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QUARTERLY PROGRESS REPORT

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|-------------------------------------|---|---------------------------------------|-----------------|
| Country: | JAMAICA | | |
| Reporting period: | January 1 – March 31, 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: | Rose-Marie Gibbs | | |
| Initial Approved Budget: | US \$919,430.88 | Revised Approved Budget | US\$0 |
| Current Quarter Advance: | US \$95,272.98 | Current qtr exp: | US \$108,644.66 |
| Annual Expenditure to Date: | US \$108,644.66 | Current Year Delivery to date: | 11% |

I. QUARTERLY SUMMARY OF ACTIVITIES

During the period under review the JRIU secured the services of suitably qualified consultants to conduct the Review of the Role and Functions of the Justices of the Peace in Jamaica and the development of the Communications Strategy for the Justice Reform Programme. Concerning the other consultancies:

- The consultancy to conduct training and developmental activities for staff of the Ministry of Justice has been deferred to the Third Quarter of 2013;
- The consultancy to develop a Citizens' Scorecard was once again opened for public tendering, it is hoped that a suitably qualified consultant will be identified from the bids to be received;
- The Ministry of Justice and Justice Canada have decided to directly contract a consultant identified by the MoJ to provide criminal law expertise and support consultations on decriminalization of minor offences;
- The Ministry of Justice has decided to withdraw funding from the following consultancies:
 - Development of a Strategic Framework Document for the JRIU;
 - Development of a monitoring and evaluation mechanism for the Justice Reform programme;
 - Conduct Review of the Automatic Mediation System in Jamaica and Make Recommendations for its improvement

Justice Canada and the Office of the Director of Public Prosecutions have amended the first draft of the Standards of Professional Conduct for Prosecutors, however, it is uncertain at this time whether or not the Document will be taken to sector consultation.

It is expected that in the 2nd quarter of 2013, all the consultancies for which persons have been identified or are being procured will be completed.

II. FINANCIAL SUMMARY

RESOURCE & EXPENDITURE REPORT BY DONOR - 2012

| DONOR | Programmable Budget (US\$) | Advance (US\$) | EXPENDITURE (US\$) | | | Remaining Funds (US\$) Received – Total Expenditure |
|--------------|----------------------------|----------------|----------------------------------|----------------------------------|------------------------------|---|
| | | | Period Prior to [Quarter 3 2012] | Current Quarter [Quarter 1 2013] | TOTAL, i.e. Prior to Q4 + Q1 | |
| CIDA | 919,430.88 | 95,272.98 | 0 | 108,644.66 | 108,644.66 | 21,514.62 |
| | | 34,886.30* | | | | |
| TOTAL | | | | | | |

*Balance Brought Forward from Previous Quarter (Quarter 4 of 2012)

PROJECT EXPENDITURE FOR REPORTING PERIOD

| Output #/Activity Result# | Balance B/F from previous Quarter | Requested JA\$ | Received JA\$ | Date Received | Disbursed by IP | Balance JMD\$ |
|---|---|---------------------|---------------------|---------------|----------------------|---------------------|
| Output 1. Activity Result 1.1.1. Recruitment of 70% of JRIU staff | 224,950.54 | 7,077,901.15 | 7,077,901.15 | 26/2/13 | 9,703,938.07 | -2,401,086.38 |
| Output 1.1 Activity Result 1.1.2 Develop/establish Framework Document for the JRIU | 499,197.07 | 0 | 0 | 11/12/12 | 0 | 499,197.07 |
| Output 1.1 Activity Result 1.1.3 Develop and implement monitoring and evaluation mechanism for JRIU | 83,719.57 | 0 | 0 | 28/09/12 | 0 | 83,719.57 |
| Output 1.1 Activity Result 1.1.7 Conduct training and development interventions for MOJ staff | 753,844.57 | 0 | 0 | 11/12/12 | 0 | 753,844.57 |
| Output 1.4 Activity Result 1.4.1 Develop Citizens Scorecard | 83,719.57 | 153,367.50 | 153,367.50 | 26/2/13 | 136,202.00 | 100,885.07 |
| Output 2.1 Activity Result 2.1.2.1 Facilitate meetings and consultations on standards of professional conduct for prosecutors | 0 | 27,885.00 | 27,885.00 | 26/2/13 | 23,050.00 | 4,835.00 |
| Output 2.4 Activity Result 2.4.1 Mission to Canada (Domestic) ODP | 223,375.00 | 0 | 0 | 11/12/12 | 0 | 223,375.00 |
| Output 3.1 Activity Result 3.1.2 Preliminary Research for Strategic Framework Document for CMS | 133,500.00 | 0 | 0 | 28/9/12 | 0 | 133,500.00 |
| Output 3.2 Activity Result 3.2.1 Address Delays in Moving a Case Forward | 267,000.00 | 0 | 0 | 28/9/12 | 0 | 267,000.00 |
| Output 3.2 Activity Result 3.2.2 Reduction of barriers/delays in commencing court proceedings | 497,509.14 | 570,000.00 | 570,000.00 | 26/2/13 | 0 | 1,067,509.14 |
| Output 3.2 Activity Result 3.2.3 Review of criminal Case Management System | 134,025.00 | 0 | 0 | 11/12/12 | 0 | 134,025.00 |
| Recommendations for improving legal reform process and systems | 0 | 658,394.59 | 658,394.59 | 26/2/13 | 0 | 658,394.59 |
| Develop and implement communication strategy and implementation of JUST Programme Meeting | 235,524.72 | 366,260.00 | 366,260.00 | 26/2/13 | 135,084.50 | 466,700.20 |
| Miscellaneous expense (bank charges & withholding tax) | | 1,815.00 | 1,815.00 | | 9,448.20 | -7,633.2 |
| Miscellaneous income (Interest from Bank) | 6,559.99 | 15,412.77 | 15,412.77 | | | 21,972.76 |
| Total | 3,142,925.17 | 8,871,036.01 | 8,871,036.01 | | 10,007,722.77 | 2,006,238.39 |
| | Cash in hand @ end of reporting period | | | | | 2,006,238.39 |
| | Commitments @ end of reporting period | | | | | 462,340.00 |

