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## QUARTERLY PROGRESS REPORT

Country:	JAMAICA		
Reporting period:	April 1- June 30, 2014		
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\$1,290,425.00	Revised Approved Budget	
Current Quarter Advance:	US\$0	Current qtr exp:	US\$263,174.87
Annual Expenditure to Date:	US\$357,616.15	Current Year Delivery to date:	27.71% Unsure how to calculate since funds were from last year

### I. QUARTERLY SUMMARY OF ACTIVITIES

During the period under review the JRIU accomplished the following activities:

- Development and approval of the Terms of Reference for the Consultancy to Develop an Effective Statistics and Data Capture System for the Courts;
- Development and approval of the Terms of Reference for the Consultancy to Review the Public Service Regulations;
- Completion of the procurement process for the contracting of the Jamaica Information Service to develop Media Materials for the Justice Reform Programme;
- Implementation of the first Customer Service Survey to inform the Citizens' Scorecard;
- Upgrading of the Ministry of Justice's Statistics Package for Social Science software programme.

The JRIU facilitated the training of the following Justice Sector actors at the Rethinking Crime and Punishment training Conference in Vancouver Canada:

- 1 Person from the Ministry of Justice;
- 2 Persons from the Legal Reform Department, and;
- 1 Person from the Office of the Director of Public Prosecutions.

The JRIU partnered with the Human Resource Management and Administration Division to facilitate 2 orientation training sessions for new justice sector staff members to enable continued high quality service delivery and decrease the integration time of new staff.

stakeholder feedback						
Output 2.1 Activity Result 2.1.2.1 Facilitate meetings and consultations on standards of professional conduct for prosecutors	1,003,350.00			30/10/13	0	1,003,350.00
Output 2.2, Activity Result 2.2.3 Develop a Prosecution Manual to guide the activities and decision-making of prosecutors	551,529.07			30/10/13	72,875.00	478,654.07
Output 2.4 Activity Result 2.4.2 Review of the original structure & deployment of HR in the ODPP	0					
Output 3.1 Activity Result 3.1.2 Preliminary Research for Strategic Framework Document for CMS	0					
Output 3.1 Activity Result 3.1.5 Consulting Firm to develop and implement phased Implementation Plan for Comprehensive Court Management and Administration Reforms	1,021,000.00			30/10/13		1,021,000.00
Output 3.2 Activity Result 3.2.1 Address Delays in Moving a Case Forward						
Output 3.2 Activity Result 3.2.2 Reduction of barriers/delays in commencing court proceedings	71,320.15	0	0		0	71,320.15
Output 3.2 Activity Result 3.2.2 Initiate and implement key aspects of mediation Implementation Plan, including changes to policies, procedures and practices	2,042,000.00			30/10/13		2,042,000.00
Output 3.2 Activity Result 3.2.3 Review of criminal Case Management System	134,025.00					134,025.00
Reimbursement for travel expenses incurred by the FJA Mission on Case Management	-1,545.75					-1,545.75
Output 3.2 Activity Result 3.2.5 Backlog Reduction Strategies Developed and Implemented	520,520.00		530,920.00	30/10/13		520,520.00
Output 3.2 Activity 3.2.6 Conduct a Comprehensive Review and Revision of Monetary Fines and Penalties & Devise an Umbrella Mechanism for ongoing review	1,946,411.40			30/10/13		1,946,411.40
Output 3.2 Activity 3.2.7 Implement Strategies to Improve the treatment of Victims and Vulnerable Witnesses in the Criminal Justice System	2,042,000.00			30/10/13		2,042,000.00
Output: 4.1 Activity Result 4.1.3 Develop and support the implementation of a Legislative Policy Manual for MDAs	2,042,000.00			30/10/13		2,042,000.00
Output: 4.1 Activity Result 4.1.5 Develop and Support the Implementation of a Legislative Drafting Manual	2,450,400.00			30/10/13		2,450,400.00
Output: 4.1 Activity Result 4.1.6 Build institutional capacity and specialist skills within the OPC	-264,624.00				499,067.00	-763,691.00
Output 4.1 Activity Result 4.1.7 Develop an online performance management and reporting system to support the	255,250.00			30/10/13		255,250.00

### III. ACTIVITIES AND ACHIEVED RESULTS

Expected Outputs & Indicators	Activities	Results of Activities	Progress Towards Achieving Outputs
<p><b>Output 1.0: Corporate and Organizational Structure of the Ministry of Justice Developed</b></p> <p><b>Target</b></p> <ul style="list-style-type: none"> <li>• Communications protocol on MOJ Corporate Profile and Organisational Structure developed</li> <li>• Communications protocol on MOJ Corporate Profile and Organisational Structure implemented</li> <li>• Costed Implementation Plan for MOJ Corporate Profile and Organizational Structure developed</li> <li>• Concept Paper and Framework Document for a Social Justice Entity developed.</li> </ul> <p><b>Indicator(s)</b></p> <ul style="list-style-type: none"> <li>• Level of completion of Implementation Plan for communications protocol on MOJ Corporate Profile</li> <li>• # of activities enacted under the Communications Protocol</li> <li>• Level of completion of Costed Implementation Plan</li> <li>• Level of completion of Concept Paper and Framework Document for a Social Justice Entity</li> <li>• Document for a Social Justice Entity developed by -/-/-</li> </ul>	<p><b>1.0.2 Corporate Profile and Organizational Structure of the Ministry of Justice finalized</b></p> <p><b>Activity 1.0.2.4:</b> Develop and implement/coordinate internal communications protocol on MOJ Corporate Profile and Organisational Structure.</p>	<p><b>Task deferred</b> - The first draft of the report has been reviewed and a report developed by the Director of Modernisation and submitted for review and action by the Executive of the Ministry of Justice.</p>	<p>The JRIU has developed an internal communications protocol to manage the change process surrounding the new corporate profile. The first of the actions from the protocol is scheduled for April 8, 2014.</p>

