

QUARTERLY PROGRESS REPORT

Country:	JAMAICA			
Reporting period:	June 1 – September30, 2012			
Project number and title:	00069417 - Justice Undertakings for Social Transformation			
Project Duration:	2012 - 2016	2012 - 2016		
Implementing Partner:	Ministry of Justice			
Responsible Parties:	MoJ and DOJ			
Overall Project Coordinator:	Justice John McGarry			
Date:	October 8, 2012			
Current year Approved Budget:	US\$518,200			
Current quarter advance:	US\$76,546.58	Current qtr exp:	US\$22,219	
Annual expenditure to date:	US\$22,219	Current Year Delivery	4.28%	
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I. QUARTERLY SUMMARY OF ACTIVITIES

The project officially was initiated on June 6, 2012 with the approval by the JUST Steering Committee of the initial annual work plan for 2012. However the project was unable to report any expenditure for its first four months of operation because the funds for the quarterly work plan covering June 1 to September 30, were not disbursed by UNDP until Friday, September 28, 2012.

Activities for Quarter 3 focused mainly upon establishing the Justice Reform Implementation Unit. This included securing the services of suitably qualified personnel and procuring equipment and furniture for the newly established Unit. Other activities undertaken during this quarter included the development and advertising of Terms of References for the following consultancies:

- · Development and implementation of a monitoring and evaluation mechanism for Justice Reform Initiatives,
- · Conduct training and development initiatives for the Ministry of Justice Staff,
- Development of a Citizens Scorecard,
- Development of a Strategic Framework Document for the JRIU,
- Development of a Communications Strategy for the Justice Reform programme,
- Review of the role and functions of Justices of the Peace/ Lay Magistrates,
- Review of the Automatic Mediation System in Jamaica.

In addition to the above, the JRIU was tasked with conducting logistical arrangements for several activities to be executed by the Department of Justice, Canada and the Office of the Director of Public Prosecutions.

II. RESOURCES AND EXPENDITURE

RESOURCE & EXPENDITURE REPORT BY DONOR - 2012						
Donor	Responsible Party	Total Budget (US\$)	Programmable Budget (US\$)	Total Advances to IP (US\$)	Total IP Expenditure US\$	Balance PrBdg – Tot Exp (US\$)
CIDA	МОЈ	554,473	518,200	76,546.58	13,069.72	63,476.86
То	tals:			76,546.58	13,069.72	63,476.86

Activity	Requested JA\$	Received JA\$	Date Received	Disbursed by IP	Balance JMD\$
Output 1. Activity Result 1.1.1. Recruitment of 70% of JRIU staff	812,456.86 5,134,282.09	812,456.86 5,134,282.09	22/8/12 28/9/12	812,456.86 1,159,285	0 3,974,997.09
Output 1.1 Activity Result 1.1.2 Develop/establish Framework Document for the JRIU	160,200	160,200	28/9/12	0	160,200
Output 1.1 Activity Result 1.1.3 Develop and implement monitoring and evaluation mechanism for JRI	160,200	160,200	28/09/12	0	160,200
Output 1.1 Activity Result 1.1.7 Conduct training and development interventions for MOJ staff	160,200	160,200	28/9/12	0	160,200
Output 1.4 Activity Result 1.4.1 Develop Citizens Scorecard	160,200	160,200	28/9/12	0	160,200
Output 3.1 Activity Result 3.1.2 Preliminary Research for Strategic Framework Document for CMS	133,500	133,500	28/9/12	0	133,500
Output 3.2 Activity Result 3.2.1 Address Delays in Moving a Case Forward	267,000	267,000	28/9/12	0	267,000
Output 3.2 Activity Result 3.2.2 Reduction of barriers/delays in commencing court proceedings	453,900	453,900	28/9/12	0	453,900
Develop and implement communication strategy	160,200	160,200	28/9/12	0	160,200
Total	7,602,138.95	7,602,138.95		1,971,741.86	5,630,397.09
Cash in hand @ end of reporting period					5,630,397.09
Commitments @ end of reporting peri					2,089,357.51

^{*}The United Nations Operational Rate of exchange for the month of September is JMD\$88.70 to US\$1.00 which was used at the time of processing the request for advance.

III. ACTIVITIES AND ACHIEVED RESULTS

Expected Outputs & Indicators	Activities	Results of Activities	Progress Towards Achieving Outputs
Output 1.1 Justice Reform resources consolidated, stream lined and coordinated Targets: 70% or five (5)of positions in the JRIU filled 100% of JRIU equipment and office supplies procured	1.1.1 Recruitment of 70% of JRIU 1.1.1.2 Action: Contracting of Project Manager. 1.1.1.4 Action: Payment of salaries to JRIU Staff	Task completed - the Director, Deputy Director, Project Manager are on staff. Task completed - All salaries for the quarter have been paid	The accomplishment of output 1.1 means that all essential Human resources are now in place to drive the achievement of all project outputs and outcomes.
JRIU Framework Document developed Justice Reform Monitoring and Evaluation Framework developed Annual training and developmental activities Conducted Indicators: % of positions filled % of equipment and office supplies procured	1.1.1.5 Action: Acquisition of furniture. 1.1.1.6 Action: JRIU assessment need for video-conferencing equipment	Task completed - All furniture for the JRIU has been purchased. Task in progress - All major equipment for the JRIU, except the Teleconferencing equipment has been procured. Bids for the teleconferencing equipment are currently being evaluated by the MoJ Procurement Committee.	All necessary furniture and equipment are in place to facilitate Project staff reaching targets within the specified timeframe.
 JRIU Framework document by -/-/- Justice Reform Monitoring and Evaluation Framework developed by -/-/- # of training interventions conducted and % of target group benefited# and type of training and 	1.1.2 Develop/establish Framework Document for the JRIU. 1.1.2.1 Action: Develop TOR in consultation with UNDP.	Task completed - The Terms of Reference for this consultancy were approved by the Permanent Secretary on September 10, 2012.	This consultancy is expected to be completed by January 31, 2013.
developmental activities completed with officers, directors and managers	1.1.2.2 Action: Advertise for consultancy.	Task completed - The Consultancy was advertised on September 16 and 19, 2012. Tender Packages will be opened on October 1, 2012.	
	1.1.2.3 Action: Recruitment process for consultant initiated	Task completed — The recruitment process has been initiated and is expected to be completed by October 16, 2012.	
	1.1.3 Develop and implement monitoring and evaluation mechanisms for Justice Reform Initiatives		
	1.1.3.1 Action: Develop TOR in consultation w/ UNDP 1.1.3.2 Action: Advertise for consultancy	Task completed - The Terms of Reference for this consultancy was approved by the Permanent Secretary on September 10, 2012.	This consultancy is expected to be completed by March 29, 2013.
		Task Completed - The	

