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ANNUAL PROGRESS REPORT

Country:	JAMAICA		
Reporting period:	March 1, 2014- December 31, 2014		
Project number and title:	Citizen Security and Social Cohesion in Jamaica - Support to the Commission of Enquiry Project Number 00079484		
Project Duration:	March 1, 2014- December 31, 2014		
Donors:	BCPR, UNDP (TRAC)		
Implementing Partner:	UNDP		
Responsible Parties:	Ministry of Justice, OHCHR, Civil Society Partners		
Overall Project Coordinator:	Elsie Laurence-Chounoune, Deputy Resident Representative		
Initial Approved Budget:	US\$ 300,000	Revised Approved Budget:	N/A
Total annual advance:	US\$91,000	Total annual expenditure:	US\$ 105,742.51
Annual Delivery:	35%		

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I. EXECUTIVE SUMMARY

The major challenge faced by this project was a delay in the start of the Commission of Enquiry. Although the Commission was announced by the Government in February 2014, it did not start until on December 1, 2014 when the project was actually originally expected to be closing. The annual delivery rate for the project, especially for Output 1 and Output 2 is therefore very low. With activities being drastically delayed and the COE extended into 2015, it will be important for the project to secure a no cost extension from its donors to ensure adequate funds will still remain available to fulfil the original mandate of the project.

An LOA was signed in August 2014 with the Ministry of Justice to facilitate the implementation of the support to the secretariat related to legal aid service provision and the psychosocial support activities for the victims. The targets and indicators established in output 1 will have to be slightly adjusted in the upcoming annual work plan as the support envisioned prior to the start of the commission in experts has been shifted to support required in legal expertise. These relate to supporting the addition of supplemental witness statements. In addition the witnesses would be provided with legal representation while testifying before the commission.

Five partner entities have been engaged by the Ministry of Justice to support the achievement of Output 1 and 2. They are Peace Management Initiative (PMI), Dispute Resolution Foundation (DRF), Victims Services Unit (VSU), Restorative Justice Unit (RJU) and Legal Aid Council (LAC). These entities have initiated work, partnering on 2 community walks and information sessions. Victims Services Unit has provided on site psychosocial support to witnesses during the provision of testimony to the COE. Currently, a Project Manager has been recruited by MOJ in order to coordinate and monitor the activities that the Ministry will be directly responsible for achieving under the project. This should ensure the speedy delivery of the project outputs. A candidate has also been selected for the needs assessment which was highlighted as a core activity under Output 3.

Output 3 "Social Cohesion Programme Developed" has been well advanced but will still require the commission's findings for its finalization. Initially the idea was to develop the programme using the COE's recommendations. However, due to the delays in the start of the COE, a consultant was hired to define a programme strategy and compile a resource mobilization strategy . Other activities completed over the period include a hostage negotiation training and a mission of UN Police with emphasis on reviewing police operations in relation to the use of force.

As an initiation to Output 2 activities related to public awareness and information sharing on the COE processes, UNDP, in partnership with the Press Association of Jamaica (PAJ) and the Office of the High Commissioner for Human Rights (OHCHR), a media training session was held with members of the press highlighting their role in ensuring appropriate coverage of the Commission

of Enquiry. Emphasis was placed during the session on the press providing an adequate picture of the proceedings based on what was outlined in the TOR for the Commission. It was highlighted by the presenters that avoiding sensationalism and being a key watch dog in the provision of unbiased details of the commission of the enquiry would be critical in assuring trust and public confidence and respect to the human rights of the persons who were affected by the incursion. This output including its targets and indicators will also have to be adjusted in the upcoming Annual Work Plan due to a shift in the direction of how the Commission can be effectively monitored by the project.

Also in furtherance of this output , UNDP partnered with community based radio station Roots FM on a series of outside broadcasts covering community workshops discussing the following areas; Rights when Detained or Arrested, Legal Aid – Right to Counsel, Lodging a Complaint when Rights are Breached, Human Rights, JCF Use of Force and Civic Responsibility – Witness & Juror. Panelists from JFJ, JCF, INDECOM, DPP and Public Defenders Office shared information on each theme, providing exhaustive concrete illustrations, clarifying issues and responding to questions raised by participants. Community online participation through text messaging of questions added to communities' interest.