Expected Outputs &	Activities	Results of Activities	Progress Towards Achieving
	<p><b>Activity 1.1.1.10:</b> Execute JUST Project Management meetings.</p>	<p>Up to the end of the period, the drafts had not been approved, because the review process had not been completed. It is expected that the review will be done in the Second Quarter. In addition to approval the final deliverable, Final Costed implementation plan for the backlog reduction strategy, will be submitted in the Second Quarter 2014.</p> <p><b>Short Term Expert: Consultant to Provide Project Writing Support Services to the Ministry of Justice</b></p> <p><b>Task completed (duration extended for 30 days)</b> – This consultancy has been extended, as the European Union and the Ministry of National Security have sent additional requests to the Ministry of Justice. The consultant has been working with the JRIU to address the requests.</p> <p><b>Task completed</b> – 4 Justice Reform Programme planning meetings were held during the reporting period. These meetings involved:</p> <ol style="list-style-type: none"> <li>1. Coordinating justice reform related activities;</li> <li>2. Coordinating JUST activities, and;</li> <li>3. Revising the JUST Logframe.</li> <li>4. Revise the JUST Performance Management Framework</li> </ol>	
	<p><b>1.1.1 Action:</b> Acquisition of furniture and equipment.</p> <p><b>Action:</b> Requisition JRIU communication equipment (PA System)</p>	<p><b>Task completed</b> – During the period under review the JRIU received stationery supplies that had been ordered during the Fourth Quarter of 2013:</p> <p><b>Task deferred</b> – The procurement of this equipment was postponed until the Second Quarter of 2014</p>	
	<p><b>1.1.3 Develop and implement monitoring and coordination mechanisms for Justice Reform projects and Initiatives</b></p> <p><b>Activity 1.1.3.1:</b> Develop a Monitoring and Evaluation Framework for Justice Reform</p>	<p><b>Task deferred</b> – The Monitoring and Evaluation Specialist has made recommendations for the upgrading of the statistics data capture and analysis capability of the MOJ's Strategic Planning, Policy, Research and Evaluation Department, as well</p>	

Expected Outputs &	Activities	Results of Activities	Progress Towards Achieving
	<p><b>Activity 1.1.7.4:</b> Plan and conduct training and capacity building activities to better equip MOJ and justice sector staff to advance justice reform and modernisation, including training in Strategic Business Planning</p>	<p>addressed</p> <ul style="list-style-type: none"> <li>- Evaluation of the bids received;</li> </ul> <p>It is expected that the training plan will reflect the needs assessment of the core competencies required under the new Corporate Profile of the Ministry of Justice.</p> <p><b>Task in Progress</b> – During the reporting period the Ministry of Justice trained 40 members of staff in Policies and Procedures of the Ministry of Justice as well as the functions of all departments. This training was deemed imperative to filling any knowledge gaps which exists with the staff before the new corporate profile can be implemented.</p>	
<p><b>1.2: RBM tools introduced and practices adopted</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Draft Scope of Works submitted for approval by - /-/-</li> </ul>	<p><b>1.2.2 Conduct a business process re-engineering exercise to introduce Results-Based Management Protocols in the MOJ</b></p> <p><b>Activity 1.2.2.1:</b> Develop Scope of Works, in consultation with Cabinet Office, to customise GOJ PMAS/PMES systems to support and advance Justice Sector Reforms</p> <p><b>Activity 1.2.2.2:</b> Procure, Contract and Commission Consulting Firm to Implement RBM System for the MOJ, its Departments and Agencies, including Business Process Re-Engineering, Training and HR Protocols and Acquisition and Customisation of Technology and Equipment</p>	<p><b>Task deferred</b> – This activity has been moved to the Second Quarter of 2014. The MOJ, the Courts, ODPP, OPC and LRD will participate in general RBM training, which will be then continued within each entity to develop an M&amp;E Framework based on RBM protocols.</p> <p><b>Task deferred</b> – This activity is dependent upon the achievement of the above task as such the consultant will not be procured until the Scope of Works at 1.2.2.1 has been approved.</p>	<p>This activity is expected to begin by the Third Quarter of 2014</p>
	<p><b>1.3.3 Statistics, Data Capture and Reporting Systems to support evidence-based policy development and decision-making developed and implemented</b></p> <p><b>Activity 1.3.3.2 :</b> Procure, Contract and Commission Consultant to develop and implement a comprehensive statistics, data capture and reporting system for the MOJ</p>	<p><b>Task deferred</b> – This activity will be undertaken in the Third Quarter of 2014, after review of the report from the mission conducted in September 2013.</p>	<p>This activity is expected to begin by the Fourth Quarter of 2014</p>