*The exchange rate of \$90.18 was used for expenditures prior to the disbursement of the First Quarter Funds (See First Quarter Request FACE) and the exchange rate of \$92.95 for expenditures after the First quarter disbursement.

III. ACTIVITIES AND ACHIEVED RESULTS

| Expected Outputs & Indicators | Activities | Results of Activities | Progress Towards Achieving Outputs |
|---|---|---|--|
| <p>Output 1.1 Justice Reform resources consolidated, stream lined and coordinated</p> <p>Targets:</p> <ul style="list-style-type: none"> • 70% or five (5) of positions in the JRIU filled • 100% of JRIU equipment and office supplies procured • JRIU Framework Document developed • Justice Reform Monitoring and Evaluation Framework developed • Annual training and developmental activities Conducted <p>Indicators:</p> <ul style="list-style-type: none"> • % of positions filled • % of equipment and office supplies procured • JRIU Framework document by -/-/- • Justice Reform Monitoring and Evaluation Framework developed by -/-/- • # of training interventions conducted and % of target group benefited • # and type of training and developmental activities completed with officers, directors and managers | <p>1.1.1 Recruitment of 70% of JRIU</p> <p>Action: Payment of salaries to JRIU Staff</p> <p>Action: Recruitment of the Director, JRIU</p> <p>Action: Execute JUST Programme Planning meeting.</p> <p>Action: Execute Project Steering Committee Meetings</p> | <p>Task completed - All salaries for the reporting period have been paid.</p> <p>To date the MoJ/CIDA have been unsuccessful in identifying a suitably qualified individual to fill the post of Director, JRIU</p> <p>Task completed – A two day Programme planning meeting was held on March 4 and 5, 2013.</p> <p>Task deferred: This task was deferred until the Second Quarter of 2013.</p> | <p>The JRIU has maintained its staff complement at 80%. The post of Director has not been filled as yet.</p> |
| | <p>1.1.1 Action: Acquisition of furniture and equipment.</p> | <p>Task Completed – All equipment ordered in the Third and Fourth quarters of 2012 were delivered in this reporting period. These are:</p> <ul style="list-style-type: none"> • 1 Multi-function work station; (Printer/Scanner/Fax/email) • 1 Teleconferencing equipment; • 1 Fifteen seat capacity Motor vehicle. <p>All Stationery and office supplies have been procured and the JRIU is awaiting delivery.</p> | <p>All major equipment needed by the JRIU have been procured.</p> |
| | <p>1.1.2 Develop/establish Framework Document for the JRIU.</p> <p>1.1.2.3 Action: Consultant Recruited</p> | <p>Task in progress – The MoJ/CIDA has decided to withdraw funding from this activity therefore the Permanent Secretary did not sign the contracts sent from the Legal Department.</p> <p>The JRIU is now exploring alternative means of completing this activity.</p> | |
| <p>1.1.3 Develop and implement monitoring and evaluation mechanisms for Justice Reform Initiatives</p> <p>1.1.3.3 Action: Consultant Recruited</p> | <p>Task deleted – This task has been deleted from the JUST Programme outputs therefore it will no longer appear on the JUST Programme reports.</p> | | |