		Consultancy was advertised on September 16 and 19, 2012. Tender Packages will be opened on October 1, 2012.	
	1.1.7 Conduct training and developmental interventions for MOJ staff.		This consultancy is expected to be completed by February 15, 2013
	1.1.7.1 Action: Assess costs of likely MOJ training	Task completed – The assessment was conducted in July 2012 and sent to the JRIU.	
	1.1.7.2 Action: Confirm MOJ's priority training needs as in MOJ plan (Director of HR w/ Corporate Planner).	Task completed – The assessment was conducted in July 2012 and sent to the JRIU.	
	1.1.7.3 Action: Develop TOR for Training Provider (MOJ, HR, JRIU in consultation w/ UNDP).	Task completed - The Terms of Reference for this consultancy were approved by the Permanent Secretary on September 10, 2012.	
	1.1.7.4 Action: Advertise for consultancy	Task completed - The Consultancy was advertised on September 16 and 19, 2012. Tender Packages will be opened on October 1, 2012.	
Policy process and capacity completed • Draft report commented on by JRIU and relevant MOJ		Task deferred - At the request of the Permanent Secretary, the identification of policy development reform champions has been deferred pending a review of the MOJ capacity regarding policy development.	1.3 may be delayed
staff Strategic Policy Vision exercise arrangements commenced Indicators: Preliminary research completed # of consultation activities facilitated Strategic Policy Vision exercise arrangements commenced by	1.3.1.2 Action: JRIU to obtain documentation from Ministry for DoJ	Task Completed - JRIU has obtained the relevant documentation from the Ministry of Justice on policy development capacity of MoJ and sent it to the Department of Justice, Canada.	Although this task has beer completed, the overal achievement of Output 1.3 may be delayed due to the review process above.
 Feedback provided on draft report Preliminary logistical arrangements made 			

Output 1.4 Participatory Monitoring processes	1.4.1. Develop Citizens' Scorecard.		
integrated in Justice reform and modernisation Targets: Citizens Score Card developed Quarterly stakeholder consultations established Indicators: Baseline of citizens on performance by # of stakeholder consultations	1.4.1.2 Action: Advertise	The same of the sa	This consultancy is expected to be completed by January 31, 2013.
held	1.4.1.3 Action: Recruitment of consultant	Task completed – The recruitment process has been initiated and is expected to be completed by October 16, 2012.	
Output 2.1 Standards of professional conduct for prosecutors introduced and implemented Targets: • Meetings and consultations with prosecutors/other officials arranged	2.1.2 Facilitate meetings and consultations on standards of professional conduct for prosecutors. 2.1.2.1 Action: Develop consultatively list of stakeholders to be consulted	Task in Progress - The Standards for Professional Conduct of Prosecutors have been sent to the Director of Public Prosecutions (DPP) for review. The DoJ has undertaken to obtain the review directly from the DPP. The targeted meetings and consultations were not held in Quarter 3 and will have to be pushed back to January 2013.	2012 at the earliest. Therefore, the completion of activities that depend upon the ODPP will be delayed until Quarter 4. Every effort will be made to get these activities back on schedule before the end of the year,
Output 2.4 Human Resources protocols and strategies developed for ODPP Target: Draft report of review completed Indicator: Feedback provided on draft report	2.4.1 Review of the organisational structure & deployment of HR in ODPP. 2.4.1.2 Action: Obtain workplan and mission schedule for review of ODPP	Task Outstanding - The DOJ has not yet reviewed the organisational structure of the Office of the Director of Public Prosecution (ODPP) and	The Director of Public Prosecutions indicated that her Office would not be able to focus its efforts on tasks associated with the JRIU work plan until October 2012 at the earliest. Therefore, the completion of activities that depend upon the ODPP will be delayed until Quarter 4. Every effort will be made to get these activities back on schedule before the end of the year, so that the Project will be back on schedule by the beginning of 2013.
	Unplanned Mission to Canada	On July 13, 2012 and August 16, 2012 the Director for the Justice reform Implementation Unit attended meetings in Ottawa and Brampton to	This mission assisted in ensuring that the mission from Canada to Jamaica was executed efficiently and yielded maximum benefit to

