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QUARTERLY PROGRESS REPORT

Country:	JAMAICA		
Reporting period:	April 1-June 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\$0
Current Quarter Advance:	US \$182,502.06	Current qtr exp:	US\$60,259.70
Annual Expenditure to Date:	US \$168,904.36	Current Year Delivery to date:	%18.37

I. QUARTERLY SUMMARY OF ACTIVITIES

During the period under review the JRIU made significant advances in the following consultancies:

- The consultancy to Provide Criminal Law Expertise and Support Consultations on the Decriminalization of Minor Offences was completed;
- The consultancy to review the Role and Functions of Justices of the Peace in Jamaica is almost complete, with 3 of 4 deliverables being completed. The final deliverable will be submitted during the Third Quarter of 2013;
- The Consultancy to develop a Communications Strategy for the Justice Reform Programme is now at its mid-way mark with 2 of 4 major deliverables being completed. The remaining deliverables will be completed in the Third Quarter of 2013;
- A suitably qualified candidate was found for the consultancy to develop a Citizens' Scorecard for the Justice Reform Programme. The consultant was contracted and has submitted the first deliverable under the consultancy;
- Junior consultants were contracted to review all the fines set out in the laws of Jamaica to ensure they correlate to Jamaica's current economic environment.

A Director for the Justice Reform Implementation Unit has been hired. The limitations previously experienced because of the vacancy should now be eliminated and achievement of JUST Programme targets should increase.

The Project Steering Committee met on June 19, 2013 and approved a Work Plan for the Justice Undertakings for Social Transformation Programme. This new Work Plan covers the period April 1, 2013 – March 31, 2014. The impact of the new Work Plan is that many of the activities delineated on the interim Work Plan approved in January 2013 have been revised and the JUST Programme will be achieving some targets by alternative routes. The revision of the Annual Work Plan has caused the JUST Programme budget to increase from \$919,430.88 to \$1,193,777.48.

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 1, 2013]	Current Quarter [Quarter 2, 2013]	TOTAL, i.e. Prior to Q1 + Q2	
CIDA	919,430.88	182,502.06	108,644.66	60,259.70	168,904.36	750,526.52
TOTAL	919,430.88	182,502.06	108,644.66	60,259.70	168,904.36	750,526.52

**Balance Brought Forward from Previous Quarter (Quarter 1 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	-2,398,662.98	2,825,239.82	2,825,239.82	30/4/13	3,040,884.07	-2,614,307.23
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 1.1.4 Develop and Implement strategic Plans, Policies and Process guidelines that facilitate the reform and modernisation of the Justice Sector	0	185,900.00	185,900.00	30/4/13	0	185,900
Output 1.1 Activity Result 1.1.5 Develop & implement Strategies for aligning MDAs with the MOJ's new policy focused agenda	0	464,750.00	464,750.00	30/4/13	0	464,750.00
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 1.3 Activity Result 1.3.1 Preliminary research on policy process and capacity completed	0	92,950.00	92,950.00	30/4/13	0	92,950.00
Output 1.4 Activity Result 1.4.1 Develop Citizens Scorecard	100,885.07	4,182,750.00	4,182,750.00	30/4/13	0	4,283,635.07
Output 2.1 Activity Result 2.1.2.1 Facilitate meetings and consultations on standards of professional conduct for prosecutors	4,835.00	557,700.00	557,700.00	30/4/13	0	562,535.00
Output 2.4 Activity Result 2.4.1 Review of the original structure & deployment of HR in the ODPP	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		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	1,067,509.14	1,604,750.15	1,604,750.15	30/4/13	190,000	2,482,259.29

Reduction of barriers/delays in commencing court proceedings						
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
Output 4.1 Activity Result 4.2.4.2 Recommendations for improving legal reform process and systems	658,394.59	0	0	26/2/13	0	658,394.59
Output 4.1 Activity Result 4.1.2.2 Hold Consultations with legislative policy analysts and developers from MDAs	0	604,175	604,175	30/4/13	0	604,175
Output 4.3 Activity Result 4.3.1.2 Identify the legislative changes required to streamline and improve criminal practice	0	929,500	929,500	30/4/13	0	929,500
Output 4.3 Activity Result 4.3.2 Identify changes required to streamline and improve criminal	0	92,950	92,950	30/4/13	0	92,950
Output 4.3 Activity Result 4.3.3 Address underlying causes of case volume	0	3,996,850	3,996,850	30/4/13	2,281,194.40	1,715,655.60
Develop and implement communication strategy and Implementation of JUST Programme Meeting	466,700.20	2,218,120.78	2,218,120.78	30/4/13	270,540.00	2,414,280.98
Miscellaneous expense (bank charges & withholding tax)	-7633.2	1,815.00	1,815.00	30/4/13	31,214.99	-37,033.19
Miscellaneous income (Interest from Bank)	15,412.77		56,330.33	30/6/13	0	71,743.10
Total	2,002,101.80	17,757,450.73	17,813,781.06		5,822,614.46	13,993,268.42
	Cash in hand @ end of reporting period					13,993,268.42
	Commitments @ end of reporting period					4,086,171.00

