



# **Government of Jamaica**

Ministry of Justice

Strategic Business Plan  
2011 - 2014

Prepared April 7, 2011

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## MESSAGE

### ATTORNEY GENERAL AND MINISTER OF JUSTICE SENATOR THE HON. DOROTHY LIGHTBOURNE, Q.C, C.D.

I am pleased to present this Strategic Business Plan for the period 2011 – 2014. This plan charts the way forward for the Ministry of Justice to achieve its vision “*to be the leader in the development of a modernized justice framework that engenders trust and confidence.*” Our mission for the period is “*to contribute to social and economic development of Jamaica through the provision of legal and policy frameworks within which justice services are efficiently and effectively delivered to all*”. Five strategic priorities along with related actions are outlined in this Plan.

This Strategic Business Plan supports the National and Sector priorities contained within the *National Development Plan Vision 2030; Jamaica, Public Sector Master Rationalisation Plan* recommended by the Public Sector Transformation Unit (PSTU); Ministry Paper No 56 - *Government at your Service: Public Sector Modernisation Vision and Strategy 2000 - 2012; Medium Term Economic Framework (MTEF); Medium Term Socio-Economic Framework – 2009 - 2012 (MTSEF)*; as well as a proposed Central Treasury Management System (CTMS). The Ministry’s policy priorities for 2011 – 2014 are also drawn from the Jamaica Justice System Reform Policy Agenda Framework (JJSRPAF).

We are mindful of the context within which this Business Plan must be undertaken and recognize that in order for the Ministry of Justice to realize a high level of performance and achieve its goals, all must be fully committed to the objectives and targets that have been agreed. Our development partners have also shown support to the overarching programme for Justice Reform and this Business Plan seeks to capitalise on the opportunities presented to forge even stronger collaboration in moving the reform agenda forward. Significant transformation is expected as the Ministry moves toward becoming more policy focused.

The Ministry of Justice is one of eight ministries piloting the Performance Monitoring and Evaluation System (PMES). The Cabinet Office has provided us support in the development of this Strategic Business Plan. It is expected that in accordance with the Accountability Framework that has been established, the Ministry will be held responsible and accountable to Parliament for the achievement of its performance targets.

I reaffirm our commitment to the strategic planning process adopted by the Ministry and the reform agenda that it supports. It is imperative that all the actions outlined in this plan are achieved by 2014.

Dorothy C. Lightbourne, C.D., Q.C  
Minister

## PERMANENT SECRETARY'S MESSAGE



The Ministry's Strategic Business Plan for the period 2011 – 2014 is crafted at a time when the country is aiming to stabilize its economic base through a standby arrangement with the International Monetary Fund (IMF). Fiscal discipline, therefore, will have to be the order of the day as the country grapples with the economic recession which has affected the world over.

It is against this background that this plan provides a framework for the achievement of the Ministry's Mandate within specific policy objectives of the Government that are relevant to the Justice Sector.

In developing this Business Plan we conducted a series of consultation with leaders within the Ministry, its Agencies and Departments. During the course of these meetings we:

- *Redefined the Mission and Vision of the organisation*
- *Agreed on the values and principles which will guide internal and external relationships*
- *Reviewed the Strengths, Weaknesses, Opportunities and Threats*
- *Identified developments in the environment which will impact the work of the Ministry*
- *Identified the areas of priority for the planning period*
- *Defined the expected outcomes for each priority*
- *Identified the key objectives*
- *Identified the strategies to be pursued to achieve the objectives*
- *Identified owners for each key objective*

We ensure that this Business Plan is in line with Jamaica's 2030 Vision and thus will contribute to Jamaica achieving developed country status in the year 2030 as "***The place of choice to live, work, raise families and do business***"

Our redefined vision for the period is that "*The Ministry of Justice will be the leader in the development of a modernised justice framework which engenders trust and confidence*".

To support this vision, we are committed to our mission to "*Provide the legal and policy framework within which justice services are efficiently and effectively delivered to all*".