		provide current information on the progress of the JRIU, the Court Structure in Jamaica and make logistical arrangements for an observation and fact finding mission to Jamaica by Canadian experts from September 23-28, 2012.	the project output activities and hence the outcome.
Output 3.1 Court management and	3.1.2 Preliminary research for strategic framework		
governance strategies	document for Court Management Services		
developed and implemented	(CMS).		
Targets: Information/Documentation provided List of partners developed Consultations facilitated	3.1.2.1 Action: Provide DOJ with any further existing documentation related to the structure of the CMS.	Task Completed – All documents have been sent to the Department of Justice, Canada.	
Indicators: Information/documentation provided List of partners developed # of consultations facilitated	3.1.2.2 Action: Provide list of partners to DOJ.	Task in Progress – More information has been requested from the Department of Justice Canada in order to complete this activity.	Until the Department of Justice responds to the request for more information this task cannot be completed.
	3.1.2.3 Action: Facilitate consultation between DOJ and Strategic Framework working Group	Task in progress – A list of participants was sent to the JRIU by the CMS, however the Permanent Secretary of the Ministry of Justice has asked that this activity be halted pending an assessment of the CMS.	The achievement of Output 3.1 may be delayed depending upon the duration of the assessment process. This activity will be moved to the Quarter 1 2013.
Output 3.2 Measures undertaken to improve the	3.2.1 Address delays in moving a case forward.		
efficiency of the Court			
System	3.2.1.1 Action: Identify information requirement		
Target:	and sources on current and		
 Information/documentation on recent efforts at decriminalisation/reduction in Jamaica provided 	recent efforts at decriminalisation/reduction in Jamaica.	Task In progress – Department of Justice, Canada is to respond to queries from the JRIU regarding Decriminalisation /reduction efforts.	Until the queries are answered by the Department of Justice, the JRIU cannot generate the appropriate information in
 Information/documentation Justices of the Peace provided Information/documentation Jamaica's mediation system provided Meetings and consultation 	3.2.1.2 Action: Provide information to the DOJ on current and recent efforts at decriminalisation /reduction in Jamaica.	Treduction enorts.	order to complete this task.

arranged	3.2.2 Reduction of		
 Information on the Court 			
processes provided	commencing court		
processor processor	proceedings		
Indicators:	0 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -		
 Information on recent efforts 	3.2.2.1 Action: Source	Task completed – The	
at	information on current role	information was collated on	
decriminalisation/reduction in	of JPs.	September 7, 2012.	
Jamaica provided		Task completed – the	This task was achieved
• Information/documentation	3.2.2.2 Action: Provide	information was provided to	and the second s
Justices of the Peace provided	information to the DOJ	the DOJ representative based	[HT] [T : TT] [T : HT :
		in the JRIU on September 18,	
		2012.	Vi.
	3.2.2.3 Action: Source		This task was achieved
	information/documentation	information was gathered on	
	on the current mediation		was originally due to be
	system operated in Jamaica	provided to the DOJ representative based in the	achieved in the 4 th quarter.
		JRIU.	
		311107	
	3.2.2.4 Action: Provide		This task was achieved
	information on mediation	information was provided to	
	operated in Jamaica to the	the DOJ representative based in the JRIU on September 19,	
	DOJ	2012.	achieved in the 4 quarter.
	3.2.2.5 Action: Draft TOR for		Acceptation 12 to 15
	mediation consultant	Task Completed - The Terms of Reference for this consultancy	
	mediation consultant	was approved by the	AND A STATE OF THE PARTY OF THE
		Permanent Secretary on	December 31, 2012.
		September 10, 2012.	
	3.2.2.6 Action:	Task Completed - The	
	Advertisement of	Consultancy was advertised on	
	consultancy.	September 16 and 19, 2012.	
	6	Tender Packages will be	
		opened on October 1, 2012.	
	3.2.2.7 Action: Draft TOR for	Task Completed - The Terms of	This consultancy is expected
	JP consultant.	Reference for this consultancy	to be completed by
		was approved by the	December 31, 2012.
		Permanent Secretary on	**
		September 10, 2012.	
	and the face success of the		
	3.2.2.8 Action:	Task Completed - The	
	Advertisement of	Consultancy was advertised on	
	consultancy	September 16 and 19, 2012.	
		Tender Packages will be	
		opened on October 1, 2012.	

	3.2.3 Review of criminal Case Management System		
	3.2.3.1 Action: Provide a list to DOJ of working group of judges, courts administrators & prosecutors.	Task in progress – The DPP has named prosecutors to serve on working group, the Chief Justice has also intimated members of the judiciary that will serve. The JRIU is awaiting their confirmation letters.	
Output: Communication Strategy developed for justice	Develop & implement communication strategy.		
Targets: Sensitisation material developed and circulated	Action: Provide information on the JUST programme and JRIU to MoJ's JEU	Task completed	This task was achieved ahead of schedule. The task was originally due to be achieved in the 4 th quarter.
Communication Strategy developed Implementation of communication strategy	Action: Define target group or audience.	Task completed – The target groups have been defined	This task was achieved ahead of schedule. The task was originally due to be achieved in the 4 th quarter.
	Action: Develop public sensitisation materials for Justice Sector target group	and the second s	The implementation of the communication strategy will increase the awareness and knowledge level of Ministry of Justice staff members, clients and court users regarding the Justice Reform Programme. This will facilitate: -Increased co-operation from members of the target groups; - All Ministry of Justice staff being able to speak knowledgably about the reform process;
			conducive to the changes being brought about by the Justice Reform Programme.
	Action: Develop TOR for communications consultant.	Task Completed - The Terms of Reference for this consultancy were approved by the Permanent Secretary on September 10, 2012.	
	Action: Advertise communications consultancy.	Task Completed - The Consultancy was advertised on September 16 and 19, 2012. Tender Packages will be opened on October 1, 2012.	