It is no doubt that the delay in the start of the project was the major implementation constraint over the reporting period. There were also challenges linked to delays in the recruitment of the project manager to support the Ministry of Justice under their control and his capacity to support and initiate outlined activities. These issues have already been addressed with a change in the Project Manager and the contracting of one to support the initiatives to be carried out by the Ministry of Justice. There were also difficulties with procurement specifically in identifying suitable consultants for the needs assessment and the development of the communications strategy.

II. FINANCIAL SUMMARY

RESOURCE AND EXPENDITURE REPORT - 2014						
Donor	Total Budget (US\$)	Programmable Budget (US\$)	UNDP Direct Payment/Reimbursements	Total Advances to IP (US\$)	Total IP Expenditure US\$	Remaining Funds (US\$) Prog. Budget minus Total Expenditure
	A	B	C	D	E	F= B-(C+E)
UNDP TRAC	100,000	100,000	21661.27			78338.73
BCPR	200,000	200,000	84081.24	91,000	0	115918.76
TOTALS:	300,000	300,000	105742.51	0	0	194257.49

III. ACTIVITIES AND ACHIEVED RESULTS

Expected Outputs & Indicators (including annual targets)	Activity Results	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<p>Output 1</p> <p>Output 1. The Ministry of Justice has necessary capacity for the establishment effective functioning of the neutral and transparent Commission of Enquiry</p> <p>Baseline:</p> <p>The UNDP was requested by the Government of Jamaica to provide support for administrative and technical capacity to the Commission</p> <p>Lack of administrative and technical capacity</p>	<p>Activity Result 1.1 National Logistic expert to assist the Secretariat with the Coordination of the COE</p>	<p>35000</p>	<p>0</p>		<p>Changes were made to the activities under this output. As such, the project only supports the project management and is more focused on supporting directly the victims and those persons directly affected by the May 2010 events</p>
	<p>Activity Result 1.2 Legal Aid support provided to Victims</p>	<p>10000</p>	<p>0</p>		

Expected Outputs & Indicators (including annual targets)	Activity Results	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<p>in the secretariat of the commission</p> <p>Targets</p> <p>4 technical experts recruited to provide technical support to the secretariat of the commission of Enquiry</p> <p>100% of ToRs' milestones achieved by the end of the four (4) consultancies</p> <p>Indicators:</p> <p>Number of experts recruited within established timeframe</p> <p>Progress made by the technical experts in the achievement of ToRs' milestones within the established timeframe</p>					

Expected Outputs & Indicators (including annual targets)	Activity Results	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<p>Output 2</p> <p>Output 2. The public awareness and Information sharing mechanisms related to Commission of Enquiry processes designed and effectively delivered</p> <p><i>Baseline:</i></p> <p>No communication channels defined for information sharing</p> <p>No system in place to monitor commission of Enquiry process</p> <p>Targets</p> <p>Information on hearings and investigation processes is publicly available, including through mass media</p>	<p>Activity Result 2.1. Commission of Enquiry process monitored and monitoring reports disseminated</p>	<p>22000</p>	<p>21661.27</p>	<p>The idea of establishing a platform did not materialized and instead, it was decided to focus on the media</p>	<p>Difficulties in procuring communications specialist. Advertisement was published in a national newspaper and only two proposals were received. These two proposals however were considered no technically responsive</p>
	<p>Activity result 2.2 Communications campaign Designed and Implemented</p>	<p>43000</p>			

Expected Outputs & Indicators (including annual targets)	Activity Results	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<p>All interested parties have the opportunity to contribute to the process and or submit evidence</p> <p>Indicators # number of meetings held by the platform</p> <p># of reports disseminated</p>					
<p>Output 3 Three year programme developed to enhance social cohesion and community safety</p> <p>Baseline Preliminary agreement is reached to develop programme</p>	<p>Activity Result 3.1 Baseline established and gaps identified in preparation of the 3 year programme</p>	<p>88000</p>			<p>Over the period a draft strategy for the social cohesion project was developed as well as a resource mobilization strategy. A Hostage negotiation training was conducted as well as a mission from UNPOL to examine the use of force policy of the JCF and supporting community policing programmes</p>
	<p>100000</p>	<p>84081.24</p>			

