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QUARTERLY PROGRESS REPORT

Country:	JAMAICA		
Reporting period:	July 1-September 30, 2013		
Project number and title:	00069417 - Justice Undertakings for Social Transformation		
Project Duration:	2012 - 2016		
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
Current Quarter Advance:	US\$0	Current qtr exp:	US\$125,333.06
Annual Expenditure to Date:	US \$294,237.42	Current Year Delivery to date:	22%

I. QUARTERLY SUMMARY OF ACTIVITIES

During the period under review the Justice Reform Implementation Unit (JRIU) was able to finalize its organizational structure, advertise the available posts and select suitably qualified candidates.

The JRIU was also able to finalize the Terms of Reference and initiate procurement proceedings for the experts needed by Justice Canada to review and guide the development and implementation of project deliverables, these were:

- Environmental Sustainability Expert;
- Gender Mainstreaming Expert;
- Human Resource Expert for the Office of the Director of Public Prosecutions, and;
- Youth Expert

In addition to the above, the JRIU was also able to develop the following Terms of Reference and pass them to partners for review:

- Consultancy for a Human Rights Expert for the JUST Programme
- Consultancy to Develop and Implement a Legislative Drafting Manual;
- Consultancy to Develop a Legislative Policy Manual

The following Terms of Reference were also developed and used to guide the recruitment or contracting of:

- Consultancy to Provide Costing Support to the Ministry of Justice;
- Consultancy to Devise an Umbrella Mechanism for the ongoing Classification, Review and Updating of Legislative Fines, and;
- Project Writer for the Justice Reform Programme (we are in the process of selecting candidates to interview for this post).

During the review period the JRIU was able to host a mission from Canada and make logistical arrangements for a Statistics and Data capture workshop conducted by a team from the Office of the Commission of Federal Judicial Affairs (OCFJA).

The following consultancies have also come to an end and the products are being prepared for implementation:

- Consultancy to develop a Communications Protocol and Action Plan for the Justice Reform Programme, and;
- Consultancy to Review the Role and Functions of Justices of the Peace in Jamaica.

II. FINANCIAL SUMMARY

RESOURCE & EXPENDITURE REPORT BY DONOR - 2013						
DONOR	Programmable Budget (US\$)	Advance (US\$)	EXPENDITURE (US\$)			Remaining Funds (US\$) Received – Total Expenditure
			Period Prior to [Quarter 2, 2013]	Current Quarter [Quarter 3 - 2013]	TOTAL, i.e. Prior to Q2 + Q3	
CIDA	919,430.88	182,502.06	59,841.87	125,333.06	185,174.93	-2,672.87
TOTAL	919,430.88	182,502.06	59,841.87	125,333.06	185,174.93	-2,672.87

**Balance Brought Forward from Previous Quarter (Quarter 2 of 2013)*

PROJECT EXPENDITURE FOR REPORTING PERIOD						
Output #/Activity Result#	Balance B/F from previous Quarter JA\$	Requested JA\$	Received JA\$	Date Received	Disbursed by IP	Balance JA\$
Output 1. Activity Result 1.1.1. Recruitment of 70% of JRIU staff	1,984,387.31				5,698,773.38	-4,182,301.73
Output 1.1 Activity Result 1.1.2 Develop/establish Framework Document for the JRIU						
Output 1.1 Activity Result 1.1.3 Develop and implement monitoring and evaluation mechanism for JRIU						
Output 1.1 Activity Result 1.1.4 Develop and Implement strategic Plans, Policies and Process guidelines that facilitate the reform and modernisation of the Justice Sector	185,900.00				0	185,900.00
Output 1.1 Activity Result 1.1.5 Develop & implement Strategies for aligning MDAs with the MOJ's new policy focused agenda						
Output 1.1 Activity Result 1.1.7 Conduct training and development interventions for MOJ staff	753,844.57				0	753,844.57
Output 1.3 Activity Result 1.3.1 Preliminary research on policy process and capacity completed						
Output 1.4 Activity Result 1.4.1 Develop Citizens Scorecard	4,283,635.07				1,290,208.00	2,993,427.07
Output 2.1 Activity Result 2.1.2.1 Facilitate meetings and consultations on standards of professional conduct for prosecutors	562,535.00				0	562,535.00
Output 2.4 Activity Result 2.4.1 Review of the original structure & deployment of HR in the ODPP						
Output 3.1 Activity Result 3.1.2 Preliminary Research for Strategic Framework Document for CMS						
Output 3.2 Activity Result 3.2.1 Address Delays in Moving a Case Forward					0	