Clearly, in keeping with this vision and mission, we must be guided by Core Values and Principles that drive our collective effort. We are therefore committed to **Service; Professionalism; Integrity; Respect; Innovation; and Teamwork**. These together speak to the **SPIRIT** of the Ministry, one that we must all strive daily to maintain.

Over the planning period, the Ministry must achieve five critical areas that form the focus of our strategic endeavours. These are:

1. Strengthened public trust and confidence
2. Improved Access to Justice
3. Strengthened linkages between justice sector institutions
4. Establishing a sound court infrastructure
5. Implementing a social component to the delivery of justice

Notwithstanding the financial constraints of Government, I am confident that we will achieve our strategic objectives over the next three years. I urge you to remain steadfast and focused to the task ahead.

The Strategic Business Plan provides the performance benchmarks at the corporate level. Departments, Work Units and Agencies must use this Plan to develop their respective Operational Plans. The preparation of your Individual Workplan, a critical component of the Performance Management and Appraisal System (PMAS) that we have now introduced, is also facilitated by this Strategic Business Plan.

Let me thank the Corporate Planning Team for their diligence in putting this plan together, and the Performance Evaluation and Monitoring Unit of the Cabinet Office that gave its support. I also encourage all of us to embrace the challenges and opportunities presented in this Strategic Business Plan in our transformation into the Justice Sector LEADER we strive to be.

Thank you.

A handwritten signature in purple ink, reading "Robert Rainford".

Robert Rainford, JP

# **1. EXECUTIVE SUMMARY**

## **1.1 Overview**

The Ministry became a discrete entity at the end of October 2001 when it was separated from the then Ministry of National Security and Justice. It administers and delivers justice services, as well as provides policy support and analysis on justice issues. The MoJ is mandated to ensure that Jamaica is a just and law-abiding society with an accessible, efficient and fair system of justice for all; to promote respect for rights and freedoms, the Rule of Law and the Constitution; and to promote an awareness of individual responsibilities and civil obligations. This mandate is achieved through:

1. Protecting the constitutional rights of citizens
2. Facilitating the independence of the judiciary
3. Reinforcing confidence in the legal institutions
4. Carrying out law reform to effect greater social justice
5. Providing means of redress when people are abused by organs of the State
6. Carrying out legal directives imposed by the courts for the protection of society.

This Strategic Business Plan of the Ministry of Justice seeks to present the framework within which priority actions will be carried out over the next three years, 2011 – 2014. Vision 2030, National Development Plan for Jamaica presents the primary backdrop against which the Ministry's plan will be implemented. The National Development Plan (Vision 2030) focuses on the following four National Priority Goals:

1. Jamaicans are empowered to achieve their fullest potential
2. The Jamaican society is secure, cohesive, and just
3. Jamaica's Economy is prosperous
4. Jamaica's Development is in harmony with its natural environment.

It is within the second Priority Goal, "the Jamaican society is secure, cohesive, and just", that National Priority Outcomes for justice and security are articulated. These National Priorities are:

- Security and Safety, and
- Effective Governance

Justice Sector Reform is one of the two strategies of the national priority outcome for Effective Governance in Jamaica. The reform of Jamaica's ailing justice system is the overarching priority for the Ministry of Justice, its Departments and Agencies over a ten-year period as recommended by the Jamaica Justice System Reform Task Force 2007 report, and as pledged by the GOJ. In order to further streamline and prioritise reform action, the Ministry with funding support from the Canadian Caribbean Cooperation Fund (CCF), developed the Jamaica Justice System Reform Policy Agenda Framework (JJSRPAF). This Framework identified seven thematic priorities that can be feasibly implemented in five years toward the transformation of the justice sector. These are:

1. Fair and Timely Case Resolution
2. Improved Access to Justice
3. A strong Judiciary and Workforce
4. Strengthened linkages between justice sector institutions
5. Establishing a sound court infrastructure
6. Implementing a social component to the delivery of justice
7. Strengthened public trust and confidence