Expected Outputs & Indicators (including annual targets)	Activity Results	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
<p>No funds have yet been mobilized for 3 year programme</p> <p>Targets Interim Evaluation of the Commission of Enquiry 3 Year Programme document finalized Resource mobilization strategy developed and implemented</p> <p>Indicators</p> <p>Level of completion of interim evaluation of Commission of Enquiry</p> <p>Level of completion of programme document</p> <p>Level of completion and implementation of resource mobilization strategy</p>					

Expected Outputs & Indicators (including annual targets)	Activity Results	Planned Budget (US\$)	Expenditure (US\$)	Achieved Results	Progress Towards Achieving Outputs
TOTAL					

IV. INDICATOR TRACKING TABLE

OUTPUT#	INDICATOR(S)	BASELINE	ACHIEVED In 2014	Annual TARGET (DEC 2014)
Output 1. The Ministry of Justice has necessary capacity for the establishment effective functioning of the neutral and transparent Commission of Enquiry	Number of experts recruited within established timeframe	0	Not done	4 technical experts recruited to provide technical support to the secretariat of the commission of Enquiry
	Progress made by the technical experts in the achievement of ToRs' milestones within the established timeframe	0	Not done	100% of ToRs' milestones achieved by the end of the four (4) consultancies
Output 2. The public awareness and Information sharing mechanisms related to Commission of Enquiry processes designed and effectively delivered	# number of meetings held by the platform	0	0	Information on hearings and investigation processes is publicly available, including through mass media
	# of reports disseminated by the platform	0	0	All interested parties have the opportunity to contribute to the

OUTPUT#	INDICATOR(S)	BASELINE	ACHIEVED In 2014	Annual TARGET (DEC 2014)
				process and or submit evidence
Output 3 Three year programme developed to enhance social cohesion and community safety	Level of completion of interim evaluation of Commission of Enquiry		Not done	Interim Evaluation of the Commission of Enquiry
	Level of completion of programme document		Partially complete	3 Year Programme document finalized
	Level of completion and implementation of resource mobilization strategy		Not done	Resource mobilization strategy developed and implemented

V. PARTNERSHIPS AND SUSTAINABILITY

Partnerships	Impact on/Contribution to Project Activities
Ministry of Justice (especially JRIU, VSU and RJU)	The MOJ is the main responsible party for this project and will have a major role to play in ensuring key activities within the project are achieved
Public Defenders Office	The partnership with this state entity will be important in the coordination of the legal aid support for victims and maintaining the Human Rights Framework through which the enquiry should be conducted
Press Association of Jamaica	The presentation of the commission by the media is very important and the press association will be a key partner to ensure that adequate training is done with media partners and the processes are fully monitored.
CBO's	Dispute Resolution Foundation, Peace Management Initiative and the Legal Aid Council. All three will be working in partnership with the JRIU to achieve activities outlined in Output 1 and 2
OHCHR	Senior Human Rights Advisor in Jamaica providing technical assistance as well as colleagues from Geneva
SUSTAINABILITY	
<p>The project has a strong community based focus and built in is the development of a social cohesion programme to support the continuation of work previously done by UNDP on Citizen's Security and Safety. Once the outputs are completed an extensive programme area will be developed to further guide work to be conducted by UNDP, other international donors and clearly outline roles and responsibilities for government and CBO partners.</p>	

