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QUARTERLY PROGRESS REPORT

Country	JAMAICA		
Reporting period	April 1- June 30, 2015		
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	
Balance Brought Forward from Previous Quarter	Ja \$63,675,428.82		
Current Quarter Advance	US 0	Current Quarter Expenditure	152,919.10
Annual Expenditure to Date	311,225.49	Current Year Delivery to Date	311,225.49/1,290,425.00 x 100 = 24.11%

Description of In Kind Contribution (attach any supporting documents)	Total Estimated Monetary Value (Quarterly)
Staff (Director Modernisation)	\$942,105.75
Staff (Secretary Modernisation)	\$218,853.24
Staff (Administrative Assistant - JRIU)	\$444,114.00
Staff (Project Accountant – FINMAN 10% of Time at Desk)	\$68,119.76
Staff (Remaining Accounts and Procurement Staff)	Absorbed into normal duties of Desk
Telephone (landline) –	Absorbed into Ministry of Justice Switch Board
Telephone (Cell phones)	\$30,000.00
Office Space Rental & Facilities Maintenance	\$1,250,800.00
Electricity	\$900,635.92
TOTAL	

I. SUMMARY OF PROGRESS TOWARDS OUTPUTS (DESCRIBE PROGRESS TOWARDS EACH OUTPUT, CHALLENGES AND OTHER MAJOR DEVELOPMENTS DURING THE QUARTER)

1.1

10 JUST Programme Planning Meetings & Justice Reform Coordination Activities held during the quarter.

1.4

Final report submitted by the Consultant for Costing of Justice Reform Initiatives.

1.6

All but one Liaison Team in place for the development of the Monitoring and Evaluation Framework in the Beneficiary agencies.

1.9

3 Public communication activities conducted along with 14 brochures reprinted.

1.14

A Training Assessment Report was completed by the Training Director at the Ministry of Justice.

1.17

The LPMS has been identified and will be a part of wider platform consisting of workflow management and the sharing of legal documents with Ministries, Departments and Agencies.

1.18

7 Tablets and 1 Laptop computer have been procured for the Ministry of Justice.

2.10

33 Convertible Laptop Computers have been procured for delivery to the ODPP.

3.3

Organisational Review of the Supreme Courts - The report has been submitted to the Chief Justice for review.

3.8

Proposed New Road Traffic Act - reviewed to ascertain effect on Corporate Area Traffic Court.

4.1 & 5.2

Validation work shop held on May 4 and 5, 2015. The draft Legislative Drafting Manual has been submitted to the Office of the Chief Parliamentary Counsel for review and amendment.

II. PROJECT EXPENDITURE FOR REPORTING PERIOD (APRIL- MAY, 2015)

Output # / Activity Result #	Balance B/F from previous Qtr	Requested JMD\$	Received JMD\$	*Date Received	Payments by UNDP (including External Atlas)	Payments by IP	Balance JMD\$
	A	B	C		D	E	(A+C)-E
Output 1.1 Activity Results 1.1.1. Hire staff and procure equipment and resources to support the justice reform capacity of the MOJ	-7,032,657.41	0	0			8,958,372.87	-15,991,030.28
Output 1.2 Activity Result 1.2.1 Specialist Consultants hired for the Ministry of Justice to work in areas related to Justice Reform	1,460,756.00	0	0				1,460,756.00
Output 1.4 Activity 1.4.1 Policies, Plans and Strategies developed to support the modernisation of justice policy management and development services	80,000.00	0	0				80,000.00
Output 1.5 Activity 1.4.1 Comprehensive Justice Sector Reform Implementation Plan developed to guide wider justice sector reform and modernisation	30,000.00	0	0				30,000.00
Output 1.6 Activity Result 1.6.1 Develop and implement monitoring and coordination mechanisms for justice sector reform projects and initiatives	925,813.88	0	0				925,813.88
Output 1.8 Activity 1.8.1 Annual, National Surveys on Justice Sector Reform	399,004.57	0	0				399,004.57
Output 1.9 Activity Result 1.9.1 Communications Plan for Justice Reform developed	1,121,757.99	0	0			342,878.38	778,879.61
Output 1.14 Activity 1.1.4 Training Plan for the Ministry of Justice Developed	3,120,708.64	0	0				3,120,708.64
Output 1.15 Activity Result 1.15.1 Personnel from the Ministry of Justice trained	1,571,376.53	0	0			524,400.00	1,046,976.53
Output 1.17 Activity Result 1.17.1 Knowledge Management Tools developed for MOJ/ ODPP/Drafting & LRS	2,348,850.00	0	0				2,348,850.00
Output 1.18 Activity Result 1.18.1a ICT equipment acquired	26,431,019.87	0	0			5,275,809.02	21,155,210.85

Output # / Activity Result #	Balance B/F from previous Qtr	Requested JMD\$	Received JMD\$	*Date Received	Payments by UNDP (including External Atlas)	Payments by IP	Balance JMD\$
	A	B	C		D	E	(A+C)-E
Output 1.19 Activity Result 1.19.1 Consultative Sessions with justice and non-justice sector stakeholders held	1,000,000.00	0	0				1,000,000.00
Output 1.20 Activity Result 1.20.1 MIS Systems developed and implemented to facilitate a modernize Justice Sector	1,398,125.00	0	0				1,398,125.00
Output 2.2, Activity Result 2.2.3 Develop a Prosecution Manual to guide the activities and decision-making of prosecutors (old FACE Number)	-4,200.00	0	0				-4,200.00
Output 2.5 Activity Result 2.5.0 Building institutional capacity and special skills within the Office of the Director of Public Prosecutions	1,580,000.00	0	0				1,580,000.00
Output 2.5 Activity Result 2.5.1 Implement measures within the ODPP to facilitate timely disposal of cases	1,510,707.73	0	0				1,510,707.73
Output 2.8 Activity Result 2.8.2 Performance Management and Evaluation systems and strategies introduced in the ODPP	279,625.00	0	0				279,625.00
Output 3.5.1 Activity Result 3.5.1.1 Training and Professional Development Programme for Court personnel developed and Implemented	1,750,000.00	0	0				1,750,000.00
Output 3.7 Activity Result 3.7.1 Comprehensive Court Management and Administrative Reforms Designed and Implemented using business process re-engineering and change management strategies	6,488,705.75	0	0				6,488,705.75
Output 3.9, Activity Result 3.9.1 Effective Monitoring and Evaluation Plan Developed through consultation with the Courts	100,000.00	0	0				100,000.00
Output 3.10, Activity Result 3.10.1 Revise and Modernise Rules of Court for the Resident Magistrates Court	335,550.00	0	0				335,550.00
Output 3.11, Activity Result 3.11.1 Develop Modern Rules of Court for the Petty Sessions Court	355,550.00	0	0				355,550.00