## 1.2 Ministry's Policy Priorities

The Ministry's policy priorities are being planned and developed with great consideration of the *National Development Plan Vision 2030*; *Jamaica, Public Sector Master Rationalisation Plan* recommended by the Public Sector Transformation Unit (PSTU); Ministry Paper No 56 - *Government at your Service: Public Sector Modernisation Vision and Strategy 2000 - 2012*; *Medium Term Economic Framework (MTEF)*; *Medium Term Socio-Economic Framework – 2009 - 2012 (MTSEF)*; as well as a proposed Central Treasury Management System (CTMS).

The Ministry's policy priorities for 2011 – 2014 are also drawn from the Jamaica Justice System Reform Policy Agenda Framework (JJSRPAF), which was approved by Cabinet in March 2009. These priorities are:

1. Strengthened public trust and confidence
2. Improved Access to Justice
3. Strengthened linkages between justice sector institutions
4. Establishing a sound court infrastructure
5. Implementing a social component to the delivery of justice

This Strategic Business Plan envisages a phased approach to implementation over a three year period. Year one will focus on building trust and confidence among all stakeholders. The initial focus on policy development, capacity development and coordination will provide a strong foundation for future implementation of activities. During years two and three there will be a programmatic shift from facilitation and coordination to supporting strong implementation of the policies and strategies developed in year one. Consolidation of policy, strategic and implementation gains made early in the plan's implementation will also be pursued.

Proposed implementation of activities will engage a wide spectrum of stakeholders ranging from the Government of Jamaica, the Courts, the Jamaica Constabulary Force, the Department of Correctional Services, the private sector, civil society, including the Jamaican Diaspora in countries such as Canada, the United States and the United Kingdom, and International Development Partners such as CIDA, the EU, DFID, UNDP, WB, CDB and the IDB.

Implementation of all activities will be highly cognisant of the need to ensure their financial sustainability over time. This sustainability can be achieved by focusing on capacity development, the revision of user fees for services provided, and the performance of relevant cost/benefit analyses prior to the selection of critical development options. Paying attention to any environmental and gender implications attendant to the implementation of activities is also considered a crucial aspect of sustainability.

It is explicitly recognized that the priority improvements to be implemented over the planning period are unlikely to be financed solely by the Government of Jamaica having regard to its other financial demands as well as the prevailing stringent financial conditions being experienced in Jamaica and most of its development partners in the worldwide economic arena. Accordingly, wherever possible, the justice system recommendations will also be financed through justice system development financing which might be available from the private sector and Jamaica's International Development Partners such as CIDA, the EU, DFID, UNDP, WB and the IDB. An attempt has been made in this plan to align identified implementation priority recommendations with the funding available from Government, private sector and IDP sources.

This IDP alignment would be in accordance with the Monterrey Consensus on Financing for Development which recognises that achieving the internationally agreed development goals, including



those contained in the Millennium Declaration, demands a new partnership between developed and developing countries. As part of this Consensus, countries committed themselves to sound policies, good governance at all levels, and the Rule of Law. By supporting this essential element of the Monterrey Consensus, the Government of Jamaica will be supporting its own achievement of the Millennium Development Goals.

### Desired Outcomes

The expected desired outcomes from the policy priorities are:

1. Strengthened public trust and confidence

- Jamaican citizens have a justice system which respects their rights, upholds their responsibilities, and meets their needs.
- Strong Anti-corruption measures that deter, detect and arrest corruption in all parts of the justice system are in place.

2. Improved Access to Justice

- Jamaican Courts provide access to justice for all persons.
- Quality legal aid, witness protection and victim support services are developed and maintained.
- Increase legitimacy of restorative and community justice mechanisms among general public and victims of crime.
- Increased availability and use of restorative and community justice options for all but the most serious crimes.
- Increased Public awareness of the law and legal processes and access to legal information.