*The exchange rate of **USD\$97.30**

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>Task completed- The new Director of the JRIU began duty on June 3, 2013</p> <p>Task completed – 1 of 6 planned meetings were held during the reporting period.</p> <p>Task deferred: The Project Steering Committee was held on June 19, 2013.</p>	<p>During the quarter under review the activities of the JRIU were bolstered by the contracting of a Director. This enabled the Unit to once again attain an achievement rate of 100% of JRIU staff in place as at the end of June 2013. The decision has been taken to expand the technical skills available within the JRIU. As a result the JRIU will be recruiting for the following positions in the Third quarter:</p> <ul style="list-style-type: none"> *Business and Financial Analyst; *Communications & Public Education Specialist; *Project Manager; *Administrative Assistant; *Monitoring & Evaluation Specialist. <p>In light of the above, the target relating to the ‘positions in the JRIU filled’ will have to be revised as 5 positions will no longer equate to 70%.</p> <p>The addition of these technical persons to the JRIU staff will assist in the achievement of Activities 1.1.2, 1.1.3, 1.1.4, 1.1.5 and 1.1.7</p> <p>In light of the above, and the decision by the PSC to increase the number of public and stakeholder consultations to be executed under the Project. The JRIU will have to reassess its resource needs and procure accordingly.</p>
	<p>1.1.1 Action: Acquisition of furni and equipment.</p>	<p>Task Completed – During the period under review the UPS and Fax Kit ordered in the First quarter were delivered on June 15, 2013.</p> <p>In addition, an assessment and requisition of equipment, furniture and stationery supplies needed for the Third Quarter was executed, however the supplies have not yet been delivered.</p>	
	<p>1.1.2 Develop/establish Framework Document for the JRIU.</p> <p>1.1.2.3 Action: Consultant Recruited</p>	<p>Task deferred – This task has been incorporated into Output 1.0 “Corporate and Organisational Structure of the Ministry of Justice Developed”</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 deferred – This task will be undertaken by the JRIU in the Third Quarter, through the Monitoring and evaluation Specialist to be employed.</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>Task deferred – This task was deferred until the Third quarter.</p>	

<p>1.1.4.1 Action: Conduct workshops with key MOJ personnel</p> <p>1.1.4.2 Action: Hire facilitator to conduct modernization workshop</p> <p>1.1.4.3 Action: Strategic plans, policies and process guidelines implementation initiated.</p>	<p>Task deferred: This task is dependent upon the conduct of the task at 1.1.4.1</p> <p>Task deferred: This task is dependent upon the conduct of the task at 1.1.4.1</p>	
<p>1.1.5 Develop & implement Strategies for aligning MDAs with the MOJ's new policy – focused agenda and its justice reform initiatives</p> <p>1.1.5.1 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</p>	<p>Task deleted: This task has been deleted from the work plan following the meeting of the PSC</p>	
<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 2013/14.</p>	<p>Task deferred – The MoJ/CIDA has deferred this activity until the Second Quarter of the Government of Jamaica's operating year (October 2013 – March 2014) pending the completion of the review of the MOJ's Policy capacity and Corporate Profile by Justice Canada.</p> <p>Task not achieved- based on the developments at 1.1.7.5 the Project will go directly to the training plan for the FY 2013/2014</p> <p>Task not achieved – See activity 1.1.7.6.</p> <p>Task not achieved – See activity 1.1.7.6.</p> <p>Task deferred – See development at 1.1.7.5</p>	

<p>Output 1.3 Policy development capacity of the MOJ strengthened (Analyse Policy Development processes and capacity of MOJ)</p> <p><u>Target(s)</u></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><u>Indicators:</u></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>1.3.1 Preliminary research on policy process and capacity completed</p> <p>1.3.1.1 Action: Work with others in MOJ to identify champions for policy development reform</p> <p>1.3.1.2 Action: Facilitate the conduct of meetings/ interviews with critical MOJ staff and critical stakeholders in the GOJ</p>	<p>Task deferred: This task was dependent up on the submission of the Justice Canada report on policy capacity of the MOJ. To date the report has not been submitted.</p> <p>Task deferred: This task is dependent upon the fulfilment of Action 1.3.1.1.</p>	<p>The Report on the MOJ's "Corporate Profile/Functional Structure of the MOJ" has to be settled and approved before the policy development requirements are considered. The draft Report on the Corporate Profile and Functional Structure of the MOJ has been submitted with comments to the Permanent Secretary.</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>1.4.1.2 Action: Advertise for Consultant through Limited Tender Process</p> <p>1.4.1.3 Action: Recruit Consultant</p> <p>1.4.1.4 Action: Identify critical stakeholder groups to be</p>	<p>Task Achieved: This task was modified to a Public Tender process. The advertisements were placed on in the print medium from March 17-25, 2013. The sole bid received was evaluated on April 12, 2013.</p> <p>Task achieved – The contract with the Consultant was awarded on May 27, 2013 and the consultant began working on June 17, 2013.</p> <p>To date the consultant has submitted the work plan for the consultancy, which was approved on June 25, 2013.</p> <p>Task Achieved: Critical stakeholder</p>	<p>The development of the Citizen's Scorecard represents an integral mechanism in the creation of a participatory approach which will facilitate direct feedback from stakeholder groups. Approximately 20% of the work required to develop the Citizen's Scorecard has been completed.</p> <p>This consultancy should be completed by September 30, 2013 and the Citizen's Scorecard implementation will begin in the Fourth Quarter of 2013 (October – December).</p>