Output 3.2 Activity Result 3.2.2 Reduction of barriers/delays in commencing court proceedings	1,781,320.15				1,710,000.00	71,320.15
Output 3.2 Activity Result 3.2.3 Review of criminal Case Management System	134,025.00					134,025.00
Reimbursement for travel expenses incurred by the FJA Mission on Case Management	0				1,545.75	-1,545.75
Output 3.2 Activity 3.2.6 Conduct a Comprehensive Review and Revision of Monetary Fines and Penalties	0				303,609.20	-303,609.20
Output 4.1 Activity Result 4.2.4.2 Recommendations for improving legal reform process and systems						
Output 4.1 Activity Result 4.1.2.2 Hold Consultations with legislative policy analysts and developers from MDAs	300,000.00				0	300,000.00
Output 4.3 Activity Result 4.3.1.2 Identify the legislative changes required to streamline and improve criminal practice	500,000.00				0	0
Output 4.3 Activity Result 4.3.2 Identify changes required to streamline and improve criminal	92,950.00				0	92,950.00
Output 4.3 Activity Result 4.3.3 Address underlying causes of case volume	1,432,100.00				1,400,000.00	32,100.00
Develop and implement communication strategy and Implementation of JUST Programme Meeting	1,947,861.41				1,776,560.00	171,301.41
Miscellaneous expense (bank charges & withholding tax)	-37033.19				14,210.13	-22,823.06
Miscellaneous income (Interest from Bank)	71,743.10		42,179.71		0	113,922.81
Total	13,993,268.42		42,179.71		12,194,906.46	1,840,541.67
	Cash in hand @ end of reporting period					1,840,541.67
	Commitments @ end of reporting period					1,750,000.00

*The exchange rate of USD\$97.30 was used for 30/4/13

III. ACTIVITIES AND ACHIEVED RESULTS

Expected Outputs & Indicators	Activities	Results of Activities	Progress Towards Achieving Outputs
<p>Output 1.0: Corporate and Organizational Structure of the Ministry of Justice Developed</p> <p>Target</p> <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 Institute developed. <p>Indicator(s)</p> <ul style="list-style-type: none"> • Level of completion of Implementation Plan for communication 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 a Social Justice Institute • Document for a Social Justice Institute developed by -/-/- 	<p>1.0.2 Corporate Profile and Organizational Structure of the Ministry of Justice finalized</p> <p>Activity 1.0.2.4: Develop and implement/coordinate internal communications protocol on MOJ Corporate Profile and Organisational Structure.</p>	<p>Task deferred: This activity will be undertaken after the new consultant recruited by Justice Canada completes her work and submits a report. It is projected that that this will happen by mid October 2013. Thereafter an Implementation Plan will be developed to include the development of a communication protocol on the Ministry of Justice's corporate profile and organisational structure.</p>	
<p>Output 1.1 Justice Reform resources consolidated, stream lined and coordinated</p> <p>Targets:</p> <ul style="list-style-type: none"> • 70% n of positions in the JRIU filled • 100% of JRIU equipment and office supplies procured • JRIU Framework Document developed • Justice Reform Monitoring and Evaluation Framework 	<p>1.1.1 Recruitment of 70% of JRIU</p> <p>Activity 1.1.1.3: Payment of salaries to JRIU Staff</p> <p>Activity 1.1.1.2: Finalise Staffing Structure and Functional Profile for the Unit</p> <p>Activity 1.1.1.5: Advertise for additional staff - JRIU</p>	<p>Task completed - All salaries for the reporting period have been paid.</p> <p>Task completed- The staffing structure for the JRIU was finalised during the period under review.</p> <p>Task completed – Advertisements for these posts were published in National newspapers on July 17, 21 and 24, 2013. The posts advertised</p>	<p>The candidates identified will join the JRIU staff as follows:</p> <ol style="list-style-type: none"> 1. Business and Financial Analyst – October 1, 2013 2. Monitoring & Evaluation Specialist – November 4, 2013 3 Communications Specialist – November 4, 2013 4. Project Manager – November 4, 2013