Action: Select Consultant	Task in Progress – The Procurement Division has initiated the sale of procurement packages. The deadline for return of the Tender Packages is October 1, 2012	

IV. IMPLEMENTATION CONSTRAINTS, RISKS AND LESSONS LEARNT

Implementation Constraints	Significance	Response/Action
Activities that depend upon the Office of the Director of Public Prosecutions in order to be completed were not achieved in this quarter. The Director of Public Prosecutions indicated in July that the Department would not be able to focus its efforts on tasks associated with the JRIU work plan until October 2012. However, these tasks are prerequisites for other activities being completed, as such, the JRIU will make every effort to execute the activities on time. In August 2012 a new Permanent Secretary was appointed to the Ministry of Justice. As a result some planned activities were deferred or halted.	Medium	The Programme implementation team has continued to work on activities that will facilitate the successful execution of all activities that depend upon the Director of Public Prosecutions. This was done in an effort to expedite the achievement of deliverables once the Director of Public Prosecutions is ready to commence working with the JRIU on the Justice Undertakings for Social Transformation (JUST) Programme.
Risks		Response/Action
Public pressure and political expediency lead government to ad hoc prioritization of justice reforms.	Low	This Risk has remained stable as the JRIU has worked with the Ministry of Justice to ensure that the planned strategic activities remain a priority.
Requests for assistance from Jamaican partners for "urgent" or unrelated actions draw resources away from the implementation plan	Low	
Change of political directorate leads to lessened support for JUST programme	Low	The political directorate of Jamaica changed in December 2012, however the support for the JUST Programme has not lessened as it is a part of the strategic focus of the Ministry of Justice.
Breakdown in relationships among key justice sector officials stymie the pace and effectiveness of project implementation	Low	Every effort has been made maintain the working relationship between key Justice Sector stakeholders. At this time there is only a minimal risk of relationships breaking down.
Limited absorption capacity of Jamaican public institutions may preclude expected development results	Low	This risk has not impacted the JUST programme during the reporting period.
Resistance of public officials and professional interest to change thereby inhibiting effectiveness of programme activities	Low	The JRIU has commenced implementation of an internal communication strategy to inform key stakeholders about the JUST programme and its expected outcomes.
		At this time, this risk is very minimal to the project as the JUST has received the full support of all Ministry and Justice Sector stakeholders.

Delay in recruitment of Project Team members	None	All JRIU personnel were hired by the end of the Third Quarter.
Unstable security situation may impede on delivery of the programme	Low	No security risks were experienced during the reporting period
Natural disasters may impede or curtail JUST activities	Medium	The Hurricane season for the Caribbean region started in June and will continue until December 2012. Activities will be planned strategically so that they are not impacted greatly by any natural disasters.
Duplicative efforts by donors may lead to counterproductive or contradictory recommendations and actions for justice reform.	Low	The JRIU has been working closely with the Planning Institute of Jamaica (PIOJ) to ensure that the Ministry of Justice is an integral part of any activity being implemented by other donor agencies. As such the Ministry of Justice through the JRIU will ensure that there are no duplication of efforts and all donor partners work collaboratively under the JUST programme.
The JUST project becomes isolated from and/ or tangential to the ongoing operations of the Ministry of Justice and the sector generally	Low	The JUST programme has a significant role to play in the achievement of justice reform and is thus a major platform on which the national reform agenda is canvassed by the Ministry of Justice and beneficiaries of the programme.
New Risk - Moving forward 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.	Medium	The modification of the design of the Programme may result in some delay in the execution of activities previously planned; the deferement of these will not have a negative or adverse impact on the outcomes of the JUST Programme.

LESSONS LEARNT:

- 1. There is need for the inclusion of a regularly scheduled briefing meeting within the Annual Work Plan of the JRIU. The purpose of this meeting would be to keep Heads of Departments within the Ministry of Justice who are beneficiaries of the JUST Programme abreast of implementation process and activities.
- 2. A comprehensive orientation/monitoring programme should be initiated for key JUST Programme staff to facilitate a clear understanding by each staff member of the overall Programme, the status of targets and the role of staff in achieving each outcome. As at the end of the Third Quarter this process had started.

The execution of the activities above will assist in reducing the risk of programme activities being deferred or delayed.

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Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated	limetrame	e.	Responsible		Planned Budgets	i
יישימים מוא מווימים ומופרים	actions	Oct Nov	Dec	raity	Source of Funds	f Budget Description	Amount
Output 1.1 Justice Reform resources consolidated, stream lined and coordinated	1.1.1 Payment of Salaries to JRIU staff and procurement of JRIU office equipment and supplies	U staff and p	rocuren	ent o <mark>f</mark> JRIU office	equipmer	rt and supplies	
Targets: • 70% or five (5) positions in the JRIU maintained.	1.1.1.4 Action: Payment of salaries to JRIU Staff	×	×	MOJ	CIDA	71400 Service Contract - Individual	86,981.28
 100% of JRIU equipment and office supplies procured. JRIU Framework Document developed. 	Action: Quarterly Programme Monitoring Report submitted to UNDP for evaluation		×	MOJ/J <mark>R</mark> IU	CIDA		0.00
 Justice Reform Monitoring and Evaluation Framework developed. Annual training and developmental 	Action: Execute planning meeting for Justice Reform Implementation	×		JRIU	CIDA	75700 Training, Workshops, Conferences	\$180.00
activities Conducted.	1.1.1.5 Action: Procure equipment and Office Supplies.		×	MOJ	CIDA	72200 Equipment & Furniture	\$2,238.39
	1.1.2 Develop/establish Framework Document for the JRIU	vork Docume	nt for t	ne JRIU			
 % of positions filled % of equipment and office supplies procured Status of JRIU Framework document 	1.1.2.3 Action: Consultant Recruited	×		МОЈ	CIDA	71300 Local Consultants	\$1,650.00
Status of Justice Reform Monitoring	1.1.2.4 Action: Identify key stakeholders	×		JRIU	CIDA		