	<p>consulted</p> <p>1.4.1.5 Action: Conduct Preliminary Indicator gathering</p> <p>1.4.1.6 Action: Conduct preliminary consultations with key stakeholder groups (men/women/youth/GLBT)</p> <p>1.4.1.7 Action: Develop consultation document and draft Citizens Scorecard</p>	<p>groups have been identified and approved by the JRIU.</p> <p>Task in Progress</p> <p>Task deferred: The achievement of this task is dependent upon the completion of Action 1.4.1.5</p> <p>Task deferred: The achievement of this task is dependent upon the completion of Action 1.4.1.5</p>	
<p>Output 2.1 Standards of professional conduct for prosecutors introduced and implemented</p> <p>Targets:</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>2.1.2.1 Action: Make logistical arrangements for consultations with prosecutors to obtain input for the development of Standards of Conduct.</p> <p>2.1.2.2 Action: Make required logistical arrangements for consultation/meetings with prosecutors and other officials to refine Standards of Professional Conduct (Validation)</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 completed</p> <p>Task in progress – No additional meetings/consultations were held on this activity during the reporting period.</p> <p>Task not achieved: Justice Canada and ODPP have not submitted the document for validation</p> <p>Task deferred – The final version of the Standards of Professional Conduct for Prosecutors has not been sent to the JRIU for the training plan to be developed and the training executed.</p>	<p>The Standards of professional conduct document has been developed and submitted to the ODPP and MOJ for review and comment. However, the document has not been finalized and submitted to the JRIU for public consultation with the Judiciary and Clerks of Court. The public consultation process is an integral component of the development process as the stakeholder groups are a major influence in the environment in which Public Prosecutors are expected to operate.</p> <p>The Standards of professional conduct is expected to go to validation and be finalized in the Third Quarter of 2013.</p> <p>It is expected that the amended document will be sent by the end of August 2013. Therefore, training will not begin until the end of the Third Quarter at the earliest.</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 & coordinate consultations, meetings & access to Office of the DPP</p> <p>2.4.1.2 Action: Obtain work-plan and mission schedule for review of ODPP</p>	<p>Task complete: The JRIU is still awaiting the first draft of the report from the Justice Canada Director General</p> <p>Task complete</p>	<p>This Output is no closer to being accomplished than it was in the Fourth Quarter of 2012. However, the DOJ has stated that the Report will be completed before the end of the DOJ's FY 2013/14.</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>Task completed: During the period under review work on this activity was halted. However, at the end of the Quarter the Project Steering Committee approved the continuation of this activity.</p>	<p>Work on the Strategic Framework Document was completed and the Report submitted. Comments on the Document have been received from the Chief Justice. Up to the end of the reporting period the Ministry of Justice had started a Cabinet Submission on the Strategic Framework Document.</p>
<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 	<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>3.2.3.6 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 completed – Consultant was contracted using the Sole Sourcing Process. The Consultancy has been completed and the list of minor offences recommended for decriminalization has been submitted to the Ministry for review.</p> <p>Task in progress – The consultant has completed the consultation process and submitted the draft report of the Review on the Role and Functions of Justices of the Peace in Jamaica. The Project is now processing the Second and Third tranche payments for the consultant.</p>	<p>The measures employed under this output first need to be reviewed by the Minister of Justice, and then by the Cabinet before being tabled in Parliament. Therefore, at this stage only approximately 50% of the work has been done towards improving the efficiency of the Court System.</p>