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| | <p>1.1.7 Conduct training and developmental interventions for MOJ staff.</p> <p>1.1.7.5 Action: Select Training Provider</p> <p>1.1.7.6 Action: Conduct Training for 12/13</p> <p>1.1.7.7 Action: Develop feedback form for training/developmental interventions</p> <p>1.1.7.8 Action: Conduct Interim assessment of intervention.</p> <p>1.1.7.9 Action: Identify training and developmental needs and target group/personnel for 2012/14.</p> | <p>Task deferred – The MoJ/CIDA has deferred this activity until the Second Quarter of the Government of Jamaica’s operating year (July-September 2013) pending the completion of the review of the MOJ’s Policy capacity by Justice Canada. In light of this the Permanent Secretary for the MOJ did not sign the contracts sent from the Legal Department.</p> <p>Task delayed – See above.</p> <p>Task delayed – This activity cannot be conducted until activity 1.1.7.6 is underway.</p> <p>Task delayed – This activity cannot be conducted until activity 1.1.7.6 is underway.</p> <p>Task delayed – This activity cannot be conducted until activity 1.1.7.6 is underway and deficiencies in the capacity of the MOJ Human Resources are properly assessed.</p> | <p>Consultant selected but the contract has not been signed by the Permanent Secretary of the MoJ.</p> |
| <p>Output 1.4 Participatory Monitoring processes integrated in Justice reform and modernisation</p> <p><u>Targets:</u></p> <ul style="list-style-type: none"> • Citizens Score Card developed • Quarterly stakeholder consultations established <p><u>Indicators:</u></p> <ul style="list-style-type: none"> • Baseline of citizens on performance by # of stakeholder consultations held | <p>1.4.1. Develop Citizens’ Scorecard</p> <p>1.4.1.3 Action: Recruit Consultant</p> <p>1.4.1.2 Action: Advertise for Consultant through Limited Tender Process</p> | <p>Task in progress – Following failed attempts at identifying a suitably qualified consultant through Public Tender, Limited Tender and Advertising on the MOJ website, the JRIU initiated a second Public Tender Process for this consultancy. The Consultancy was advertised in The Gleaner on March 17th and 20th and the Observer on March 17th and 25th. The Tender Process will close on April 5, 2013 at 2:15pm. The evaluation of bids will be conducted before the end of April 2013.</p> | <p>Based upon the delays experienced in identifying a suitably qualified consultant the projected start date for this consultancy has been revised from April 2013 to June 2013.</p> |

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| <p>Output 2.1 Standards of professional conduct for prosecutors introduced and implemented</p> <p><u>Targets:</u></p> <ul style="list-style-type: none"> • Meetings and consultations with prosecutors/other officials arranged | <p>2.1.2 Facilitate meetings and consultations on standards of professional conduct for prosecutors.</p> <p>2.1.2.1 Action: Develop consultatively list of stakeholders to be consulted</p> <p>2.1.4 Develop and deliver training activities for prosecutors and Clerks of Court on Standards of Professional Conduct</p> <p>2.1.4.1 List of stakeholders to participate in training finalized.</p> | <p>Task in progress – A consultation workshop was held with staff of the ODPP on February 23, 2013 to review and amend the Standards of Professional Conduct for Prosecutors.</p> | |
| <p>Output 2.4 Human Resources protocols and strategies developed for ODPP</p> <p><u>Target:</u></p> <ul style="list-style-type: none"> • Draft report of review completed. <p><u>Indicator:</u></p> <ul style="list-style-type: none"> • Feedback provided on draft report | <p>2.4.1 Review of the organisational structure & deployment of HR in ODPP.</p> <p>2.4.1.1 Action: Facilitate & co-ordinate consultations, meetings & access to office of ODPP</p> <p>2.4.1.2 Action: Obtain work-plan and mission schedule for review of ODPP</p> | <p>Task Complete: Following the Mission from October 22 – 26, 2012, the Director General was asked by Justice Canada to re-write the report. The JRIU is still awaiting the first draft of the report</p> | <p>It is expected that the amended document will be sent by the end of April 2013.</p> |
| <p>Output 3.1 Court management and governance strategies developed and implemented</p> <p><u>Targets:</u></p> <ul style="list-style-type: none"> • Information/Documentation provided • List of partners developed • Consultations facilitated <p><u>Indicators:</u></p> <ul style="list-style-type: none"> • Information/documentation provided • List of partners developed • # of consultations facilitated | <p>3.1.2 Preliminary research for strategic framework document for Court Management Services (CMS).</p> <p>3.1.2.2 Action: Provide list of partners to DOJ.</p> <p>3.1.2.3 Action: Facilitate consultation between DOJ and Strategic Framework working Group</p> | <p>Task halted: Output Activity halted by the Permanent Secretary of the Ministry of Justice.</p> <p>Task in progress – A list of participants was sent to the JRIU by the CMS, however the Permanent Secretary of the Ministry of Justice has asked that this activity be halted pending an assessment of the CMS.</p> | |