\$3,000.00		\$3,000.00	\$5,000.00		\$5,000.00	\$2,500.00	0.00	\$5,000.00	\$0.00	
75500 Training, Workshops, Conferences	Reform Initiatives	71300 Local Consultants	71300 Local Consultants		71300 Local Consultants	75700 Training, Workshops, Conferences		71300 Local Consultants	0.00	
CIDA	ms for Justice	CIDA		aff		CIDA	CIDA	CIDA	CIDA	
JRIU	lation mechanisi	JRIU/ UNDP	JRIU	tions for MOJ st	JRIU/UNDP	JRIU (MOJ)	JRIU (MOJ)	JRIU (MOJ)	JRIU/ MOJ	
	and evalu		×	Interven		×	×	×	×	
×	onitoring	×	×	opmenta	× ×		×			-
1.1.2.5 Action: Consultations with key stakeholder	1.1.3 Develop and implement monitoring and evaluation mechanisms for Justice Reform Initiatives	1.1.3.3 Action: Consultant Recruited	1.1.3.4 Action: Develop Framework for monitoring, evaluation and tracking progress of justice reform initiatives	1.1.7 Conduct training and developmental interventions for MOJ staff	1.1.7.5 Action: Select training provider	1.1.7.6 Action: Conduct training for 2012/13	1.1.7.7 Action: Develop feedback form for training/developmental interventions	1.1.7.8 Action: Conduct interim assessment of intervention	1.1.7.9 Action: Identify training and developmental needs and target group/personnel for 2013/14	1.4.1. Develop Citizens Scorecard
 and Evaluation Framework document # of training interventions conducted and % of target group benefited # and type of training and developmental activities completed with officers, directors and managers 										Output 1.4 Participatory

Monitoring processes integrated in Justice reform and modernisation	1.4.1.2 Action: Advertise for Consultant through Limited Tender Process	×					\$0.00
Targets:	1.4.1.3 Action: Recruit Consultant	×				71300 Local Consultants	\$1,650.00
Citizens Score Card developed Outstands	1.4.2 Consultations on Justice Reform	Reform					
ons establish	1.4.2.1 Action: : Identify critical stakeholder groups to be consulted	×		JRIU	CIDA		0.00
ance by # of stakehol	1.4.2.1 Action: Identify resource personnel to develop format and facilitate consultations	×		JRIU	CIDA		0.00
Output 2.1 Standards of professional conduct for	2.1.2 Facilitate meetings and consultations on standards of professional conduct for prosecutors	onsultations	on stan	dards of profession	al conduct f	or prosecutors	
prosecutors introduced and implemented	2.1.2.1 Action: Develop list of stakeholders to be consulted.	×		JRIU	CIDA		0.00
Meetings and consultations with prosecutors/other officials arranged							
Output 2.4 Human Resources	2.4.1 Review of the original st	ructure & de	ployme	original structure & deployment of HR in ODPP			
protocols and strategies developed. Target:	2.4.1.1 Action: Facilitate & coordinate consultations, meetings & access to office of ODPP	*		JRIU (MOJ)	CIDA	75700 Training, Workshops, Conferences	\$2,500.00
Draft report of review completed indicator: Feedback provided on draft report	2.4.1.2 Action: Obtain work plan and mission schedule for review of ODPP		×	JRIU (MOJ)	CIDA		0.00

	Action: Mission to Canada to arrange missions to Jamaica to review the ODPP	×		JRIU (MOJ)	CIDA		\$1,117.00
Output 3.1 Court management	3.1.2 Preliminary Research for development of a Strategic Framework Document for the CMS	development o	of a Str	ategic Framewor	k Document	for the CMS	
and governance strategies developed and implemented	3.1.2.2 Action: Provide list of partners to DOJ.	×		JRIU (MOJ)	CIDA		0.00
	3.1.2.3 Action: Facilitate consultations between DOJ and Strategic Framework working group	×		JRIU (MOJ)	CIDA		\$0.00 (funds were disbursed in the Third Quarter)
Output 3.2 Measures undertaken	3.2.1 Address delays in moving	a case forward	ס				
to improve the efficiency of the Court System	3.2.1.1 Action: Identify information requirement and sources on current and recent efforts at decriminalisation/reduction in Jamaica		×	JRIU (MOJ)	CIDA		0.00
 Information/documentation on recent efforts at decriminalisation/reduction in Jamaica provided Information/documentation Justices of the Peace provided 	3.2.1.2 Action: Provide information to the DOJ on current and recent efforts at decriminalisation /reduction in Jamaica		×	JRIU (MOJ)	CIDA	71600 Travel 72500 Supplies	0.00
 Information/documentation Jamaica's mediation system 	3.2.2 Address underlying causes of case volume	es of case volun	Jue Jue				
providedMeetings and consultation arrangedInformation on the Court processes provided	3.2.2.1 Activity: Terms of Reference for consultancy advertised – Criminal Law Expert		×	JRIU (MOJ)	CIDA	74200 Audio-visual and Print Production Costs	\$500.00

Indicators: Information on recent efforts at decriminalisation/reduction in Jamaica provided	3.2.2.2 Activity: Terms of Reference for consultancy advertised – Facilitator to work with DOJ team on priority list.		×	JRIU (MOJ)	CIDA	74200 Audio-visual and Print Production	\$500.00
 Information /documentation Justices of the Peace provided 	3.2.3 Reduction of barriers/delays in commencing court proceedings	ys in comme	encing c	ourt proceedings		Costs	
	3.2.3.4 Action: Advertise for Consultant through Limited Tender Process	×					
	3.2.5 Action: Engagement of local consultant to review the automatic mediation system in Jamaica and make recommendations to improve the efficiency of the system in diverting cases from the courts.		×	JRIU (MOJ)	CIDA	71300 Local Consultants	\$2,900.00
	3.2.2.6 Action: Engagement of local consultant to review the role of Justices of the Peace in Jamaica and make recommendations reexpansion of their functions as Lay Magistrates	×		MOJ/JRIU	CIDA	71300 Local Consultants	\$2,200.00
	3.2.3 Review of criminal Case Management System	anagement	System				
	3.2.3.1 Action: Provide a list to DOJ of working group of judges, courts administrators & prosecutors	×		JRIU (MOJ)	CIDA		0.00
	3.2.3.1 Action: Provide information and documentation on the current criminal case management system	×		JRIU	CIDA	72500 Supplies	\$1,500.00
Output: Communication Strategy	Develop & implement communication strategy	cation strate	egy				