Output # / Activity Result #	Balance B/F from previous Qtr	Requested JMD\$	Received JMD\$	*Date Received	Payments by UNDP (including External Atlas)	Payments by IP	Balance JMD\$
	A	B	C		D	E	(A+C)-E
Output 3.12, Activity Result 3.12.1 Memorandum of Understanding developed with the Justice Training Institute	671,100.00	0	0				671,100.00
Output 3.13, Activity Result 3.13.1 Review and make recommendations for the improvement of service delivery by Justices of the Peace Performing Adjudicatory Functions	80,000.00	0	0				80,000.00
Output 3.25 Activity 3.25.1 Library and Documentary Resources Acquired	3,914,750.00	0	0				3,914,750.00
Output 3.26 Activity 3.26.1 Customer Service and Information Centres implemented in the Courts	850,000.00	0	0				850,000.00
Output: 4.1 Activity Result 4.1.1 Develop and Support the Implementation of a Legislative Drafters' Manual	3,041,675.00	0	0				3,041,675.00
Output: 4.9 Activity Result 4.9 Building institutional capacity and special skills within the OPC and LRD	1,093,095.05	0	0				1,093,095.05
Output: 5.2 Activity Result 5.2.1 Develop and support the implementation of a Legislative Policy Manual for MDAs	2,727,750.00	0	0			406,680.00	2,321,070.00
Output: 5.3 Activity Result 5.3.1, Build Capacity of Legal and Policy Officers in MOJ and other Line Ministries to execute core functions	1,500,000.00	0	0				1,500,000.00
Output: 5.4 Activity Result 5.4.1, Develop Training Guide to Improve service delivery of legal officers and policy officers	160,000.00	0	0				160,000.00
Output: 5.5 Activity Result 5.5.1, Develop and Support the Implementation of a Legislative Policy Manual	3,050,445.18	0	0			1,125,000.00	1,925,445.18
Output 5.6 Activity Result 5.6.1 Technical Proposal to address gaps in criminal justice administration completed	1,201,425.00	0	0			750,000.00	451,425.00

Output # / Activity Result #	Balance B/F from previous Qtr	Requested JMD\$	Received JMD\$	*Date Received	Payments by UNDP (including External Atlas)	Payments by IP	Balance JMD\$
	A	B	C		D	E	(A+C)-E
Output 5.8 Activity Result 5.8.1 Justice Reform Initiatives Communicated to Stakeholders (Media Usage)	687,999.65	0	0				687,999.65
Monitoring, Evaluation and Planning Meetings	-469,265.83	0	0			132,071.08	-601,336.91
Miscellaneous Income (Interest & Rebate)		0	0				
Miscellaneous Expenses (Bank Charges and Taxes)	-60,584.10					70,484.85	-131,068.95
Interest from Bank Account (April - June 2015)						-271,206.58	271,206.58
Discrepancy that cannot be located	-8,792.18						
Total	63,675,428.82					17,314,489.62	46,360,939.20
Cash in hand @ end of reporting period							
Commitments @ end of reporting period							

III. INDICATOR TRACKING TABLE

(The Indicator tracking sheet given below is a useful Performance Monitoring tool which can serve as a valuable source of readily available information on project progress. Values of indicators in each quarter show the progress towards achieving their corresponding annual targets. Summarize all the Outputs with their respective indicators, baseline and annual targets into the following table as per the example)

OUTPUT#	INDICATOR(S)	BASELINE 2012	Q1	Q2	Q3	Q4	Annual TARGET (DEC 2015)
1.1 Output 1.1 Justice Reform Implementation and Coordinating Mechanisms Established in the Ministry of Justice	% staff, equipment and material in place for full functioning of Justice Reform Implementation Unit	0%	100%	90%			Payment of 12 monthly salaries to JRIU Staff and requisitioning of office equipment and stationery supplies
	# and type of justice reform coordination meetings held annually with MDAs, funders, court user groups, civil society and other key stakeholders	0	0	10			4 Coordination Activities (1 per qtr)
	# of sustainability strategies developed for justice reform management	0	N/A	N/A	N/A	N/A	Completed in 2014 as part of the MOJ Corporate Profile
1.2 Specialist Consultants hired for the Ministry of Justice to work in areas related to Justice Reform	# of specialist consultants contracted	0	1				2 Specialist contracts completed by Q3 (Proposal Writing/Project Mgmt & Costing Support)
		0	N/A	N/A			1 specialist contracted by Q4 (RBM, Training & HR Devmt., Change Management or Policy Development)
1.4 Policies, Plans and Strategies developed to support the modernization of the Justice policy management and development services	# Policy Papers completed	0	0	0			4 Policy Papers Completed
	# Costed Plans completed	0		1	3		4 Costed Plans by Q4 (inc. Traffic Court Re-engineering, Core Competency Training for ODPP, and other selected ODPP training recommended HR Assessment)
	# Strategies completed	0					One Consultant for Strategic Framework for the Integration of Social Justice Functions by Q4.
1.5 Comprehensive Justice Sector Reform Implementation Plan developed to guide wider justice sector reform and modernisation	# Comprehensive reform plans developed	0	N/A	N/A	N/A	N/A	Completed in 2014.
		0	1				One Comprehensive Reform Plan updated by Q3.
1.6 Monitoring and Evaluation Framework for the Justice Sector Developed	# of M & E Frameworks developed for justice sector	0	0	0			One sector wide Monitoring & Framework developed by Q4
	# of justice sector entities feeding information into a sector-wide M&E Framework	0	0	0			2 entities with M&E Plans by Q4