	<p>Activity 1.1.1.10: Execute JUST Consultancy Evaluation Meetings</p> <p>Activity 1.1.1.10: Execute JUST Project Management meetings.</p>	<p>on board and continue to assist thereafter. This measure will ensure that the JUST Programme is able to deliver all planned activities within the GOJ 2013/14 fiscal year.</p> <p>The Terms of reference for the Consultancy to Provide Costing Support to the Ministry of Justice was approved on July 26, 2013 and the services of the Consultant contracted on September 20, 2013</p> <p>To date the consultant has begun working on the first deliverable, the consultancy work plan.</p> <p>Short Term Expert: Consultant to Provide Project Writing Support Services to the Ministry of Justice</p> <p>Task completed: The JRIU has experienced significant delays in contracting the Project Manager, therefore the decision was taken to hire a consultant to undertake the project writing activities needed by the Ministry of Justice. This measure will ensure that the Justice Reform Programme is not adversely affected by the delay in employing a Project Manager. This person will be tasked with developing project proposals to cover the cost of justice related activities not funded by the JUST.</p> <p>The Terms of reference for this consultancy was approved on July 15, 2013 and advertised on July 17, 2013. The JRIU has not yet selected a suitably qualified candidate from the applications received.</p> <p>Task completed – See above</p> <p>Task completed – 4 Justice Reform Programme planning meetings were held during the reporting period.</p>	<p>These meetings involved coordinating justice reform related activities among implementing partners in the</p>
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			MOJ, both those being directly implemented under the JUST and those being implemented under other programmes.
	<p>1.1.1 Action: Acquisition of furniture and equipment.</p>	<p>Task Completed – During the period under review the JRIU conducted an audit assessment of the stationery and office supplies needed during the Third and Fourth periods of 2013.</p> <p>Based upon the audit assessment all stationery supplies which were needed to facilitate the work of the JRIU were purchased.</p> <p>In addition to the above 2 pieces of furniture which were needed by the Unit were procured, these are:</p> <ol style="list-style-type: none"> 1 One Large Open Front Cabinet; 2 One small Double Door Cabinet 	
	<p>1.1.3 Develop and implement monitoring and coordination mechanisms for Justice Reform projects and Initiatives</p> <p>Activity 1.1.3.1: Develop a Monitoring and Evaluation Framework for Justice Reform</p> <p>Activity 1.1.3.2: 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>	<p>Task deferred – This activity will be undertaken by the Monitoring and Evaluation Specialist. Once commenced in the Fourth Quarter of 2013, it is expected that the activity will be completed as planned.</p> <p>Task deferred: See above.</p>	

	<p>1.1.4 Develop and implement strategic plans, policies, and process guidelines that facilitate the reform and modernisation of the justice sector</p> <p>Activity 1.1.4.1: Compile and complete a comprehensive justice reform plan for the MOJ</p> <p>Activity 1.1.4.4: Develop mechanisms to support, monitor, coordinate or advance the implementation of policy commitments that complement justice reform, including the justice-related components of Vision 2030 and Millennium Development Goals</p>	<p>Task completed – The document was developed and submitted for review on January 30, 20123 and submitted to the Permanent Secretary for review and approval.</p> <p>Task deferred – This activity will be undertaken by the Monitoring and Evaluation Specialist in the Fourth Quarter of 2013.</p>	
<p>1.2: RBM tools introduced and practices adopted</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Draft Scope of Works submitted for approval by - /-/- 	<p>1.2.2 Conduct a business process re-engineering exercise to introduce Results-Based Management Protocols in the MOJ</p> <p>Activity 1.2.2.1: Develop Scope of Works, in consultation with Cabinet Office, to customise GOJ PMAS/PMES systems to support and advance Justice Sector Reforms</p>	<p>Task deferred – This activity has been deferred until the Fourth Quarter when the Business and Financial Analyst joins the JRIU.</p>	
<p>Output 1.4 Participatory Monitoring processes integrated in Justice reform and modernisation</p> <p>Targets:</p> <ul style="list-style-type: none"> • Citizens Scorecard used to assess Justice Reform Process. • Communication Strategy used to educated the public while informing them about the progress of the Justice Reform Programme <p>Indicators:</p> <ul style="list-style-type: none"> • Procurement process completed by -/-- • # of stakeholder consultations 	<p>1.4.1. Develop and Implement Citizens' Scorecard</p> <p>Activity 1.4.1.1: Identify critical stakeholder groups to be consulted</p> <p>Activity 1.4.1.1.1: Conduct Preliminary Indicator gathering</p> <p>Activity 1.4.1.1.2: Conduct preliminary consultations with key stakeholder groups (men/women/youth/GLBT)</p> <p>Activity 1.4.1.1.3: Develop consultation document and draft Citizens Scorecard</p>	<p>Task completed - See Second Quarter Report.</p> <p>Task completed: The consultant has identified all indicators to be used in collecting data via the Citizens' Scorecard.</p> <p>Task completed - all critical stakeholder groups and conducted a total of 363 Questionnaire Interviews and 7 group consultations island-wide.</p> <p>Task completed – All public consultations have been completed and the consultant has submitted the consultation report and draft Citizens' Scorecard.</p>	<p>Approximately 70% of the work required to develop the Citizen's Scorecard has been completed. The Consultant is currently validating the instrument. The activities are expected to be completed by the middle of the Fourth Quarter and as such this consultancy should be completed by November 29, 2013 and the Citizen's Scorecard implementation will begin in the 2014 Calendar year.</p>