3. Strengthened linkages between justice sector institutions

- There are strong linkages between justice institutions from the “top down” and from the “bottom up”.
- The Jamaican Justice System is transformed to be better able to prevent and investigate crime, prosecute, convict, punish and rehabilitate offenders.
- Responsible ministries are more effective in policy formulation and preparation of drafting instructions.
- Justice institutions are better organized and more able to contribute to order and good governance.

4. A sound court infrastructure

- All Court facilities are accessible to the public and support effective operations.

5. A social component to the delivery of justice

- Multi-agency collaboration supports the adherence to the Rule of Law in Jamaica and the strengthening of community mores and governance.
- Society is better able to identify, advocate for, or implement initiatives likely to improve the human security situation.

## 1.3 Strategies

In order to transform the policy priorities and desired outcomes outlined above into real results, the Ministry plans to implement its programmes through the following strategies:

### ■ *Citizen-focused service*

The goal is to achieve significant improvements in the quality of service delivered to customers and users of the Justice system. The aim is to transform the service culture from what could be described as bureaucratic to one which is more customer- service oriented. We will seek to nurture an employee's mindset, to regard the Ministry as a service organization. Efforts will be made to better analyze and more clearly define what our customers expect of us and identify areas where the Ministry can improve its service delivery. This will require reviewing and revamping of those processes which deliver services such as the provision of legal aid, training of persons in the justice system, legal and justice administration services (marriage licences, expungement of criminal records, certificates of no impediment to marriage, etc.) to the end user/customer. The review exercise will also enable us to improve and rationalize the mix of services available to the public.

The ministry will ensure that persons in positions that interface with the external customers possess the appropriate behavioural competencies to perform at the required standard. Through extensive training of staff and the development of supportive standards and operating procedures, the culture of service will be fostered. A critical aspect of our strategy will be our ability to continuously measure the satisfaction of our users, identify the gaps in performance and develop improvement interventions. To this end, a baseline survey will provide a starting point for our assessment and ongoing improvement. This will be supplemented by information we currently have in respect of the experience of users of our services.

Efforts will also be made to increase access to information by the public. This will ensure that the citizens and the users of the justice services are aware of their rights, responsibilities and the mechanism available to protect the rights of, and deliver the relevant MoJ services to all users of the system. During this period we will concentrate on initiatives which will build citizens awareness of their rights and responsibilities and keep them informed of the avenues available to them to receive redress when wronged. Our public education efforts will be broadened and increased. Use will be made of modern communication technologies to reach a diverse range of persons. There will be more collaboration with institutions such as schools, NGOs and community groups to deliver key messages.

Recognizing that the delivery of excellent service is at times dependent on the response from our partners, efforts will be made to build relations and collaborate with other agencies involved in the delivery of justice services. This will help us to develop common service standards and more seamless service delivery between connected justice institutions. A supportive internal customer service regime is crucial, preparing members of staff to deliver quality professional service to our users/customers. Currently, there is a vibrant internal customer relations environment which we hope to sustain and grow to even higher levels. To reach the position we desire we will utilize various methods such as continuous training, performance management, sensitization of both internal and external clients, rewards and sanctions will be implemented where appropriate as well as inter-department customer service competitions and peer counselling.

Attention will be paid to the achievement of greater synergy between all the agencies of justice. Currently, the need exists for formalization of partnerships through MOUs and for an expansion

of the linkages across the various agencies and organizations. This will contribute toward the ability of the justice sector to speak with a united voice. In addition to the closer relation with local stakeholders and providers there will be a greater level of collaboration with our regional and international partners (IDB, EU, OAS, CIDA, USAID, UNHCR). This will enable us to benchmark our practices, learn from other jurisdictions and effectively discharge our obligations with our regional and global partners. During the period we will explore opportunities to increase the range and scope of our partnering activities.