OUTPUT#	INDICATOR(S)	BASELINE 2012	Q1	Q2	Q3	Q4	Annual TARGET (DEC 2015)
1.8 Annual, National Surveys on Justice Sector Reform	# of exit polls at justice services locations (courts, legal aid, alternative justice sites, CCI)	0	1 (Report on Court Staff Survey)	1 (Report on Court + Justice Service Customers Surveys)			Exit Polls were completed in 2014 Two Reports on Exit Polls (Court & other Justice Service Customers plus Court Staff) completed by Q3.
1.9 Communications Plan for Justice Reform developed	# of communication plans developed	0	N/A	N/A	N/A	N/A	Completed in 2013
	# actions to incorporate communications plan in the MOJ Annual Budget and Corporate Plan	0	2				2 actions from Communication Plan incorporated into MOJ Corporate Plan and Budget by Q4
	# of actions from communication strategy for Justice Reform Program implemented	0					2 Television infomercials developed and aired by Q4
		0					4 Radio infomercials developed and aired by Q4
		0					2 Newspaper advertisements developed and published by Q4
		0					1 television series developed and aired by Q4
		0					1 Newspaper supplement published by Q4
		0	1	1			4 Town Hall Meetings by Q4
		0					4 Consultation Sessions by Q4
0	1				4 Sensitization Sessions by Q4		
1.14 Training Plan for the Ministry of Justice Developed	# Training Needs Assessments completed for the MOJ	0	N/A	N/A	N/A	N/A	Completed in 2014
	# of Training Plans completed for MOJ	0					One Training Plan for MOJ completed by Q2
1.15 Personnel from the Ministry of Justice trained.	# male and female justice sector personnel trained in keeping with MOJ justice reform plans	0	0	0			60 MOJ personnel trained by Q4 (at least 20% male)
1.17 Knowledge Management Tools developed for MOJ/ ODPP/Drafting & Legal Revision Secretariat (LRS)	# ICT-enabled knowledge management tools introduced	0					1 Document and process flows completed by Q4
		0					Develop system requirements and user requirements by Q4

OUTPUT#	INDICATOR(S)	BASELINE 2012	Q1	Q2	Q3	Q4	Annual TARGET (DEC 2015)
		0					Source/develop Intranet Portal for Information Sharing by Q4
	% of internal work processes, tools, policies and procedural guides, templates guides etc. available to all employees of the MOJ through a common web-enabled platform	0%					20 % of internal work processes, tools, policies and procedural guides, templates guides etc. available to all employees of the MOJ through a common web-enabled platform
1.18 ICT Equipment, Resources Acquired	# ICT resources acquired for the MOJ	0		7 tablets			7 tablets by Q3
		0					Telecommunication Solution by Q4: <ul style="list-style-type: none"> ○ Conference phone, ○ Dedicated telephone line with international calling service, ○ internet service ○ software meeting solution
		0	1 (Video conferencing solution procured)				Video Conferencing Solutions by Q4: <ul style="list-style-type: none"> ○ camera, ○ television, ○ screen, ○ microphones, ○ server, ○ internet
1.18.1 Web-based information platform for accessing and sharing legal information	Legal information resource with internal and external web access	0					Develop System Requirements and User Requirements by Q4
		0					Initiate Procurement by Q4 for: <ul style="list-style-type: none"> – File Servers – Web portal software – Application Server – Network Access Storage – 2 File Rack – Back Up – Back Up Software – Encryption Software – Security Certificates – Document Management Software – Server for fail over site
1.20 MIS Systems developed for the Justice Sector	1 Management information system (J.E.M.S or its alternative) for data management, statistics and reporting acquired	0					Identify relevant MIS hard or software to provide data management, statistics and reporting support to the Justice Sector by Q3
	1 customised management information system for	0					Develop system requirements and user

OUTPUT#	INDICATOR(S)	BASELINE 2012	Q1	Q2	Q3	Q4	Annual TARGET (DEC 2015)
	justice sector entities (inc. courts) developed	0					requirements by Q4 Initiate procurement by Q4
2.5 Training and Development Programme for ODPP personnel developed and implemented	# Training Needs Assessments completed for the ODPP	0	0	0			1 Training Needs Assessment completed for the ODPP by Q3
	# of ODPP Training and Development Programmes developed	0	0	0			1 ODPP Training and Development Programmes developed by Q4
2.5.1 Case Management Support to the ODPP	# Consultants procured	0	0	0			1 Consultant procured to provided Case Management Support
	# Assessments of Cases	0	0	0			1 Assessment of Cases within the ODPP to determine status for prosecution.
2.8 Performance Management systems and strategies introduced	% of ODPP staff positions having KPIs that reflect new core competencies	0%					25% ODPP staff positions have new KPIs by Q4
2.9 Knowledge Management Tools developed	# of knowledge management tools acquired for the ODPP	0					Linked to 1.17 & 1.18
	% of internal work processes, tools, policies and procedural guides, templates, etc. available to all employees of the ODPP through a common web-enabled platform	0%					
2.10 ICT Equipment Resources Acquired	# ICT resources acquired for the ODPP	0	0	33			33 laptop computers by Q2
		0					1 Multifunction Printer/Copier/Scanner by Q4
		0					Telecommunication Solution by Q4: <ul style="list-style-type: none"> ○ Conference phone, ○ Dedicated telephone line with international calling service, ○ internet service ○ software meeting solution
		0	1 Video Conferencing solution procured.				Video Conferencing Solutions by Q4: <ul style="list-style-type: none"> ○ camera, ○ television, ○ screen, ○ microphones, ○ server, ○ internet
2.10.1 Web-based information platform for	Legal information resource with internal and external web access	0					?

OUTPUT#	INDICATOR(S)	BASELINE 2012	Q1	Q2	Q3	Q4	Annual TARGET (DEC 2015)
accessing & sharing legal information <i>This output forms part of 1.18.1</i>							
3.3 New Governance Framework for Courts and Court Management Developed	# New Governance Framework for Courts developed	0	N/A	N/A	N/A	N/A	Completed in 2014
3.5.1 Court Reform Implementation Plan developed	# Comprehensive Court Reform Implementation Plan completed	0	N/A	N/A	N/A	N/A	Completed in 2014
	# of Actions to implement Comprehensive Court Reform Implementation Plan incorporated in court-managed Annual Corporate Plans and Budget	0					1 Comprehensive Capacity Training and Development Programme implemented in the Courts by Q4
3.6 Court Performance Indicators Developed	% of courts (by level and type) having new performance indicators and time standards	0%	0%	0%			30% of courts have new performance indicators and time standards by Q4.
3.7 Specialist Court Management and Court Administration Experts hired	# and type of specialists or experts contracted	0%	0%	0%			5 specialists/experts contracted <ul style="list-style-type: none"> • 1 Consultant for Automation of Court Registry by Q3 • 1 Statistics & Data capture specialist by Q4 • 1 Mediation & Arbitration Services expert by Q4 • 1 Knowledge Management expert by Q4 • 1 Business Organisation Development expert by Q4
3.8 Reengineering of the Court's Business Process completed	# of courts (by level and type) for which new business processes have been developed	0					6 courts (by level and type) for which new business processes have been developed
3.10 Criminal Practice and Procedure Rules developed for the Courts (Supreme and RM Courts)	# of new Rules of Criminal Procedure developed	0					New Rules of Criminal Procedure developed by Q4
3.13 Adjudicatory Training and Induction System for Justices of the Peace revised and new measures implemented	# Induction Training Guides (which includes matters related to ethics and ethical conduct) developed for JPs appointed to serve in Courts of Petty Session	0	0	0			One Induction Training Guide developed by Q4
	# male and female trainers trained in keeping with induction training guide for JPs	0	M F	M F			6 Trainers (66% female and 34% male) trained by Q4