<p>in Jamaica provided</p> <ul style="list-style-type: none"> Information/documentation Justices of the Peace provided 		<p>Task in progress: The DOJ has submitted a draft report of the automatic mediation process to the MOJ for review and comment.</p>	
<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>4.1.2.2.2 Action: Facilitate consultations with key Government players in legislative policy development.</p> <p>4.1.2.2.3 Action: Report on the consultation process with key Government players prepared for use by the Ministry of Justice</p> <p>4.1.2.2.4 Action: Recruit Consultants to draft and implement legislative policy manual and legislative drafting manual.</p>	<p>Task deferred: This task was deferred pending the review of the work plan by the PSC.</p> <p>Task deferred: This task was deferred pending the review of the work plan by the PSC.</p> <p>Task deferred: Justice Canada has deferred this activity until the end of 2013. The activity will be executed during the Third Quarter of 2013.</p> <p>Task in progress: The Terms of Reference for these consultancies were developed and submitted to the Deputy Director of the JRIU for review.</p>	<p>The achievement of this Output has been delayed significantly because the activities to support its achievement have been deferred pending a review by the PSC.</p>
<p>4.3 Changes needed to modernise criminal law and practice identified for Cabinet approval.</p> <p><u>Target:</u> Report with recommendations completed.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> Recommendations made to improve criminal practice and procedures. <p>Drafting instructions for legislative changes needed to improve criminal practice and</p>	<p>4.3.1.2 Identify the legislative changes required to streamline and improve criminal practice and procedure and optimise criminal case management</p> <p>4.3.1.2 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.</p>	<p>Task not executed: This task was deferred pending the review of the Work Plan by the PSC. However, at the end of the Quarter the PSC approved the continuation of the activity.</p>	<p>The achievement of this Output has been delayed significantly because the activities to support its achievement have been deferred pending the review and approval of the PSC.</p> <p>Given the late stage at which approval was received to continue working on the activity nothing significant was achieved on this target during the reporting period.</p>

<p>procedures approved by Cabinet</p>	<p>4.3.2 Identify changes required to streamline and improve criminal practices and procedures</p> <p>4.3.2.1 Action: Arrange and hold consultations with relevant stakeholders</p> <p>4.3.3 Address underlying causes of case volume</p> <p>4.3.3.1 Action: Engage local Criminal Law Expert</p> <p>4.3.3.2 Action: Facilitate consultations on offences that could be decriminalised or reduced.</p>	<p>Task not executed: This task was deferred pending the review of the Work Plan by the PSC. At the end of the Quarter the PSC approved the continuation of the activity.</p> <p>Task Complete: The Consultant was contracted on April 15, 2013.</p> <p>Task Complete: Consultations were held between April 24, 2013 and May 2, 2013. The JRIU provided logistical support for these consultations.</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: Develop and implement Communication Strategy</p> <p>Action: Make logistical arrangements for research phase of communications consultancy</p>	<p>Task in progress: The JUST Brochure was approved during the period under review and will be sent to print in the Third Quarter</p> <p>Task in progress – To date the Consultant has delivered on 2 of 4 major deliverables. The Consultant has informed the JRIU that the first draft of the Communication Strategy has been drafted and a few confirmations are needed from the MOJ before the document can be submitted.</p> <p>Task completed – The logistical arrangements for this consultation were managed by the Consultant. The JRIU has received all invoices associated with the consultation process and will be making payment as soon as possible.</p>	<p>The Ministry of Justice has recently filled the Senior Public Relations Officer post. In addition, the Justice Reform Communication Strategy and Implementation Plan is expected to be completed by the end of August 2013. In light of this, the Output is expected to be completed and implemented by the beginning of the Fourth Quarter of 2013.</p>

IV. IMPLEMENTATION CONSTRAINTS, RISKS AND LESSONS LEARNT

Implementation Constraints	Significance	Response/Action
<p>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.</p> <p>The development of the Strategic Framework Document is of paramount importance to the success of the implementation of the JUST Programme within the Ministry of Justice; the competences needed to develop this document do not reside within the staff of the MOJ.</p>	Low	The JRIU will be taking on additional staff, and the Modernisation Unit has been subsumed under the JRIU, therefore the JRIU will now have the resources to develop the Strategic Framework Document.
Activities under Outputs 4.1 and 4.3 were deferred until the Project Steering Committee made a decision on the methods of execution of the activities. This decision has negatively affected the timely achievement of Outputs 4.1 and 4.3 within the life of the Project	Medium	The JRIU and DOJ will have to work at speed in order to make up lost time.
<p>LESSONS LEARNT</p> <p>No Lessons were learned during the Quarter under review.</p>		

V. RISKS

Project Title: Justice Undertakings for Social Transformation (JUST)						Award ID: 00069417		Date: June 28, 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 similar impact. Linking the Program's PMF with the MOJ's Strategic Business Plan and the Reform	CIDA & UNDP	CIDA	June 28, 2013	Stable

					<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>				
4	Breakdown in relationships among key justice sector officials stymie the pace and effectiveness of project implementation	November 3, 2011	Strategic	P = 2 I = 3	<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	June 28, 2013	Stable
5	Limited absorption capacity of Jamaican public institutions may preclude expected development results	November 3, 2011	Operational	P = 1 I = 2	<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 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. As time progresses and partner institutions</p>	JRIU	CIDA	June 28, 2013	Stable

