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## QUARTERLY PROGRESS REPORT

<b>Country:</b>	JAMAICA		
<b>Reporting period:</b>	October 1 – December 31, 2012		
<b>Project number and title:</b>	00069417 - Justice Undertakings for Social Transformation		
<b>Project Duration:</b>	2012 - 2016		
<b>Implementing Partner:</b>	Ministry of Justice		
<b>Responsible Parties:</b>	MoJ and DOJ		
<b>Overall Project Coordinator:</b>	Rose-Marie Gibbs		
<b>Initial Approved Budget:</b>	US\$518,200	<b>Revised Approved Budget</b>	US\$0
<b>Current Quarter Advance:</b>	US\$50,037.97	<b>Current qtr exp:</b>	US\$78,628.53
<b>Annual Expenditure to Date:</b>	US\$91,698.25	<b>Current Year Delivery to date:</b>	17.7%

### I. QUARTERLY SUMMARY OF ACTIVITIES

During the Fourth Quarter the recruitment process for the 7 consultancies, for which the Justice Reform Implementation Unit (JRIU) is primarily responsible, continued. Suitably qualified candidates were found for 4 consultancies; while no suitable candidates were identified for the remaining 3 consultancies. The JRIU made the decision to utilize the limited tender process, the assistance of the United Nations Development Programme, as well as re-advertise on the Ministry of Justice Website.

By the end of the First Quarter of 2013, the JRIU is expecting to identify a suitably qualified consultant to develop the Communications Strategy and the Review of the Automatic Mediation System in Jamaica and Make Recommendations for Improving the System. Therefore, barring any unforeseen delays, these consultancies should be completed by the end of the Second Quarter of 2013. The JRIU has experienced difficulty identifying candidates to invite to participate in the Limited Tender process for the Development of the Citizen's Scorecard and the Development of the Monitoring and Evaluation Mechanism for the Justice Reform Programme. This difficulty may delay the achievement of these targets until the end of the Third Quarter of 2013.

Regarding the 3 consultancies for which a suitably qualified consultant was identified, the consultancies were approved by the Ministry of Justice Procurement Committee, and negotiations with the candidate completed. It is expected that the contracts will be signed in the First Quarter of 2013.

During the reporting period the Justice Reform Implementation Unit continued to support the Department of Justice Canada to execute its reform activities through the provision of documentation and logistical support for missions by the Department to Jamaica.

Activities which were moved from the Third Quarter to the Fourth Quarter in order to facilitate the Office of the Director of Public Prosecutions were still not accomplished, as despite indications from the Director of Public Prosecutions, the Department was still not able to accommodate the activities under the JUST. The ODPP is not expected to be able to accommodate the JUST until the First Quarter of 2013.

## II. FINANCIAL SUMMARY

RESOURCE & EXPENDITURE REPORT BY DONOR - 2012						
DONOR	Programmable Budget (US\$)	Advance (US\$)	EXPENDITURE (US\$)			Remaining Funds (US\$) Received – Total Expenditure
			Period Prior to [Quarter 3 2012]	Current Quarter [Quarter 4 2012]	TOTAL, i.e. Prior to Q3 + Q3	
CIDA	518,200	126,584.55	13,069.72	78,628.53	91,698.25	\$34,886.30
<b>TOTAL</b>						

PROJECT EXPENDITURE FOR REPORTING PERIOD						
Output #/Activity Result#	Balance B/F from previous Quarter	Requested JA\$	Received JA\$	Date Received	Disbursed by IP	Balance JMD\$
	5,630,397.09	4,601,774	4,512,424	11/12/12	7,006,455.91	3,136,365.18
Output 1. Activity Result 1.1.1. Recruitment of 70% of JRIU staff	3,974,997.09	2,572,176.22	2,572,176.22	11/12/12	6,322,222.77	224,950.54
Output 1.1 Activity Result 1.1.2 Develop/establish Framework Document for the JRIU	160,200	415,477.50	415,477.50	11/12/12	76,480.43	499,197.07
Output 1.1 Activity Result 1.1.3 Develop and implement monitoring and evaluation mechanism for JRIU	160,200	0	0	28/09/12	76,480.43	83,719.57
Output 1.1 Activity Result 1.1.7 Conduct training and development interventions for MOJ staff	160,200	670,125	670,125	11/12/12	76,480.43	753,844.57
Output 1.4 Activity Result 1.4.1 Develop Citizens Scorecard	160,200	0	0	28/9/12	76,480.43	83,719.57
Output 2.4 Activity Result 2.4.1 Mission to Canada (Domestic) ODP	0	323,195.13	323,195.13	11/12/12	99,820.13	223,375.00
Output 3.1 Activity Result 3.1.2 Preliminary Research for Strategic Framework Document for CMS	133,500	0	0	28/9/12	0	133,500.00
Output 3.2 Activity Result 3.2.1 Address Delays in Moving a Case Forward	267,000	0	0	28/9/12	0	267,000.00
Output 3.2 Activity Result 3.2.2 Reduction of barriers/delays in commencing court proceedings	453,900	285,920	196,570	11/12/12	152,960.86	497,509.14
Output 3.2 Activity Result 3.2.3 Review of criminal Case Management System	0	134,025	134,025	11/12/12	0	134,025.00
Develop and implement communication strategy and Implementation of JUST Programme Meeting	160,200	200,855.15	200,855.15	11/12/12	125,530.43	235,524.72
<b>Total</b>	<b>5,630,097.09</b>	<b>4,601,774.00</b>	<b>4,512,424.00</b>		<b>7,006,455.91</b>	<b>3,136,365.18</b>
	<b>Cash in hand @ end of reporting period</b>					<b>3,136,365.18</b>
	<b>Commitments @ end of reporting period</b>					<b>359,966.41</b>