OUTPUT#	INDICATOR(S)	BASELINE 2012	Q1	Q2	Q3	Q4	Annual TARGET (DEC 2015)
3.14 Capacity building Training delivered to Justices of the Peace to perform adjudicatory functions	# of male and female Justices of the Peace trained	0	M F	M F			30 Justices of the Peace representing all parishes trained in adjudicatory and related skills (at least 20% Female) by Q4
3.15 Social Context Training (including ethics, ethical conduct, gender equality and youth empowerment issues) delivered to Justices of the Peace	# of male and female Justices of the Peace trained in Social context issues through the JTI	0	M F	M F			100 Justices of the Peace from 14 parishes, receiving social context training by Q4
		0					100 Justices of the Peace from 14 parishes, receiving human rights related training by Q4
3.16 Court Reform Tools and Templates Developed	# and type of tools and templates developed	0					Task Force established <u>in the courts</u> to address court case inventory by Q4
	# of strategic actions to address court case inventory, implemented by end of the project						
3.17 Customized Judicial Case Management Information System	# of Case Management Information Systems developed	0					Complete list of System Requirements and User Requirements by Q4
		0					Documentation and Process Flows completed by Q4
		0					Procurement For RM Courts completed by Q4: <ul style="list-style-type: none"> - Case Management Software - 4 Application Servers - 4 Database Servers - Operation Server - Operation Software - 1 Server for Central Repository Site - Security Software - Licenses
		0					Procurement For Coroner's Court completed by Q4: <ul style="list-style-type: none"> - 1 Operation Server - File Rack for Back Up - Operation Software - 1 Multifunction Printer/Copier/Scanner - 3 printers - 16 Computers - 4 Laptops

OUTPUT#	INDICATOR(S)	BASELINE 2012	Q1	Q2	Q3	Q4	Annual TARGET (DEC 2015)	
3.19 Training Plan developed for court staff	# Training Needs Assessments conducted	0					1 Training Needs Assessment completed by Q3	
	#Training Plans developed	0					1 Training Plan developed by Q3	
	# Actions from Training Plan incorporated in 2015/16 Corporate Plan.	0					5 Actions from Training Plan implemented by Q4	
3.23 IEC material developed on court reforms	# and type of information, education and communications materials developed on court reforms	0					2 types of posters on court reform areas by Q4	
		0					2 types of fact-sheets on court reform areas by Q4	
		0					2 types of brochures on court reform areas by Q4	
3.25 ICT Equipment, Resources, etc. Acquired for Courts	# ICT resources acquired for the Judicial Branch	0	N/A	N/A	N/A	N/A	29 Desktop Computers acquired in 2014	
		0	N/A	N/A	N/A	N/A	1 Multifunction Printer/Copier/Scanner acquired in 2014	
		0	20 Scanners 29 Desk Top Computers					Telecommunication Solution by Q4: <ul style="list-style-type: none"> o 20 Scanners o 29 Desk Top Computers
		0	1	N/A	N/A	N/A	Video Conferencing Solutions acquired in 2014: <ul style="list-style-type: none"> o camera, o television, o screen, o microphones, o server, o internet 	
		0	40	N/A	N/A	N/A	24 Real Time Recorders acquired in 2014	
3.26 Pilot programme for Customer Service/Information Centres in courts	# Model Customer Service/Information Centres in Courts	0	0	0			Model customer service information centres established in 2 courts by Q1 2016	
4.1 Legislative Drafting Manual developed for the Office of the Parliamentary Counsel	# Legislative Drafting Manuals completed	0	N/A	N/A			One manual completed by Q3	
4.3 Induction Training Guide for drafters completed	# Drafters Training Guides completed	0	0	0			1 Induction training guide completed by Q4	

OUTPUT#	INDICATOR(S)	BASELINE 2012	Q1	Q2	Q3	Q4	Annual TARGET (DEC 2015)
4.4 Core competencies (including performance standards) for OPC personnel reviewed and revised.	% of OPC staff positions having new core competences linked to job descriptions	0%	N/A	N/A			30% of OPC staff positions having new core competences by Q4
	% of OPC staff positions having new performance standards (including time standards)	0%	N/A	N/A			30% of OPC staff positions having new performance standards by Q4
4.5 Automated Drafting Templates and Tools acquired	# of automated templates and tools acquired for the OPC	0					Documentation and Process Flows completed by Q4
			N/A	N/A	N/A		Develop User Requirements by Q4
4.6 Customized Automated Workflow Management Systems developed for the OPC, LRD and AGD	# Customised Legislative Management Information System with automated workflow management and monitoring systems	0					Documentation and Process Flows completed by Q4
		0					Develop User Requirements by Q4
4.8 ICT Equipment Resources acquired	# ICT resources acquired for the OPC and LRD	0	N/A	N/A			6 Laptop Computers acquired for OPC
		0	N/A	N/A			4 Laptop Computers acquired for LRD
		0	N/A	N/A			Multifunction Printer/Scanner/Copier-OPC
		0	N/A	N/A			Multifunction Printer/Scanner/Copier-LRD
	# Library and Documentary	0					1 Archiving/Document Management Software by Q4
4.9 Professional Development Training delivered to staff of the Legal Reform Department Office, the Office of the Parliamentary Counsel and the Attorney General's Department	# male and female specialised legal officers (law reform and legislative drafting) receiving professional development training	0	M F	M F			7 specialised legal officers (legal reform and legislative drafting) trained in core competences by Q4
		0	M F	M F			6 specialised legal officers trained in specialist skills by Q4
		0	M F	M F			6 specialised legal officers trained in social context issues, including youth and gender policy by Q4
		0	M F	M F			10 specialised legal officers trained in RBM and Project Management by Q4
4.10 Performance Management systems and strategies introduced in the Legal Reform Department, OPC & AGD, based on Strategic Review	# Performance Management Frameworks Introduced in the LRD	0					Strategic Review of LRD completed by Q3.
		0					Performance Management Frameworks Introduced by Q3
	% of LRD staff positions having revised Core Competencies, based on Strategic Review	0%					40% of LRD and OPC staff positions having new core competencies by Q4
	% of LRD staff positions having new job performance standards	0%					40% of LRD Staff positions having new job performance standards by Q4

