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ANNUAL PROGRESS REPORT

Country:	JAMAICA		
Reporting period:	January 1, 2013 – December 31, 2013		
Project number and title:	00069417 - Justice Undertakings for Social Transformation		
Project Duration:	2012 - 2016		
Donor:	Department of Foreign Affairs Trade and Development (DFATD)		
Implementing Partner:	Ministry of Justice		
Responsible Parties:	MOJ and DOJ		
Overall Project Coordinator:	Donna Parchment Brown		
Initial Approved Budget:	US\$919,430.88	Revised Approved Budget	US\$1,290,425.00
Total annual advance:	US\$779,271.74	Total annual expenditure:	US\$555,734.15
Annual Delivery:	31.67%		

I. EXECUTIVE SUMMARY

During the period under review the Justice Reform Implementation Unit (JRIU) under the Justice Undertakings for Social Transformation (JUST) Programme dedicated the majority of its efforts to developing terms of references and securing the services of suitably qualified consultants to conduct a number of consultancies. The JRIU was successful in executing the following consultancies:

1. Conduct a Review of the Role and Functions of Justices of the Peace in Jamaica;
2. Develop a Communications Strategy for the Justice Reform Programme;
3. Development of a Citizen's Scorecard;
4. Review of all Legislative fines set out in the laws of Jamaica to ensure they correlate to Jamaica's current economic environment;
5. Provision of Costing Support to the Ministry of Justice;
6. Development of an Umbrella Mechanism for the ongoing Classification, Review and Updating of Legislative Fines, and;
7. Project Proposal Writer for the Justice Reform Programme.

Consultancies executed under the Department of Justice

8. Provide criminal law expertise and support consultations on decriminalization of minor offences;
9. A Youth Expert Consultant;
10. An Environmental Sustainability Expert;
11. Provision of Human Resource Expert for the Office of the Director of Public Prosecutions;

The Ministry of Justice decided to incorporate the Development of a Strategic Framework Document for the JRIU into the Ministry's new corporate profile being developed under the JUST. The Review of the Automatic Mediation System in Jamaica with Recommendations for its improvement was conducted by the Justice Canada team and so a consultant was not needed.

Justice Canada and the Office of the Director of Public Prosecutions amended the first draft of the Standards of Professional Conduct for Prosecutors. The final document is to be submitted by the end of the First Quarter of 2014. In addition, the JRIU planned and executed the national launch of the Chapter on Disclosure, which is a part of the Prosecution Manual being developed for the Office of the Director of Public Prosecutions.

During the Second Quarter of 2013 the JUST Project Steering Committee met on June 19, 2013 and approved a Work Plan for the Justice Undertakings for Social Transformation Programme which covered the period April 1, 2013 – March 31, 2014. The impact of the new Work Plan is that many of the activities delineated in the interim Work Plan approved in January 2013 were revised and the JUST Programme was instructed to achieve some targets by alternative routes. The revision of the Annual Work Plan also increased the JUST Programme budget from \$919,430.88 to \$1,193,777.48.

Following the approval of the revised JUST Work Plan the JRIU reorganized its structure and secured approval for 4 additional posts within the Unit, namely:

1. Communication and Public Education Specialist.
2. Monitoring and Evaluation Specialist;
3. Business and Financial Analyst, and;
4. Project Progression Manager.

Suitably qualified persons were contracted and engaged for all posts except the Communications and Public Education Specialist. That candidate will not be able to take up the contract until February 2014.

Under the JUST Programme members of the Legal Reform Department staff participated in both local and international training programmes. These courses were strategically selected to improve the capacity of the staff and boost productivity within the Department. Training was also facilitated for staff members of the Ministry of Justice and the Office of the Parliamentary Counsel.

III. ACTIVITIES AND ACHIEVED RESULTS

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
Output 1.0: Corporate and Organizational Structure of the Ministry of Justice Developed Target <ul style="list-style-type: none"> Communications protocol on MOJ Corporate Profile and Organisational Structure developed Communications protocol on MOJ Corporate Profile and Organisational Structure implemented Costed Implementation Plan for MOJ Corporate and Organizational Structure developed Concept Paper and Framework Document for a Social Justice Consortium developed Indicator <ul style="list-style-type: none"> Level of completion of Implementation Plan for Communications Protocol on MOJ Corporate Profile # of activities enacted under the Communications Protocol Level of completion of Costed Implementation Plan Level of completion of Concept Paper and Framework Document for 	1.0.2 Corporate Profile and Organizational Structure of the Ministry of Justice finalized Develop and implement/coordinate internal communications protocol on MOJ Corporate Profile and Organisational Structure.	500	0	The first draft of the Corporate Profile was received in December 2013 by the Ministry of Justice and was being reviewed by the Director of Modernisation. Comments from the JRIU are expected by the end of January 2014.	At the end of the reporting period the New Corporate Profile and organisational Structure was approximately 50% complete. In order to develop and implement the internal communications protocol, the New Corporate Profile and organisational Structure has to be completed and approved for implementation. The completion of activities 1.0.2; 1.0.3 and 1.0.4 are dependent upon the completion of the New Corporate Profile and organisational Structure. Several discussions have been conducted regarding a possible structure and activities for implementation.
	1.0.3 Costed Implementation Plan for MOJ Corporate and Organizational Structure developed and accepted Prepare Costed Implementation Plan for the new Corporate Profile and Organisational Structure of the MOJ, incorporating comments and requirements of the PS and Minister			There were no results on this activity at the end of the operating year; see 1.0.2	
	1.0.4 MOJ social justice functions consolidated and streamlined Action: Develop a Concept Paper and Framework Document for a Social Justice Consortium, incorporating all non-judicial social justice functions within the mandate and purview of the MOJ, including Victims' Services, Restorative Justice, Child Diversion, Alternative Dispute Resolution, Legal Aid and Justices of the Peace.	2,000	0	There were no results on this activity at the end of the operating year; see 1.0.2	