\*The United Nations Operational Rate of exchange which was used at the time of processing the request for the advance of the Balance Brought Forward from the month of September was \$88.70 to US\$1.00 and for the month of November was \$90.18 to US\$1.00.

### III. ACTIVITIES AND ACHIEVED RESULTS

Expected Outputs & Indicators	Activities	Results of Activities	Progress Towards Achieving Outputs
<p><b>Output 1.1 Justice Reform resources consolidated, stream lined and coordinated</b></p> <p><b>Targets:</b></p> <ul style="list-style-type: none"> <li>• 70% or five (5) of positions in the JRIU filled</li> <li>• 100% of JRIU equipment and office supplies procured</li> <li>• JRIU Framework Document developed</li> <li>• Justice Reform Monitoring and Evaluation Framework developed</li> <li>• Annual training and developmental activities Conducted</li> </ul> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• % of positions filled</li> <li>• % of equipment and office supplies procured</li> <li>• JRIU Framework document by -/-/-</li> <li>• Justice Reform Monitoring and Evaluation Framework developed by -/-/-</li> <li>• # of training interventions conducted and % of target group benefited</li> <li>• # and type of training and developmental activities completed with officers, directors and managers</li> </ul>	<p><b>1.1.1 Recruitment of 70% of JRIU</b></p> <p><b>1.1.1.4 Action:</b> Payment of salaries to JRIU Staff</p> <p><b>Action:</b> Recruitment of the Director, JRIU</p>	<p><b>Task completed</b> - All salaries for the reporting period have been paid.</p> <p>The post of Director, Justice Reform Implementation Unit was advertised on December 16, 2012, with the stipulated deadline of January 7, 2013.</p>	<p>100% of staff needed by the JRIU was in place at the beginning of the 4<sup>th</sup> Quarter, however in October 2012 the Director of the JRIU resigned which decreased the target attained to 80% by the end of the 4<sup>th</sup> Quarter of 2012.</p>
	<p><b>1.1.1.4.1 Action:</b> Execute Planning meeting for JUST Reform Implementation.</p>	<p><b>Task completed</b> – This planning meeting, which was held on October 10, 2012 involved the participation of all Ministry Heads of Department involved in the JUST programme, as well as representatives from the Canadian International Development Agency (CIDA) and the Department of Justice, Canada.</p>	<p>This meeting served to coordinate the role of the implementing partners and inform the partners about the progress of the JUST up to the date of the meeting. The meeting was essential in ensuring a smooth implementation process for the Programme.</p>
	<p><b>1.1.1.5 Action:</b> Acquisition of furniture and equipment.</p>	<p><b>Task in progress</b> – All equipment ordered in the Third quarter have been delivered.</p> <p>The printer to be purchased during the Fourth Quarter was still being procured as at the date of this report.</p>	<p>80% of all equipment needed for the JRIU have been procured the remaining 20% will be procured in the First Quarter of 2013.</p>
	<p><b>1.1.2 Develop/establish Framework Document for the JRIU.</b></p> <p><b>1.1.2.3 Action:</b> Consultant Recruited</p>	<p><b>Task in progress</b> – All Bids were evaluated on October 18, 2012, this process yielded a successful candidate and the Procurement Committee approved the proposal on November 19, 2012. Following the negotiation meeting on November 28, 2012, the candidate agreed to develop the Strategic Framework Document for the amount budgeted by the Project.</p> <p>The consultancy contract is currently with the Legal Services Unit of the MOJ and is expected to be completed and signed before the end of January 2013.</p>	<p>The JRIU has identified a suitably qualified consultant to conduct this consultancy. The recruitment process is almost complete with only the contract between the MoJ and the consultant left to be signed. The Framework Document is not expected to be completed until April 2013.</p>