developed for justice reform implementation	Action: Develop public sensitisation documents and brochures (for MOJ Staff and stakeholders)	×	×		JRIU (MOJ)	CIDA		\$1,929.06
Sensitisation material developed and circulated	Action: Advertise for Consultant through Limited Tender Process	×						0.00
Communication Strategy developed	Action: Select consultant to develop Communication Strategy		×		JRIU (MOJ)	CIDA		0.00
Implementation of communication strategy	Action: Develop Communication Strategy		×	×	JRIU/UNDP	CIDA	71300 Local	\$1,650.00
Output: Consultancy Bids Evaluated Targets: • Evaluation of proposals for consultancies to be executed in the 2012 work plan completed. • Consultancies approved by the procurement Committee of the Ministry of Justice.	Action: Consultancy Evaluation Committee meeting	×	×		JRIU/UNDP	CIDA	75700 Training, Workshops, Conferences	\$100.00
					ТО	TOTAL		\$131095.73

V. ACTIVITIES (QUARTER 4 OCTOBER 2012 – DECEMBER 2012)

Risk

The following activities which were previously scheduled to be executed in the Fourth Quarter (October – December 2012) have been moved to the First Quarter of 2013.

- These delays stem from the Risk stated for the execution of the Third Quarter work plan where the Office of the Director of Public Prosecutions had indicated that they could not focus on the Standards for Professional Conduct during the time scheduled under the project. H
- 2.1.2.2 Action: Make logistical arrangements for consultations with prosecutors to obtain input for the development of Standards of Conduct.
- 2.1.2.3 Action: Make required logistical arrangements for consultation/meetings with prosecutors and other officials to refine Standards of Professional Conduct (Validation)
- These activities have been deferred by the Permanent Secretary pending an assessment of the Ministry of Justice's policy process and capacity. 7
- 1.3.1.1 Action: -Work with others in MOJ to identify champions for policy development reform.
- 1.3.1.3 Action: Facilitate the conduct of meetings/interviews with critical MOJ staff and critical stakeholders in the GOJ
- **1.3.1.4 Action:** Provide commentary on draft report on the policy development capacity of the MOJ
- 1.3.1.5 Action: Disseminate draft report to relevant staff of MoJ.
- 1.3.1.6 Action: Collate and transmit feedback to DoJ
- In assessing the time available for recruiting the consultant and conducting the preliminary indicator gathering it was estimated that there would not be enough time to execute the following activities. 'n
- 1.4.1.4 Action: Conduct preliminary indicator gathering
- 1.4.1.5 Action: Conduct preliminary consultations with key stakeholder groups.
- 1.4.1.6 Action: Develop consultation document/draft

-2/-			
Date: 8/11/9012	1436	Prepared by: _	Project Management:
Date: 8711/2012	Husto	Approved by: _	
1 /	(·		
Date: 3/11/2013	Marin	Approved by: _	

UNDP Resource Persons:

Programme Advisor – Ms. Sonia Gill, Governance

Programme Analyst – Mrs. Itziar Gonzalez, Governance

Received 08/11/2012

EXCEPTION REPORT

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

Mission to Ottawa and Brampton Canada

On July 13, 2012 and August 16, 2012 the Director of the Justice Reform Implementation Unit attended meetings in Ottawa and Brampton, while already in Canada, to provide Justice Canada and members of the Federal Judicial Affairs and two Superior Court judges with current information on the progress of the Just Programme, the Court Management Service (CMS) and make logistical arrangements for an observation and fact finding mission planned by the Office of the Commissioner of Federal Judicial Affairs to Jamaica (as sub-contractors of the Department of Justice Canada) for Canadian experts who were identified by the Federal Judicial Affairs to visit Jamaica from September 23-28, 2012.

Result

This mission assisted in ensuring that the September 2012 mission from Canada to Jamaica was executed efficiently and yielded maximum benefit to the project output activities.

Total Expenditure

\$99,429.57 or USD\$1,117.00, was the total cost of the meetings by the JRIU Director. This amount covered airfare for travel within Canada.

Please find attached memorandum from the Director, Justice Reform Implementation Unit requesting reimbursement. Also attached is a memorandum for reimbursement to Justice John McGarry from Mrs. Kathlene Arnold, Senior Director for the Criminal and Civil Justice Administration Unit, which has been approved for payment by the Permanent Secretary of the Ministry of Justice. Also attached are all substantiating documents in the possession of the Ministry of Justice.

The total approved for expenditure during the Third Quarter was six million seven hundred and eighty nine thousand six hundred and eighty two dollars and nine cents (\$6,789,682.09), therefore, the expenditure tolerance of ten percent (10%) for the Third Quarter was not exceeded with the execution of this activity.

<u>Logistical arrangements for the Canadian Department of Justice Mission to Jamaica to assess the operations of the Court Management Services.</u>

All logistical arrangements for this Mission were conducted by the Deputy Director, Justice Reform Implementation Unit under the direction of the Permanent Secretary, Ministry of Justice. The decision was taken to conduct all the logistical arrangements for the Mission because the Department of Justice Field Director had arrived in the island only the week before and needed assistance in contacting the relevant persons to organise meetings and tours. The Mission was held from September 23-28, 2012.

Result

The Mission was successfully executed; participants were able to meet with all relevant Government of Jamaica officials, tour the court system and gather relevant data to inform the work they are expected to deliver under the Programme.

Total Expenditure

The Justice Reform Implementation Unit did not incur any cost from the execution of this activity. All expenses were paid by the Department of Justice, Canada.