Expected Outputs &	Activities	Results of Activities	Progress Towards Achieving
<p><b>Output 2.1 Standards of professional conduct for prosecutors introduced and implemented</b></p> <p><u>Target(s)</u></p> <ul style="list-style-type: none"> <li>Standards for Prosecutorial conduct developed &amp; implemented.</li> </ul> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li># of consultations held;</li> <li># of participants</li> <li>Strategy developed by -/-/-</li> </ul>	<p><b>2.1.1 Develop Standards of Professional Conduct for prosecutors</b></p> <p><b>Activity 2.1.1.4:</b> Provide guidance and support to the ODPP in developing and implementing any additional Communications and Sensitisation activities to build stakeholder awareness of the Standards of Conduct for Prosecutors (targeting prosecutors, judiciary, clerks of court, private bar, police and other court users).</p> <p><b>Activity 2.1.1.5:</b> Develop a Monitoring and Evaluation protocol for the Standards of Conduct for Prosecutors</p>	<p><b>Task completed</b> – The consultation previously planned for this Activity in order to secure participation from the majority of the staff of the ODPP was not executed because the DOJ was unable to accommodate the sensitization session during the First Quarter.</p> <p><b>Task deferred</b> - Work on this activity cannot be initiated until the Standards are approved for implementation.</p>	<p>This Output was not achieved by March 2014 as planned. Efforts will be made to complete the document by the end of the Second Quarter of 2014.</p>
<p><b>2.2 Standard operating procedures for the exercise of prosecution functions and decision-making developed and implemented</b></p> <p><b>Indicator</b></p> <ul style="list-style-type: none"> <li>Prosecution Manual finalized by -/-/-</li> <li># of consultations held;</li> <li># of participants</li> <li>Strategy developed by -/-/-</li> <li>Strategy Implemented by -/-/-</li> <li># of strategy activities implemented in the FY 2013/14</li> </ul>	<p><b>2.2.3 Develop a Prosecution Manual to guide the activities and decision-making of Prosecutors and Clerks of Courts.</b></p> <p><b>Activity 2.2.3.1:</b> Finalize components of Manual developed in Year 1 (specifically: Disclosure; Plea Bargaining; Relations with Victims; Witnesses; Judiciary; and Police.</p> <p><b>Activity 2.2.3.2:</b> In partnership with ODPP identify and initiate Communications, Consultation and Sensitisation activities for key components of Manual.</p> <p><b>Activity 2.2.3.3:</b> 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)</p> <p><b>Activity 2.2.3.4:</b> Finalize draft report, incorporating comments and requirements from ODPP, as well as gender, youth and environmental considerations</p>	<p><b>Task in progress</b> – A Working Group meeting on the Prosecution Manual for the ODPP was held March 8-9, 2014. The contents of the Manual were reviewed and amendments made. It is expected that the Manual will be ready for implementation in the FY2014/15.</p> <p><b>Task in progress</b> – Work on this activity cannot be initiated until the Standards are approved for implementation.</p> <p><b>Task in progress</b> –Justice Canada continues to work on the remaining chapters; however the first drafts were not completed by February 2014, as previously projected. The DOJ has indicated that they will try to complete the remaining drafts by the end of the Second Quarter of 2014.</p> <p><b>Task in progress</b> – The final document is expected to be completed by the end of July 2014.</p>	<p>This Output was not achieved by March 2014 as planned. Efforts will be made to complete the document by the end of the Second Quarter of 2014.</p>
<p><b>Output 2.4 Human Resource protocols and strategies developed for ODPP</b></p>	<p><b>2.4.1 Report with recommendations for improvement of ODPP Human Resources Management</b></p>		<p>This Output is expected to be completed by July 2014.</p>