The key strategies and the expected outcomes for citizen-focused service therefore are to:

- **Transform the service delivery culture** - The experience of persons using the Justice system is significantly improved ; There is a modern service culture within the Ministry based on the concept of the Ministry as a "service organisation"; The range of services has been rationalized and revamped ; Aggressive and measurable service standards and targets are used to set benchmarks of excellence; and Results from surveys are continuously measured and services improved.
- **Re-engineer service delivery processes** - Areas for improvement are identified and initiatives implemented ; Processes are more seamless and connected; and Turnaround time for the completion of transactions is shortened.
- **Upgrade service delivery infrastructure** - The MoJ has upgraded the physical environment in all justice service related agencies ; and Customers / users report greater satisfaction with the physical environment within which justice services are delivered.
- **Expand collaborations and partnerships** - Greater number of partnerships established and functioning ; Partnerships formalized through MOUs; There is greater synergy between the various agencies and organization involved in delivering justice services; and Linkages with civil society and regional and international organizations are expanded.

## ■ *Stewardship*

The Ministry of Justice is supportive of the various reforms in the public sector to improve efficiencies in resource management. The Medium Term Expenditure Framework (MTEF), which will shift the approach to budgeting from being short-term annual exercises to a policy-oriented medium-term perspective, requires the Ministry to be more strategic in its stewardship of public resources. The Ministry's budget, starting from fiscal year 2011/12, will be supportive of the targets established in the Fiscal Responsibility Framework (in the Financial Administration and Audit Act) geared toward the elimination of public sector deficit, streamlining of expenditure, and debt management.

The scarce resources received therefore need to be spent judiciously to ensure that the core functions are supported and that the strategic initiatives are achieved. In the current climate of increased vigilance by the Public Accounts Committee, it is even more important to see that the Government Regulations are met and that proper procedures are followed. The benefit resulting from this strategy is greater transparency and provides some indication of having obtained value for money.

The yardstick by which stewardship is judged is both the extent to which the strategic objectives are achieved and the extent to which the departments are able to accurately articulate their needs for each Financial Year.

Three key strategies will be used to strengthen the Ministry's stewardship in order to achieve desired goals:

- **Garner additional funding and support.** This will ensure that all of the ministry's programmes are fully funded and donor partners provide support to strengthen capacity.
- **Get better value for expenditure.** This will enable the ministry to operate within the approved budget for each financial year; align unit goals to the strategic business plan; ensure that the procurement processes follow Government of Jamaica Regulations; and minimise the risks associated with the Ministry's operations.
- **Improve corporate performance management system.** It is expected that in doing so, the Ministry achieves its Corporate and Operational targets in line with budgetary allocations; the corporate and operational planning processes' alignment with the budget process is achieved; departmental and individual plans and budgets are linked to corporate and operational targets.

The forum for assessing the achievement of the strategic objectives will be the quarterly reviews at which time the achievements will be compared to the budgeted performance and the successes or failure explained and corrective action proposed for implementation.

Central to bolstering funding and thereby improving the chance of meeting strategic objectives, is the fostering of close relations with our donor partners who are an important source of additional revenue for those areas in which our budgetary allocations fall short.

## ■ *Human Resources*

A critical contributor to the success of the Ministry and the planning process will be the ability to align employee performance with organisational goals and objectives.

During the period the Ministry will seek to bridge existing gaps between performance and competencies, and current and future needs, thereby continuing the process of building a high performance culture that ensures achievement of corporate goals. This culture will be facilitated by the implementation of an organisational development plan that will allow for succession planning, strengthening of employees' competencies, and the development of a culture of continuous learning in order to improve employee engagement in terms of attracting and retaining quality staff.

Renewed emphasis will be placed on the full implementation of the Performance Management and Appraisal System (PMAS) which will allow for greater levels of accountability. This process includes, among other things, the preparation of work plans in alignment with corporate and operational targets; providing required resources, technical assistance, coaching and monitoring and appraising employees as required. In establishing a high performance culture the organisation will establish mechanisms to monitor and measure the extent to which employees are satisfied with the organisation's provision of an enabling environment.