	<p><b>1.1.3 Develop and implement monitoring and evaluation mechanisms for Justice Reform Initiatives</b></p> <p><b>1.1.3.3 Action:</b> Consultant Recruited</p>	<p><b>Task in progress</b> – All Bids were evaluated on November 9, 2012, this process yielded no successful candidate, therefore the JRIU and the Procurement Division re-advertised the consultancy on the MOJ website.</p> <p>In addition, the assistance of the UNDP has been sought to secure Bids from suitably qualified persons.</p>	<p>There has been no progress towards securing a suitably qualified consultant.</p> <p>The delay caused by not finding a suitably qualified candidate during this round of call for proposals, will move the projected completion date for this consultancy to May 31, 2013.</p>
	<p><b>1.1.7 Conduct training and developmental interventions for MOJ staff.</b></p> <p><b>1.1.7.5 Action:</b> Select Training Provider</p> <p><b>1.1.7.6 Action:</b> Conduct Training for 12/13</p> <p><b>1.1.7.7 Action:</b> Develop feedback form for training/developmental interventions</p> <p><b>1.1.7.8 Action:</b> Conduct Interim assessment of intervention.</p> <p><b>1.1.7.9 Action:</b> Identify training and</p>	<p><b>Task in progress</b> – All Bids were evaluated on October 18, 2012, this process yielded a successful candidate and the Procurement Committee approved the proposal on November 19, 2012. Following the negotiation meeting on November 28, 2012, the candidate agreed to conduct the training and developmental activities for the amount budgeted by the Project.</p> <p>The consultancy contract is currently with the Legal Services Unit of the MOJ and is expected to be completed and signed before the end of January 2013.</p> <p><b>Task delayed</b> – Until the consultant has signed the contact being prepared by the Legal Services Unit and begins the process of developing the training content and materials, the training for the 12/13 fiscal year cannot begin.</p> <p><b>Task delayed</b> – This activity cannot be conducted until activity 1.1.7.6 is underway.</p> <p><b>Task delayed</b> – This activity cannot be conducted until activity 1.1.7.6 is underway.</p> <p><b>Task delayed</b> – This activity cannot be conducted until activity 1.1.7.6 is underway and deficiencies in the</p>	<p>The JRIU has identified a suitably qualified consultant to conduct this consultancy.</p> <p>The recruitment process is almost complete with only the contract between the MoJ and the consultant left to be signed. This activity is not expected to begin before February 2013. Therefore the 12/13 training is expected to go into the 13/14 fiscal year.</p> <p>Up to the end of this quarter no training interventions had been conducted and no one from the target group has benefited from training under the Just.</p> <p>Due to delays experienced in the achievement of 1.1.7.5, Activities 1.1.7.6, 1.1.7.7, 1.1.7.8 and 1.1.7.9 will be delayed until the First quarter of the 2013/14 fiscal year.</p>

	developmental needs and target group/personnel for 2012/14.	capacity of the MOJ Human Resources are properly assessed.	
<p><b>Output 1.4 Participatory Monitoring processes integrated in Justice reform and modernisation</b></p> <p><u>Targets:</u></p> <ul style="list-style-type: none"> <li>Citizens Score Card developed</li> <li>Quarterly stakeholder consultations established</li> </ul> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>Baseline of citizens on performance by # of stakeholder consultations held</li> </ul>	<p><b>1.4.1. Develop Citizens Scorecard</b></p> <p><b>1.4.1.3 Action:</b> Recruit Consultant</p> <p><b>1.4.1.2 Action:</b> Advertise for Consultant through Limited Tender Process</p>	<p><b>Task in progress</b> – All Bids were evaluated on November 9, 2012, this process yielded no successful candidate.</p> <p><b>Task Revised:</b> Despite extensive inquiries made by the JRIU, no suitably qualified candidates were identified who could be invited to bid on this consultancy. Therefore the JRIU and the Procurement and Office Services Division re-advertised the consultancy on the MOJ website.</p>	<p>There has been no progress towards securing a suitably qualified consultant.</p> <p>The delay caused by not finding a suitably qualified candidate during this round of call for proposals, will move the projected completion date to April 2013.</p>
<p><b>Output 2.1 Standards of professional conduct for prosecutors introduced and implemented</b></p> <p><u>Targets:</u></p> <ul style="list-style-type: none"> <li>Meetings and consultations with prosecutors/other officials arranged</li> </ul>	<p><b>2.1.2 Facilitate meetings and consultations on standards of professional conduct for prosecutors.</b></p> <p><b>2.1.2.1 Action:</b> Develop consultatively list of stakeholders to be consulted</p>	<p><b>Task in Progress</b> - The Standards for Professional Conduct of Prosecutors were sent to the Director of Public Prosecutions (DPP) for review during the Third Quarter. The DoJ has undertaken to obtain the review directly from the DPP.</p> <p>The targeted meetings and consultations were not held in the Fourth Quarter and will have to be pushed back to January 2013.</p>	<p>To date no meetings or consultations with prosecutors/other officials have been arranged.</p> <p>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 January 2013 at the earliest.</p>
<p><b>Output 2.4 Human Resources protocols and strategies developed for ODPP</b></p> <p><u>Target:</u></p> <ul style="list-style-type: none"> <li>Draft report of review completed.</li> </ul> <p><u>Indicator:</u></p> <ul style="list-style-type: none"> <li>Feedback provided on draft report</li> </ul>	<p><b>2.4.1 Review of the organisational structure &amp; deployment of HR in ODPP.</b></p> <p><b>2.4.1.1 Action:</b> Facilitate &amp; co-ordinate consultations, meetings &amp; access to office of ODPP</p> <p><b>2.4.1.2 Action:</b> Obtain work-plan and mission schedule for review of ODPP</p>	<p><b>Task Complete:</b> Human Resource experts from the Department of Justice, Canada visited the ODPP from October 22 – 26, 2012. The review report has not been forwarded to the JRIU as yet.</p>	<p>The JRIU has not been informed of the results of the October mission.</p> <p>The JRIU has not been instructed by either the ODPP or the DOJ to organise the feedback required on the draft report.</p>