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| <p>Output 3.2 Measures undertaken to improve the efficiency of the Court System</p> <p><u>Target:</u></p> <ul style="list-style-type: none"> • Information/documentation on recent efforts at decriminalisation/reduction in Jamaica provided • Information/documentation on Justices of the Peace provided • Information/documentation on Jamaica’s mediation system provided • Meetings and consultation arranged • Information on the Court processes provided <p><u>Indicators:</u></p> <ul style="list-style-type: none"> • Information on recent efforts at decriminalisation/reduction in Jamaica provided • Information/documentation Justices of the Peace provided | <p>3.2.2 Reduction of barriers/delays in commencing court proceedings</p> <p>3.2.2.1 Action: Terms of Reference for consultancy advertised – Criminal Law Expert.</p> <p>3.2.2.2 Action: Terms of Reference for consultancy advertised – Facilitator to work with DOJ team on priority list.</p> | <p>Task in progress – The terms of Reference for this consultancy was approved by Justice Canada.</p> <p>The Permanent Secretary for the Ministry of Justice has indicated that the JRIU is to manage the procurement process for the contracting of this consultant.</p> <p>Task terminated – a consultant will not be contracted to conduct this activity. The tasks under this activity will be executed by the JRIU.</p> | |
| | <p>3.2.3.5 Action: 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.</p> <p>3.2.3.6 Action: 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</p> | <p>Task terminated – Justice Canada, in February elected to conduct this task instead of contracting a local consultant.</p> <p>Task in progress – The contract for this consultancy has been executed and the work plan for the consultancy approved. The Consultant is to be paid 10% of the value of the contract as soon as the payment is approved by the Permanent Secretary.</p> | <p>This consultancy is on track to be completed by the end of May 2013.</p> |

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| <p>Output: 4.1 Standard Operating Procedures for Developing Legislation and Issuing Drafting Instructions in place.</p> <p><u>Target(s)</u></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 • Information on the Court processes provided <p><u>Indicators</u></p> <ul style="list-style-type: none"> • Consultant contracted by -/-/- • % of drafting instructions that meet Cabinet approved standard. • # of meetings and consultations arranged. • Priority list of minor offences established. | <p>4.1.2.2 Hold Consultations with legislative policy analysts and developers from MDAs and other stakeholders to discuss and agree on recommendations for improving the process of developing legislative policies and issuing drafting instructions.</p> <p>4.1.2.2.1 Action: List of stakeholders developed and approved</p> | <p>Task deferred: Justice Canada has deferred this activity until the end of 2013.</p> | |
| <p>4.2 Changes needed to modernize Law Reform Systems and Processes identified</p> | <p>4.2.4.2 Recommendations for improving legal reform process and systems.</p> <p>4.2.4.2.1 Action: Hold consultations with stakeholders on legislative hindrances to gender, equity, children's rights, social justice good governance and Justice Reform</p> | <p>Task deferred: Justice Canada has deferred this activity until the Third or Fourth quarter of Government of Canada 2013/14 operating year.</p> | |
| <p>Output: Communication Strategy developed for justice reform implementation</p> <p><u>Targets:</u></p> <p>Sensitisation material developed and circulated</p> <ul style="list-style-type: none"> • Communication Strategy developed <p>Implementation of communication strategy</p> | <p>Develop & implement communication strategy.</p> <p>Action: Develop public sensitisation documents and brochures (for MOJ Staff and stakeholders).</p> <p>Action: Select consultant to develop Communication Strategy.</p> <p>Action: Develop and implement Communication Strategy</p> | <p>Task in progress: All public sensitisation materials that were printed were distributed. The first draft of the JUST Programme brochure has been reviewed and amendments are being incorporated. As soon as the amendments have been made the brochure will be sent to the printer.</p> <p>Task completed – contracts for this consultancy have been duly executed.</p> <p>Task delayed – This activity cannot be accomplished until the consultant has delivered the final communication strategy.</p> | <p>Given the delay experienced in finding a suitably qualified consultant for this activity, the completion date has been pushed back to the end of June.</p> <p>The development of the Communication Strategy has not been started.</p> |

IV. IMPLEMENTATION CONSTRAINTS, RISKS AND LESSONS LEARNT

| Implementation Constraints | Significance | Response/Action |
|---|--------------|---|
| The Justice Reform Implementation Unit has been without a Director Unit since October 2012. | High | The Permanent Secretary for the Ministry of Justice has been seeking a suitably qualified candidate to fill the vacant post. |
| The JRIU has encountered significant challenges securing suitably qualified consultants to execute JUST Programme activities. Of principal concern is the Government of Jamaica procurement process, which has proven to be very slow. | Low | Alternative arrangements have been made by the implementing partners to try and manage the effects of the procurement process on the Project deliverables. A letter of agreement (LOA) between the UNDP and the Ministry of Justice will be signed for Country Office support to the project. |
| The absence of a Director for the JUST Programme has retarded the development and achievements of the Programme. | High | The Ministry of Justice and CIDA are actively searching for a suitable individual. |
| The deferral of the Project Steering Committee meeting has also delayed the Project Steering Committee approving the JRIU work plan for the 2013 operating year. | Medium | The Ministry of Justice and CIDA have approved an interim work plan for the JRIU pending the meeting of the Project Steering committee. |
| 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. The development of this document is 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. | High | |
| 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. As a result activities 1.1.7.6, 1.1.7.7, 1.1.7.8 and 1.1.7.9 will be delayed until the second quarter of the 2013 fiscal year. | Low | The training will begin in July 2013. All other output activities will be on target once the training begins. |
| The JRIU has not been informed of the results of the October mission to develop Human Resource protocols and strategies for the ODPP. As a result there has been no request by either the ODPP or the DOJ to organise the feedback required on the draft report. | High | The JRIU has requested an update from Justice Canada and is awaiting a response. |
| LESSONS LEARNT Timelines projected for the delivery of activities under the JUST will have to be re-assessed in view of current MOJ processes in effect. | | |