					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
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 = 2	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	June 28, 2013	Stable

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	June 28, 2013	<i>Stable</i>
10.	Duplicative efforts by donors may lead to counterproductive or contradictory recommendations and actions for justice reform	November 3, 2011	Strategic	P = 1 I = 2	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	June 28, 2013	<i>Stable</i>
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 = 1 I = 3	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	June 28, 2013	<i>Stable</i>

	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 = 2 I = 2	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 = 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	June 28, 2013	<i>Decreasing</i>

VI. PLANNED ACTIVITIES (NEXT QUARTER – JULY 2013 –SEPTEMBER 2013)

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		July	Aug	Sept		Source of Funds	Budget Description	Amount (US\$)
<p>Output 1.1 Justice Reform resources consolidated, stream lined and coordinated.</p> <p>Baseline</p> <p><u>Targets:</u></p> <ul style="list-style-type: none"> • 100% of JRIU equipment and office supplies procured. • 70% of JRIU Staff Hired • 3 Justice Reform Planning meetings held each quarter • Communications protocol on MOJ Corporate Profile and Organisational Structure implemented. <p><u>Indicators:</u></p> <ul style="list-style-type: none"> • Implementation plan coordinated and activated by -/-/- • # of activities enacted under the Communications Protocol • % of JRIU Staff positions filled • Job Descriptions for staff members developed and approved by -/-/- • Posts Advertised by -/-/- 	1.0.1 Corporate Profile and Organizational Structure of the Ministry of Justice finalized							
	Action: Develop and implement/coordinate internal communications protocol on MOJ Corporate Profile and Organisational Structure.			X	MOJ		75700 Training, Workshops, Conferences	\$200
	1.1.1. Remuneration to JRIU staff							
	Action: Payment of monthly salaries to JRIU Staff (current and new staff)	X	X	X	MOJ/UNDP	CIDA	71400 Service Contract – Individual	\$57,373.78
	Action: Programme Monitoring Report submitted to UNDP			X	MOJ/JRIU	CIDA		0
	Action: Execute JUST Programme Planning Meeting	X	X	X	MOJ/CIDA	CIDA	75700 Training, Workshops, Conferences	\$300
	Action: Execute JUST Consultancy Evaluation Meetings						75700 Training, Workshops, Conferences	0
	Action: Finalise Staffing Structure and Functional Profile for the Unit	X			MOJ/JRIU			0
	Action: Advertise for additional staff - JRIU	X	X		MOJ/JRIU	CIDA	74200 Audio-visual & Print Production Costs	\$5,000
	Action: Hire additional staff and short-term experts for the Unit	X	X		MOJ/JRIU			
	1.1.1 Procure JRIU office equipment and supplies							
	Action: Requisition JRIU office equipment and stationary supplies	X	X		MOJ	CIDA	72200 Equipment & Furniture	\$2,000

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		July	Aug	Sept		Source of Funds	Budget Description	Amount (US\$)
<ul style="list-style-type: none"> Implementation Plan for communication protocol on MOJ Corporate Profile developed by -/-/- # of JUST Programme Planning meetings held; Project personnel employed to develop M & E Framework by -/-/- Draft M & E Framework submitted for review by -/-/- M & E Framework approved for use by -/-/- # of meetings held # of Persons attending each meeting 	1.1.3: Develop and implement monitoring and coordination mechanisms for justice sector reform projects and initiatives							
	Action: Develop a Monitoring and Evaluation Framework for Justice Reform			x	MOJ	CIDA		\$ 3,555.51
	Action: 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.			x	MOJ	CIDA	75700 Training, Workshops, Conferences	\$1,111.11
	1.1.4 Develop and implement strategic plans, policies, and process guidelines that facilitate the reform and modernisation of the justice sector							
	Action: Compile and complete a comprehensive justice reform plan for the MOJ		x	x	JRIU/UNDP	CIDA		0
	Action: 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		x	x	MOJ/UNDP	CIDA		0
1.2: RBM tools introduced and practices adopted	1.2.2 Conduct a business process re-engineering exercise to introduce Results-Based Management Protocols in the MOJ							
Indicators: • Draft Scope of Works submitted for approval by -/-/-	Action: Develop Scope of Works, in consultation with Cabinet Office, to customise GOJ PMAS/PMES systems to support and advance Justice Sector Reforms			x	MOJ/UNDP	CIDA		0