<p><b>Output 3.1 Court management and governance strategies developed and implemented</b></p> <p><u>Targets:</u></p> <ul style="list-style-type: none"> <li>• Information/Documentation provided</li> <li>• List of partners developed</li> <li>• Consultations facilitated</li> </ul> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>• Information/documentation provided</li> <li>• List of partners developed</li> <li>• # of consultations facilitated</li> </ul>	<p><b>3.1.2 Preliminary research for strategic framework document for Court Management Services (CMS).</b></p> <p><b>3.1.2.2 Action:</b> Provide list of partners to DOJ.</p> <p><b>3.1.2.3 Action:</b> Facilitate consultation between DOJ and Strategic Framework working Group</p>	<p><b>Task delayed</b> – At the request of the Permanent Secretary of the Ministry of Justice this activity has been halted.</p> <p><b>Task in progress</b> – A list of participants was sent to the JRIU by the CMS, however the Permanent Secretary of the Ministry of Justice has asked that this activity be halted pending an assessment of the CMS.</p>	<p>Up to December 2012 no Information/documentation has provided to the DOJ.</p> <p>To date the list of partners has not been completed.</p> <p>To date no consultations have been facilitated.</p> <p>The achievement of Output 3.1 may be delayed depending upon the duration of the assessment process.</p> <p>This activity will be moved to the First Quarter of 2013.</p>
<p><b>Output 3.2 Measures undertaken to improve the efficiency of the Court System</b></p> <p><u>Target:</u></p> <ul style="list-style-type: none"> <li>• Information/documentation on recent efforts at decriminalisation/reduction in Jamaica provided</li> <li>• Information/documentation Justices of the Peace provided</li> <li>• Information/documentation Jamaica’s mediation system provided</li> <li>• Meetings and consultation arranged</li> <li>• Information on the Court processes provided</li> </ul> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>• Information on recent efforts at decriminalisation/reduction in Jamaica provided</li> <li>• Information/documentation Justices of the Peace provided</li> </ul>	<p><b>3.2.1 Address delays in moving a case forward.</b></p> <p><b>3.2.1.1 Action:</b> Identify information requirement and sources on current and recent efforts at decriminalisation/reduction in Jamaica.</p> <p><b>3.2.1.2 Action:</b> Provide information to the DOJ on current and recent efforts at decriminalisation /reduction in Jamaica.</p>	<p><b>Task completed</b> – All available documentation was sent to the Department of Justice, Canada.</p>	<p>All available information on recent efforts at decriminalisation /reduction in Jamaica have been provided to the DOJ</p> <p>All available Information /documentation on Justices of the Peace have been provided to the DOJ.</p>
	<p><b>3.2.2 Reduction of barriers/delays in commencing court proceedings</b></p> <p><b>3.2.2.1 Action:</b> Terms of Reference for consultancy advertised – Criminal Law Expert.</p> <p><b>3.2.2.2 Action:</b> Terms of Reference for consultancy advertised – Facilitator to work with DOJ team on priority list.</p>	<p><b>Task in progress</b> – The terms of Reference for this consultancy is currently with the UNDP and MOJ being reviewed.</p> <p><b>Task in progress</b> – The terms of Reference for this consultancy is currently with the UNDP and MOJ being reviewed.</p>	<p>Terms of Reference not finalized by the DOJ</p> <p>Terms of Reference not finalised by the DOJ</p>

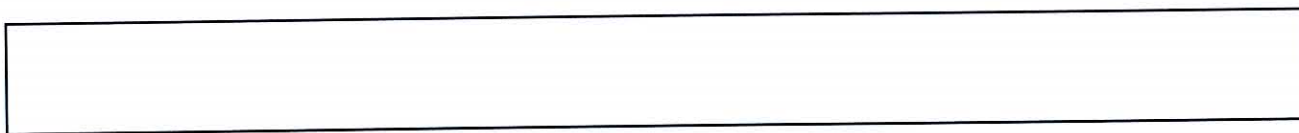
	<p><b>3.2.3.5 Action:</b> Engagement of local consultant to review the automatic mediation system in Jamaica and make recommendations to improve the efficiency of the system in diverting cases from the courts.</p> <p><b>3.2.3.4 Action:</b> Advertise for Consultant through Limited Tender Process.</p>	<p><b>Task delayed</b> – All Bids were evaluated on October 18, 2012, this process yielded no successful candidate, therefore the JRIU and the Procurement Division have moved on to initiate a Limited Tender Process.</p> <p><b>Task in progress:</b> Limited Tender Invitation Letters were sent on December 17, 2012 to selected persons who were deemed to have the requisite qualifications and experience. The date for the return of the Bids was set for December 31, 2012. However, the candidates invited all requested an extension on the time given as the holiday season made it difficult for them to access information needed for their bids and their Tax Compliance Certificates.</p> <p>The Procurement and Office Services Division allowed an extension of the close of the Tender Period until January 17, 2013.</p>	<p>There has been no progress towards securing a suitably qualified consultant.</p> <p>The delay caused by not finding a suitably qualified candidate during this round of call for proposals, will move the projected completion date to May 2013.</p>
	<p><b>3.2.3.6 Action:</b> Engagement of local consultant to review the role of Justices of the Peace in Jamaica and make recommendations re expansion of their functions as Lay Magistrates</p>	<p><b>Task in progress</b> – All Bids were evaluated on October 18, 2012, this process yielded a successful candidate and the Procurement Committee approved the proposal on November 19, 2012. Following the negotiation meeting on November 28, 2012, the candidate agreed to Review the Role of Justices of the Peace in Jamaica for the amount budgeted by the Project.</p> <p>The consultancy contract is currently with the Legal Services Unit of the MOJ and is expected to be completed and signed before the end of January 2013.</p>	<p>The JRIU has identified a suitably qualified consultant to conduct this consultancy. The recruitment process is almost complete with only the contract between the MoJ and the consultant left to be signed. This activity is not expected to be completed until April 2013.</p>
<p><b>3.2.3 Review of criminal Case Management System</b></p>	<p><b>3.2.3.1 Action:</b> Provide a list to DOJ of working group of judges, courts administrators &amp; prosecutors.</p> <p><b>3.2.3.1 Action:</b> Provide</p>	<p><b>Task in progress</b> – The list is being compiled to be sent to the Department of Justice.</p> <p><b>Task completed</b> – All relevant documentation have been sent to the Department of Justice.</p>	<p>The list has been compiled and sent to the DOJ</p> <p>All information on the current criminal case management system have been sent.</p>