Three key strategies will drive the Ministry's achievement in human resource development and capacity building toward the realisation of its desired goals:

- **Build a high performance, results driven and accountable culture** - The ministry's expectations are that there is greater ownership and accountability for results and performance; programmes, projects and initiatives are executed on time, to agreed standards and within resource parameters ; and the ministry is better able to attract and retain qualified and competent staff.
- **Facilitate a culture of continuous Learning** - Expected outcomes are that employees are qualified and competent in the performance of their duties; the organisation's competency requirements for transformation are acquired; and the Organisation's predominant culture, is one of continuous learning.
- **Improve employee engagement, morale and motivation** - to reduce the rate of attrition in the Central Ministry and to retain a cadre of highly motivated staff.

#### ■ *Information systems and technologies*

The strengthening of operational support systems is also one of the critical actions that must be taken to achieve a modern justice system that is trusted by all users. This will entail the enhancement of the Ministry's policy communication capability supported by a well established and maintained technological environment. Part of the strategy is to fully integrate IT into the normal workflows within the Ministry, its departments, and agencies to achieve greater efficiencies. Recommendations from previous reviews of technology requirements in the ministry will be implemented during the 2011-2014 period.

Greater use of technology will increase access to justice services and enhance the speed of information delivery. The Ministry will use technology to promote the services which is offered to the public. The Ministry's website will be revamped to increase the range of transactions which can take place electronically and make it easier for users to interact with the services offered. Application forms will be strategically placed on the revamped website so that end users can access these instruments from remote areas. Information on the functions and activities performed by the Ministry will be highlighted on its website.

The current gaps in the Ministry's IT environment however include the shortage of critical staff and the weak capacities of existing staff. The imminent Public Sector Transformation which will include the introduction of a proposed shared Corporate Service will result in changes in the structure, composition and functions of the ministry's IT Department. While there is not yet a definite decision on the actual start of the shared corporate services involving the MoJ, preparations are still required to meet such an eventuality. The establishment of the Court Management Services, which will see the transfer of some IT staff to that new entity will also mean a re-alignment of IT functions and output. The existing staffing gap must however be addressed through the recruitment of competent staff and ongoing training in new developments and IT best practices. Indeed, other Ministries conduct regular training for their IT staff and the MoJ needs to adopt this training strategy as a best practice going forward.

Another critical gap in IT is the risk posed by the current practice of using a mix of IT infrastructures (hardware and software), some of which are no longer supported by suppliers. For

example the Ministry uses a mix of IT platforms, including Server 08 and 03, client software includes Windows 7 and XP, and in some instances Vista. It is noted that Microsoft no longer supports Windows XP and the Ministry is therefore exposed to the real risk of viral attacks. Such a risk leaves the Ministry vulnerable and unable to respond effectively to the needs of its internal and external clients. The Ministry must therefore address these vulnerabilities and at the same time maintain compatibility and efficiencies in an ever changing IT environment.

In keeping with the requirements to improve efficiencies in the Ministry, its departments and agencies, IT strategies will include the implementation of cost containment measures such as the use of one service provider for the provision of internet service, the use of proxy servers, the reduction in the number of straight telephone lines, and telephone cost reduction through the introduction of Voice over Internet Protocol (VIOP).

A key strategy that will drive the Ministry's achievement in Information Technology is to:

- **Upgrade Information Technological Systems** - Technological resources are reviewed and revamped ; Technology provides more support and greater levels of efficiency to core processes in delivering value to internal and external users ; IT Systems are more secure and reliable ; and Reliable disaster recovery plans are in place and functional.