V. RISKS

| Project Title: Justice Undertakings for Social Transformation (JUST) | | | | | | | Award ID: 00069417 | | Date: March 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 Director | CIDA | December 4, 2012 | 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 | December 4, 2012 | Stable | |
| 3 | Change of political directorate leads to lessened support for JUST programme | November 3, 2011 | Political | P = 2 I = 5 | 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 similar impact. Linking the Program's PMF with the MOJ's Strategic Business Plan and the Reform | CIDA & UNDP | CIDA | December 4, 2012 | Stable | |

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| 4 | Breakdown in relationships among key justice sector officials stymie the pace and effectiveness of project implementation | November 3, 2011 | Strategic | P = 2 I = 4 | <p>Policy Agenda Framework will ensure continuity in the event of leadership changes.</p> <p>In the event of a change in leadership, steps will be taken to advocate the importance of adhering to the implementation of the JUST Programme as initially conceived and approved.</p> <p>The Programme is designed to utilise both individualised interfaces with justice sector agencies, as well as an overall coordination mechanism, to ensure the ongoing support of each implementing partner.</p> <p>In addition, the project will utilise key sectoral partners to ensure continued coherence of the reform programme, including the Vision 2030 Thematic Working Group on Justice and Security</p> | JRIU | CIDA | December 4, 2012 | Stable |
| 5 | Limited absorption capacity of Jamaican public institutions may preclude expected development results | November 3, 2011 | Operational | P = 2 I = 3 | <p>The Justice Reform Implementation Unit is intended to be a key mitigating factor to the risks of non-absorption. Through the JRIU, the coordination, management and ongoing assessment of reform initiatives will be centralised and a repository of expertise, information and evidence-based policy guidance will be available to internal and external partners. The core JRIU team will include a Senior Program Manager whose responsibility will include ensuring that outputs and outcomes are being achieved</p> <p>the implementation schedule has been designed so that activities will be rolled out in a step-by-step fashion to avoid undue demands on the officials and staff of partner 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.</p> <p>As time progresses and partner institutions</p> | JRIU | CIDA | December 4, 2012 | Stable |

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| 6 | Resistance of public officials and professional interest to change thereby inhibiting effectiveness of programme activities | November 3, 2011 | Other | P = 1 I = 3 | 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. 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 | December 4, 2012 | Stable |
| 7 | Delay in recruitment of Project Team members | May 31, 2012 | Organizational | P = 3 I = 4 | 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 |
| 8 | Unstable security situation may impede on delivery of the programme | November 3, 2011 | Environmental | P = 1 I = 3 | The Programme’s operational integration within CIDA, UNDP and the Ministry of Justice ensures that the agencies will be able to provide direction where any significant security risk is imminent. | JRIU | CIDA | December 4, 2012 | Stable |

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| 9 | Natural disasters may impede or curtail JUST activities | November 3, 2011 | Environmental | P = 3 I = 3 | While this risk cannot be avoided, previous experience suggests that unless the disaster is out of proportion to events that have occurred within the last few decades, the swift restoration of public utilities and roads within metropolitan zones will typically limit the degree to which the ordinary business of government is interrupted during a time of disaster. The more significant risks to community-based operations may result in a more lengthy suspension of JUST-related activities from time to time, while a determination is made as to any short and medium-term Programme changes necessary. | JRIU | CIDA | December 4, 2012 | Reducing |
| 10. | Duplicative efforts by donors may lead to counterproductive or contradictory recommendations and actions for justice reform | November 3, 2011 | Strategic | P = 2 I = 3 | To mitigate such risk, a survey of all donors was conducted during the design phase of the JUST Program. The results of that survey have been organized in a table that was distributed to all donors and used as a starting point for discussions on aid effectiveness and coordination. The inclusion of the UNDP as a key implementing agency positions the JUST to benefit from and be closely aligned to existing donor coordination mechanisms. Partnership with the Planning Institute of Jamaica (PIOJ) is further intended to mitigate fragmentation, by ensuring that on the demand side, GOJ-driven donor coordination will be fully apprised of the JUST and its ongoing initiatives. | JRIU | CIDA | December 4, 2012 | Decreasing |
| 11 | The JUST project becomes isolated from and/ or tangential to the ongoing operations of the Ministry of Justice and the | May 30, 2012 | Strategic | P = 3 I = 4 | 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 | JRIU | CIDA | December 4, 2012 | Stable |