OUTPUT#	INDICATOR(S)	BASELINE 2012	Q1	Q2	Q3	Q4	Annual TARGET (DEC 2015)
4.13 Knowledge Management tools acquired to support legislative reform and drafting services	# ICT-enabled knowledge management tools introduced	0					Documentation and Process Flows completed by Q4
		0					Complete list of System Requirements and User Requirements by Q4
5.1 Core Competency Standards for Legal and Policy Officers in Line Ministries developed	# Core Competency Standards developed for Legislative Policy Development	0					Complete list of Core Competency Standards for Legislation Liaison Officers completed by Q4
5.3 Professional Development Training delivered to Legal and Policy Officers in MOJ and other Line Ministries	# male and female legal and policy officers trained in different areas of Professional Development	0	N/A	N/A			60 legal and policy officers trained by Q4 in: <ul style="list-style-type: none"> o Results Based Management o Project Management o Strategic Planning
5.5 Legislative Policy Manual developed	# Legislative Policy Manuals developed.	0	N/A	N/A			1 Legislative Policy Manual completed by Q3
5.6 Research Papers, Options Papers and Technical Proposals developed to support policy changes for justice administration	# technical reports with recommendations completed	0		1 (Options paper completed)			1 Options Paper on Umbrella Mechanism for Fines and Penalties completed by Q3
		0					1 Technical Proposal to address gaps in criminal justice administration completed by Q4
5.9 Library and Documentary Resources Acquired for Legal and Policy Officers	Legal information resource with internal and external web access	0					See 1.18
5.10 IEC material developed on Legislative Reforms	# and type of information, education and communications materials developed on Legislative and Policy reforms	0					2 types of posters on Legislative and Policy reforms
		0					2 types of fact-sheets on Legislative and Policy reforms
		0					2 types of brochures on Legislative and Policy reforms

IV. **PLANNED OUTPUTS, ACTIVITY RESULTS AND ACHIEVED RESULTS FOR THE QUARTER (BASED ON AWP) [COMPLETION STATUS CODED AS: FULLY=ACTIVITY RESULT ACCOMPLISHED; PARTIALLY=ACTIVITY STARTED BUT INCOMPLETE/NOT FINISHED; NOT STARTED=NO ACTIVITY HAS STARTED DURING THIS QUARTER]**

PLANNED OUTPUT (based on quarterly work plan)	Planned Activity Results	Completion Status			Remarks on completion status of planned activities	Progress Towards Achieving Output
		Fully	Partially/ Not Finished	Not Started		
Output 1.1 Justice Reform Implementation and Coordinating Mechanisms Established in the Ministry of Justice	Hire staff and procure office equipment and resources to support the justice reform capacity of the MOJ	X			<p>Payment of monthly salaries to JRIU Staff 100% JRIU staff and equipment in place.</p> <p>Execute JUST Programme Planning Meetings (Second Quarter)</p> <ul style="list-style-type: none"> • Planning meetings with the CPC and ODPP on March 19, 2015 and March 20, 2015 respectively to establish quarter goals, strategies and action plans consistent with the Performance Measurement Framework (PMF) for the JUST project. • Meetings with the Citizens Security and Justice Programme (CSJPIII) – April 7 & 15, 2015; • CSJPIII Monitoring and Evaluation Workshop – April 20-22, 2015; • Coordination meeting for the 11th EDF – April 16, 2015; • Meeting with the Department of Justice Trade and Development /JURIST - April 8, 2015; • Coordination of the improvements to the Management Information Systems in the Justice Sector – April 15, 2015; <p>Justice Reform Coordination Activities</p> <ul style="list-style-type: none"> • Donor Coordination meetings planed and implemented; • National Council on Justice meeting planed and implemented; • European Union (JSAT) – 5support given to preliminary phases • 11th EDF – designed and coordinated support for initial phases, development of the indicators and initial assessments. 	This output is ongoing for the life of the JUST Project. At the end of the reporting period the JRIU staff complement was at 100%.

PLANNED OUTPUT (based on quarterly work plan)	Planned Activity Results	Completion Status			Remarks on completion status of planned activities	Progress Towards Achieving Output
		Fully	Partially/ Not Finished	Not Started		
Output 1.2 Specialist Consultants hired for the Ministry of Justice to work in areas related to Justice Reform	Additional Resources and Expertise required by the JRIU to facilitate the Justice Reform Programme are provided	X			Consultant to Provide Costing Support to the MOJ The final deliverable of the consultant was sent to the executive of the Ministry of Justice for review and approval. Up to the end of the reporting period approval was not given.	This output is ongoing for the life of the JUST Project. Strategy for the state sector reform has been developed however the Strategy still needs to be reviewed by the relevant stakeholders and disseminated
Output 1.4 Policies, Plans and Strategies developed to support the modernisation of justice policy management and development services	Develop and implement strategic plans, policies and process guidelines that facilitate the reform and modernisation of the Justice Sector	X			Final report submitted by the Consultant for Costing of Justice Reform Initiatives.	
Output 1.6 Monitoring and Evaluation Framework for the Justice Sector Developed	Develop and implement monitoring and coordination mechanisms for the justice sector including justice reform projects and initiatives		X		All but one Liaison Team in place for the development of the Monitoring and Evaluation Framework in the Beneficiary agencies. The third draft of the Monitoring & Evaluation was submitted on June 2, 2015, with the first workshop planned for June 24, 2015. However the process of development was halted. Various options for implementation were requested based on funds available.	There has been no start to the roll-out of the Monitoring and Evaluation Plans as the process was halted in February. M&E Workshops with the Supreme Court started with the 1 st on August 18 th . Awaiting date from Judicial Branch for 2 nd with Supreme Court + 1 st with Court of Appeal before Court opens on Sept 16 th .
Output 1.8 Annual, National Surveys on Justice Sector Reform	Implement exit polls/surveys of court and other justice service customers. Implement survey of court staff.		X		1 Justice services customer feedback survey completed and 1 court staff survey completed. Tasks Achieved The Survey Reports have been completed and submitted in one binder to the Permanent Secretary and the Chief Justice for their consideration and feedback.	Output Achieved