<p>held to develop indicators for Citizens' Scorecard;</p> <ul style="list-style-type: none"> • # of training sessions held for validation exercise; • # of participants engaged to validate Citizens' Scorecard; • % improvement as measured by Scorecard. • Communication Strategy completed by -/-/ 	<p>1.4.3 Develop and support the implementation of a Communications Strategy for building awareness of justice reform issues among the public sector, court users and civil society</p> <p>Activity 1.4.3.1: Consultant prepares a Communications Strategy and Action Plan</p> <p>Activity 1.4.3.2: Initiate and implement short and medium term actions from Communications Strategy and Action Plan</p>	<p>Task completed – The Communication Strategy was developed and approved on September 19, 2013.</p> <p>Task in progress – Immediate actions have been identified for the Communications Specialist to undertake upon joining the JRIU.</p>	<p>This activity is approximately 90% complete with only the implementation component left to be actioned.</p>
<p>Output 2.1 Standards of professional conduct for prosecutors introduced and implemented</p> <p>Target(s)</p> <ul style="list-style-type: none"> • Standards for Prosecutorial conduct developed & implemented. <p>Indicators:</p> <ul style="list-style-type: none"> • # of consultations held; • # of participants • Strategy developed by -/-/ 	<p>2.1.1 Develop Standards of Professional Conduct for prosecutors</p> <p>Activity 2.1.1.4: Provide guidance and support to the ODPP in developing and implementing any additional Communications and Sensitisation activities to build stakeholder awareness of the Standards of Conduct for Prosecutors (targeting prosecutors, judiciary, clerks of court, private bar, police and other court users).</p>	<p>Task in progress - The JRIU, DOJ and ODPP have met and initiated the planning process for 1 major sector consultation with Prosecutors and Clerks of Court in Kingston on October 12, 2013.</p>	
<p>2.2 Standard operating procedures for the exercise of prosecution functions and decision-making developed and implemented</p> <p>Indicator</p> <ul style="list-style-type: none"> • Prosecution Manual finalized by -/-/ • # of consultations held; • # of participants • Strategy developed by -/-/ • Strategy Implemented by -/-/ • # of strategy activities implemented in the FY 2013/14 	<p>2.2.3 Develop a Prosecution Manual to guide the activities and decision-making of Prosecutors and Clerks of Court.</p> <p>Activity 2.2.3.1: Finalize components of Manual developed in Year 1 (specifically: Disclosure; Plea Bargaining; Relations with Victims; Witnesses; Judiciary; and Police.</p> <p>Activity 2.2.3.2: In partnership with ODPP identify and initiate Communications, Consultation and Sensitisation activities for key components of Manual.</p> <p>Activity 2.2.3.3: Draft remaining components of manual (specifically: Bail; Trial; Policy on Certain Types of Cases; Mutual Legal Assistance and Extradition;</p>	<p>Task completed - A Launch of the Disclosure Protocol is planned for October 11, 2013.</p> <p>Task in progress - Sector-wide and national public sensitization sessions have been planned with the Launch being one of the communication activities planned.</p> <p>Task in progress – The Canadian consultant executing this activity has had 2 trips to Jamaica and further missions are being planned for October 2013.</p>	<p>This activity is scheduled to be completed on time.</p>