VI Annual Work Plan 2015

Expected Outputs (including indicators and annual targets)	Planned Activities List activity results and associated actions	Timeframe			Responsible Party	Planned Budgets		
		Q1	Q2	Q3		Source of Funds	Budget Description	Amount
<p>Output 1.</p> <p>The Ministry of Justice has the necessary capacity for the establishment and effective functioning of the neutral and transparent Commission of Enquiry</p> <p>Baseline: Commission of Enquiry requires Legal experts to support the collection of witness statements which were not available No statements recorded</p> <p>Targets i) 150 witness statements recorded by legal experts ii) Completion of ballistic evidence verification process iii) 100 persons provided with legal aid services in the affected communities</p> <p>Indicators: i. Number of statement recorded from witnesses disaggregated by gender</p>	1.1 Activity Result: Support to strengthening witness statements in relation to location of incidents							
	1.1.1 Development of 3D mapping of sites in West Kingston to be used during the provision of evidence		x		UNDP	UNDP	74200 Audio/visual/Print prod costs	5000
	1.2 Activity Result: Legal Aid Support provided to victims and/or affected persons							
	1.2.1. Provision of legal representation at the COE hearings as advised by Secretariat inclusive of conducting interviews and collecting witness statements	x			MOJ/Legal Aid Council	UNDP	74100 Professional Services	32400
	1.2.2. Pre hearing consultation with potential witnesses	x			MOJ/Legal Aid Council	UNDP	74100 Professional Services	2069
1.2.3. Participation at 4 town hall meetings to provide legal advice to persons in West Kingston	x			MOJ/Legal Aid Council	UNDP	74100 Professional Services	531	

ii. Extent to which ballistic evidence verification process is completed iii. Number of persons provided with legal aid services in the affected communities	1.2.4. Participation in 4 community engagements resulting in increased involvement by West Kingston residents in services offered by legal aid clinic	x			MOJ/Legal Aid Council	UNDP	74100 Professional Services	0	
	1.3 Activity Result: Support to strengthening of ballistic evidence reports								
	1.2.2 Facilitation of forensic ballistic testing in accordance with guidelines as determined by the Commission		x			UNDP	UNDP	71600 Travel	3000
Subtotal Output 1								43,000	
Output 2. The public awareness on principles and operating assumptions on COE's strengthened and information sharing mechanisms on the commission of enquiry supported. Baseline: i. Limited public awareness on COE principles and operating assumptions ii. No system in place to monitor Commission of Enquiry process Targets	2.1 Activity Result Commission of Enquiry process monitored and reports disseminated								
	Action 2.1.1 Consultations held with media partners	x				UNDP	UNDP	75700 Training, Workshops and Conferences	2000
	2.2 Activity Result Management of COE/Social Cohesion Project Activities implemented by UNDP								
	Action 2.2.1: Consultant Contracted to Manage COE/ social cohesion project activities undertaken by UNDP	x	x	x		UNDP	UNDP	Local Consultant	16100
2.3 Activity Result: Commission of Enquiry supported through Communications Campaign									

i. 5 articles in national electronic or print media referencing at least 3 of the 5 core principles and operating assumptions of National Commissions of Enquiry ii. 100 views on UNDP website material on COE Indicators # number of articles in national electronic or print media referencing at least 3 of the 5 core principles and operating assumptions of National Commissions of Enquiry # of hits on UNDP website material on COE	Action 2.1.1 Communications consultant contracted and communications Campaign designed	x				UNDP	UNDP	71300 Local Consultant	30,000
	Action 2.1.2 Development of media material to support implementation of Communication Campaign	x	x				UNDP	BCPR	74200 Audio-visual/Print media
Subtotal Output 2									63,100
Output 3. Two year project developed to enhance Social Cohesion and Community Safety Baseline No project developed on Social Cohesion and Community Safety No baseline study completed Targets i) Project developed on Social Cohesion and Community Safety ii) Baseline Study Complete Indicators	Activity Result 3.1. Baseline established and gaps identified in preparation of the Social Cohesion programme								
	Action: 3.1.1 Management of consultancy for baseline study.	x	x	x		UNDP	BCPR	71300 Local Consultant	25000
	Activity Result 3.2. Social Dialogue initiated at community level in West Kingston								
	Action: 3.2.1 Preparation and implementation of Town Hall Meetings to sensitize on the COE	x	x			MOJ (DRF)	BCPR	75700 Training Workshop Conferences	4000
	Action: 3.2.2 Provision of Conflict Resolution and Mediation Sessions	x	x			MOJ (DRF)	BCPR	71300 Local Consultants	4000