Expected Outputs &	Activities	Results of Activities	Progress Towards Achieving
<ul style="list-style-type: none"> <li>• Cabinet approval received by -/-/-</li> <li>• # of meetings held with CPC/AG</li> <li>• Parliamentary approval received by -/-/-</li> <li>• Legislative amendments reprinted by -/-/-</li> <li>• First draft of Costed Implementation Plan for Court-based Automatic Mediation System submitted for comment and review by -/-/-</li> </ul>	<p><b>3.2.2 Court-based Automatic Mediation System Upgraded and Expanded</b></p> <p><b>Activity 3.2.2.3:</b> Prepare Costed Implementation Plan for agreed recommendations and next steps emerging from the Review</p> <p><b>Activity 3.2.2.4:</b> Initiate and implement key aspects of Implementation Plan, including changes to Mediation policies, procedures and practices</p>	<p><b>Task in progress</b> – The costing exercise for this activity has been completed and implementation is expected to begin in the Second Quarter of 2014.</p>	<p>This activity is 50% complete and is projected to be finished by October 2014. The report has been submitted and approved by the MOJ.</p>
<ul style="list-style-type: none"> <li>• Costed Implementation Plan for Court-based Automatic Mediation System submitted for approval by -/-/-</li> <li>• # of meetings held</li> <li>• Plan of action for implementation developed by -/-/-</li> <li>• # of activities from implementation plan initiated by end of FY 2013/14</li> <li>• # of meetings held by Backlog Assessment Task Force to implement strategies;</li> <li>• Project design approved for use by -/-/-;</li> </ul>	<p><b>3.2.3 Judicial Role of Justices of the Peace and Courts of Petty Sessions Upgraded and Expanded</b></p> <p><b>Activity 3.2.3.5:</b> Prepare Costed Implementation Plan for the Upgrading and Expansion of Courts of Petty Sessions and the Role of Justices of the Peace</p> <p><b>Activity 3.2.3.6:</b> Initiate and implement key aspects of Implementation Plan, including changes to law, policy and procedures; development of manuals and guidelines; training and capacity building programmes for JPs.</p>	<p><b>Task in Progress</b> – the draft costed implementation plan has been submitted for review.</p> <p><b>Task deferred</b> – The initiation of this task is dependent upon the completion of the task above.</p>	<p>This activity is 50% complete and is projected to be finished by October 2014. The review report has been accepted for action by the MOJ.</p>
<ul style="list-style-type: none"> <li>• Backlog Assessment Project completed by -/-/-</li> <li>• # of consultants hired;</li> <li>• Legislative fines and penalties identified for action by -/-/-</li> <li>• Scope of Works developed and approved by -/-/-</li> </ul>	<p><b>3.2.4 Costed Implementation Plan for Case Management and Related Court Reforms developed and implemented.</b></p> <p><b>Activity 3.2.4.4:</b> Develop Comprehensive Costed Business Plan for Court Modernisation (including Case Management)</p>	<p><b>Task deferred</b> – See Activity 3.1.5</p>	<p>The Costed Implementation Plan therefore, will be done in March 2014.</p>
<ul style="list-style-type: none"> <li>• Consultant contracted by -/-/-</li> <li>• Draft policy and plan submitted for review by -/-/-</li> </ul>	<p><b>3.2.5: Backlog Assessment Project Developed and Implemented</b></p> <p><b>Activity 3.2.5.4:</b> Establish Task Force and implement Backlog Assessment Project</p> <p><b>Activity 3.2.5.5:</b> Initiate and implement short and medium term Backlog Reduction</p>	<p><b>Task deferred:</b> This activity has been moved to the Second Quarter of 2014. After extensive analysis of the work to be done this activity was modified to a consultancy.</p> <p><b>Task deferred:</b> this activity will be initiated in the Third Quarter of 2014.</p>	<p>This Output is expected to be achieved by October 2014.</p>

Expected Outputs &	Activities	Results of Activities	Progress Towards Achieving
<p>programme</p> <p><b>Indicator(s)</b></p> <ul style="list-style-type: none"> <li>• Information on the Court processes provided</li> <li>• Scope of Works for Legislative Policy Manual developed by -/-/-</li> <li>• Scope of Works for Legislative Policy Manual approved for procurement by -/-/-</li> <li>• Consultant contracted by -/-/-</li> <li>• Scope of Works for Legislative Drafting Manual developed by -/-/-</li> <li>• Scope of Works for Legislative Drafting Manual approved for procurement by -/-/-</li> <li>• Consultant contracted by -/-/-</li> <li>• Literature Review approved by -/-/-</li> <li>• # of consultations held;</li> <li>• Consultation report submitted by -/-/-</li> </ul>	<p><b>Activity 4.1.3.3:</b> Conduct Literature Review identifying Jamaican and global benchmarks of good practice in the preparation of legislative policies and legislative proposals, incorporating gender, youth and environmental considerations</p> <p><b>Activity 4.1.3.4:</b> Analyse the legislative policy development process across GOJ and identify gaps, inconsistencies and best practices</p> <p><b>Activity 4.1.3.5:</b> Hold consultations with Legislative Liaison Officers on legislative policy development process</p> <p><b>Activity 4.1.3.7:</b> 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.</p>	<p><b>Task deferred</b> – This activity is dependent upon the Work Plan for the consultancy being approved.</p> <p><b>Task deferred</b> – This activity is dependent upon the Work Plan for the consultancy being approved.</p> <p><b>Task deferred</b> – See above</p> <p><b>Task in progress</b> – The OPC conducted a Legislative Development training exercise for legal and policy officers of the Government of Jamaica on March 8-9, 2014. Sixty-four (64) participants were trained.</p> <p>The remainder of the capacity building plan for the CPC will encompass use of the Legislative Policy Manual.</p>	
	<p><b>4.1.5: Develop and Support the Implementation of a Legislative Drafting Manual</b></p> <p><b>Activity 4.1.5.1:</b> Develop Scope of Works for Legislative Drafting Manual, in partnership with OPC</p> <p><b>Activity 4.1.5.2:</b> Procure, Contract and Mobilise Consultant to develop Legislative Drafting Manual</p> <p><b>Activity 4.1.5.3:</b> Conduct Literature Review identifying Jamaican and global benchmarks of good practice in legislative drafting, incorporating gender, youth and environmental considerations.</p>	<p><b>Task Completed</b></p> <p><b>Task in Progress</b> - The Consultant has been contracted and has begun work on the activity. The JRIU is expecting a draft Work Plan for review and approval in May 2014.</p> <p><b>Task deferred</b> - This activity is dependent upon the Work Plan for the consultancy being approved.</p>	<p>Approximately 30% of the work required to complete this Output has been completed. In order to complete this activity the following must be done:</p> <ul style="list-style-type: none"> <li>• Consultancy to develop Legislative Drafting Manual initiated, and;</li> <li>• Legislative Drafting Manual completed.</li> </ul> <p>This Output will be achieved by July 2014.</p>