PROJECT SAVINGS

The Programme was able to save a total of five hundred and eighty six thousand and thirty seven dollars (\$586,037.00) for the advertising of the seven (7) consultancies, see listed below:

- Development of a Framework Document for the JRIU;
- Development of a monitoring and evaluation mechanisms for Justice Reform Initiatives;
- Design and conduct of training and developmental interventions for MOJ staff;
- Development of a Citizens' Scorecard;
- Development & implementation of a communication strategy;
- Engagement of a local consultant to review the automatic mediation system in Jamaica and make recommendations to improve the efficiency of the system in diverting cases from the courts; and
- Engagement of a local consultant to review the role of Justices of the Peace in Jamaica and make recommendations re
 expansion of their functions as Lay Magistrates.

The initial budgeted amount of one hundred and sixty thousand dollars (\$160,200.00) with a cumulative value of one million one hundred and twenty one thousand four hundred dollars (\$1,121,400.00) for all seven (7) consultancies was representative of the market value for the placing of Tender advertisements. However, the JRIU was able to save the five hundred and eighty six thousand and thirty seven dollars (\$586,037.00) by placing the advertisements through the Jamaica Information Service because the agency is given concessionary rates when they place advertisements with commercial media houses.

In addition, four hundred and forty five thousand dollars (\$445,000.00) budgeted for the execution of activity 3.2.2.4 to "Provide information on mediation operated in Jamaica to the DOJ" was saved because the Justice Reform Implementation Unit was able to obtain the documentation free of cost.

Project Management: Prepared by:

Approved by:

D-1--

Date: 8/11/2017

ASSET INVENTORY

Date of Report: Award Number: Project Number: Project Title:

20

JAM10

B0512

JAM10

B0512

Furniture or Fixture

1600x1200 (Work Desk w/

Deputy Director's Office -

JRIU

MOJ.JRIU.04A.025

10-Apr-12 \$79,400.00

NO

10-Apr-12 \$79,400.00

MOJ

unctional

Director's Office -

JRIU

Draw Pedestal: MOJ.JRIU.01A.011

Desk: MOJ.JRIU.04A.026, 3 MOJ.JRIU.36A.001 MOJ.JRIU.05C.004

JRIU Lobby

Administrative Assistant

JRIL

Supertech L - Type Desk 1600x1200 (Work Desk w/ Supertech L - Type Desk 50 ≈

B0512 B0512 B0512 B0512

6

JAM10

urniture or Fixture

Boss Ratchet Hi Bk Adjustable Chair w/arms - Work Station

JRIU

Chair 2: MOJJRIU.05C.006, Chair 3: MOJJRIU.05C.007, Chair 4: MOJJRIU.05C.008

Item Not Tagged
Item Not Tagged
Item Not Tagged
Chair 1: MOJ.JRIU.05C.005,

31-May-12 \$55,000.00 31-May-12 \$2,005.00 31-May-12 \$8,020.00

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MOJ.JRIU.05C.018

10-Apr-12

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12-Apr-12 \$47,030.00

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2 Seater Lobby Chair w/Table

706) Black

w/arms Work Station Chair

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B0512 B0512 B0512

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Image 1200 X-Connector Image 1200 End Cover

Work Station -

Station -

- JRIU

Work Station - JRIU

Item Not Tagged MO.I. IRILI 01R 025 Draw Pedestal:

31-May-12 \$19,800.00

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mage 1000x1200 Black Panel mage 600x1200 Black Panel

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Furniture or Fixture

w/ Pedestals

1600x1200 - Work Station desks Maestro Supertech L - Type Desk

REU

MOJ.JRIU.04B.029,2 Draw

31-May-12 \$238,264.00

NO

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Desk 4: MOJ.JRIU.04B,030, 2 Pedestal: MOJ.JRIU.01B.024, MOJ.JRIU.04B.028, Desk 3: MOJ.JRIU.01B.022, Desk 2: Draw Pedestal: Desk 1: MOJ.JRIU.04B.027, JAM10

B0512

Furniture or Fixture

Black - Guest Chair

Meeting Room - JRIU

Chair 2: MOJJRIU.5D.032, Chair 3:MOJJRIU.5D.033, Chair 4: MOJJRIU.5D.034

10-Apr-12 \$33,200.00

MO

Functional

MOJ.JRIU,05D.045 Chair 1: MOJ.JRIU,5D.031

14-Sep-12 \$8,284.5 14-Sep-12 \$8,284.5 14-Sep-12 \$16,569.00

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Functional

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MOJ.JRIU.5D.035

CIDA Monitoring/Coordinator's Office - Legal Dept

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Chair

Boss Side Chair Black - Guest Boss Side Chair Black - Guest Boss Leather Plus Armchair -Boss Leather Plus Armchair Black - Office Chair Boss CareSoft HIBKExe.Chair Boss CareSoft HIBKExe.Chair Black - Office Chair

Department of Justice Representative -

JRIU

MOJ.JRIU.50.035,

12-Apr-12 \$29,354.00 12-Apr-12 \$29,354.00 12-Apr-12 \$17,920.00 12-Apr-12 \$17,920.00 12-Apr-12 \$17,920.00

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Deputy Director's Office - JRIU Director's Office - JRIU

Chair 1: MOJ.JRIU.05D.027, Chair 2: MOJ.JRIU.05D.028 Chair 1: MOJ.JRIU.05D.025, Chair 2: MOJ.JRIU.05D.026

CIDA Consultant's Office - JRIU

Suest Chair

Suest Chair

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B0512 B0512 B0512 B0512 B0512 B0512 Justice Undertakings for Social Transformation

