Budget Description	Amount (US\$)
<b>1.4.2 Consultations on Justice Reform</b>									
# of stakeholder consultations held	<b>Action:</b> Identify critical stakeholder groups to be consulted				X	JRIU	CIDA		0
	<b>Action:</b> Identify resource personnel to develop format and facilitate consultations				X	JRIU	CIDA		0
<b>2.1.2 Facilitate meetings and consultations on standards of professional conduct for prosecutors</b>									
2.1 Standards of prosecutors introduced and implemented <u>Target(s)</u> Meetings and consultations with prosecutors/other officials arranged	<b>Action:</b> Develop consultatively list of stakeholders to be consulted				X	DOJ/ JRIU/ ODPP	CIDA		0
	<b>Action:</b> Make required logistical arrangements for consultations with prosecutors to obtain input for the development of Standards of Conduct				X	DOJ/ JRIU/ ODPP	CIDA	75700 Training, Workshops, Conferences	\$5,000
	<b>Action:</b> Make required logistical arrangements for consultation/meetings with prosecutors and other officials to refine Standards of Professional Conduct				X	DOJ/ JRIU/ ODPP	CIDA	75700 Training, Workshops, Conferences	\$5,000
<b>Output</b> 2.4 Human	<b>2.4.1 Review of the organisational structure and deployment of Human Resources within the ODPP</b>								



Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe				Responsible Party	Planned Budgets	
		Q 1	Q 2	Q 3	Q4		Source of Funds	Budget Description
<b>Resource protocols and strategies developed for ODPD</b> <u>Target</u> Draft report of review completed <u>Indicator</u> Feedback provided on draft report by -/-/	<b>Action:</b> Facilitate and coordinate consultations, discussions, meetings and access to the Office of the Director of Public Prosecutions as necessary  <b>Action:</b> Obtain work plan and schedule for review of ODPD			x		JRIU/DOJ/ ODPP	75700 Training, Workshops, Conferences	\$5,000
<b>Output 3.1 Court and management governance strategies developed and implemented</b>  <u>Target(s)</u> Information/Documentation provided  List of partners developed  # of Consultations facilitated	<b>3.1.2 Preliminary Research for development of a Strategic Framework Document for the CMS</b>  <b>Action:</b> Provide the DOJ with any further existing documentation related to the structure of the CMS			x		JRIU/MOJ		0
<b>3.1.2 Provide technical assistance to support the development of a Strategic Framework Document...(Consultations with CMS and other key stakeholders)</b>								
	<b>Action:</b> Provide list of partners to the DOJ			x		JRIU/ CMS	CIDA	0

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe				Responsible Party	Planned Budgets		
		Q 1	Q 2	Q 3	Q4		Source of Funds	Budget Description	Amount (US\$)
		<p><u>Indicators:</u> Information/Documentation provided by -/-</p> <p>List of partners developed by -/-</p> <p># of Consultation(s) facilitated</p>	<p><b>Action:</b> Facilitate consultation between DOJ/Canadian Experts and the Strategic Framework Working Group to arrive at consensus on the structure of and reporting framework for CMS</p>				X	X	DOJ/ JRIU
<p><b>Output: 3.2 Measures Undertaken to improve the efficiency of the Court System</b></p> <p><u>Target(s)</u> Information/documentation on recent efforts at decriminalisation/reduction in Jamaica provided</p> <p>Information/documentation on Justices of the Peace provided</p> <p>Information/documentation on Jamaica's mediation</p>	<p><b>3.2.1 Implement changes to address delays in moving a case forward</b></p> <p><b>Action:</b> Identify information requirement and sources on current and recent efforts at decriminalisation/reduction in Jamaica</p> <p><b>Action:</b> Provide information to the DOJ on current and recent efforts at decriminalisation/reduction in Jamaica</p> <p><b>3.2.2 Reduction of barriers/delays in commencing court proceedings</b></p> <p><b>Action:</b> Source information/documentation on the current role of JP's in Jamaica in relation to their work in the Petty Sessions Courts</p> <p><b>Action:</b> Provide information/documentation obtained on current role of JP's to the DOJ</p> <p><b>Action:</b> Source information/documentation on the current mediation system operated in Jamaica</p>			X	X	JRIU	CIDA	71600 Travel 72500 Supplies	\$1,000 \$2,000
				X	X	JRIU	CIDA	72500 Supplies	\$1500.00
				X	X	JRIU	CIDA	71600 Travel 72500 Supplies	0
				X	X	JRIU	CIDA	71600 Travel 72500 Supplies	\$5000