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<ul style="list-style-type: none"> supplies procured JRIU Framework document by -/-/- Justice Reform Monitoring and Evaluation Framework developed by -/-/- # of training interventions conducted by -/-/- and % of target group benefited. # and type of training and developmental activities completed with officers, directors and managers 	<ul style="list-style-type: none"> *Payment of monthly salaries to JRIU Staff (current and new staff) *Execute Project Steering Committee Meetings *Execute JUST Programme Planning Meetings *Execute JUST Consultancy Evaluation Meetings *Hire additional staff and short-term experts for the Unit Provision of Costing Support Project Proposal Writer Hire Youth, Environment and Gender Specialists to review, comment on and make contributions to documents developed by Justice, Canada -advertisement -Consultancy Fee Bank Charges & Taxes 	<ul style="list-style-type: none"> 214,295.12 1,000.00 0 0 0 0 0 72,000 0 	<ul style="list-style-type: none"> 155,709.95 1,773.09 130.15 392.11 2,938.30 4,768.76 6,904.78 0 1,037.00 	<ul style="list-style-type: none"> candidate identified for the post of Communication & Public Education Specialist declined to accept the offer made by the MOJ. A new recruitment process was initiated and another Specialist was identified, to take office by February 2014. All salaries for the reporting period were paid. During the reporting period only one Project Steering Committee meeting was conducted, which was held on June 19, 2013. In addition, 10 Programme Planning Meetings were held to streamline the operations of the Justice Reform Programme 3 JUST Consultancy evaluation meetings were conducted during the reporting period During the reporting period, the following Short Term Experts were contracted for the JRIU and the DOJ: JRIU: - Provision of Costing Support to the Ministry of Justice until the Business and Financial Analyst could take office. - Provision of Project Writing 	

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
				<ul style="list-style-type: none"> • 1 Small Double Door Cabinet <p>In Addition, all Stationery and office supplies needed for the operation of the JRIU were procured.</p>	
	<p>1.1.2 Develop/establish a Strategic Framework Document for the JRIU, which included the following:</p> <p>*Develop Terms of Reference (TOR) for technical assistance; *Advertise for consultancy; *Consultant recruited; *Identify key stakeholders; *Consultations with key stakeholders.</p>	0	0	The Strategic Framework Document for the JRIU will be incorporated into the New Corporate Profile for the MOJ. At the end of the reporting period the New Corporate Profile and Organisational Structure was approximately 50% complete.	
	<p>1.1.3 Develop and implement monitoring and evaluation mechanisms for Justice Reform Initiatives, which included the following:</p> <p>* Develop a Monitoring and Evaluation Framework for Justice Reform</p> <p>* Develop and implement or support the implementation of Monitoring, Evaluation or Coordination Mechanisms for justice sector programmes outside of the JUST, including the implementation of donor coordination mechanism.</p>	32,000	0	<p>During the reporting period approximately 5% of the work required to achieve this activity was completed.</p> <p>This activity was deferred until the Fourth Quarter of 2013. In November 2013 the Monitoring & Evaluation Specialist began work on the Monitoring & Evaluation Framework for the Justice Reform Programme. The Monitoring & Evaluation Specialist initiated an assessment process of the MOJ, which included consultations with MOJ Staff. The Evaluation process revealed that the MOJ's SPSS Software Programme needed to be updated urgently before a M & E Framework could be introduced. Steps were initiated to procure</p>	

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
	<p>sector projects with the Justice Reform Policy Agenda Framework and the MoJ's Strategic Business Plan</p> <p>1.1.7 Conduct Training and Developmental Interventions for MOJ Staff, which included the following</p> <p>* Procure, Contract and Commission a Consulting Firm to develop and implement a comprehensive training plan for the MOJ</p> <p>*Plan and conduct training and capacity building activities to better equip MOJ and justice sector staff to advance justice reform and modernisation, including training in Strategic Business Planning</p>	<p>50,000</p> <p>0</p>	<p>3,328.40</p>	<p>The Terms of Reference was developed. However, the needs assessment was deferred until the New Corporate Profile is approved for implementation as this will determine the new skill sets needed and some of the areas of focus for the training programme.</p> <p>Delay in finalizing the New Corporate Profile has deferred the training in new skill areas, however 1 training session was facilitated to assist in improving capacity to function in current job posts. 5 staff members of the Ministry of Justice attended the Jamaica Bar Association training conference in Montego Bay, from November 15-17, 2013. Two other training sessions were planned but deferred to the First Quarter of 2014.</p>	
<p>1.2: RBM tools introduced and practices adopted</p> <p>Target: Results-Based Management Protocols introduced into the MOJ by</p>	<p>1.2.2 Conduct a business process re-engineering exercise to introduce Results-Based Management Protocols in the MOJ</p>			<p>This task was deferred pending progress on the Ministry of Justice's Corporate Profile and Organisational Structure. A workshop of 3-5 days is being proposed for the First Quarter of</p>	<p>There has been no progress towards achieving this Output.</p>