PLANNED OUTPUT (based on quarterly work plan)	Planned Activity Results	Completion Status			Remarks on completion status of planned activities	Progress Towards Achieving Output
		Fully	Partially/Not Finished	Not Started		
Output 1.9 Communications Plan for Justice Reform developed	Support the implementation of a Communication Plan for building awareness of justice reform issues among the public sector, court users and civil society		X		<p>Actions from Communication Strategy for Justice Reform Programme implemented</p> <p>Under the Consultancy with the JIS the following were achieved. TV 5 minute Script on MOJ approved by Permanent Secretary for production 3 Justice Reform Billboards to be installed in June – Montego Bay, Clarendon and Kingston</p> <p>Newspaper advertisements and Newspaper Supplement developed and published</p> <p>Radio infomercials developed and aired 2 PSAs produced on Expungement under the Criminal Records (Amendment) Act.</p> <p>Town Hall Meetings/Consultation Session/sensitisation sessions held Town Hall Meeting on Dangerous Drugs (Amendment) Act Held at St Luke’s Church Hall.</p> <p>Public Education Sessions Preparatory activities for the Denbigh Agricultural and Industrial Show were undertaken. The show is scheduled for July 31 – August 1, 2015. 85,000 guests are expected to attend. Fourteen (14) sets of brochures being reprinted for Denbigh Industrial and Agricultural Food Show (July –August 2015).</p>	This output is ongoing for the life of the JUST Project.
Output 1.14 Training Plan for the Ministry of Justice Developed	Conduct Training needs Assessment and develop Training Plan for the MOJ staff involved in justice reform planning and implementation		X		<p>Prepare a Comprehensive Training Plan for the MOJ, based on the new Corporate Profile and Organisational Structure</p> <p>A Training Assessment Report was completed by the Training Director at the Ministry of Justice and a Training Plan is being developed for implementation in the third quarter of 2015.</p>	Completion is projected for June 2015
Output 1.15 Personnel from the Ministry of Justice trained	Conduct Training and Developmental activities for the MOJ staff involved in justice reform planning and implementation		X		<p>MOJ Personnel Trained No trainings were facilitated under the JUST during the Reporting period. However, there are plans to initiate Project Management Training for Ministry of Justice and Beneficiary Agencies previously proposed for the third and fourth quarters of the FY 2014/15.</p>	This is an ongoing activity to the end of the Project .
Output 1.16 Business Process Re-engineering Framework for the MOJ	Conduct a business process re-engineering exercise to introduce				<p>Contract through UNDP Consulting Firm to Implement RBM System for the MOJ, its Departments and Agencies, including Business Process Re-Engineering, Training and HR</p>	This output has been delayed indefinitely

PLANNED OUTPUT (based on quarterly work plan)	Planned Activity Results	Completion Status			Remarks on completion status of planned activities	Progress Towards Achieving Output
		Fully	Partially/ Not Finished	Not Started		
Developed and Implemented	Results-Based Management Protocols in the MOJ		X		<p>Protocols and Acquisition and Customisation of Technology and Equipment</p> <p>There was no progress on this activity during the reporting period. The providers identified by the UNDP were not affordable.</p>	
Output 1.17 Knowledge Management Tools developed for MOJ/ODPP/Drafting & LRS	ICT-enabled Knowledge Management Infrastructure/Technology System Requirements and User Requirements developed and implemented in the Justice Sector (1.17, 2.9, 4.13) (Knowledge Management Tools will be housed on the same platform as 1.18 (1))		X		<p>Documentation and Process Flows developed which informed the preparation of a Legislation Production Management System (LPMS) document.</p> <p>There was no progress on this activity during the reporting period.</p> <p>The LPMS will be part of a wider platform consisting of workflow management and the sharing of legal documents with Ministries, Departments and Agencies. The procurement of these items will be dependent on the response to request for proposal.</p> <p>There was no progress on this activity for the reporting period. However departments and divisions within the MoJ continued their preparation of documentation of its work flow processes to be used in the formulation of the GOJ wide Enterprise document Management System (EDMS). No further information was received on the contract that is being signed by the Government and their selected vendor for the EDMS.</p>	This Output is approximately 50% complete. It is not expected that the JUST will attain this target until the Third Quarter of 2015.
Output 1.18 ICT Equipment, Resources Acquired	Information, Communication and Technological (ICT) equipment needed to facilitate the functions of a modernised Justice Sector are acquired		X		<p>Procurement of ICT completed</p> <p>7 Tablets and 1 Laptop computer have been procured for the Ministry of Justice to assist in the efficient and effective delivery of statistical information and Justice Reform services.</p>	This Output will continue for the life of the JUST Programme. For this operating year this task is approximately 85% complete.
1.18.1	Web-based information platform for accessing and sharing legal information developed and implemented					See 1.18

PLANNED OUTPUT (based on quarterly work plan)	Planned Activity Results	Completion Status			Remarks on completion status of planned activities	Progress Towards Achieving Output
		Fully	Partially/ Not Finished	Not Started		
Output 1.20 MIS Systems developed for the Justice Sector	MIS Systems developed and implemented to facilitate a modernized Justice Sector		X		Develop System Requirements and User Requirements The Report developed for the Business Process requirements for the Coroners Court and Special Coroners Court were submitted to the Permanent Secretary for Review . The JRIU is still awaiting feedback. Procurement of consultant and finalization of contract A Terms of Reference was developed for a Consultant to facilitate the implementation of an Electronic Case Management System (ECMS) and guide the procurement and implementation of the relevant IT infrastructure. There was no progress on this activity for the reporting period. Report developed for implementation of Electronic Case Management for the ODPP (AMANDA JEMS) and submitted to the Permanent Secretary.	See 1.18
2.5 Training and Professional Development Programme for ODPP personnel developed & Implemented	Building institutional capacity and special skills within the Office of the Director of Public Prosecutions		X		Meeting held with ODPP Human Resources Unit to establish areas for training. Areas selected were guided by the draft core competency and training needs document.	
Output 2.8 Performance Management systems and strategies introduced	Performance Management and Evaluation systems and strategies introduced in the ODPP		X		Engage Performance Management and Evaluation Unit (PMEU) at the Cabinet Office to assess Human Resources Expert Report on the ODPP Reviewed the Proposed Competency Model for the ODPP and Clerks of the RMs' Court; JRIU and PMEU develop Key Performance Indicators for the ODPP This activity is being developed under the guidance of the Monitoring & Evaluation Specialist in the JRIU. See actions taken for the Quarter under Output 1.6	
Output 2.10 ICT Equipment and Resources Required	Information, Communication and Technology equipment needed to facilitate the functions of a modernised Justice Sector acquired		X		33 Convertible Laptop Computers have been procured for delivery to the ODPP to assist in the efficient and effective delivery of prosecutorial services. A visibility event is planned for July 2015.	