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		July	Aug	Sept		Source of Funds	Budget Description	Amount (US\$)
Output 1.4 Participatory Monitoring processes integrated in Justice reform and modernisation Targets: Citizens Scorecard used to assess Justice Reform Process. Indicators: <ul style="list-style-type: none"> • Procurement process completed by -/- • # of stakeholder consultations held to develop indicators for Citizens' Scorecard; • # of training sessions held for validation exercise; • # of participants engaged to validate Citizens' Scorecard; • % improvement as measured by Scorecard. • Communication Strategy completed by -/- 	1.4.1 Develop and Implement Citizens' Scorecard							
	Action: Consultant develops Citizens' Scorecard	x	x	x	JRIU/ UNDP	CIDA	71300 Local Consultants	Funds Already Requested- Q2
	Action: Identify critical stakeholder groups to be consulted		x		JRIU/ MOJ	CIDA		0
	Action: Conduct Preliminary Indicator gathering	x			JRIU/ MOJ	CIDA		0
	Action: Conduct preliminary consultations with key stakeholder groups (men/women/youth/GLBT)		x	x	JRIU/ MOJ	CIDA	75700 Training, Workshops, Conferences	Funds Already Requested -Q2
	Action: Develop consultation document and draft Citizens Scorecard			x	JRIU/ MOJ	CIDA		0
	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							
	Action: Consultant prepares a Communications Strategy and Action Plan	x	x		JRIU/ UNDP	CIDA	71300 Local Consultants	Funds Already Requested -Q2
	Action: Initiate and implement short and medium term actions from Communications and Action Plan			x	JRIU/ UNDP	CIDA	74200 Audio-visual & Print Production Costs	\$1,000.00

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		July	Aug	Sept		Source of Funds	Budget Description	Amount (US\$)
2.1 Standards of Professional Conduct for Prosecutors introduced and implemented <u>Target(s)</u> <ul style="list-style-type: none"> Standards for Prosecutorial conduct developed & implemented. <u>Indicators:</u> <ul style="list-style-type: none"> # of consultations held; # of participants Strategy developed by -/-/- 	2.1.1 Develop Standards of Professional Conduct for prosecutors							
	Action: 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)			x	DOJ/ JRIU/ ODPP	CIDA	75700 Training, Workshops, Conferences	\$1,000
2.2 Standard operating procedures for the exercise of prosecution functions and decision-making developed and implemented <u>Indicator</u> <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 	2.2.3 Develop a Prosecution Manual to guide the activities and decision-making of prosecutors and clerks of court.							
	Action: Finalize components of Manual developed in Year 1 (specifically: Disclosure; Plea Bargaining; Relations with Victims; Witnesses; Judiciary; and Police)	x	x		JRIU	CIDA		0
	Action: In partnership with ODPP identify and initiate Communications, Consultation and Sensitisation activities for key components of Manual	x			JRIU	CIDA	75700 Training, Workshops, Conferences	\$1,111.11
	Action: Draft remaining components of manual (specifically: Bail; Trial; Policy on Certain Types of Cases; Mutual Legal Assistance and Extradition; Relations with Other Lawyers; Jurors; Government Officials; Media)	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			
		July	Aug	Sept		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 • Report finalized by -/-/- 	2.4.1 Report with recommendations for improvement of ODPP Human Resources Management finalized								
	Action: Finalize draft report, incorporating comments and requirements from ODPP, as well as gender, youth and environmental considerations	x	x		JRIU	CIDA			0
Output: 3.1: Court management and governance strategies developed and implemented <u>Indicators:</u> <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 	3.1.5: Comprehensive Court Management and Administration Reforms Designed and Implemented, using business process re-engineering and change management strategies								
	Action: In collaboration with the Courts (including CMS) Develop Scope of Works for Court Management and Administration Reforms	x	x		JRIU	CIDA			0
	Action: 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.)			x	JRIU	CIDA			0

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		July	Aug	Sept		Source of Funds	Budget Description	Amount (US\$)
Court Management and Administration Reforms initiated by - /-/-								

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		July	Aug	Sept		Source of Funds	Budget Description	Amount (US\$)
Output 3.2: Measures Taken to Improve Court Efficiencies Target Legislative changes needed decriminalize Minor Offences enacted by end of FY 2013/14 Indicators <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 -/-/- 	3.2.1: Policy Options for Reclassification and Decriminalisation of Minor Offences developed and accepted							
	Action: Initiate policy and legislative changes required to reclassify and decriminalise minor offences, including establishment of Administrative Rules and Systems	x	x	x	JRIU	CIDA		0
	3.2.2 Court-based Automatic Mediation System Upgraded and Expanded							
	Action: Prepare Costed Implementation Plan for agreed recommendations and next steps emerging from the Review		x	x	JRIU	CIDA		0
	Action: Initiate and implement key aspects of Implementation Plan, including changes to Mediation policies, procedures and practices			x	JRIU	CIDA	75700 Training, Workshops, Conferences	\$1,000.00
	3.2.3 Judicial Role of Justices of the Peace and Courts of Petty Session Upgraded and Expanded							
	Action: Prepare Costed Implementation Plan for the Upgrading and Expansion of Courts of Petty Sessions and the Role of Justices of the Peace		x	x	JRIU	CIDA		0
	Action: 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.			x	JRIU	CIDA	75700 Training, Workshops, Conferences	\$1,000