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
Output 1.4 Participatory Monitoring processes integrated in Justice reform and modernisation Targets: Citizens Scorecard used to assess Justice Reform Process implemented by December 2013. Communication Strategy for Justice Reform Programme implemented by December 2013. Indicators: <ul style="list-style-type: none"> • # of stakeholder consultations held to develop indicators for Citizens' Scorecard; • # of persons from target groups participating in indicator development process; • # of training sessions held for validation exercise; • # of participants engaged to validate Citizens' Scorecard; • # of MOJ Staff members trained to administer Citizens' Scorecard; • # of stakeholders engaged; • % improvement as measured by 	1.4.1 Develop and Implement Citizens' Scorecard Recruit Consultant to develop Citizens' Scorecard <ul style="list-style-type: none"> - Advertisement - Consultancy Fee 	37,000.10	38,193.61	Citizens' Scorecard Developed	The work required to achieve this output is approximately 50% complete. The Citizens Scorecard and Communication Strategy have both been completed and approved, however they have not been implemented. Implementation of both activities has been scheduled to begin in the First Quarter of 2014.
	Identify critical stakeholder groups to be consulted	5,000			
	Conduct Preliminary Indicator gathering				
	Conduct preliminary consultations with key stakeholder groups	5,376.90			
	1.4.2: Hold quarterly consultations to obtain stakeholder feedback and input in justice reform initiatives *Design & Print Citizens' Scorecard for consultation	10,000	0		At the end of the reporting period research regarding possible implementation methods was initiated.
	*Plan and implement quarterly consultative sessions, including town hall meetings, and CSO/CBO workshop	13,055	0		

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<p>protocol developed by -/-/-</p> <p>Monitoring and Evaluation protocol approved by -/-/-</p>	<p>Prosecutors</p> <p>Develop and deliver training activities for prosecutors and Clerks of Court on Standards of Professional Conduct</p> <p>*List of stakeholders to participate in training finalized</p>			<p>with 7 additional Prosecutors.</p> <p>A sector validation session has been planned for the First Quarter of 2014.</p> <p>Work on the Monitoring and Evaluation Protocol will be initiated when the Standards of Conduct document is completed.</p> <p>The training list for this activity was not finalized because the final version of the Standards of Conduct for Prosecutors was not ready to be sent to the JRIU for the training plan to be developed and the training executed.</p>	
<p>2.2 Standard operating procedures for the exercise of prosecution functions and decision-making developed and implemented</p> <p>Target (s): Components of Prosecution Manual finalized and Communications protocol developed and implemented by December 2013.</p> <p>Indicator</p> <ul style="list-style-type: none"> • Components of Prosecution Manual finalized by -/-/- • # of consultations held; 	<p>2.2.3 Develop a Prosecution Manual to guide the activities and decision-making of Prosecutors and Clerks of Court.</p> <p>*Finalize components of Manual developed in Year 1 (specifically: Disclosure; Plea Bargaining; Relations with Victims; Witnesses; Judiciary and Police</p> <p>* In partnership with ODPP identify and initiate Communications Consultation and Sensitisation activities for key components of</p>			<p>The Launch of the Disclosure Protocol was held on October 11, 2013. The launch received national media coverage. A national Sector consultation session is planned for the First Quarter of 2014, in order to sensitize sector partners about the content of the Prosecution Manual.</p> <p>Up to the end of the reporting period, Justice Canada was working</p>	<p>At the end of the Reporting Period the Output was 60% complete. The development of the communications activities is dependent upon the completion of the Prosecution Manual.</p>

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<p>Output: 3.1: Court management and governance strategies developed and implemented</p> <p>Target (s): Organisational Structure and Functional Profile for the Courts developed by December 2013;</p> <p>Scope of Works for Court Management and Administration Reforms developed by September 2013</p> <p>Indicators:</p>	<p>3.1.3: Develop an Organisational Structure and Functional Profile for the Courts</p> <p>Engagement of local consultant to review the Criminal Justice System in Jamaica and develop a reform strategy.</p> <p>Develop and implement a communications protocol on the new Organisational Structure and Functional Profile of the Courts</p>	<p>49,000</p> <p>3,000</p>	<p>0</p> <p>0</p>	<p>Terms of Reference for this activity was completed and approved. At the end of the reporting period efforts had begun to identify suitably qualified candidates who could be invited to bid.</p> <p>This activity is dependent upon the above to be initiated. As such it could not be completed during the reporting period.</p>	<p>Approximately 10% of the work required to achieve this Output has been done.</p>

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
Plans/Business Plans for measures to improve court efficiency completed by August 2013	Administrative Rules and Systems				Mediation System;
Review and update of legislative fines completed by end of FY 2013/14.	3.2.2 Court-based Automatic Mediation System Upgraded and Expanded				<ul style="list-style-type: none"> Review of the Role and Functions of Justices of the Peace; Identification and Classification of monetary penalties for review.
<p>Indicator(s)</p> <ul style="list-style-type: none"> Cabinet submission for legislative changes prepared by -/-/- Cabinet approval received by -/-/- # of meetings held with OPC/AG Parliamentary approval received by -/-/- Legislative amendments reprinted by -/-/- First draft of Costed Implementation plans submitted for comment and review by -/-/- Costed Implementation Plans approved by -/-/- # of task force meetings held # of stakeholders represented on task force Plan of Action for implementation 	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.	29,000		Justice Canada, in February 2013 elected to conduct this task instead of contracting a local consultant. In June the DOJ submitted a draft report of the automatic mediation process to the MOJ for review and comment. The Report was accepted in August 2013 and the implementation plan submitted for review.	All relevant implementation plans have been submitted for approval and follow-up consultancies have been initiated.
	Prepare Costed Implementation Plan for agreed recommendations and next steps emerging from the Review of the Automatic Mediation System in Jamaica.	0			Based on the above, the Policy Options Paper with Costed Implementation Plan is projected to be finished by June 2014.
	Initiate and implement key aspects of Implementation Plan, including changes to Mediation policies, procedures and practices	50,000			