PLANNED OUTPUT (based on quarterly work plan)	Planned Activity Results	Completion Status			Remarks on completion status of planned activities	Progress Towards Achieving Output
		Fully	Partially/ Not Finished	Not Started		
Output 2.10.1 Web-based information platform for accessing and sharing legal information <i>This output forms part of 1.18.1</i>	Web-based information platform for accessing and sharing legal information developed and implemented		X		Develop System Requirements and User Requirements for ODPP Request for Proposal is being developed. This activity is being pursued as part of 1.17 & 1.18	The digital solutions needed are proving to be beyond the funds currently available under the Project.
Output 3.3 New Governance Framework for Courts and Court Management Developed	Governance Framework for Courts and Court Management Developed and Implemented		X		Organisational Review of the Supreme Courts The report has been submitted to the Chief Justice for review; a response to the recommendations made by the Consultants is expected in the third quarter of 2015. On receipt of the final Report it will be submitted to the Ministry of Finance and Planning for approval.	Delivery of this Output is dependent upon the progress of the Department of Justice, Canada.
3.5 Court Reform Plans Developed			X		One costed Case flow management and case management reform plan complete. During this period the Plans were not ready for costing, they were presented as a part of the Court Implementation Plan and requires a meeting with the Courts.	This Output is approximately 20% complete; however completion is dependent upon the progress of the Department of Justice, Canada.
Output 3.7 Specialist Court Management and Court Administration Experts hired	Comprehensive Court Management and Administrative Reforms Designed and Implemented using business process re-engineering and change management strategies		X		Develop and Approve Terms of Reference for skill sets needed Project management (Improvement in the Court Registry) There was no progress on this activity during the reporting period. Development of a Comprehensive Statistics, Data Capture and Reporting System to Support Evidence-Based Policy Development and Decision-Making in the Courts There was no progress on this activity during the reporting period as no suitable consultant emerged from the procurement process. Develop TOR for consultant to implement key aspects of court-based automatic mediation system implementation plan including improvements to mediation policy, procedures and practices: The JRIU is awaiting approval to move forward. Develop and Approve Terms of Reference for Reengineering of the Court's Business Processes	This Output is approximately 30% complete. It is expected that the consultants will be hired in the First Quarter of 2015.

PLANNED OUTPUT (based on quarterly work plan)	Planned Activity Results	Completion Status			Remarks on completion status of planned activities	Progress Towards Achieving Output
		Fully	Partially/Not Finished	Not Started		
Output 3.8 Reengineering of the Court's Business Process completed	Assessment of the Current Operations of all Levels of the Court and make recommendations for improvement to the Business Processes		X		<p>5 actions from Review of Mediation Report implemented There was no progress on approval of procurement during the reporting period</p> <p>Develop and Approve Terms of Reference for Reengineering of the Court's Business Processes The Terms of Reference for this activity was in development during the reporting period. It is expected that approval will be secured during the Second Quarter of 2015 – (no progress on this activity during the reporting period.</p> <p>Proposed New Road Traffic Act - reviewed to ascertain effect on Corporate Area Traffic Court</p>	
Output 3.10 Rules and Procedures for the Resident Magistrate's Courts revised	Revise and Modernise Rules of Court for the Resident Magistrates Court		X		The Terms of Reference for the local consultant was submitted to the Permanent Secretary for review and approval so that the procurement process could begin. The court has formed a committee to support this deliverable.	
Output 3.11 Rules and Procedures for the Court of Petty Sessions developed	Develop Modern Rules of Court for the Petty Sessions Court			X	This task was deferred to the Fourth Quarter of 2015.	This activity should be completed by the end of the Third Quarter of 2015, subject to funds being available.
Output 3.12 Costed Plan of Action for expanding the adjudicatory role of Justices of the Peace developed	Memorandum of Understanding developed with the Justice Training Institute		X		<p>In Partnership with the Justice Training Institute develop an MOU for the delivery of training to JPs</p> <p>The letter detailing the support to be given by the JUST was approved by all parties and work has begun on the expansion programme.</p>	
Output 3.14 Capacity building Training delivered to Justices of the Peace to perform adjudicatory functions			X		<p>Full Draft Justices of the Peace Induction Training Guide developed (including training for 3.14,3.15)</p> <p>Terms of Reference for these Consultancies were developed by the Justice Training Institute with assistance from the JRIU. Approval to be sought for limited tender process to be used</p>	See 3.12

PLANNED OUTPUT (based on quarterly work plan)	Planned Activity Results	Completion Status			Remarks on completion status of planned activities	Progress Towards Achieving Output
		Fully	Partially/ Not Finished	Not Started		
Output 3.15 Social Context Training (including ethics, ethical conduct , gender equality and youth empowerment issues) delivered to Justices of the Peace					to recruit consultants.	
Output 3.16 Court Reform Tools and Templates Developed	Backlog Assessment Strategies Developed and Implemented		X		Develop and Approve Terms of Reference for Backlog Assessment Task Force There has been no progress on this activity during the reporting period.	There has been no progress towards the achievement of this Output
Output 3.17 Customized Judicial Case Management Information System	See 1.18		X		Report developed for Electronic Case Management system for the Coroner's and Special Coroner's Court and submitted to the Permanent Secretary	
Output 3.25.1 Library and Documentary Resources Acquired			X		Develop action Plan implementing Library and Documentary Resources acquisition See 1.18	
Output 4.1 Legislative <u>Drafting Manual</u> developed for the Office of the Parliamentary Counsel (JRIU)	Develop and Support the Implementation of a Legislative Drafting Manual		X		Consultants engaged in the design of the Legislative Policy and Drafting Manuals have completed their draft reports and submitted them. Validation work shop held on May 4 and 5, 2015. The draft Legislative Drafting Manual has been submitted to the Office of the Chief Parliamentary Counsel for review and amendment.	This consultancy is approximately 95% completed. The final draft Manual is expected to be submitted by the middle of July 2015 and Launched in September 2015.
Output 4.5 Automated drafting templates and tools acquired			X		Documentation and process flows Completed Draft Process Flow Document was developed during the reporting period. The document was used to develop a TOR for a Legislation Production Management System. Develop User requirements Development of User requirements began during the reporting period, the document was	No progress towards Output