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		July	Aug	Sept		Source of Funds	Budget Description	Amount (US\$)
<ul style="list-style-type: none"> • # 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 identifies for action by -/-/- • Scope of Works developed and approved by -/-/- • Consultant contracted by -/-/- • Draft policy and plan submitted for review by -/-/- 	3.2.4 Costed Implementation Plan for Case Management and Related Court Reforms developed and implemented							
	Action: Develop Comprehensive Costed Business Plan for Court Modernisation (including Case Management)		x	x	JRIU	CIDA		0
	3.2.5: Backlog Reduction Strategies Developed and Implemented							
	Action: Establish Task Force and implement Backlog Assessment Project		x	x	JRIU	CIDA	75700 Training, Workshops, Conferences	\$200
	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							
	Action: Procure, Contract and Commission a Legal Research Team to identify and classify monetary fines and penalties throughout legislation	x			JRIU	CIDA	71300 Local Consultants	\$2,400
Action: 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	x	x	x	JRIU	CIDA	71300 Local Consultants	\$10,000	

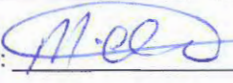
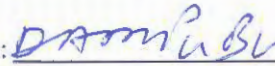
Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		July	Aug	Sept		Source of Funds	Budget Description	Amount (US\$)
Output: 4.1 Standard Operating Procedures for Developing Legislation 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 • Scope of Works for Legislative Policy Manual developed by -/-/- • Scope of Works for Legislative Policy Manual approved for procurement by -/-/- • 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 -/-/- 	4.1.3: Develop and support the implementation of a Legislative Policy Manual for MDAs							
	Action: Develop Scope of Works for Legislative Policy Manual, in partnership with CPC and Cabinet Office	x	x		JRIU	CIDA		0
	Action: Procure, Contract and Mobilise Consultant to develop Legislative Policy Manual	x	x	x	JRIU	CIDA	71300 Local Consultants	\$5,000
	Action: Conduct Legislative Development Fora to build capacity and awareness of key legislative development issues and standards among Legislation Liaison Officers and other public sector managers and policy-makers			x	JRIU	CIDA		0
	4.1.5: Develop and Support the Implementation of a Legislative Drafting Manual							
	Action: Develop Scope of Works for Legislative Drafting Manual, in partnership with CPC	x			JRIU	CIDA		0
	Action: Procure, Contract and Mobilise Consultant to develop Legislative Drafting Manual		x	x	JRIU	CIDA	71300 Local Consultants	\$3,500
	Action: Conduct Literature Review identifying Jamaican and global benchmarks of good practice in legislative drafting, incorporating gender, youth and environmental considerations.			x	JRIU	CIDA		0
	Action: Hold consultations with drafters in the OPC to discuss, refine and agree on the scope of the Legislative Drafting Manual.			x	JRIU	CIDA		0

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets			
		July	Aug	Sept		Source of Funds	Budget Description	Amount (US\$)	
<ul style="list-style-type: none"> # of consultations held; Consultation report submitted by -/-/- 	4.1.7: Develop an online performance management and reporting system to support the management of legislative drafting								
	Action: Develop Scope of Works for a customised PMAS and work flow management system for the OPC			x	JRIU	CIDA			0
Output 4.2: Changes need to modernize Law Reform systems and processes identified <ul style="list-style-type: none"> Scope of Works developed by -/-/- Scope of Works approved for procurement by -/-/- Consultant contracted by -/-/- 	4.2.4: Conduct a comprehensive review of Jamaican legislation against international human rights instruments to which Jamaica is signatory								
	Action: Procure, Commission and Mobilise Jamaican and Canadian human rights experts to conduct the review	x	x	x	JRIU	CIDA	71300 Local Consultants		\$4,000
4.3 Changes needed to modernise criminal law and practice identified and initiated Target: Indicators: <ul style="list-style-type: none"> Scope of Works developed by -/-/- Scope of Works approved for procurement by -/-/- 	4.3.1: Conduct a comprehensive review of the Criminal Justice system, with recommendations for reforms								
	Action: Design Scope of Works for the Identification and Implementation of Key Criminal Justice Reforms	x			JRIU	CIDA			0
	Action: 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		x	x	JRIU	CIDA	71300 Local Consultants		\$10,000