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<p>Charter developed and approved by -/-/-</p> <ul style="list-style-type: none"> • Consultant contracted by -/-/- • Victims Charter reviewed, completed and submitted by -/-/- 	<p>3.2.4 Costed Implementation Plan for Case Management and Related Court Reforms developed and implemented</p> <p>Develop Comprehensive Costed Business Plan for Court Modernisation (including Case Management)</p>			<p>This task was deferred until the 2014 Financial Year.</p>	
	<p>3.2.5: Backlog Reduction Strategies Developed and Implemented</p> <p>Establish Task Force and implement Backlog Assessment Project</p> <p>Initiate and implement short and medium term Backlog Reduction Strategies</p>	<p>500</p> <p>25,000</p>	<p></p> <p>117.74</p>	<p>This activity has been moved to the First Quarter of 2014. After extensive analysis of the work to be done this activity was modified to a consultancy.</p> <p>This activity will be initiated in the Second Quarter of 2014.</p>	
	<p>3.2.6 Conduct a Comprehensive Review and Revision of Monetary Fines and Penalties, Devising an Umbrella Mechanism for the Ongoing Classification, Review and Updating of Such Fines</p> <p>Procure, Contract and Commission a Legal Research Team to identify and classify monetary fines and penalties throughout legislation</p> <p>Procure, Contract and Commission a consultant to prepare a policy and plan for the approval and</p>	<p>2,400</p> <p>25,000</p>	<p>3,120.34</p> <p>2,448.58</p>	<p>This Consultancy was completed in July 2013 and a comprehensive report was completed and submitted to the Minister of Justice for Review.</p> <p>The Terms of Reference was approved on July 26, 2013 and the</p>	

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<p>Output: 4.1 Standard Operating Procedures for Developing Legislation and Issuing Drafting Instructions in place.</p> <p>Target(s)</p> <ul style="list-style-type: none"> • 30% of drafting instructions meet Cabinet approved standard in Year 1 • 60% of drafting instructions meet Cabinet approved standard by end of programme <p>Indicators</p> <ul style="list-style-type: none"> • Scope of Works for Legislative Policy Manual developed and approved by -/-/- • Consultant contracted by -/-/- • Legislative Policy Manual completed by -/-/- • Scope of Works for Legislative Drafting Manual developed and approved by -/-/- • Consultant contracted by -/-/- • Legislative Manual completed by -/-/- • Scope of Works for customised PMAS and work flow management system for the OPC developed and 	<p>4.1.3: Develop and support the implementation of a Legislative Policy Manual for MDAs</p> <p>Activity 4.1.3.1: Develop Scope of Works for Legislative Policy Manual, in partnership with OPC and Cabinet Office</p> <p>Activity 4.1.3.2: Procure, Contract and Mobilise Consultant to develop Legislative Policy Manual</p> <p>Activity 4.1.3.3: Conduct Literature Review identifying Jamaican and global benchmarks of good practice in the preparation of legislative policies and legislative proposals, incorporating gender, youth and environmental considerations</p> <p>Activity 4.1.3.4: Analyse the legislative policy development process across GOJ and identify gaps, inconsistencies and best practices</p> <p>Activity 4.1.3.5: Hold consultations with Legislative Liaison Officers on legislative policy development process</p> <p>Activity 4.1.3.7: Conduct Legislative Development Fora to build capacity and awareness of</p>	<p>5,000</p> <p>3000</p>		<p>The Office of the Parliamentary Counsel (OPC) approved the Scope of Works on October 7, 2013, and the Permanent Secretary approved the Direct Contracting for this consultancy on November 14, 2013. The Contract will be signed in the First Quarter of 2014. As a result all other activities dependent upon the contracting of this consultant were deferred until the First Quarter of 2014</p> <p>One (1) Training exercise has been executed under this Output. Training was facilitated for Four (4) members of the OPC at the Jamaica</p>	<p>Approximately 20% of the work required to complete this Output has been completed. In order to complete this activity the following must be done:</p> <ul style="list-style-type: none"> • 2 consultants contracted to develop both the Legislative Drafting Manual and Policy Manual; • Development and approval of both Manuals; • Training for staff and stakeholders in the use of both Manuals, and; • Development and approval of an online performance management and reporting system. <p>It is projected that this Output will be achieved by July 2014.</p>

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
	Develop Legislative Drafting Manual.				
	<p>4.1.6: Build institutional capacity and specialist skills within the OPC</p> <p>Develop and implement training and professional development strategies for OPC, including short courses, professional exchanges and study tours</p>	0	2,591.81	Training for 4 Lawyers from the OPC at the JBA Training Conference on November 15 – 17, 2013.	
	<p>4.1.7: Develop an online performance management and reporting system to support the management of legislative drafting</p> <p>Develop Scope of Works for a customised PMAS and work flow management system for the OPC</p> <p>Procure, contract and commission consulting firm to implement Scope of Works</p>	2,500		<p>This activity was deferred to the First Quarter of 2014 because the JRIU required additional time to consult with Cabinet Office, (the Government of Jamaica agency with primary responsibility for developing PMAS systems) and the Ministry of Finance. The JRIU/OPC cannot undertake this activity independently of the Cabinet Office and the Ministry of Finance.</p> <p>The execution of all activities related to this task were deferred to the First Quarter of 2014</p>	