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		Q 1	Q 2	Q 3	Q4		Source of Funds	Budget Description	Amount (US\$)
system provided	<b>Action:</b> Provide information/documentation obtained on the mediation system in Jamaica to the DOJ				X	JRIU	CIDA	72500 Supplies	0
# of Meetings and consultations arranged	<b>Action:</b> Engagement of local consultant to review the automatic mediation system in Jamaica and make recommendations to improve the efficiency of the system in diverting cases from the courts.				X	MOJ/JRIU	CIDA	71300 Local Consultants	\$29,000.00
Information on the Court processes provided	<b>Action:</b> Engagement of local consultant to review the role of Justices of the Peace in Jamaica and make recommendations re expansion of their functions as Lay Magistrates				X	MOJ/JRIU	CIDA	71300 Local Consultants	\$22,000.00
<u>Indicators</u>									
Information on recent efforts at decriminalisation/reduction in Jamaica provided by -/-/-									
Information/documentation in Justices of the Peace provided by -/-/-									
Information/documentation in Jamaica's mediation system provided by -/-/-									
# of meetings and consultations arranged	<b>Action:</b> Provide information and documentation on the current criminal case management system				X	JRIU	CIDA	72500 Supplies	\$3,000
Information on case management processes provided by -/-/-									
<b>Output Communication</b>	<b>Development of sensitisation material for MOJ Staff</b>								



Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe				Responsible Party	Planned Budgets		
		Q 1	Q 2	Q 3	Q4		Source of Funds	Budget Description	Amount (US\$)
<b>Strategy Developed for Justice Reform Implementation</b>  <u>Targets:</u> Sensitisation material developed and circulated	<b>Action:</b> Provide information on the JUST programme and JRIU to MOJ's JEU				x	JRIU	CIDA	0	
	<b>Action:</b> Develop public sensitisation documents and brochures				x	JRIU/JEU	CIDA	74200 Audio and Print Production Costs	\$10,000
<b>Develop and implement communication strategy</b>									
Communication Strategy developed	<b>Action:</b> Define target group or audience				x	JRIU	CIDA	0	
Implementation of Communication Strategy commenced	<b>Action:</b> Develop TOR for communications consultant and advertise for consultancy			x		JRIU/UNDP/MOJ	CIDA	74200 Audio and Print Production Costs	\$1,800
<b>Indicators:</b> Sensitisation material developed and circulated by -/-/-	<b>Action:</b> Recruit consultant to develop Communication Strategy					JRIU/ UNDP	CIDA	0	
Communication strategy developed by -/-/-	<b>Action:</b> Develop Communication Strategy				x	JRIU	CIDA	71300 Local Consultants	\$16,500 (22wk dys)
Implementation of communication strategy commenced by -/-/-									
<b>Monitoring &amp; Evaluation</b>									

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe				Responsible Party	Planned Budgets		
		Q 1	Q 2	Q 3	Q4		Source of Funds	Budget Description	Amount (US\$)
<b>(Including Reporting)</b>	Monthly Activities Report		X	X	X	JRIU	CIDA	0	
	Quarterly Report and Work-Plan Update		X	X	X	JRIU	CIDA	0	
	Annual Project Reporting				X	JRIU	CIDA	0	
<b>TOTAL</b>									<b>\$518,200</b>