	information and documentation on the current criminal case management system.		
<p><b>Output: Communication Strategy developed for justice reform implementation</b></p> <p><u>Targets:</u></p> <p>Sensitisation material developed and circulated</p> <ul style="list-style-type: none"> <li>• Communication Strategy developed</li> <li>Implementation of communication strategy</li> </ul>	<p><b>Develop &amp; implement communication strategy.</b></p> <p><b>Action:</b> Develop public sensitisation documents and brochures (for MOJ Staff and stakeholders).</p> <p><b>Action:</b> Select consultant to develop Communication Strategy.</p> <p><b>Action:</b> Advertise for Consultant through Limited Tender Process.</p> <p><b>Action:</b> Develop Communication Strategy and implemented</p>	<p><b>Task completed:</b> All materials to support the communication campaign to MoJ staff and stakeholders have been developed and reproduced. Distribution will take place before the end of the First Quarter of 2013.</p> <p><b>Task delayed</b> – All Bids were evaluated on October 18, 2012, however this process yielded no suitably qualified candidate, therefore the JRIU and the Procurement Division initiated a Limited Tender Process.</p> <p><b>Task in progress:</b> Limited Tender Invitation Letters have been sent to selected persons who were deemed to have the requisite qualifications and experience. The Tender Period closed on December 6, 2013. Only 1 invitee submitted a bid, which will be evaluated in the First Quarter of 2013.</p> <p><b>Task delayed</b> – This activity cannot begin until a suitable candidate has been selected and a contract signed.</p>	<p>There has been no progress towards securing a suitably qualified consultant.</p> <p>The delay caused by not finding a suitably qualified candidate during this round of call for proposals, will move the projected completion date to April 2013.</p> <p>The development of the Communication Strategy has not been started.</p>
<p><b>Output: Consultancy Bids Evaluated</b></p> <p><u>Targets:</u></p> <ul style="list-style-type: none"> <li>• Evaluation of proposals for consultancies to be executed in the 2012 work plan completed.</li> </ul> <p>Consultancies approved by the procurement Committee of the Ministry of Justice.</p>	<p><b>Action:</b> Consultancy Evaluation meeting</p> <p>Committee</p>	<p><b>Task completed</b> – All consultancy bids were evaluated by November 9, 2012</p>	<p>All consultancy bids for this round of call have been evaluated and 3 suitably qualified consultants identified.</p>