## ■ ***Risk Management***

Risk management will be an important strategy by the ministry to minimise the risks inherent in the implementation of its key actions toward meeting the objectives of this Business Plan. It is recognised that a significant number of the ministry's action under this Business Plan bears a medium to high risk of derailment owing to factors outside the ministry's control. The current economic climate presents a real risk of under support or non-support particularly for "big ticket" items. Much of the risk management strategy will be geared toward risk reduction or risk sharing among partner entities.

In light of this, a risk assessment model will be developed for each department identifying high risk areas to ensure that adequate controls are in place to achieve their objectives in the most efficient and effective manner. The model would be developed in consultation with the Head of Unit or Department to achieve consensus as to areas of vulnerability and to obtain buy-in for control mechanisms to be implemented to mitigate the risks identified. **Appendix A** provides a full outline of the risks identified and measures to mitigate them.

## ■ ***Accountability***

The Permanent Secretary, as the head of the ministry, and under the direction of the portfolio Minister is ultimately responsible for the delivery of agreed objectives within the 2011 - 2014 period and will be held accountable for performance.

In keeping with the Government of Jamaica Accountability Framework for Senior Executive Officers approved by Cabinet in 2010, the Permanent Secretary is to be granted delegated authority over human and financial resources as defined in the Public Service Regulations, and the letter of Appointment-Accounting Officer issued by MoFPS.

Given the nature of the Permanent Secretary position he is also accountable to identified entities as per statute. These include the Ministry of Finance and the Public Service, the Auditor General



and the Contractor General. The current Terms of Reference for Permanent Secretaries (June 2006) state their specific roles, responsibilities, duties and outputs but more importantly establish their accountability arrangements i.e., the Permanent Secretary reports to the Minister and is accountable to the Cabinet Secretary.

Permanent Secretaries accountabilities are:

(a) Portfolio Minister

- ☐ Provides sound advice on policy and administration
- ☐ Implements government policies (vis-à-vis the Ministry and its portfolio)
- ☐ Identifies and brings concerns to the Minister
- ☐ Ensures that information given to the Minister is accurate and reliable
- ☐ Supports the Minister's portfolio management
- ☐ Ensures that the Ministry prepares its Strategic/Operational Plan, Corporate Plan, Audit Plans and Annual Reports
- ☐ Reviews and reports to the Minister on the performance of CEOs of Executive Agencies
- ☐ Supports the Minister's collective responsibility to Parliament
- ☐ Supports the Minister's collective responsibility to Cabinet

(b) Cabinet Secretary

- ☐ Reports on key priorities as identified in performance agreements.
- ☐ Gives detailed report on the "bread and butter" issues of the Ministry.
- ☐ Reports on achievement of the corporate plan and the use of financial resources
- ☐ Reports on other areas as may be documented in the performance agreement

The Permanent Secretary is supported by a Chief Technical Director who is responsible for the implementation of the ministry's policy and modernisation programme. An Executive Management group has also been convened to deliberate on monthly reports presented to it by Directors and Senior Officers in the Ministry. Each Director and Senior Officer is responsible for the targets in his/her department. A Senior Policy Group (SPG) Chaired by the Hon. Minister is convened monthly to examine policy issues, concepts and drafts and to provide recommendations for policy development. The SPG consists of Policy Directors, other selected Directors and Senior Officers, Legal Officers, Consultants and Advisors in the ministry. Quarterly Reviews involving the wider cross section of leaders in the ministry are also mechanisms for accountability. In this way, progress reports on achievement against targets are examined and corrective strategies advanced toward the ultimate satisfaction of ministry priorities.

An important strategy during this planning period is to strengthen accountability to its partners for programme delivery. Currently the Ministry does not have a well developed mechanism to administer externally funded and local programmes / projects and to monitor their effectiveness. The Ministry intends to strengthen its programme delivery and monitoring mechanisms to enable increased confidence among its partners who have entrusted their programmes with the Ministry. This is also important in light of international Conventions, Treaties and other Agreements to which Jamaica is a signatory.

- **Improve the range and quality of public information and education** - Increased availability of Information on the Ministry and related agencies to the public; Justice Training / education offerings streamlined and strengthened.