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<p>held;</p> <ul style="list-style-type: none"> # of participants in attendance from key target groups at each meeting; Scope of Works for Human Rights expert developed and Approved by -/-/- Consultant Contract by -/-/- Technical Oversight Committee Convened by -/-/- # of key stakeholder groups represented on Technical Oversight Committee. 				<p>(CLPD) Weekend Conference, at the Hilton Rose Hall Resort & Spa in Montego Bay from November 15-17, 2013</p> <p>The implementation process will continue in the 2014 Project year.</p>	
	<p>4.2.3: Model for Law Reform Commission Identified through Consultative Processes</p> <p>Hold meetings and consultations to refine Concept Paper, identifying and assessing stakeholder recommendations</p>	5,000		<p>This activity has been linked to the Legal Reform Department Mission to be conducted by Justice Canada, which is also reviewing the Law Reform Commission option simultaneously.</p>	
	<p>4.2.4: Conduct a comprehensive review of Jamaican legislation against international human rights instruments to which Jamaica is signatory</p> <p>Develop Scope of Works in consultation with the MOJ/LRD and other key stakeholders in the GOJ, as well as DOJ gender, youth and environment experts</p> <p>Procure, Commission and Mobilise Jamaican and Canadian human rights experts to conduct the review</p> <p>Conduct a Literature Review and prepare a Framework for the Legislative Gap Analysis,</p>	40,000		<p>Approximately 15% of the work required to complete this Activity has been done.</p> <p>The Terms of Reference for this activity was approved on November 12, 2013 and the JRIU has initiated a call for Expressions of Interest. It is projected that a consultant will be contracted in the first half of 2014. As a result, all other activities dependent upon the contracting of the consultant were deferred to the 2014 Project Year.</p>	

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<ul style="list-style-type: none"> # of participants from key stakeholder groups engaged in consultation process; Scope of Works for consultant to develop Criminal Practices and Procedure for Jamaica developed and approved by -/-/- Consultant contracted by -/-/- <p>Concept Paper on new, modernised Criminal Practices and Procedures for Jamaica developed by -/-/-</p>	<p>Develop a Discussion Paper for a Criminal Code for Jamaica, incorporating research on models used globally, as well as gender, youth and environmental considerations</p> <p>Conduct comprehensive consultations on Criminal Code Discussion Paper, obtaining and analysing perspectives on the role and functions of criminal law</p>	5000		work to be done. As a result, all other activities which are dependent upon the completion of this activity have been deferred to the 2014 Project year.	
	<p>4.3.3 Develop Modern Criminal Practices and Procedures for Jamaica</p> <p>Terms of Reference for Criminal Law Expert and Facilitator Approved</p> <p>Engage local Criminal Law Expert and Facilitator to work with DOJ team on priority list.</p> <p>Criminal Law Expert holds Consultations on Offences that should be decriminalised</p> <p>In consultation with the Bench and Bar, design a Scope of Works for the development of Criminal Practices and Procedures for Jamaica</p> <p>Procure, contract and mobilise consultant to develop modernised Criminal Practices and Procedures for Jamaica</p>	50,000 2,000 35,000	36,122.00 1,875.23	The Report of the Consultant on Offences that should be decriminalised was reviewed in December 2013 with a view to developing an Implementation Plan to address legislative changes proposed.	

Expected Outputs & Indicators (including annual targets)	Planned Activities	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
Private Bar and Civil Society able to effectively participate in Justice Reform and Modernisation by end of FY 2013/14	Project Coordinator to work with the JBA to develop overall plan and support the strengthening of local Bar Associations and members of the legal profession to enhance their participation in justice reform initiatives.			Project Year.	
Activities that promote Values and Attitudes that support Justice Modernisation and Reform actioned by end of FY 2013/14	6.2: Engage Civil Society in Developing Justice Modernisation Solutions				
<p>Indicators</p> <ul style="list-style-type: none"> • Scope of Works developed by -/-/- • Scope of Works approved for procurement by -/-/- • Consultant contracted by -/-/- • Terms of Reference developed by -/-/- • Design for partnership-based programme developed by -/-/- • Terms of Reference developed and approved by -/-/- • List of committee members approved by -/-/- • Committee members invited by -/-/- • # of persons accepting invitation 	<p>Develop Terms of Reference for periodic forum to bring justice-related civil society, service providers and Government together to collaborate on justice reform issues, address concerns or problem areas and share best practices</p> <p>Procure, Contract and Commission Consultant to improve public-private partnerships for entities engaged in the police-to-court corridor, through the development of coordinated process maps, with corresponding protocols and Terms of Reference.</p> <p>Procure, Contract and Commission Consultant to improve public-private partnerships for entities engaged in the dispute-to-court corridor (for civil matters), through the development of coordinated process maps, with corresponding protocols and Terms of Reference</p>	<p>0</p> <p>20,000</p> <p>20,000</p>			