	Relations with Other Lawyers; Jurors; Government Officials; Media)		
<p>Output 2.4 Human Resource protocols and strategies developed for ODPP</p> <p>Target</p> <ul style="list-style-type: none"> • Consultations with ODPP coordinated <p>Indicator</p> <ul style="list-style-type: none"> • # of Consultations held • Report finalized by -/-/- 	<p>2.4.1 Report with recommendations for improvement of ODPP Human Resources Management finalized</p> <p>Activity 2.4.1.1: Finalize draft report, incorporating comments and requirements from ODPP, as well as gender, youth and environmental considerations</p>	<p>Task in progress: The report and recommendations have been accepted by the Ministry of Justice (subject to a review being done by the Human Resources Expert to be contracted). As stated under output 1.1.1, the JRIU has begun the process of procuring suitably qualified persons for each of these consultancies.</p> <p>To date, the Human Resource Expert and the Environmental Sustainability Expert has been identified. However, the Youth and Gender Mainstreaming Experts have not been identified.</p>	<p>Approximately 20% of the work required to complete this activity has been done. In order to complete this activity the following must be done:</p> <ul style="list-style-type: none"> • The Procurement process for the Human Resource and Environmental Sustainability Expert must be completed and the contracts awarded; • Suitably qualified persons/firms must be identified to conduct the Youth and Gender Mainstreaming consultancies; • Public Consultations must be held, and; • The Report reviewed and accepted by the MOJ.
<p>Output 3.1 Court management and governance strategies developed and implemented</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Scope of Works developed by -/-/- • Scope of Works approved for procurement by -/-/- • Development of a Comprehensive Court Management and Administration Reforms completed by -/-/- • Implementation of a Comprehensive Court Management and Administration Reforms initiated by -/-/- 	<p>3.1.5: Comprehensive Court Management and Administration Reforms Designed and Implemented, using business process re-engineering and change management strategies</p> <p>Activity 3.1.5.1: In collaboration with the Courts (including CMS) Develop Scope of Works for Court Management and Administration Reforms</p> <p>Activity 3.1.5.2: Procure, contract and Commission Consulting Firm to develop and implement phased Implementation Plan for Comprehensive Court Management and Administration Reforms (including Business Process Re-engineering, Managerial, Administrative and Procedural Training, Acquisition of Technology and Equipment etc.)</p>	<p>Task in progress: This Terms of Reference has been drafted for review and approval</p> <p>Task deferred – This task is dependent upon the Terms of Reference being approved for use and the Cabinet Submission to guide the implementation being finalized.</p>	

<p>Output 3.2 Measures undertaken to improve court efficiency</p> <p>Target Legislative changes needed decriminalize Minor Offences enacted by end of FY 2013/14</p> <p>Indicators</p> <ul style="list-style-type: none"> • Cabinet submission prepared by -/-/- • Cabinet approval received by -/-/- • # of meetings held with CPC/AG • Parliamentary approval received by -/-/- • Legislative amendments reprinted by -/-/- • First draft of Costed Implementation Plan for Court-based Automatic Mediation System submitted for comment and review by -/-/- • Costed Implementation Plan for Court-based Automatic Mediation System submitted for approval by -/-/- • # of meetings held • Plan of action for implementation developed by -/-/- • # of activities from implementation plan initiated by end of FY 2013/14 • # of meetings held by Task Force to implement strategies; • Project design approved for use by -/-/-; • Backlog Assessment Project completed by -/-/- • # of consultants hired; • Legislative fines and penalties 	<p>3.2.1: Policy Options for Reclassification and Decriminalisation of Minor Offences developed and accepted</p> <p>Activity 3.2.1.4: Initiate policy and legislative changes required to reclassify and decriminalise minor offences, including establishment of Administrative Rules and Systems</p>	<p>Task in progress – The Report of the Consultant is being reviewed with a view to developing an Implementation Plan to address Legislative changes proposed.</p>	<p>The initiation of activities to complete this task has not yet begun as the DFATD Coordinator and the JRIU Director are reviewing the document submitted by Justice Canada.</p>
	<p>3.2.2 Court-based Automatic Mediation System Upgraded and Expanded</p> <p>Activity 3.2.2.3: Prepare Costed Implementation Plan for agreed recommendations and next steps emerging from the Review</p> <p>Activity 3.2.2.4: Initiate and implement key aspects of Implementation Plan, including changes to Mediation policies, procedures and practices</p>	<p>Task in progress – The consultant to undertake this activity has been contracted, see the report provided on Short Term Experts at 1.1.1.4.</p> <p>Task in progress – The Director of the JRIU is currently working on a report that will guide the implementation of all activities to completion.</p>	<p>This activity is 50% complete and is projected to be finished by December 2013. The report has been submitted and approved by the MOJ.</p>
	<p>3.2.3 Judicial Role of Justices of the Peace and Courts of Petty Session Upgraded and Expanded</p> <p>Activity 3.2.3.5: Prepare Costed Implementation Plan for the Upgrading and Expansion of Courts of Petty Sessions and the Role of Justices of the Peace</p> <p>Activity 3.2.3.6: Initiate and implement key aspects of Implementation Plan, including changes to law, policy and procedures; development of manuals and guidelines; training and capacity building programmes for JPs.</p>	<p>Task in Progress: The final review and recommendations report from the Consultant was accepted on September 17, 2013. The implementation plan proposed will be costed by the Consultant identified in the report provided on Short Term Experts at 1.1.1.4.</p> <p>Task deferred – The initiation of this task is dependent upon the completion of the task above.</p>	<p>This activity is 50% complete. The review report has been accepted for action by the MOJ.</p>