PLANNED OUTPUT (based on quarterly work plan)	Planned Activity Results	Completion Status			Remarks on completion status of planned activities	Progress Towards Achieving Output
		Fully	Partially/Not Finished	Not Started		
					used to develop a TOR for a Legislation Production Management System Initiate Procurement Procurement was not initiated during the reporting period, it is expected that it will not be initiated until the Second Quarter of 2015.	
Output 4.6 Customized Automated workflow management systems developed for the OPC and LRD			X		Documentation and process flows completed. Target delayed	See Above
				X	Develop user requirements	
				X	Initiate procurement	
Output 4.9 Professional Development Training delivered to staff of the Legal Reform Department and the Office of the Parliamentary Counsel	Building institutional capacity and special skills within the OPC and LRD	X			Specialised legal officers trained in specialist skills Specialised legal officers trained in RBM and Project Management The Project Progression Manager assessed the training needs of the policy officers within the Legal Reform Department towards developing a training plan consistent with the goals of the Justice Reform Programme. As a result Project Management training has been identified for legal officers, as one key training requirement for the LRD.	This target is approximately 50% complete.
Output 4.13 Knowledge Management tools acquired to support legislative reform and drafting services	See 1.17 and 1.18.1		X		The OPC and the JRIU met in order to discuss challenges being faced and devise a response. The OPC has established a team to focus on this activity.	
Output 5.2 Legal and Policy Officers of Line Ministries trained in core competencies	Develop and support the implementation of a Legislative Policy Manual for MDAs		X		Legislative Policy Manual completed Validation work shop held on May 4 and 5, 2015. The final draft of the Legislative Policy Manual to be submitted in the last week of July and launched in September 2015.	This consultancy is approximately 80% completed. The final draft Manual is expected to be submitted by the middle of July 2015 and Launched in September 2015.

PLANNED OUTPUT (based on quarterly work plan)	Planned Activity Results	Completion Status			Remarks on completion status of planned activities	Progress Towards Achieving Output
		Fully	Partially/ Not Finished	Not Started		
					Conduct retreat workshop with stakeholders Task Achieved	
Output 5.6 Research Papers, Options Papers and Technical Proposals developed to support policy changes for justice administration	Technical Proposal to address gaps in criminal justice administration completed		X		1 Options Paper on Umbrella Mechanism for Fines and Penalties completed The consultant has submitted the final deliverable under this Consultancy and the document is being reviewed by the Legal Reform Department.	
Output 5.9 Library and Documentary Resources Acquired for Legal and Policy Officers	Refer to Procurement Plan at Output 1.18.1		X		See 1.18	See 1.18
Output 5.10 IEC material developed on Legislative Reforms <u>Target (s)</u> Annual Communications Programme around Legislative and Policy	Regional change management seminars for legislation liaison and policy officers			X	No progress on this activity during the reporting period	No Progress towards Output. See 4.1 and 5.2
	Media and communications materials developed for staff of the OPC			X	No progress on this activity during the reporting period	

V. UNPLANNED ACTIVITIES DURING QUARTER (IF APPLICABLE)

OUTPUT#	DATE	UNPLANNED ACTIVITY	COMMENTS/JUSTIFICATION

VI. RISK LOG

Project Title: Justice Undertakings for Social Transformation (JUST)					Award ID: 00069417		Date: June 30, 2015		
#	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 <i>strategically developed and implemented measures will yield greater returns than ad hoc measures.</i>	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 Policy Agenda Framework will ensure continuity in the event of leadership changes.	CIDA & UNDP	CIDA	June 28, 2014	Stable

					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. The agenda was developed in one				
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	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. 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	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	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	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	<p>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.</p> <p>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.</p> <p>Far reaching changes may come with recommendations, so adequate consultation must be conducted with key actors and stakeholders to ensure timely acceptance.</p>	JRIU	CIDA	June 28, 2013	Stable
7	Delay in recruitment of Project Team members	May 31, 2012	Organizational	P = 0 I = 0	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	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 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. The M&E Framework development process in the MOJ and the other five Justice Reform pillars will also strengthen JUST project links with the Ministry and the sector generally. As the Ministry will enjoy direct input in and management of the non-JUST related aspects of the JRIU's workplan, the unit can help to support the ongoing strengthening of the MOJ.	JRIU	CIDA	June 28, 2013	<i>Stable</i>
12	Changes to the JUST programme may affect the decided Impact and Outcomes	October 8, 2012	Strategic	P = 0 I = 0	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>Dead</i>
13	Ambiguity in the role and functions of core project staff.	December 4, 2012	Strategic	P = 1 I = 1	Ambiguity regarding the role, functions and reporting relationships of core team members will negatively affect the delivery and quality of programme activities as well as the impact expected.	CIDA/JRIU	JRIU	June 28, 2013	<i>Decreasing</i>

VII. IMPLEMENTATION CONSTRAINTS AND LESSONS LEARNED

Implementation Constraint	Measures/Action Taken	Recommendation for follow-up (If implementation constraints persist after measures taken)	Issues resolved (yes/no) (Complete Lessons Learnt section)
<p>Output 4.9 & 5.2</p> <p>The Office of the Parliamentary Counsel and the JRIU met in July to discuss challenges being faced with this consultancy and appropriate measures to address the challenges. The CPC has established a team to focus on this activity.</p>	<p>The JRIU has met with the OPC on several occasions to address the delays being experienced with both consultancies and measures to address same. One solution was to organize a task force within the OPC to review the work submitted by the consultants in a timely fashion</p>	<p>Implementation Constraint resolved and launched date for the manuals agreed.</p>	<p>Yes</p>
<p>Output 1.8</p> <p>The SPPRE Senior Statistician was hospitalised and later died during the month of December 2014. As such the hope that he would return to work and assist the Monitoring & Evaluation Specialist in the JRIU did not materialise. The M&E Specialist therefore had no assistance to undertake the extra work to design the data entry forms on SPSS, code and analyse the data from the Customer Service Surveys (5 questionnaires, 5 data entry form designs, 5 sets of analysis for Courts, CCJA, DRF, Legal Aid, and VSD) as well as the Court Staff Survey. This significantly delayed the analysis and presentation of the data, which was scheduled for the end of September 2014</p>	<p>The JRIU secured approval to:</p> <ol style="list-style-type: none"> 1. Hire 2 Data Enterers to assist with data entry, and; 2. Grant overtime to the Monitoring & Evaluation Specialist to conduct the work necessary to complete the coding and presentation. 	<p>Implementation Constraint resolved and the results submitted to the Permanent Secretary and Chief Justice</p>	<p>Yes</p>
<p>During the reporting period the JRIU was advised by the UNDP that the funding for the Programme was dangerously low. The funds remaining in their possession would cover only 1 year's implementation.</p>	<p>The DFATD was advised of this matter and steps were taken by the Senior Development Officer to have additional funds allocated to the MOJ portion of the budget.</p>	<p>Implementation Constraint resolved, US\$2M has been given to the Government of Jamaica for the execution of activities being undertaken by the JRIU.</p>	<p>Yes</p>

LESSONS LEARNT

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VIII. PLANNED ACTIVITIES (NEXT APRIL – JUNE , 2015)