Annex V Lessons Learned

#	Type	Date Identified	Successes	Shortcomings	Recommended Solutions	Submitted, updated by
1.	Project Management	September 2013	This shortcoming was brought to the attention of the Programme implementers and beneficiaries and the necessary adjustments were made. The experiences of this Project year will be used to plan the implementation process for the 2014 Financial Year.	More time needs to be given between the development and implementation of programmatic activities. A significant delay is experienced when documents developed under the reform programme are to be approved by the Minister or Cabinet for implementation.	A longer period be given for consultation documents to be approved before commencing the implementation phase.	Programmes Manager
2.	Project Management	July 2013	Regular meetings were initiated with Project beneficiaries and Programme implementers, this has assisted in the coordination and execution of activities under the JUST programme. Especially the various departments of the Ministry of Justice. These meetings also facilitated the appropriate management of activities that were either unplanned or postponed.	The JRIU has made a concerted effort to include beneficiaries of the JUST in the planning and implementation of activities in order to increase ownership and facilitate efficient implementation, this aspect needed improvement during the last Project Year.	Programme planning meetings and consultations with beneficiaries should be made a regular aspect of the Programme	Programmes Manager

Project Management: Prepared by: [Signature] Date: 31/12/14
 Approved by: [Signature] Date: 31/12/14

UNDP Resource Persons: Name, Programme Advisor – Governance, E & E, Poverty
 Name, Programme Analyst – Governance, E & E, Poverty
 Accepted by: [Signature] Date: 5/1/15

4.	Due to the removal of funding formerly allocated for the development of a Strategic Framework Document for the JRIU, it is difficult to specify a date when the document will be completed.	December 2013	Problem	The development of the Strategic Framework Document is paramount to the success of the JUST Programme within the Ministry of Justice. Its development is of great importance however, the competences needed to develop this document do not reside within the staff of the MOJ. Priority = 4	This activity has been merged with the Development of the New MOJ Corporate Profile		Programmes Manager, JRIU	July 2013	Solved
5.	The decision to defer the training programme for the MOJ staff was taken in order to ensure that the training given to staff members was relevant to the needs and strategic objectives of the Ministry of Justice.	March 2013	Problem	As a result several activities (1.1.7.6, 1.1.7.7, 1.1.7.8 and 1.1.7.9) were not executed during the 2013 fiscal year. Priority = 2	The training activity has been deferred to the 2014 fiscal year, when the New Corporate Profile is approved.	Deputy Director, JRIU	Programmes Manager, JRIU	December 2013	Pending
6.	The JRIU has not been informed of the results of the October mission to develop Human Resource protocols and strategies for the ODPP.	November 2012	Problem	There has been no request by either the ODPP or the DOJ to organise the feedback required on the draft report. Priority = 2	The JRIU has requested an update from Justice Canada and is awaiting a response.	Programmes Manager, JRIU	Programmes Manager, JRIU	December 2013	Pending

11	The JUST project becomes isolated from and/ or tangential to the ongoing operations of the Ministry of Justice and the sector generally	May 30, 2012	Strategic	P = 1 I = 1	The design of the JRIU as a unit within the Ministry of Justice will enable the JUST to enjoy a degree of establishment within the ordinary management structures of the MOJ. The JRIU's staffing capacity and mandate presuppose its utility not merely to the JUST, but to wider reform and modernisation priorities articulated by the MOJ. As the Ministry will enjoy direct input in and management of the non-JUST related aspects of the JRIU's workplan, the unit can help to support the ongoing strengthening of the MOJ.	JRIU	CIDA	June 28, 2013	<i>Stable</i>
11	Changes to the JUST programme may affect the decided Impact and Outcomes	October 8, 2012	Strategic	P = 1 I = 1	There may be modifications to the design of the JUST Programme in order to accommodate requests from the new Permanent Secretary. This will cause the execution of some activities to be deferred to a later time in the life of the Project.	JRIU/CIDA	JRIU	June 28, 2013	<i>Decreasing</i>
12	Ambiguity in the role and functions of core project staff.	December 4, 2012	Strategic	P = 1 I = 1	Ambiguity regarding the role, functions and reporting relationships of core team members will negatively affect the delivery and quality of programme activities as well as the impact expected.	CIDA/JRIU	JRIU	June 28, 2013	<i>Decreasing</i>

					institutions. Activities will be sequenced in a logical manner so as to build upon current personnel and organizational capacities and to progressively strengthen these capacities. As time progresses and partner institutions gain experience with Programme activities, it is envisioned that their capacity to absorb highly specialized assistance will increase. Furthermore, activities will be closely monitored and designed with the flexibility to adjust the pace of implementation when necessary.				
6	Resistance of public officials and professional interest to change thereby inhibiting effectiveness of programme activities	November 3, 2011	Other	P = 1 I = 1	The programme will address inertial or self-interested resistance to change by providing Jamaican decision makers and opinion leaders with objective and comprehensive information and supporting rationale on all proposed measures. The integration of civil society – including the legal profession – in the Programme’s development and execution is also designed to ensure maximum ownership, participation and effectiveness of JUST initiatives. Their external input in assessing and developing the GOJ’s justice reform agenda is intended to maximise the effectiveness of related activities.	JRIU	CIDA	June 28, 2013	Stable
	Delay in recruitment of Project Team members	May 31, 2012	Organizational	P = 2 I = 2	UNDP’s Governance team is providing support to the start of implementation of the project, under the co-ordination of CIDA’s Rule of Law Specialist who has been key to project development.	UNDP & JRIU	UNDP Governance Team	December 4, 2012	Dead