#### IV. IMPLEMENTATION CONSTRAINTS, RISKS AND LESSONS LEARNT

Implementation Constraints	Significance	Response/Action
The Director, Justice Reform Implementation Unit resigned in October 2012.	Medium	The Permanent Secretary for the Ministry of Justice is currently seeking a suitably qualified candidate to fill the post.
<p>There is a lack of clarity regarding the Social Order Component for the JUST programme, specifically how it fits into the overall structure of the Ministry of Justice and the Justice Sector Reform Programme.</p> <p>The Social Order Component has been active for approximately four months, however there has been no report on progress made on that side of the programme. There is a lack of clarity regarding the operations of that component.</p>	High	It is being recommended that a JUST programme monitoring meeting be held where an update on the operations/achievements of that component are presented to the implementation partners. The current lack of clarity regarding reporting relationships means that an action item to address the issue is difficult to formulate at this time. Once the programme monitoring meeting is held by responsible officers of the implementing partners and a better understanding provided and action item to mitigate risks can be formulated and implemented.
The JRIU has encountered significant challenges securing suitably qualified consultants to execute 4 of the planned consultancies for 2012. Regarding the 4 consultancies for which no consultants were identified during the initial evaluation process; 2 have been re-tendered using the Limited Tender process as greater than 3 possible candidates were identified, as required by the Government of Jamaica Procurement Guidelines. However, 2 consultancies have not been re-tendered as the GoJ procurement requirement of identifying at least 3 possible candidates has not been met.	Medium	<p>Regarding the 2 consultancies that have been re-tendered; the closing date for the Development of the Communications Strategy has passed, the Bid received will be evaluated before the end of the quarter. The tender process to Review the Automatic Mediation System in Jamaica and Make Recommendations for Improvement will close on December 31, 2012 and therefore evaluation will take place in the First Quarter of 2013.</p> <p>The JRIU will continue to look for suitably qualified consultants to execute the Development of the Citizen's Scorecard and the Development of the Monitoring and Evaluation Mechanism.</p>
The work plan of the JRIU is heavily dependent upon the work being done by the Department of Justice, Canada (DOJ) as a number of the JRIU's work plan activities are intended to give support to the Department of Canada. If DOJ does not execute tasks on time, or provide the JRIU with a work plan ahead of time the JRIU will not be able to plan effectively or execute work plan tasks on time. Up to the preparation of this report a draft 2013 work plan has not been received from the Department of Justice, Canada. This presents a significant challenge to the JRIU achieving tasks on schedule.	High	Discussions have been held with the DOJ's representative in Jamaica who has advised that efforts will be made to start preparation of the DOJ work plan in early January 2013.
New measures implemented by the Procurement and Office Services Division have delayed the payment of debts incurred under the JUST Project significantly. These new procedures have also negatively affected the assessment of the Project expenditure/performance to date (as seen on pages 1 and 2).	Medium	All vendors will have to be notified of the possible delay in receiving payment for their goods or services.
<p><b>LESSONS LEARNT</b></p> <p>Timelines projected for the delivery of activities under the JUST will have to be re-assessed in view of current MOJ processes in effect.</p>		



## V. RISKS

Project Title: Justice Undertakings for Social Transformation (JUST)		Award ID: 00069417		Date: December 4, 2012					
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1.	Public pressure and political expediency lead government to ad hoc prioritization of justice reforms	November 3, 2011	Political	P = 2 I = 2	The JUST team will reinforce, with both government officials and the public the message that strategically developed and implemented measures will yield greater returns than ad hoc measures.	JRIU Director	CIDA	December 4, 2012	Stable
2	Requests for assistance from Jamaican partners for "urgent" or unrelated actions draw resources away from the implementation plan	November 3, 2011	Political	P = 1 I = 3	The JUST team will repeatedly communicate the message that strategically developed and implemented measures will yield much greater results than <i>ad hoc</i> measures. Commitments will be obtained from Jamaican partners on an ongoing basis to adhere to the activities as laid out in the implementation schedule.	JRIU	CIDA	December 4, 2012	Stable
3	Change of political directorate leads to lessened support for JUST programme	November 3, 2011	Political	P = 2 I = 5	The JUST's alignment with national goals and targets laid out in Vision 2030 will further help to stabilise the Programme's focus. The inclusion of the Chief Justice, Director of Public Prosecutions and similar apolitical heads of agencies is designed to ensure the stability of specific initiatives within the Programme. The incorporation of CSOs in programme execution will have a similar impact. Linking the Program's PMF with the MOJ's Strategic Business Plan and the Reform	CIDA & UNDP	CIDA	December 4, 2012	Stable



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

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

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

VI. PLANNED ACTIVITIES (NEXT QUARTER – JANUARY 2013 –MARCH 2013)

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		Jan	Feb	Mar		Source of Funds	Budget Description	Amount
<b>Output 1.1 Justice Reform resources consolidated, stream lined and coordinated</b>								
<b>1.1.1 Remuneration to JRIU staff</b>								
	<b>Action:</b> Payment of monthly salaries to JRIU Staff	X	X	X	MOJ/UNDP	CIDA	71300 Local Consultants	25,181.86
	<b>Action:</b> Programme Monitoring Report submitted to UNDP			X	MOJ/JRIU	CIDA		0
	<b>Action:</b> Execute JUST Programme Planning Meeting	X			MOJ/CIDA	CIDA	75700 Training, Workshops, Conferences	\$200.00
	<b>Action:</b> Execute Project Steering Committee Meetings		X		MOJ/JRIU	CIDA		0
<b>1.1.1 Procure JRIU office equipment and supplies</b>								
	<b>Action:</b> Conduct equipment/office supplies needs assessment	X			JRIU	CIDA		0
	<b>Action:</b> Requisition JRIU office equipment and stationary supplies	X	X	X	MOJ	CIDA	72200 Equipment & Furniture	\$10,000
<b>1.1.2 Develop/establish Framework Document for the JRIU</b>								
	<b>Action:</b> Consultant recruited	X			JRIU/UNDP	CIDA	71300 Local Consultants	\$14,850
	<b>Action:</b> Consultations with key stakeholders	X		X	JRIU	CIDA	75500 Training, Workshops, Conferences	\$1000
	<b>Action:</b> Framework document Approved			X	JRIU	CIDA		0
<b>1.1.2 Develop time-bound, costed, Sustainability Strategy for the JRIU</b>								
	100% of JRIU equipment and office supplies procured.							
	PMAS for all staff completed by -/-.							
	Annual training and developmental activities conducted with 33% of officers trained in RBM by year 2.							
	Draft Sustainability Strategy Developed by second quarter of year 2.							
	Sustainability Strategy in place by -/-.							
	Monitoring and evaluation mechanism implemented for JUST programme.							



Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		Jan	Feb	Mar		Source of Funds	Budget Description	Amount
		<ul style="list-style-type: none"> <li>Strategies for aligning MDAs with the MOJ's new policy – focused agenda and its justice reform initiatives developed and implemented.</li> </ul> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li># of staff PMAs completed.</li> <li>% of equipment and office supplies procured</li> <li>JRIU sustainability Strategy document completed by -/-</li> <li>Justice Reform Monitoring and Evaluation Framework implemented by -/-</li> <li># and type of training and developmental activities completed with officers, directors and managers.</li> <li># of officers/managers and directors trained in RBM.</li> </ul>	<p><b>Action:</b> Terms of Reference for consultancy Develop and approved</p> <p><b>Action:</b> Advertise for consultancy</p> <p><b>Action:</b> Evaluation and Selection of Consultant</p> <p><b>1.1.3 Develop and implement monitoring and evaluation mechanisms for Justice Reform Initiatives</b></p> <p><b>Action:</b> Advertise for consultancy</p> <p><b>Action:</b> Consultant recruited</p> <p><b>Action:</b> Begin Development of Framework for monitoring, evaluation and tracking progress of justice reform initiatives</p> <p><b>1.1.7 Conduct training and developmental interventions for MOJ Staff</b></p> <p><b>Action:</b> Remuneration to training provider</p> <p><b>Action:</b> Conduct training for 2012/13</p> <p><b>Action:</b> Develop feedback form for training/developmental interventions</p>	X		X		JRIU/ UNDP
	X	X		JRIU	CIDA	74200 Audio-visual & Print Production Costs	\$1,000	
	X	X	X	JRIU	CIDA	0	0	
	X			JRIU/MOJ	CIDA	74200 Audio-Visual & Print Production Costs	\$0	
	X	X		JRIU/ UNDP	CIDA	71300 Local Consultants	\$3,000	
	X	X	X	JRIU	CIDA	71300 Local Consultants	\$3,000	
	X			JRIU/UNDP	CIDA	71300 Local Consultants	\$22,500	
	X	X	X	JRIU/ MOJ	CIDA	75700 Training, Workshops, Conferences	\$10,000	
	X		X	JRIU/ MOJ	CIDA	0	0	

Expected Outcomes (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Source of Funds	Planned Budgets	
		Jan	Feb	Mar			Budget Description	Amount
<ul style="list-style-type: none"> <li># of MDAs trained in RBM.</li> </ul>	<p><b>Action:</b> Identify training and developmental needs for 2013/14</p> <p><b>Action:</b> Identify target group/personnel for training in 2013/14</p>			X	JRIU/ MOJ	CIDA	0	0
<p><b>Output 1.4 Participatory Monitoring processes integrated in Justice reform and modernisation</b></p> <p><u>Targets:</u></p> <ul style="list-style-type: none"> <li>Citizens Scorecard used to assess Justice Reform Process.</li> </ul> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li># of stakeholder consultations held.</li> <li>% improvement as measured by Scorecard.</li> </ul>	<p><b>1.4.1 Develop and Implement Citizens' Scorecard</b></p> <p><b>Action:</b> Recruit consultant to develop Citizen's Scorecard</p> <p><b>Action:</b> Identify critical stakeholder groups to be consulted</p> <p><b>Action:</b> Conduct Preliminary Indicator gathering</p> <p><b>Action:</b> Conduct preliminary consultations with key stakeholder groups</p>	X			JRIU/ UNDP	CIDA	71300 Local Consultants	\$1,650
			X		JRIU/ MOJ	CIDA	0	0
		X			JRIU/ MOJ	CIDA	0	0
<p><b>2.1 Capacity development and support for the Office of the Director of Public Prosecutions and Protocols for Prosecutorial Conduct</b></p> <p><u>Target(s)</u></p>	<p><b>2.1.2 Facilitate meetings and consultations on standards of professional conduct for prosecutors</b></p> <p><b>Action:</b> Make logistical arrangements for consultations with prosecutors to obtain input for the development of Standards of Conduct.</p>			X	JRIU/ MOJ	CIDA	75700 Training, Workshops, Conferences	\$2,500
		X	X	X	DOJ/ JRIU/ ODPP	CIDA	75700 Training, Workshops, Conferences	\$3,000
	<p><b>2.1.4 Develop and deliver training activities for prosecutors and clerks of court on Standards of Professional Conduct</b></p>							

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		Jan	Feb	Mar		Source of Funds	Budget Description	Amount
<ul style="list-style-type: none"> <li>Standards for prosecutorial conduct developed &amp; implemented.</li> <li>80% of DPP files ruled on within 6 weeks of submission by year 2</li> <li>95% of DPP files ruled on within 6 weeks of submission by end of programme</li> </ul> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>Consultant hired by -/-/-</li> <li># of persons from each target group trained</li> <li>% of DPP files ruled on within 6 weeks of submission</li> </ul>	<p><b>Action:</b> list of stakeholders to participate in training finalized</p>	x	x	x	JRIU	CIDA	0	
<b>2.4.1 Review of the organisational structure and deployment of Human Resources within the ODPP</b>								
<p><b>Output 2.4 Human Resource protocols and strategies developed for ODPP</b></p> <p><u>Target</u></p> <ul style="list-style-type: none"> <li>Consultations with ODPP coordinated</li> </ul> <p><u>Indicator</u></p> <ul style="list-style-type: none"> <li># of Consultations held</li> </ul>	<p><b>Action:</b> Facilitate and Coordinate consultations and access to the ODPP</p>	x	x	x	JRIU	CIDA	75700	Training, Workshops, Conferences
								\$1,500