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| | sector generally | | | | | 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. | | | | | |
| 11 | Changes to the JUST programme may affect the decided Impact and Outcomes | October 8, 2012 | Strategic | P = 4 I = 5 | 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 | December 4, 2012 | | | <i>Increasing</i> |
| 12 | Ambiguity in the role and functions of core project staff. | December 4, 2012 | Strategic | P = 4 I = 5 | 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 | December 4, 2012 | | | <i>Increasing</i> |

VI. PLANNED ACTIVITIES (NEXT QUARTER – APRIL 2013 – JUNE 2013)

| Expected Outputs (including indicators and annual targets) | Planned Activities List activity results and associated actions | Timeframe | | | Responsible Party | Planned Budgets | | |
|---|--|--|-----|------|-------------------|-----------------|---|---------------|
| | | April | May | June | | Source of Funds | Budget Description | Amount (US\$) |
| | | Output 1.1 Justice Reform resources consolidated, streamlined and coordinated | | | | | | |
| 1.1.1 Remuneration to JRIU staff | | | | | | | | |
| | Action: Payment of monthly salaries to JRIU Staff | X | X | X | MOJ/UNDP | CIDA | 71400 Service Contract – Individual | \$28,395,26 |
| | Action: Programme Monitoring Report submitted to UNDP | X | X | X | MOJ/JRIU | CIDA | | 0 |
| | Action: Execute JUST Programme Planning Meeting | X | X | X | MOJ/ CIDA | CIDA | 75700 Training, Workshops, Conferences | \$200 |
| | Action: Execute JUST Consultancy Evaluation Meetings | | | | | | 75700 Training, Workshops, Conferences | 0 |
| | Action: Execute Project Steering Committee Meetings | X | X | X | MOJ/JRIU | CIDA | | \$200 |
| 1.1.1 Procure JRIU office equipment and supplies | | | | | | | | |
| | Action: Requisition JRIU office equipment and stationary supplies | X | X | X | MOJ | CIDA | 72200 Equipment & Furniture | \$2,000 |
| 1.1.4 Develop and implement strategic plans, policies, and process guidelines that facilitate the reform and modernisation of the justice sector | | | | | | | | |
| | Action: Conduct workshops with key Ministry of Justice personnel to develop strategic plans, policies and process guidelines towards modernisation of the Justice Sector. | | X | X | JRIU/UNDP | CIDA | 75700 Training, Workshops, Conferences | \$1,000 |
| | Action: Facilitator to conduct Strategic Plans, policies, and process guidelines modernization workshop | | X | X | MOJ/UNDP | CIDA | 71300 Local Consultants | \$1,000 |
| | Action: Strategic plans, policies and process guidelines implementation is initiated within the Justice Sector. | | | X | JRIU/UNDP | CIDA | | \$0 |
| <ul style="list-style-type: none"> 100% of JRIU equipment and office supplies procured. PMAS for all staff completed by -/-/-. Annual training and developmental activities conducted with 33% of officers trained in RBM by year 2. Draft Sustainability Strategy Developed by second quarter of year 2. Sustainability Strategy in place by -/-/-. Monitoring and evaluation mechanism implemented for JUST programme. Strategies for aligning MDAs with the MOJ's new policy – focused agenda and its justice reform initiatives developed and implemented. | | | | | | | | |