Annex III Risk Log

Project Title: Justice Undertakings for Social Transformation (JUST)						Award ID: 00069417		Date: December 31, 2013	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1.	Public pressure and political expediency lead government to ad hoc prioritization of justice reforms	November 3, 2011	Political	P = 2 I = 2	The JUST team will reinforce, with both government officials and the public the message that strategically developed and implemented measures will yield greater returns than ad hoc measures.	JRIU	CIDA	June 28, 2013	Stable
2	Requests for assistance from Jamaican partners for "urgent" or unrelated actions draw resources away from the implementation plan	November 3, 2011	Political	P = 1 I = 3	The JUST team will repeatedly communicate the message that strategically developed and implemented measures will yield much greater results than <i>ad hoc</i> measures. Commitments will be obtained from Jamaican partners on an ongoing basis to adhere to the activities as laid out in the implementation schedule.	JRIU	CIDA	June 28, 2013	Stable
3	Change of political directorate leads to lessened support for JUST programme	November 3, 2011	Political	P = 2 I = 3	The JUST's alignment with national goals and targets laid out in Vision 2030 will further help to stabilise the Programme's focus. The inclusion of the Chief Justice, Director of Public Prosecutions and similar apolitical heads of agencies is designed to ensure the stability of specific initiatives within the Programme. The incorporation of CSOs in programme execution will have a	CIDA & UNDP	CIDA	June 28, 2013	Stable

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					7158121B-07G7-A01, System Unit (CPU): SN:38FFNS1			A.031				
61	JAM10	B0512	Electrical Equip. or Computer	Dell Vostro Computer	Monitor: S/N: CN-02H2VM-64180-1C1-1C1L, Mouse: CT:FAT5R0C5B YNADI, Key Board: CN-02HF2Y-71616-236-05DY-A00, System Unit (CPU): SN:38W9NS1	1	Business & Financial Analyst	Monitor: MOJ.JRIU.06 A.074, Mouse: No Tag Key Board: MOJ.JRIU.08 A.031, CPU: MOJ.JRIU.07 A.073	19-Jun-12	\$68,265.19	MOJ	Functional
62	JAM10	B0512	Electrical Equip. or Computer	Dell Vostro Computer	Monitor: S/N: CN-02H2VM-64180-1C1-18ML, Mouse: CN-09RRC7-44751-231-14J5, Key Board: CN-01HF2Y-71616-233-02QE-A00, System Unit (CPU): SN:38L9NS1	1	Deputy Director's Office - JRIU	Monitor: MOJ.JRIU.06 A.091, Mouse: No Tag Key Board: MOJ.JRIU.06 A.074, CPU: MOJ.JRIU.07 A.072	19-Jun-12	\$68,265.19	MOJ	Functional
63	JAM10	B0512	Electrical Equip. or Computer	Dell Vostro Computer	System Unit (CPU): SN:388DNS1 Monitor: CN-02H2VM-64180-1C1-17CL Key Board: CN-01HF2Y-71616-232-07X5-A00 Mouse: CN09RRC7-44751-231-14JB	1	Permanent Secretary's Office MIS Department (Monitor)	CPU: MOJ.PS.07A.112, Monitor: MOJ.JRIU.06 A.092, Key Board: MOJ.PS.08A.111	19-Jun-12	\$68,265.19	MOJ	Functional

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							Research					
50	JAM10	B0512	Electrical Equip. or Computer	HP Laser Jet Pro 400 color MFP M4 75dw (Multifunction: copier/printer/scanner)	CNB8D8GV3D	1	JRIU	MOJ.JRIU.21 A.018	23-Nov-12	\$93,000.00	MOJ	Functional
51	JAM10	B0512	Electrical Equip. or Computer	Xerox ColorQube 9303 PCL6 (Multifunction: copier/printer/scanner)	XNE-132753	1	JRIU	MOJ.JRIU.20 A.015	05-Feb-13	\$1,670,000.00	MOJ	Functional
52	JAM10	B0512	Electrical Equip. or Computer	Telepresence MX200 42IN HD 1080P 4X Optical Zoom Touch / NBD 8X5 Essential SMS-1	FTT1701005T (Comm. box), 31002478NA (Monitor), FTT1643000AK (Camera), 000015136768-0040 (Remote, Adaptor & Microphone)	1	Monitor (MOJ Small Conference Room), Communication Box, Camera, Remote, Adaptor & Microphone (MIS)	MOJ.JRIU.85 A.001	19-Mar-13	\$1,529,643.00	MOJ	Functional
53	JAM10	B0512	Electrical Equip. or Computer	Shredder- GBC Shred Master SC170	S/N: VB00536H	1	MIS	MOJ.JRIU.27 A.003	31-May-12	Donated by CIDA	MOJ	Not Functional
54	JAM10	B0512	Electrical Equip. or Computer	Fellowes 3229901 Power Shredder	99Ci 120717CG 0064286 CRC32299	1	JRIU	MOJ.JRIU.27 A.008	23-Nov-12	\$47,500.00	MOJ	Functional
55	JAM10	B0512	Electrical Equip. or Computer	Dell Latitude E5530 Laptop/ With Carrying Case	SN:35GP7W1	1	JRIU	MOJ.JRIU.16 A.005	23-Nov-12	\$110,000.00	MOJ	Functional
56	JAM10	B0512	Electrical Equip. or Computer	Dell Vostro Computer (Key Board & CPU)	Key Board: CTBAUYF0AH HZW7P4 System Unit (CPU): SNMXL1060PQ V	1	Director's Office - JRIU	Key Board: MOJ.JRIU.08 A.028 CPU: MOJ.JRIU.07 A.028	19-Jun-12	\$68,265.19	MOJ	Functional