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		July	Aug	Sept		Source of Funds	Budget Description	Amount (US\$)
4.3.3 Develop Modern Criminal Practices and Procedures for Jamaica								
<ul style="list-style-type: none"> • Consultant contracted by -/-/- • Scope of Works developed by -/-/- • Scope of Works approved for procurement by -/-/- 	Action: In consultation with the Bench and Bar, design a Scope of Works for the development of Criminal Practices and Procedures for Jamaica	x	x	x	JRIU	CIDA		0
Output5: Enhancing Access to Public Legal Education, Information & Legal Support Services								
5.1: Legal Public Education Campaign								
<ul style="list-style-type: none"> • Scope of Works developed by -/-/- 	Action: Procure, Contract and Commission Marketing/PR Consultant to develop overall plan for Legal Public Education Campaign		x	x	JRIU	CIDA	71300 Local Consultants	\$3,000
Activity 5.2: Develop Legal Information Network Among Community-Based Organisations & State Agencies								
<ul style="list-style-type: none"> • Scope of Works approved for procurement by -/-/- 	Action: Identify appropriate State and civil partners to provide justice-related information at the community level.	x	x		JRIU	CIDA		0
<ul style="list-style-type: none"> • Consultant contracted by -/-/- • List of state and civil stakeholders compiled by -/-/- • MOUs and partnership agreement completed by -/-/- • # of agreement entered • 	Action: Develop MOUs and other partnership arrangements for legal information providers.	x	x		JRIU	CIDA	75700 Training, Workshops, Conferences	0

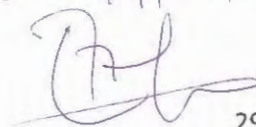
Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		July	Aug	Sept		Source of Funds	Budget Description	Amount (US\$)
Output 6 Increased Civil Society Participation in Justice Modernisation Indicators <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 	6.1: Build Capacity of Private Bar to Participate in Justice Reform and Modernisation							
	Action: 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.	x	x	x	JRIU	CIDA	71300 Local Consultants	\$4,000
	6.2: Engage Civil Society in Developing Justice Modernisation Solutions							
	Action: 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	x	x	x	JRIU	CIDA		0
	Action: 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.	x	x	x	JRIU	CIDA	71300 Local Consultants	\$2,000
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 references.	x	x	x	JRIU	CIDA	71300 Local Consultants	\$2,000	

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		July	Aug	Sept		Source of Funds	Budget Description	Amount (US\$)
6.3 Promote Values and Attitudes that support Justice Modernisation and Reform								
	Action: 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	x	x	x	JRIU	CIDA	71300 Local Consultants	\$6000
6.4: Promote Public Interest/Social Conscience Advocacy								
	Action: Design and develop a partnership-based programme for engaging civil society in public interest or social conscience advocacy	x	x		JRIU	CIDA		0
6.5: Promote Public-Private Law Reform Partnerships to Conduct Review of Legislation								
	Action: Develop Terms of Reference for public-private sector working committees on social justice legislation to promote a collaborative approach to law reform.	x	x		JRIU	CIDA		0
	Action: Commission working committees.							\$300
TOTAL								127,051.51

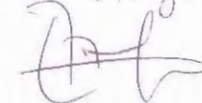
Project Management: Prepared by:  Date: 18/07/13
 Approved by:  Date: 19/07/13

UNDP Resource Persons: Programme Advisor – Ms. Sonia Gill, Governance
 Programme Analyst – Mrs. Itziar Gonzalez,
 Aug 13, 2013

Received 19/07/2013



Revised version
 submitted on August 2, 2013



EXCEPTION REPORT

ACTIVITIES EXECUTED THAT WERE NOT APPROVED ON THE SECOND QUARTER WORK PLAN

Activity

3.2.6: Conduct a Comprehensive Review and Revision of Monetary Fines and Penalties.

This component of Activity 3.2.6 was brought forward from the Third Quarter of 2013 to the Second Quarter of 2013 in order to be in line with the Summer break given by the Norman Manley Law School. This facilitated 4 students of the school being employed to undertake the review process as part of their In Service Training Programme.

This arrangement with the Norman Manley Law School negated the need for the JRIU to initiate a Public Tender Procurement Process. This method of procuring the Human Resources needed to review the 660 pieces of Jamaican legislation saved the programme both time and money and ensured that the task was completed in the shortest possible time.

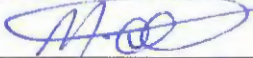
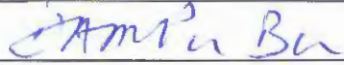
Result

The 660 pieces of legislation were reviewed in five weeks and enabled the second component of Activity 3.2.6 **"Devising an Umbrella Mechanism for the Ongoing Classification, Review and Updating of Such Fines"** to be executed as scheduled.

Total Expenditure

The JRIU paid each Junior Consultant Sixty Thousand Dollars (\$60,000), a total of Two Hundred and Forty thousand Dollars (\$240,000) for the complete activity line.

Project Management:

Prepared by:  Date: 18/07/13
Approved by:  Champion Bu Date: 19/07/13