| Expected Outputs (including indicators and annual targets) | Planned Activities List activity results and associated actions | Timeframe | | | Responsible Party | Planned Budgets | | |
|--|---|--|-----|------|-------------------|-----------------|---|---------------|
| | | April | May | June | | Source of Funds | Budget Description | Amount (US\$) |
| | | 1.1.5 Develop & implement Strategies for aligning MDAs with the MOJ's new policy –focused agenda and its justice reform initiatives | | | | | | |
| Indicators: <ul style="list-style-type: none"> # of staff PMAs completed. % of equipment and office supplies procured JRIU sustainability Strategy document completed by -/- Justice Reform Monitoring and Evaluation Framework implemented by -/- # and type of training and developmental activities completed with officers, directors and managers. # of officers/managers and directors trained in RBM. # of MDAs trained in RBM. | Action: Provide support to MDAs to align expected results, outputs and outcomes of all justice sector projects with the Justice Reform Policy Agenda Framework and the MoJ's Strategic Business Plan | | x | x | JRIU/ MOJ | CIDA | 75700 Training, Workshops, Conferences | \$5,000 |
| | Action: Conduct consultations with Cabinet Office on GoJ Results Based Management system. | x | | | JRIU/ MOJ | CIDA | | 0 |
| 1.3.1 Preliminary research on policy process and capacity completed | | | | | | | | |
| Output 1.3 Policy development capacity of the MOJ strengthened (Analyse Policy Development | Action: Work with others in MOJ to identify champions for policy development reform | 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 | | |
|---|--|-----------|-----|------|-------------------|-----------------|--|---------------|
| | | April | May | June | | Source of Funds | Budget Description | Amount (US\$) |
| <p>processes and capacity of MOJ)</p> <p>Target(s)</p> <ul style="list-style-type: none"> • Preliminary research on Policy process and capacity completed • Draft report commented on by JRIU and relevant MOJ staff • Strategic Policy Vision exercise arrangements commenced <p>Indicators:</p> <ul style="list-style-type: none"> • Preliminary research completed by -/-/ • # of consultation activities facilitated • Strategic Policy Vision exercise arrangements commenced by -/-/ • Feedback provided on draft report • Preliminary logistical arrangements made by • -/-/ | <p>Action: Facilitate the conduct of meetings/interviews with critical MOJ staff and critical stakeholders in the GOJ</p> | x | x | x | JRIU/ DOJ | CIDA | 75700 Training, Workshops, Conferences | \$1,000 |
| 1.4.1 Develop and Implement Citizens' Scorecard | | | | | | | | |
| <p>Output 1.4 Participatory Monitoring processes integrated in Justice reform and modernisation</p> | <p>Action: Recruit consultant</p> | | x | | JRIU/ UNDP | CIDA | 71300 Local Consultants | \$40,000.00 |
| | <p>Action: identify critical stakeholder groups to be consulted</p> | | 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 | | |
|---|--|-----------|-----|------|-------------------|-----------------|--------------------|---------------|
| | | April | May | June | | Source of Funds | Budget Description | Amount (US\$) |
| | | | | | | | | |
| Baseline <u>Targets:</u> Citizens Scorecard used to assess Justice Reform Process. <u>Indicators:</u> <ul style="list-style-type: none"> # of stakeholder consultations held. % improvement as measured by Scorecard. | Action: Conduct Preliminary Indicator gathering | x | | | JRIU/ MOJ | CIDA | 0 | |
| | Action: Conduct preliminary consultations with key stakeholder groups (men/women/youth/GLBT) | | x | | JRIU/ MOJ | CIDA | \$5,000 | |
| | Action: Develop consultation document and draft Citizens Scorecard | | | x | | JRIU/ MOJ | CIDA | 0 |
| 2.1 Capacity development and support for the Office of the Director of Public Prosecutions and Protocols for Prosecutorial Conduct | | | | | | | | |
| <u>Target(s)</u> <ul style="list-style-type: none"> Standards for Prosecutorial conduct developed & implemented. 80% of DPP files ruled on within 6 weeks of submission by year 2 95% of DPP files ruled on within 6 weeks of submission by end of programme <u>Indicators:</u> <ul style="list-style-type: none"> Consultant hired by -/- # of persons from each target group trained % of DPP files ruled on within 6 weeks of submission | Action: Make logistical arrangements for consultations with prosecutors to obtain input for the development of Standards of Conduct. | x | | | DOJ/ JRIU/ ODPP | CIDA | \$1,000 | |
| | Action: Make required logistical arrangements for consultation/meetings with prosecutors and other officials to refine Standards of Professional Conduct (Validation) | | | x | | JRIU/UNDP/DOJ | CIDA | \$5,000 |
| | 2.1.4 Develop and deliver training activities for prosecutors and clerks of court on Standards of Professional Conduct | | | | | | | |
| | Action: list of stakeholders to participate in training finalized | x | x | x | JRIU | CIDA | 0 | |

| Expected Outputs (including indicators and annual targets) | Planned Activities List activity results and associated actions | Timeframe | | | Responsible Party | Planned Budgets | | |
|---|--|-----------|-----|------|-------------------|-----------------|---|----------------------------------|
| | | April | May | June | | Source of Funds | Budget Description | Amount (US\$) |
| Output 2.4 Human Resource protocols and strategies developed for ODPP <u>Target</u> <ul style="list-style-type: none"> • Consultations with ODPP coordinated <u>Indicator</u> <ul style="list-style-type: none"> • # of Consultations held | 2.4.1 Review of the organisational structure and deployment of Human Resources within the ODPP Action: Facilitate and Coordinate consultations and access to the ODPP | x | | | JRIU | CIDA | 75700 Training, Workshops, Conferences | 0 (funds requested last Quarter) |
| Output: 3.2 Measures Undertaken to improve the efficiency of the Court System <u>Target(s)</u> <ul style="list-style-type: none"> • Information/documentation on recent efforts at decriminalisation/reduction in Jamaica provided • Information/documentation Justices of the Peace provided | 3.2.2 Reduction of barriers/delays in commencing court proceedings Action: Conduct stakeholder consultations Re: Review of the Role & Functions of JPs Action: Consultant Reviews of the Role & Functions of JPs | x | x | x | JRIU | CIDA | 75700 Training, Workshops, Conferences | \$5,000 |
| | | x | | | JRIU | CIDA | 71300 Local Consultants | \$12,264.66 |