08-Oct-12

JAM10 JAM10

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urniture or Fixture

Black - Office Chair

Deputy Director's Office - JRIU

MOJ.JRIU.05A.010

MOJ

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CIDA Consultant's Office

Department of Justice Representative -JRIU

MOJ.JRIU.05A.013 JRIU.05A.012

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Other (less than 1,000 \$)		Electrical Equip. or Computer	Electrical Equip, or Computer	System Ont. 34- 02HYM-64180-11 02HYM-64180-11 Board CN-01HF2 05DY-A00 / Mout 05DY-A00 / Mout 47751-232-001Y	Electrical Equip. or Computer	Electrical Equip. or Computer	Electrical Equip. or Computer	o mario	Furniture or Fixture	Furniture or Fixture	Furniture or Fixture	Furniture or Fixture	Furniture or Fixture	Furniture or Fixture	Furniture or Fixture	Furniture or Fixture	Furniture or Fixture	Furniture or Fixture	Furniture or Fixture	Furniture or Fixture	Furniture or Fixture
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1 Director's Office - IRIII	Asset Profile 4 - Heavy Machinery (Not Applicable) Asset Profile 5 - Non Capitalized Items	1 CIDA Monitoring/Coordinator's Office - Legal Dept	1 Project Manager - JRtU	Department of Justice Representative -JRIU	1 CIDA Consultant's Office - JRIU	1 JRIU	1 JRIU	Asset Profile 3 - Electrical	1 JRIU Meeting Room	1 JRIU - Meeting Room	1 JRIU	3 JRIU	1 Department of Justice Representative -JRIU	2 CIDA Consultant's Office - JRIU	1 Deputy Director's Office - JRIU	1 Director's Office - JRIU	1 JRIU Meeting Room	1 JRIU	1 Administrative Assistant - JRIU	1 Department of Justice Representative JRIU	1 CIDA Consultant's Office - JRIU
	3	CPU:MOJ.JRIU.07A.044, Monitor:MOJ.JRIU.06A.046, Key Board: MOJ.JRIU.08A.045	CPU: MOJ.JRIU 07A.029, Monitor MOJ.JRIU 06A.028, Key Board: MOJ.JRIU.08A.029	CPU:MOJJRIJJ07A.031, Monitor MOJJRIJJ06A.030, Key Board: Item Not Tagged	CPU:MOJJRIU.07A.030, Monitor: MOJJRIU.06A.029, Key Board: MOJJRIU.08A.030	MOJ.JRIU.27A.003	MOJ.JRIU.20A.002	W.Co., Olive, Ton, oct	MOJ.JRIU.24E,001	MOJ.JRIU.39A.001	MOJ.JRIU.39A.002	Cabinet 1: MOJJRIU 02A 030, Cabinet 2:MOJJRIU 02A 031, Cabinet 3: MOJJRIU 02A 032	MOJ.JRIU.02A.035	MOJ.JRIU.02A.033, MOJ.JRIU.02A.034	MOJ.JRIU.02A.028	MOJ.JRIU.02A.029	MOJ.JRIU.24A.006	Desk:MOJ.JRIU.04C.024, 2 Draw Pedestal: MOJ.JRIU.01B.021	Desk: MOJJRIU.04B.023, 2 Draw Pedestal: MOJJRIU.01B.020	MOJ.JRIU.04B.032	Desk: MOJJRIU.04B.031, MOJJRIU.01B.026
13 02 13 2000 00		19-Jun-12 \$68,265.19	19-Jun-12 \$68,265.19	19-Jun-12 868,265.19	19-Jun-12 \$68,265.19	31-May-12 Donated by CIDA	31-May-12 Donated by CIDA	12 Opp. 12	14-Sep-12 \$7,841.70	31-May-12 \$28,800.00	14-Sep-12 \$28,800.00	12-Apr-12 \$64,500.00	12-Apr-12 \$21,500.00	12-Apr-12 \$43,000.00	12-Apr-12 \$21,500.00	12-Apr-12 \$21,500.00	12-Apr-12 \$21,500.00	31-May-12 \$67 924.00	31-May-12 \$67,924.00	31-May-12 \$59,239.00	31-May-12 \$59,239.00
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	, \		A SRICT AND Beputy Resident Representative	or CXES	Programme Officer		Ms. Marsha Grant	anager	Project Manager
Functional	NON	12-Apr-12 \$2,100.00	Tray 2: MOJJRIU 12A.015, Tray 2: MOJJRIU 12A.017, Tray 3: MOJJRIU 12A.018, Tray 4: No Tag Found	4 JRIU	Front Load Desk Trays with Risers, Legal Size, 2/box - Desk Black Desk Tray	Other (less than 1,000 \$)	B0512	JAM10	48
Functional	NOM	12-Apr-12 \$420.00	MOJ JRIU.12A.012	1 Administrative Assistant - JRIU	Front Load Desk Trays with Risers, Legal Size, 2/box - Desk Black Desk Tray Brithermaid Commercial Products	Other (less than 1,000 S)	80512	JAM10	47
Functional	row	12-Apr-12 \$420.00	MOJJRIU.12A.016	1 Project Manager - JRIU	Front Load Desk Trays with Risers, Legal Size, 2/box - Desk Black Desk Tray Rithbornald Commercial Products	Other (less than 1,000 S)	B0512	JAM10	46
Functional	MOU	12-Apr-12 \$900.00	MOJ JRIU.12A.021	1 Department of Justice Representative -JRIU	Sparco - 11" x 10.75" x 14.25" - 3 Tier(s) - Steel - BlackDesk Tray	Other (less than 1,000 \$)	B0512	JAM10	45
Functional	MO II	12-Apr-12 \$900.00	MOJ.JRIU.12A.019	1 CIDA Consultant's Office - JRIU	Sparco - 11" x 10.75" x 14.25" - 3 Tier(s) - Steel - BlackDesk Tray	Other (less than 1,000 \$)	B0512	JAM10	44
Finctional	S S	12-Apr-12 \$900.00	MOJJRIU.12A.013	1 Deputy Director's Office - JRIU	Sparco - 11" x 10.75" x 14.25" - 3 Tier(s) - Steel - BlackDesk Tray	Other (less than 1,000 S)	B0512	JAM10	43

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