<p>identified for action by -/-/-</p> <ul style="list-style-type: none"> • Scope of Works developed and approved by -/-/- • Consultant contracted by -/-/- • Draft policy and plan submitted for review by -/-/- 	<p>3.2.4 Costed Implementation Plan for Case Management and Related Court Reforms developed and implemented.</p> <p>Activity 3.2.4.4: Develop Comprehensive Costed Business Plan for Court Modernisation (Including Case Management)</p>	<p>Task deferred – The DOJ has indicated that they will provide a first draft of the Report by December 2013.</p>	<p>The Costed Implementation Plan therefore, will be done in January/February 2014 and implemented March 2014.</p>
	<p>3.2.5: Backlog Reduction Strategies Developed and Implemented</p> <p>Activity 3.2.5.4: Establish Task Force and implement Backlog Assessment Project</p>	<p>Task deferred: The Task Force is slated to meet in the Fourth Quarter of 2013.</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>Activity 3.2.6.3: Procure, Contract and Commission a consultant to prepare a policy and plan for the approval and implementation of an Umbrella Mechanism for Classification, Review and Updating of Monetary Fines and Penalties</p>	<p>Task in Progress: The Terms of Reference was approved on July 26, 2013 and the services of the Consultant contracted on September 20, 2013.</p>	<p>This activity is 60% complete and is expected to attain 100% completion by December 2013.</p>
<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>Indicator(s)</p> <ul style="list-style-type: none"> • Information on the Court processes provided • Scope of Works for Legislative Policy Manual developed by -/-/- • Scope of Works for Legislative Policy Manual approved for procurement by -/-/- 	<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 CPC and Cabinet Office</p> <p>Activity 4.1.3.2: Procure, Contract and Mobilise Consultant to develop Legislative Policy Manual</p> <p>Activity 4.1.3.7: Conduct Legislative Development Fora to build capacity and awareness of key legislative development issues and standards among</p>	<p>Task in progress – The Scope of Works for this activity was developed and sent to the Chief Parliamentary Counsel (CPC) on August 23, 2013 for review and comment. The JRIU is still awaiting his response, which is anticipated in October.</p> <p>Task in progress – The JRIU met with the CPC on September 16, 2013 and mapped the way forward for all activities for which the OPC was a direct beneficiary, including this activity.</p> <p>Task deferred – This activity is dependent upon the completion of the Legislative Policy Manual.</p>	<p>Approximately 10% of the work required to complete this activity has been completed. In order to complete this activity the following must be done:</p> <ul style="list-style-type: none"> • The Terms of Reference must be approved; • The Procurement process initiated, and; • A consultant contracted to deliver Legislative Policy Manual.

<ul style="list-style-type: none"> • Consultant contracted by -/-/ • Scope of Works for Legislative Drafting Manual developed by -/-/ • Scope of Works for Legislative Drafting Manual approved for procurement by -/-/ • Consultant contracted by -/-/ • Literature Review approved by -/-/ • # of consultations held; • Consultation report submitted by -/-/ 	<p>Legislation Liaison Officers and other public sector managers and policy-makers</p>		
	<p>4.1.5: Develop and Support the Implementation of a Legislative Drafting Manual</p> <p>Activity 4.1.5.1: Develop Scope of Works for Legislative Drafting Manual, in partnership with CPC</p> <p>Activity 4.1.5.2: Procure, Contract and Mobilise Consultant to develop Legislative Drafting Manual</p> <p>Activity 4.1.5.3: Conduct Literature Review identifying Jamaican and global benchmarks of good practice in legislative drafting, incorporating gender, youth and environmental considerations.</p> <p>Activity 4.1.5.4: Hold consultations with drafters in the OPC to discuss refine and agree on the scope of the Legislative Drafting Manual.</p>	<p>Task in progress – The Scope of Works for this activity was developed and sent to the Chief Parliamentary Council (CPC) on August 23, 2013 for review and comment. The JRIU is still awaiting his response.</p> <p>Task deferred –The JRIU met with the CPC on September 16, 2013 and mapped the way forward for all activities for which the OPC was a direct beneficiary, including this activity.</p> <p>Task deferred - This activity is dependent upon the contracting of a consultant.</p> <p>Task deferred - This activity is dependent upon the contracting of a consultant.</p>	<p>Approximately 10% of the work required to complete this activity has been completed. In order to complete this activity the following must be done:</p> <ul style="list-style-type: none"> • The Terms of Reference must be approved; • The Procurement process initiated, and; • A consultant contracted to deliver Legislative Drafting Manual.