| Expected Outputs (including indicators and annual targets) | Planned Activities List activity results and associated actions | Timeframe | | | Responsible Party | Planned Budgets | |
|---|--|-----------|-----|------|-------------------|-----------------|--------------------|
| | | April | May | June | | Source of Funds | Budget Description |
| <ul style="list-style-type: none"> Information/documentation Jamaica's mediation system provided # of meetings and consultations arranged Information on the Court processes provided <p>Indicators:</p> <ul style="list-style-type: none"> Information on recent efforts at decriminalisation/reduction in Jamaica provided by -/-/- Information/documentation Justices of the Peace provided by -/-/- Information/documentation Jamaica's mediation system provided by -/-/- # of meetings and consultations arranged <p>Information on case management processes provided by -/-/-</p> | | | | | | | |

| Expected Outcomes (including indicators and annual targets) | Planned Activities List activity results and associated actions | Timeframe | | | Responsible Party | Planned Budgets | | | |
|---|--|---|-----|------|-------------------|-----------------|--------------------|---------------------------------------|----------|
| | | April | May | June | | Source of Funds | Budget Description | Amount (US\$) | |
| | | Output: 4.1 Standard Operating Procedures for Developing Legislation and Issuing Drafting Instructions in place. | | | | | | | |
| Target(s) <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 Information on the Court processes provided Indicators <ul style="list-style-type: none"> Consultant contracted by -/ -/ - % of drafting instructions that meet Cabinet approved standard. # of meetings and consultations arranged. Priority list of minor offences established. | Action: List of stakeholders developed and approved | X | | | JRIU | CIDA | 0 | | |
| | Action: Facilitate consultations with key Government players in legislative policy development. | X | | | JRIU | CIDA | 75700 | Training, Workshops, Conferences | \$5,000 |
| | Action: Report on the consultation process with key Government players prepared for use by the Ministry of Justice. | X | | | JRIU | CIDA | | | 0 |
| | Action: Develop ToR for Consultancy to draft and implement legislative policy manual and legislative drafting manual. | | X | X | JRIU | CIDA | | | 0 |
| | Action: Advertise for consultancy | | X | X | JRIU | CIDA | 74200 | Audio-visual & Print Production Costs | \$1,500 |
| | Action: Recruit Consultant to draft and implement legislative policy manual and legislative drafting manual. | | | X | JRIU | CIDA | | | 0 |
| 4.3.1.2 Identify the legislative changes required to streamline and improve criminal practice and procedure and optimise criminal case management | | | | | | | | | |
| 4.3 Changes needed to modernise criminal law and practice identified for Cabinet approval. Target: Report with recommendations completed. Indicators: <ul style="list-style-type: none"> Recommendations made to improve criminal practice and procedures. | Action: Make logistical arrangements for consultations and workshops with court user groups to identify legislative changes required to streamline and improve criminal practice and procedure. | | X | X | JRIU | CIDA | 75700 | Training, Workshops, Conferences | \$10,000 |
| | 4.3.2 Identify changes required to streamline and improve criminal practices and procedures | | | | | | | | |
| | Action: Arrange and hold consultations with relevant stakeholders | X | | | JRIU | CIDA | 75700 | Training, Workshops, Conferences | \$1,000 |

| Expected Outcomes (including indicators and annual targets) | Planned Activities List activity results and associated actions | Timeframe | | | Responsible Party | Planned Budgets | | |
|---|--|---|-----|------|-------------------|-----------------|---|---------------------|
| | | April | May | June | | Source of Funds | Budget Description | Amount (US\$) |
| | | 4.3.3 Address underlying causes of case volume | | | | | | |
| <ul style="list-style-type: none"> Drafting instructions for legislative changes needed to improve criminal practice and procedures approved by Cabinet | Action: Engage local Criminal Law Expert | X | X | X | JRIU/DOJ /UNDP | CIDA | 71300 Local Consultants | \$38,000 |
| | Action: Facilitate consultations on offences that could be decriminalised or reduced. | X | X | | JRIU | CIDA | 75700 Training, Workshops, Conferences | \$5,000 |
| Implementation of communication strategy | | | | | | | | |
| Output: Communication Strategy Developed for Justice Reform Implementation Target(s): <ul style="list-style-type: none"> Implementation of Communication Strategy commenced. Impact survey conducted. Indicators: <ul style="list-style-type: none"> Implementation of communication strategy commenced by -/-. # of media placements achieved for each medium. % of target group able to recall information in public education/sensitization material. | Action: Dissemination of public sensitisation materials. | X | X | X | JRIU | CIDA | 74200 Audio-visual & Print Production Costs | 0 |
| | Action: Contract Consultant: Approved work plan submitted/research completed/strategy approved | X | | | JRIU | CIDA | 71300 Local Consultants | \$ 17,463.59 |
| | Action: Make logistical arrangements for research phase of communications consultancy | | | X | JRIU | CIDA | 75700 Training, Workshops, Conferences | \$6,000 |
| TOTAL | | | | | | | | \$191,043.04 |

Project Management: Prepared by:  Date: 19-4-2013
 Approved by:  Date: 19-4-2013

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Received 19/04/2013