Expected Outputs &	Activities	Results of Activities	Progress Towards Achieving
<p>design of a Law Reform Agency completed by December 2013.</p> <p>Comprehensive review of Jamaican legislation against international human rights instruments completed by December 2013</p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>Professional development strategy developed by -/-/-</li> <li># of strategy activities implemented;</li> </ul> <p># of participants in professional development programme;</p> <p># of meetings and consultations held;</p> <p># of participants in attendance from key target groups at each meeting;</p> <p>Scope of Works for human rights expert developed and approved by -/-/-</p> <ul style="list-style-type: none"> <li>Consultant contracted by -/-/-</li> <li>Technical Oversight Committee convened by -/-/-</li> <li># of key stakeholder groups represented on Technical Oversight Committee.</li> </ul>	<p><b>4.2.3: Model for Law Reform Commission Identified through Consultative Processes</b></p> <p><b>Activity 4.2.3.4:</b> Hold meetings and consultations to refine Concept Paper, identifying and assessing stakeholder recommendations</p> <p><b>4.2.4: Conduct a comprehensive review of Jamaican legislation against international human rights instruments to which Jamaica is signatory.</b></p> <p><b>Activity 4.2.4.2:</b> Procure, Commission and Mobilise Jamaican and Canadian human rights experts to conduct the review</p> <p><b>Activity 4.2.4.3:</b> Conduct a Literature Review and prepare a Framework for the Legislative Gap Analysis, considering international treaty law and policy and local laws, policies and implementation reports</p> <p><b>Activity 4.2.4.4:</b> Present Framework to stakeholders and conduct consultations on the scope and content of the Review.</p> <p><b>Activity 4.2.4.5:</b> Establish a Technical Oversight Committee, comprised of public and private sector stakeholders and incorporating gender, youth and environmental perspectives</p>	<p><b>Task in progress</b> – This activity has been linked to the Legal Reform Department Mission to be conducted by Justice Canada, which is also reviewing the Law Reform Commission option simultaneously.</p> <p><b>Task in progress</b> – The Terms of Reference for this activity has been approved and the JRIU will be initiating a Procurement Process to secure a suitably qualified consultant in Second Quarter of 2014.</p> <p><b>Task deferred</b> – The achievement of this task is dependent upon the contracting of the consultant identified at 4.2.4.2.</p> <p><b>Task deferred</b> – The achievement of this task is dependent upon the accomplishment of activities 4.2.4.2 and 4.2.4.3.</p> <p><b>Task deferred</b> – The achievement of this task is dependent upon the accomplishment of Activity 4.2.4.2</p>	<p>This Output will be achieved by June 2014.</p> <p>Approximately 15% of the work required to complete this Output has been done. In order to complete this activity the following must be done:</p> <ul style="list-style-type: none"> <li>Procurement process initiated;</li> <li>A consultant contracted to review Jamaican legislation against international human rights instruments to which Jamaica is signatory, and;</li> <li>Review of Jamaican Human Rights Legislation against International Human Rights instruments completed.</li> </ul>
<p><b>4.3 Changes needed to modernise criminal law and practice identified and initiated</b></p> <p><b>Target:</b></p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Scope of Works developed by -</li> </ul>	<p><b>4.3.1: Conduct a comprehensive review of the Criminal Justice system, with recommendations for reforms</b></p> <p><b>Activity 4.3.1.1:</b> Design Scope of Works for the Identification and Implementation of Key Criminal Justice Reforms</p>	<p><b>Task removed from Work Plan</b> - It was decided to merge this activity with other consultancies that are to be conducted which will cover the work to be done under this</p>	<p>This Activity will be achieved by the Fourth Quarter of 2014.</p>

Expected Outputs &	Activities	Results of Activities	Progress Towards Achieving
stakeholders compiled by -/-/- <ul style="list-style-type: none"> <li>MOUs and partnership agreement completed by -/-/-</li> <li># of agreement entered</li> </ul>	<b>Organisations &amp; State Agencies</b> <b>Action:</b> Identify appropriate State and civil partners to provide justice-related information at the community level.  <b>Activity 5.1.3:</b> Develop MOUs and other partnership arrangements for legal information providers.	includes the execution of this activity. Work will begin on this activity in the Second Quarter of 2014.	
<b>Output 6 Increased Civil Society Participation in Justice Modernisation</b>  <b>Indicators</b> <ul style="list-style-type: none"> <li>Scope of Works developed by -/-/-</li> <li>Scope of Works approved for procurement by -/-/-</li> <li>Consultant contracted by -/-/-</li> <li>Terms of Reference developed by -/-/-</li> </ul> Design for partnership-based programme developed by -/-/-  <ul style="list-style-type: none"> <li>Terms of Reference developed and approved by -/-/-</li> <li>List of committee members approved by -/-/-</li> <li>Committee members invited by -/-/-</li> <li># of persons accepting invitation</li> </ul>	<b>6.1: Build Capacity of Private Bar to Participate in Justice Reform and Modernisation</b>  <b>Activity 6.1.1:</b> Procure, Contract and Commission Project Coordinator to work with the JBA to develop overall plan and support the strengthening of local Bar Associations and members of the legal profession to enhance their participation in justice reform initiatives.  <b>6.2: Engage Civil Society in Developing Justice Modernisation Solution</b>  <b>Activity 6.2.1:</b> 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  <b>Activity 6.2.2:</b> 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.  <b>Activity 6.2.3:</b> 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	<b>Task in progress:</b> The decision was taken to have the JRIU execute this activity. To date the JRIU has developed a Work Plan for the Social Order Component which includes the execution of this activity. Work will begin on this activity in the Second Quarter of 2014.  <b>Task in progress:</b> The decision was taken to have the JRIU execute this activity. To date the JRIU has developed a Work Plan for the Social Order Component which includes the execution of this activity. Work will begin on this activity in the Second Quarter of 2014.  <b>Task in progress:</b> The decision was taken to have the JRIU execute this activity. To date the JRIU has developed a Work Plan for the Social Order Component which includes the execution of this activity. Work will begin on this activity in the Second Quarter of 2014.	This output has been halted as the funds to underwrite its execution have not been released by the DFATD.