	<p>4.1.7: Develop an online performance management and reporting system to support the management of legislative drafting.</p> <p>Activity 4.1.7.1: Develop Scope of Works for a customised PMAS and work flow management system for the OPC</p>	<p>Task deferred – This activity will be executed in the Fourth Quarter of 2013</p>	
<p>4.2: Changes need to modernize Law Reform systems and processes identified</p> <ul style="list-style-type: none"> • Scope of Works developed by -/- • Scope of Works approved for procurement by -/- • Consultant contracted by -/- 	<p>4.2.4: Conduct a comprehensive review of Jamaican legislation against international human rights instruments to which Jamaica is signatory.</p> <p>Activity 4.2.4.2: Procure, Commission and Mobilise Jamaican and Canadian human rights experts to conduct the review</p>	<p>Task in progress – The DOJ and the JRIU held a video-conference on this activity in September 2013. The Scope of Work has been developed and is currently being reviewed by the Human Rights Expert in the JRIU. The TOR will be submitted for approval in the Fourth Quarter of 2013.</p>	<p>Approximately 10% of the work required to complete this activity has been done. In order to complete this activity the following must be done:</p> <ul style="list-style-type: none"> • The Terms of Reference must be approved; • The Procurement process initiated, and; • A consultant contracted to review Jamaican legislation against international human rights instruments to which Jamaica is signatory.
<p>4.3 Changes needed to modernise criminal law and practice identified and initiated</p> <p>Target:</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Scope of Works developed by -/- • Scope of Works approved for procurement by -/- • Consultant contracted by -/- • Scope of Works developed by -/- • Scope of Works approved for procurement by -/- 	<p>4.3.1: Conduct a comprehensive review of the Criminal Justice system, with recommendations for reforms</p> <p>Activity 4.3.1.1: Design Scope of Works for the Identification and Implementation of Key Criminal Justice Reforms</p> <p>Activity 4.3.1.2: Procure, Contract and Commission Consultant to: (a) Conduct a Comprehensive Review of the Criminal Justice System, and (b) Design and Implement a Phased Plan for Criminal Justice Reforms</p>	<p>Task in progress: The Scope of Works for this activity is being amended to include activities towards the fulfilment of 4.3.3.</p> <p>Task deferred: The JRIU will procure the services of a consultant in the Fourth Quarter.</p>	<p>This activity is approximately 10% complete. The activity is projected to be completed by December 2013.</p> <p>It is being proposed that this activity be merged with 4.3.3 to ensure a more holistic review and reform process.</p>
	<p>4.3.3 Develop Modern Criminal Practices and Procedures for Jamaica</p> <p>Activity 4.3.3.1: In consultation with the Bench and Bar, design a Scope of Works for the development of Criminal Practices and Procedures for Jamaica</p>	<p>Task in Progress: See above</p>	<p>This activity is approximately 10% complete. The activity is projected to be completed by December 2013.</p>

<p>Output 5: Enhancing Access to Public Legal Education, Information & Legal Support Services</p> <ul style="list-style-type: none"> • Scope of Works developed by -/-/- • Scope of Works approved for procurement by -/-/- • Consultant contracted by -/-/- • List of state and civil stakeholders compiled by -/-/- • MOUs and partnership agreement completed by -/-/- • # of agreement entered 	<p>5.1: Legal Public Education Campaign</p> <p>Activity 5.1.1: Procure, Contract and Commission Marketing/PR Consultant to develop overall plan for Legal Public Education Campaign</p> <p>Activity 5.1.2: Develop Legal Information Network Among Community-Based Organisations & State Agencies</p> <p>Action: Identify appropriate State and civil partners to provide justice-related information at the community level.</p> <p>Activity 5.1.3: Develop MOUs and other partnership arrangements for legal information providers.</p>	<p>Task in progress: The decision was taken to have the JRIU's Communications Specialist lead this activity, with an initial review of the Communication Strategy developed by Kay Osborne and Associates. To date the JRIU has developed a Work Plan for this activity which will include the activities to be executed in the Fourth Quarter of 2013 and the First Quarter of 2014.</p> <p>Task in progress: To date the JRIU has developed a Work Plan for the Social Order Component which includes the execution of this activity. Work will begin on this activity in the Fourth Quarter of 2013.</p>	<p>These activities are being executed as one block. Currently, they are approximately 10% complete. Based upon the current delivery rate they are projected to be completed by January 2014.</p>
<p>Output 6 Increased Civil Society Participation in Justice Modernisation</p> <p><u>Indicators</u></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 -/-/- <p>Design for partnership-based programme developed by -/-/-</p> <ul style="list-style-type: none"> • Terms of Reference developed and approved by -/-/- • List of committee members approved by -/-/- • Committee members invited by -/-/- • # of persons accepting invitation 	<p>6.1: Build Capacity of Private Bar to Participate in Justice Reform and Modernisation</p> <p>Activity 6.1.1: Procure, Contract and Commission Project Coordinator to work with the JBA to develop overall plan and support implementation of the strengthening of local Bar Associations and members of the legal profession to enhance their participation in justice reform initiatives.</p> <p>6.2: Engage Civil Society in Developing Justice Modernisation Solution</p> <p>Activity 6.2.1: 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>Activity 6.2.2: Procure, Contract and Commission Consultant to improve public-private partnerships for entities engaged in the police-to-court corridor, through the</p>	<p>Task in progress: The decision was taken to have the JRIU execute this activity. To date the JRIU has developed a Work Plan for the Social Order Component which includes the execution of this activity. Work will begin on this activity in the Fourth Quarter of 2013.</p> <p>Task in progress: The decision was taken to have the JRIU execute this activity. To date the JRIU has developed a Work Plan for the Social Order Component which includes the execution of this activity. Work will begin on this activity in the Fourth Quarter of 2013.</p> <p>Task in progress: The decision was taken to have the JRIU execute this activity. To date the JRIU has developed a Work Plan for the Social Order Component which includes the execution of this activity. Work will</p>	