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27		B0512	Furniture or Fixture	2 Seater Lobby Chair w/Table (706) Black	1	JRIU Lobby	MOJ.JRIU.36 A.001	12-Apr-12	\$47,030.00	MOJ	Functional
28	JAM10	B0512	Furniture or Fixture	Supertech L - Type Desk 1600x1200 (Work Desk w/ Pedestal)	1	Director's Office - JRIU	MOJ.JRIU.02 J.001	10-Apr-12	\$79,400.00	MOJ	Functional
29	JAM10	B0512	Furniture or Fixture	Supertech L - Type Desk 1600x1200 (Work Desk w/ Pedestal)	1	Deputy Director's Office - JRIU	MOJ.JRIU.04 A.025	10-Apr-12	\$79,400.00	MOJ	Functional
30	JAM10	B0512	Furniture or Fixture	Supertech L - Type Desk 1600x1200 (Work Desk w/ Pedestal)	1	Programme Manager - JRIU	Desk: MOJ.JRIU.04 B.031, 2 Draw Pedestal: MOJ.JRIU.01 B.026	31-May-12	\$59,239.00	MOJ	Functional
31	JAM10	B0512	Furniture or Fixture	Supertech L - Type Desk 1600x1200 (Work Desk w/ Pedestal)	1	Business & Financial Analyst - JRIU	Desk: MOJ.JRIU.04 B.032, 2 Draw Pedestal: MOJ.JRIU.01 B.027	31-May-12	\$59,239.00	MOJ	Functional
32	JAM10	B0512	Furniture or Fixture	Supertech L - Type Desk 1600x1200 (Work Desk w/ Pedestal & Screen)	1	Administrative Assistant - JRIU	Desk: MOJ.JRIU.04 B.023, 2 Draw Pedestal: MOJ.JRIU.01 B.020	31-May-12	\$67,924.00	MOJ	Functional
33	JAM10	B0512	Furniture or Fixture	Supertech L - Type Desk 1600x1200 (Work Desk w/ Pedestal & Screen)	1	MIS Department JRIU, Documentation Room	Desk: MOJ.JR IU.04C.024, 2 Draw Pedestal: MOJ.JRIU.01 B.021	31-May-12	\$67,924.00	MOJ	Functional
34	JAM10	B0512	Furniture or Fixture	Boss 42" Round Conference Table	1	JRIU Meeting Room	MOJ.JRIU.24 A.006	12-Apr-12	\$21,500.00	MOJ	Functional
35	JAM10	B0512	Furniture or Fixture	Filling Cabinet	1	Director's Office - JRIU	MOJ.JRIU.02 A.029	12-Apr-12	\$21,500.00	MOJ	Functional
36	JAM10	B0512	Furniture or Fixture	Filling Cabinet	1	Deputy Director's Office	MOJ.JRIU.02 A.030	12-Apr-12	\$21,500.00	MOJ	Functional

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9	JAM10	B0512	Furniture or Fixture	Boss Side Chair Black - Guest Chair	1	JRIU Reception	MOJ.JRIU.05 D.035	14-Sep-12	\$16,569.00	MOJ	Functional
10	JAM10	B0512	Furniture or Fixture	Boss Side Chair Black - Guest Chair	1	JRIU Reception	MOJ.JRIU.05 D.030	14-Sep-12	\$8,284.5	MOJ	Functional
11	JAM10	B0512	Furniture or Fixture	Boss Side Chair Black - Guest Chair	1	CIDA Monitoring/Coordinator's Office - Legal Dept	MOJ.JRIU.05 D.045	14-Sep-12	\$8,284.5	MOJ	Functional
12	JAM10	B0512	Furniture or Fixture	Boss Chrome Frame Side Chair Black - Guest Chair	4	Meeting Room - JRIU	MOJ.JRIU.05 D.031 MOJ.JRIU.05 D.032 MOJ.JRIU.05 D.033 MOJ.JRIU.05 D.034	10-Apr-12	\$33,200.00	MOJ	Functional
13	JAM10	B0512	Furniture or Fixture	Maestro Supertech L - Type Desk 1600x1200 - Work Station desks w/ Pedestals	1	DOJ Liaison Officer's Work Station	Desk: MOJ.JRIU.04 B.028 2 Draw Pedestal: MOJ.JRIU.01 B.024	31-May-12		MOJ	Functional
14	JAM10	B0512	Furniture or Fixture	Maestro Supertech L - Type Desk 1600x1200 - Work Station desks w/ Pedestals	1	Communication s' Specialist Work Station	Desk: MOJ.JRIU.04 B.027 2 Draw Pedestal: MOJ.JRIU.01 B.023	31-May-12		MOJ	Functional
15	JAM10	B0512	Furniture or Fixture	Maestro Supertech L - Type Desk 1600x1200 - Work Station desks w/ Pedestals	1	Project Progression Manger's Work Station	Desk: MOJ.JRIU.04 B.029 2 Draw Pedestal: MOJ.JRIU.01 B.022	31-May-12		MOJ	Functional
16	JAM10	B0512	Furniture or Fixture	Maestro Supertech L - Type Desk 1600x1200 - Work Station desks w/ Pedestals	1	Monitoring & Evaluation Specialist's Work Station	Desk: MOJ.JRIU.04 B.030 2 Draw Pedestal: MOJ.JRIU.01 B.025	31-May-12	\$238,264.00	MOJ	Functional