## V. RISKS

Project Title: Justice Undertakings for Social Transformation (JUST)						Award ID: 00069417		Date: March 31, 2014	
#	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	DFATD	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	DFATD	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	CIDA & UNDP	DFATD	June 28, 2013	Stable

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

11	The JUST project becomes isolated from and/ or tangential to the ongoing operations of the Ministry of Justice and the sector generally	May 30, 2012	Strategic	P = 1 I = 1	The design of the JRIU as a unit within the Ministry of Justice will enable the JUST to enjoy a degree of establishment within the ordinary management structures of the MOJ. The JRIU's staffing capacity and mandate presuppose its utility not merely to the JUST, but to wider reform and modernisation priorities articulated by the MOJ. As the Ministry will enjoy direct input in and management of the non-JUST related aspects of the JRIU's workplan, the unit can help to support the ongoing strengthening of the MOJ.	JRIU	DFATD	June 28, 2013	<i>Stable</i>
11	Changes to the JUST programme may affect the decided Impact and Outcomes	October 8, 2012	Strategic	P = 1 I = 1	There may be modifications to the design of the JUST Programme in order to accommodate requests from the new Permanent Secretary. This will cause the execution of some activities to be deferred to a later time in the life of the Project.	DFATD/JRIU	JRIU	June 28, 2013	<i>Dead</i>
12	Ambiguity in the role and functions of core project staff.	December 4, 2012	Strategic	P = 1 I = 1	Ambiguity regarding the role, functions and reporting relationships of core team members will negatively affect the delivery and quality of programme activities as well as the impact expected.	DFATD/JRIU	JRIU	June 28, 2013	<i>Decreasing</i>
13	Delay in approving a recipient for additional funds by DFATD, which may affect the implementation of Immediate Outcomes 6 and 7	January 1, 2014	Financial	P = 4 I = 5	Until a recipient of the additional funds is identified Immediate Outcomes 6 and 7 cannot be implemented. This will negatively impact the of the JUST Programme and the Ultimate Outcome	DFATD/JRIU	JRIU	March 31, 2014	<i>Increasing</i>

/ Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets			
		Jan	Feb	Mar		Source of Funds	Budget Description	Amount (US\$)	
<ul style="list-style-type: none"> <li>communication protocol on MOJ Corporate Profile developed by -/-/-</li> <li># of JUST Programme Planning meetings held;</li> <li>Project personnel employed to develop M &amp; E Framework by -/-/-</li> <li>Draft M &amp; E Framework submitted for review by -/-/-</li> <li>M &amp; E Framework approved for use by -/-/-</li> <li># of meetings held</li> <li># of Persons attending each meeting</li> <li># of MOJ employees trained;</li> <li># of training areas covered;</li> </ul>	<b>Action:</b> Programme Monitoring Report submitted to UNDP			x	JRIU	CIDA		0	
	<b>Action:</b> Execute JUST Project Steering Committee Meetings	x			JRIU	CIDA	75700 Training, Workshops, Conferences	\$1500.00	
	<b>Action:</b> Execute JUST Programme Planning Meetings	x	x		MOJ/ CIDA	CIDA	75700 Training, Workshops, Conferences	\$500.00	
	<b>Action:</b> Execute JUST Consultancy Evaluation Meetings	x	x		MOJ/ CIDA	CIDA	75700 Training, Workshops, Conferences	\$0	
	<b>1.1.1 Procure JRIU office equipment and supplies</b>								
	<b>Action:</b> Requisition JRIU office equipment and stationary supplies	x	x		MOJ	CIDA	72500 Acquisition of Stationery & Office Supplies	\$1,500	
	<b>Action:</b> Requisition JRIU communication equipment (PA System)	x			MOJ	CIDA		\$3,000	
	<b>1.1.3 Develop and implement monitoring and coordination mechanisms for justice sector reform projects and initiatives</b>								
	<b>Action:</b> Develop a Monitoring and Evaluation Framework for Justice Reform	x	x		MOJ	CIDA	75700 Training, Workshops, Conferences	\$50,000	
	<b>Action:</b> 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	x	MOJ	CIDA	75700 Training, Workshops, Conferences	\$1,111.11	
	<b>1.1.4 Develop and implement strategic plans, policies, and process guidelines that facilitate the reform and modernisation of the justice sector</b>								
	<b>Action:</b> Procure, Contract and Commission Consulting Firm to provide technical assistance for developing Justice Reform Policies (including legislative policies) to support justice reform initiatives	x	x		JRIU/UNDP	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		
		Jan	Feb	Mar		Source of Funds	Budget Description	Amount (US\$)
<b>Capacity of the MOJ Strengthened</b>  <u>Target</u> Data Capture and reporting systems developed and implemented by December 2013  <u>Indicators</u> <ul style="list-style-type: none"> <li>• Level of completion of Data Capture and Reporting System</li> <li>• Development of Justice Reform Policies Suite of reform-related policies completed</li> </ul>	<b>Action:</b> Identify and initiate further professional development and capacity building activities needed to strengthen MOJ policy unit.		x	x	MOJ	CIDA	0	
	<b>1.3.3 Statistics, Data Capture and Reporting Systems to support evidence-based policy development and decision-making developed and implemented</b>							
	<b>Action:</b> Procure, Contract and Commission Consultant to develop and implement a comprehensive statistics, data capture and reporting system for the MOJ and key justice sector institutions to support evidence-based policy development and decision-making.				JRIU	CIDA	71300 Local Consultants	0
<b>Output 1.4 Participatory Monitoring processes integrated in Justice reform and modernisation</b>  <u>Targets:</u> Citizens Scorecard used to assess Justice Reform Process.  <u>Indicators:</u> <ul style="list-style-type: none"> <li>• # of training sessions held for validation exercise;</li> <li>• # of participants engaged to validate Citizens' Scorecard;</li> <li>• % improvement as measured by Scorecard.</li> </ul>	<b>1.4.2: Hold quarterly consultations to obtain stakeholder feedback and input in justice reform initiatives</b>							
	<b>Action:</b> Design Citizens' Scorecard for consultation	x	x	x	JRIU/MOJ	CIDA	74200 Audio-visual & Print Production Costs	\$13,500.00
	<b>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</b>							
<b>Action:</b> Initiate and implement short and medium term actions from Communications strategy and Action Plan	x	x	x	JRIU	CIDA	74200 Audio-visual & Print Production Costs	\$40,000	

/ Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		Jan	Feb	Mar		Source of Funds	Budget Description	Amount (US\$)
<p>3. Scope of Works approved for procurement by -/-/-</p> <ul style="list-style-type: none"> <li>Development of a Comprehensive Court Management and Administration Reforms completed by -/-/-</li> <li>Implementation of a Comprehensive Court Management and Administration Reforms initiated by -/-/-</li> </ul>	<p><b>Action:</b> Procure, contract and Commission Consulting Firm to develop and implement phased Implementation Plan for Comprehensive Court Management and Administration Reforms (including Business Process Re-engineering, Managerial, Administrative and Procedural Training, Acquisition of Technology and Equipment etc.)</p>		x	x	JRIU/UNDP	CIDA		0
<p><b>Output 3.2: Measures Taken to Improve Court Efficiencies</b></p> <p><b>Target</b> Legislative changes needed decriminalize Minor Offences enacted by end of FY 2013/14</p> <p><b>Indicators</b></p> <ul style="list-style-type: none"> <li>Cabinet submission prepared by -/-/-</li> <li>Cabinet approval received by -/-/-</li> <li># of meetings held with CPC/AG</li> <li>Parliamentary approval received by -/-/-</li> <li>Legislative amendments reprinted by -/-/-</li> <li>First draft of Costed Implementation Plan for Court-based Automatic Mediation System submitted for comment and review by -/-/-</li> <li>Costed Implementation Plan for Court-based Automatic Mediation System submitted for approval by -</li> </ul>	<b>3.2.1: Policy Options for Reclassification and Decriminalisation of Minor Offences developed and accepted</b>							
	<p><b>Action:</b> Initiate policy and legislative changes required to reclassify and decriminalise minor offences, including establishment of Administrative Rules and Systems</p>	x	x	x	JRIU	CIDA		0
	<b>3.2.2 Court-based Automatic Mediation System Upgraded and Expanded</b>							
	<p><b>Action:</b> Prepare Costed Implementation Plan for agreed recommendations and next steps emerging from the Review</p>	x	x	x	JRIU	CIDA		0
	<p><b>Action:</b> Initiate and implement key aspects of Implementation Plan, including changes to Mediation policies, procedures and practices</p>	x	x		JRIU	CIDA	75700 Training, Workshops, Conferences	\$20,000
	<b>3.2.4 Costed Implementation Plan for Case Management and Related Court Reforms developed and implemented</b>							
<p><b>Action:</b> Develop Comprehensive Costed Business Plan for Court Modernisation (including Case Management)</p>	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			
		Jan	Feb	Mar		Source of Funds	Budget Description	Amount (US\$)	
<b>Indicators</b> 4. Scope of Works for Legislative Policy Manual developed by -/-/ 5. Scope of Works for Legislative Policy Manual approved for procurement by -/-/ • Consultant contracted by -/-/ 6. Scope of Works for Legislative Drafting Manual developed by -/-/ 7. Scope of Works for Legislative Drafting Manual approved for procurement by -/-/ • Consultant contracted by -/-/ • Literature Review approved by -/-/ 8. # of consultations held; 9. Consultation report submitted by -/-/ 10. Legislative Policy Manual completed by -/-/ 11. Scope of Works for customised PMAS and work flow management system for the OPC	<b>Action:</b> Hold consultations with Legislative Liaison Officers on legislative policy development process		x	x	JRIU	CIDA	75700 Training, Workshops, Conferences	\$2,000	
	<b>Action:</b> 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	
	<b>4.1.5: Develop and Support the Implementation of a Legislative Drafting Manual</b>								
	<b>Action:</b> Procure, Contract and Mobilise Consultant to develop Legislative Drafting Manual	x	x	x	JRIU	CIDA	71300 Local Consultants	\$10,000	
	<b>Action:</b> Conduct Literature Review identifying Jamaican and global benchmarks of good practice in legislative drafting, incorporating gender, youth and environmental considerations.		x	x	JRIU	CIDA		0	
	<b>Action:</b> Hold consultations with drafters in the OPC to discuss, refine and agree on the scope of the Legislative Drafting Manual.		x	x	JRIU	CIDA		\$2,000	
	<b>Action:</b> Develop Legislative Drafting Manual.			x	JRIU	CIDA		0	
	<b>Activity 4.1.6: Build institutional capacity and specialist skills within the OPC</b>								
	<b>Action:</b> Conduct training needs assessment of OPC, based on standards set in Legislative Drafting Manual	x			JRIU	CIDA			
	<b>Action:</b> Develop and implement training and professional development strategies for OPC, including short courses, professional exchanges and study tours	x	x	x	JRIU	CIDA			
	<b>4.1.7 Develop an online performance management and reporting system to support the management of legislative drafting</b>								

/ Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		Jan	Feb	Mar		Source of Funds	Budget Description	Amount (US\$)
<ul style="list-style-type: none"> <li>Professional development strategy developed by -/-/-</li> <li># of strategy activities implemented;</li> <li># of participants in professional development programme;</li> <li># of meetings and consultations held;</li> <li># of participants in attendance from key target groups at each meeting;</li> <li>Scope of Works for human rights expert developed and approved by -/-/-</li> <li>Consultant contracted by -/-/-</li> <li>Technical Oversight Committee convened by -/-/-</li> <li># of key stakeholder groups represented on Technical Oversight Committee.</li> </ul>	<b>Action:</b> Conduct a Literature Review and prepare a Framework for the Legislative Gap Analysis, considering international treaty law and policy and local laws, policies and implementation reports		x		DOJ/JRIU	CIDA		0
	<b>Action:</b> Present Framework to stakeholders and conduct consultations on the scope and content of the Review.		x	x	DOJ/JRIU	CIDA	75700 Training, Workshops, Conferences	\$3,000
	<b>Action:</b> Establish a Technical Oversight Committee, comprised of public and private sector stakeholders and incorporating gender, youth and environmental perspectives		x	x	JRIU	CIDA	75700 Training, Workshops, Conferences	\$1,000
<b>4.3 Changes needed to modernise criminal law and practice identified and initiated</b>  <u>Target:</u>  <u>Indicators:</u> <ul style="list-style-type: none"> <li>Scope of Works developed by -/-/-</li> </ul>	<b>4.3.1: Conduct a comprehensive review of the Criminal Justice system, with recommendations for reforms</b>							
	<b>Action:</b> Design Scope of Works for the Identification and Implementation of Key Criminal Justice Reforms	x			JRIU	CIDA		0
	<b>Action:</b> Procure, Contract and Commission Consultant to: (a) Conduct a Comprehensive Review of the Criminal Justice System, and (b) Design a Phased Plan for Criminal Justice Reforms	x	x	x	JRIU	CIDA	71300 Local Consultants	0

/ Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		Jan	Feb	Mar		Source of Funds	Budget Description	Amount (US\$)
	<b>Action:</b> Procure, contract and mobilise expert to revise and modernise Rules of Court for the Resident Magistrates Court				JRIU	CIDA	71300 Local Consultants	\$3,500
	<b>4.3.5: Develop Modern Rules of Court for the Petty Sessions Court</b>							
	<b>Action:</b> In consultation with the Chief Justice, Justices of the Peace, Custodes and other stakeholders, including representatives of the Bench and Bar, develop Scope of Works for the development of Rules of Court for the Petty Sessions Court.							\$0
	<b>Action:</b> Procure, contract and mobilise expert to develop Rules of Court for the Petty Sessions Court							0
<b>Output 5: Enhancing Access to Public Legal Education, Information &amp; Legal Support Services</b>	<b>Activity S.2: Develop Legal Information Network Among Community-Based Organisations &amp; State Agencies</b>							
<ul style="list-style-type: none"> <li>• Scope of Works developed by -/-/-</li> <li>• Scope of Works approved for procurement by -/-/-</li> <li>• Consultant contracted by -/-/-</li> <li>• List of state and civil stakeholders compiled by -/-/-</li> <li>• MOUs and partnership agreement completed by -/-/-</li> <li>• # of agreement entered</li> </ul>	<b>Action:</b> Identify appropriate State and civil partners to provide justice-related information at the community level.	x	x		JRIU	CIDA		\$0
	<b>Action:</b> Develop MOUs and other partnership arrangements for legal information providers.	x	x		JRIU	CIDA	75700 Training, Workshops, Conferences	0