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Source of Funds	Planned Budgets	
		Jan	Feb	Mar			Budget Description	Amount (USD)
<b>Output: 3.2 Measures Undertaken to improve the efficiency of the Court System</b>	<b>3.2.2 Reduction of barriers/delays in commencing court proceedings</b>							
<u>Target(s)</u> Information/documentation on recent efforts at decriminalisation/	<b>Action:</b> 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.	X	X	X	MOJ/JRIU	CIDA	71300 Local Consultants	\$2,900
	<b>Action:</b> Engagement of local consultant to review the role of Justices of the Peace in Jamaica and make recommendations re expansion of their functions as Lay Magistrates	X	X	X	MOJ/JRIU	CIDA	71300 Local Consultants	\$18,990

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		Jan	Feb	Mar		Source of Funds	Budget Description	Amount
reduction in Jamaica provided								
Information/documentation Justices of the Peace provided								
Information/documentation Jamaica's mediation system provided								
# of Meetings and consultations arranged								
Information on the Court processes provided								
<u>Indicators</u>								
Information on recent efforts at decriminalisation/reduction in Jamaica provided by -/-/-								
Information/documentation Justices of the Peace provided by -/-/-								
Information/documentation Jamaica's mediation system provided by -/-/-								
# of meetings and consultations arranged								
Information on case								

Expected Outputs (including indicators and annual targets)	Planned Activities		Timeframe			Responsible Party		Planned Budgets	
	List activity results and associated actions		Jan	Feb	Mar			Source of Funds	Amount
<b>Output: 4.1 Standard Operating Procedures for Developing Legislation and Issuing Drafting Instructions in place.</b> <u>Target(s)</u> <ul style="list-style-type: none"> <li>30% of drafting instructions meet Cabinet approved standard in Year 1</li> <li>60% of drafting instructions meet Cabinet approved standard by end of programme</li> <li>Information on the Court processes provided</li> </ul>	<b>4.1.2.2 Hold Consultations with legislative policy analysts and developers from MDAs and other stakeholders to discuss and agree on recommendations for improving the process of developing legislative policies and issuing drafting instructions.</b>					JRIU		CIDA	0
<ul style="list-style-type: none"> <li>30% of drafting instructions meet Cabinet approved standard in Year 1</li> <li>60% of drafting instructions meet Cabinet approved standard by end of programme</li> <li>Information on the Court processes provided</li> </ul>	<b>4.2.4.2 Recommendations for improving legal reform process and systems</b>					JRIU		CIDA	\$12,500
<b>4.3.3 Address underlying causes of case volume</b>	<b>4.3.3 Address underlying causes of case volume</b>					JRIU		CIDA	\$1,000
<ul style="list-style-type: none"> <li>Consultant contracted by -/-/-</li> <li>% of drafting instructions that meet Cabinet approved standard.</li> <li># of meetings and consultations arranged.</li> <li>Priority list of minor offences established.</li> </ul>	<b>4.3.3 Address underlying causes of case volume</b>					JRIU/DOJ/UNDP		CIDA	\$2,900
<b>Output: Communication Strategy Developed for Justice Reform Implementation</b>	<b>4.3.3 Address underlying causes of case volume</b>					JRIU/DOJ/UNDP		CIDA	\$1,000
<b>Output: Communication Strategy Developed for Justice Reform Implementation</b>	<b>4.3.3 Address underlying causes of case volume</b>					JRIU		CIDA	\$1,900
<b>Output: Communication Strategy Developed for Justice Reform Implementation</b>	<b>Implementation of communication strategy</b>					JRIU		CIDA	\$1,000
<b>Output: Communication Strategy Developed for Justice Reform Implementation</b>	<b>Implementation of communication strategy</b>					JRIU		CIDA	\$1,000

Expected Outcomes (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		Jan	Feb	Mar		Source of Funds	Budget Description	Amount
<u>Targets:</u> Implementation of Communication Strategy commenced. Impact survey conducted.  <u>Indicators:</u> Implementation of communication strategy commenced by -/-. # of media placements achieved for each medium. % of target group able to recall information in public education/sensitization material.	<b>Action:</b> Complete recruitment process for Communications Consultant	X			JRIU	CIDA	0	0
	<b>Action:</b> Contract Consultant	X	X		JRIU	CIDA	71300 Local Consultants	\$3,000
<b>Monitoring &amp; Evaluation</b>								
Quarterly Report and Work-Plan Update			X		JRIU	CIDA		0
<b>TOTAL</b>								<b>\$144,571.86</b>

**Project Management:** Prepared by:  Date: 6/2/2013  
 Approved by:  Date: 6/2/2013

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