i) Status of completion of project document ii) Status of completion of baseline study	Action: 3.2.3 Community Walk-Throughs	x	x		MOJ (DRF)	BCPR	71300 Local Consultants	2000	
	Activity Result 3.3 Referral support and psychosocial services for affected persons at community level in west Kingston and other target communities facilitated								
	3.3.4. Provision of Psychosocial Services at COE Venue and in Communities including ongoing needs assessments of victims / affected persons, Referral Services	x	x	x	VSD/MOJ	BCPR	71300 Local Consultants	10,000	
	3.3.5. Therapeutic interventions for children and adults as needed, Referral Services	x	x	x	PMI/MOJ	BCPR	71300 Local Consultants	10,000	
	3.3.6. Restorative Justice Sessions Provided	x	x	x	RJU/MOJ	BCPR	71300 Local Consultants	10,000	
	3.3.7. Establishment of communications network for coordination of project activities	x	x	x	MOJ	BCPR	72400 Comm. and Audio Equip	1500	
	3.4 Activity Result: Recruitment of Project Manager for Project Activities undertaken by MOJ								
	3.4.1 Project Manager contracted to coordinate activities undertaken by Ministry of Justice	x	x	x	MOJ	BCPR	71300 Local consultant	14,500	
Subtotal Output 3								81,000	

SUBTOTAL UNDP	91,000
SUBTOTAL BCPR	96,000
TOTAL	187,100

[Annex II Assets and Inventory](#)

Click icon and complete Assets Inventory



AssetInventoryTemp
late.xls

Annex III Risk Log

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1.	Delay in recruitment of Project Manager and Technical expert	9 Jan 2014	organizational	Non-implementation of activities; Non-Achievement of results; Low project delivery;	Project Manager for MOJ activities now recruited should assist greatly in implementation of activities. With a shift in the type of expertise required recruitment of experts is no longer a challenge for Output 1	Elsie Chounoune Laurence	Rachel Morrison	January 31, 2014	Resolved
2.	COE Process longer than expected	9 Jan 2014	organizational	Public interest in the COE decreases; Lack of funding to continue the support;	Based the approach to the questioning of witnesses the COE process may take longer than the expected three month period designated for the investigation.	Elsie Chounoune Laurence	Rachel Morrison	January 31, 2014	No change
3.	Lack of Public interest and trust in the process	9 Jan 2014	Strategic	COE findings not accepted by citizens Government loses credibility	Special attention needs to be paid to the communications strategy of the CoE to ensure that the public is informed and that the process is transparent.	Elsie Chounoune Laurence	Rachel Morrison	January 31, 2014	No change

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
4.	UNDP is seen as non-neutral organization	9 Jan 2014	Political	UN credibility seriously affected	UNDP Resident Representative will held high level meetings with the leader of the government and opposition as well as with International Development Partners, Civil Society Organizations, etc. to ensure that all voices are heard and UNDP is seen as a key partner and a convener in the process.	Arun Kashyap	Rachel Morrison	January 31, 2014	No change


Annex IV Issues Log

#	Description	Date Identified	Type	Impact & Priority	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1.	Low delivery rate due to low implementing capacity of the responsible party in delivering the activities of the project work plan.	August 1, 2014	Operational	Not having a logistic project manager to coordinate the outputs being conducted by the MOJ 4 Impact 4 Priority	Project Manager for MOJ activities now recruited should assist greatly in implementation of activities.	Itziar Gonzales	Alex Gomis	January 31, 2014	Solved Logistic Project Manager hired by MOJ

Annex V Lessons Learned

#	Type	Date Identified	Successes	Shortcomings	Recommended Solutions	Submitted, updated by
1.						
2.						
3.						
4.						
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13.						
14.						

Project Management:

Prepared by:  Date: February 19, 2015

Rachel Morrison, Project Manager

Accepted by:  Date: 20 Feb. 2015

Elsie Laurence-Chounoune, Deputy Resident Representative

Approved by:  Date: 20 Feb. 2015

Arun Kashyap, Resident Representative