	<p>development of coordinated process maps, with corresponding protocols and terms of reference.</p> <p>Activity 6.2.3: 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</p>	<p>begin on this activity in the Fourth Quarter of 2013.</p> <p>Task in progress: The decision was taken to have the JRIU execute this activity. To date the JRIU has developed a Work Plan for the Social Order Component which includes the execution of this activity. Work will begin on this activity in the Fourth Quarter of 2013.</p>	
	<p>6.3 Promote Values and Attitudes that support Justice Modernisation and Reform</p> <p>Activity 6.3.1: Procure, Contract and Commission Consultant to develop materials, products and trainings, based on Vision 2030 “Changing Mindset” principles that foster collaboration, accountability, respect, social cohesion, etc., amongst justice sector actors that can be integrated into other elements and activities of the JUST Program</p>	<p>Task in progress: The decision was taken to have the JRIU execute this activity. To date the JRIU has developed a Work Plan for the Social Order Component which includes the execution of this activity. Work will begin on this activity in the Fourth Quarter of 2013.</p>	
	<p>6.4: Promote Public Interest/Social Conscience Advocacy</p> <p>Activity 6.4.1: Design and develop a partnership-based programme for engaging civil society in public interest or social conscience advocacy</p>	<p>Task in progress: The decision was taken to have the JRIU execute this activity. To date the JRIU has developed a Work Plan for the Social Order Component which includes the execution of this activity. Work will begin on this activity in the Fourth Quarter of 2013.</p>	
	<p>6.5: Promote Public-Private Law Reform Partnerships to Conduct Review of Legislation</p> <p>Activity 6.5.1: Develop Terms of Reference for public-private sector working committees on social justice legislation to promote a collaborative approach to law reform.</p> <p>Action: Commission working committees.</p>	<p>Task in progress: The decision was taken to have the JRIU execute this activity. To date the JRIU has developed a Work Plan for the Social Order Component which includes the execution of this activity. Work will begin on this activity in the Fourth Quarter of 2013.</p>	

IV. IMPLEMENTATION CONSTRAINTS, RISKS AND LESSONS LEARNT

Implementation Constraints	Significance	Response/Action
The delay in paying invoices is adversely affecting the assessment of the Project's performance by both the UNDP and the MOF	High	Several meetings have been held with both the Procurement and Office Services Unit and the Finance and Accounts Division which resulted in moderate improvements. However the problem has recurred and therefore the matter has been referred to the Senior Director, Human Resources and Administration for action.
The JRIU has experienced significant delays in contracting the additional staff needed to execute Justice Reform Activities. This, inspite of having identified suitably qualified candidates. Specifically, the Ministry of Finance has not yet approved the proposed salary packages sent by the Human Resource and Administration Division.	medium	<p>The JRIU has implemented mechanisms to mitigate against the effects of the delay, these are:</p> <ul style="list-style-type: none"> • A consultant has been contracted to initiate all needed costing until the Business and Financial Analyst is contracted; • The identification of communication activities which are to be implemented has been done by the Director and Deputy Director.
<p>LESSONS LEARNT 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.</p>		