- **Strengthen programme delivery capability** - Institutional capacity to deliver programmes and projects is strengthened; and programmes and projects are delivered on time, to requirements and within budget.

## ■ *Policies and Programmes*

The Ministry of Justice should be recognised as the primary source of Justice policy advice of the highest quality that is acceptable to the directorate. The Ministry is now being transformed into a policy focused ministry. With the final separation of court related functions from the Ministry's core business, the opportunity is presented to strengthen its policy development competencies which are currently weak in the areas of policy analysis, concept development and policy monitoring and evaluation. The institutional capacity to research and bring evidence that inform effective policies and legislation, and to provide sound policy advice to the executive and legislative arms of government must be strengthened and maintained. This is to be achieved through the establishment of a Policy and Modernisation Division (P&MD) fully staffed by competent professionals who are constantly upgraded to maintain cutting edge performance.

The purpose of the P&MD is to support the Permanent Secretary and strengthen the areas of Policy Development & Analysis, Planning Evaluation and Performance Management; strengthen the capacity of the MOJ to lead the Jamaica Justice Reform Agenda; provide support for the fledgling Court Management Service (CMS), and subsequently provide for its policy direction.

During the period therefore, action will be undertaken to strengthen reliability, integrity and transparency of the policy development process. Attention will also be paid to expanding the range of enabling legislation, policies and services, which will facilitate speedy and just resolution of issues which come before the justice system. This will include a mix of new and updated legislation to include but not be limited to fines, sentencing guidelines and practice directions. The identified gaps include matters related to turn around time in the legislative agenda and the turnaround time for tabling of legislation.

Three key strategies and their outcomes that will drive the Ministry's achievement in policies and programmes are to:

- **Build capacity to inform and influence Public Policy** - The policy development infrastructure is strengthened ; The scope and quality of research activities to provide basis for policy advice is expanded ; The capability of the technical staff to give professionally sound advice is strengthened; and professional staff are exposed to developments and best practices in other jurisdictions.
- **Modernize the legislative framework** - the amendment/modernization of archaic legislation; new and relevant legislation are drafted ; the capacity of the Legal Reform Department is strengthened.
- **Enable / Facilitate timely resolution of cases** - Enact policies of appropriate Restorative Justice case diversion and case management systems.

## ■ *Environmental strategies*

Environmental Impact Assessments (EIAs) will be a requirement for all major court infrastructure projects to inform of environmental issues, risks and solutions. Designs of physical structures and the

maintenance of such structures will also incorporate environmental considerations and construction and maintenance done in a manner not to further add to environmental risks related to air and soil pollution, negative impacts on the water table, and other environmental impacts. As much as possible, efforts will be geared toward the use of materials that are in keeping with environmental standards in the maintenance of court buildings.

Other strategies to be undertaken include the reduction in the use of paper and ink through a comprehensive strategy to increase the use of email as a primary means of communication between individuals and departments; the recycling of paper particularly for the generation of draft documents; and the procurement of printers that allow for refilling of ink cartridges as much as practicable. Energy conservation and cost reduction strategies within the ministry, its departments and agencies will be implemented with strict monitoring of compliance with agreed targets.

The Ministry of Justice implements its strategies through its various Departments/Agencies, some of which play very key roles such as the:

- Administrator General's Department
- Attorney General's Department
- Commission for the Prevention of Corruption (*to be subsumed by the proposed Office of the Special Prosecutor*)
- Office of the Director of Public Prosecutions (ODPP)
- Law Revision Office
- Legal Aid Council
- Legal Reform
- Office of the Parliamentary Counsel (OPC)
- Office of the Trustee in Bankruptcy (OTB)
- Dispute Resolution Foundation (*Affiliated Agency*)
- Norman Manley Law School (*via subvention support*)

SEPARATE AND INDEPENDENT:

#### **Court Management Services (CMS)**

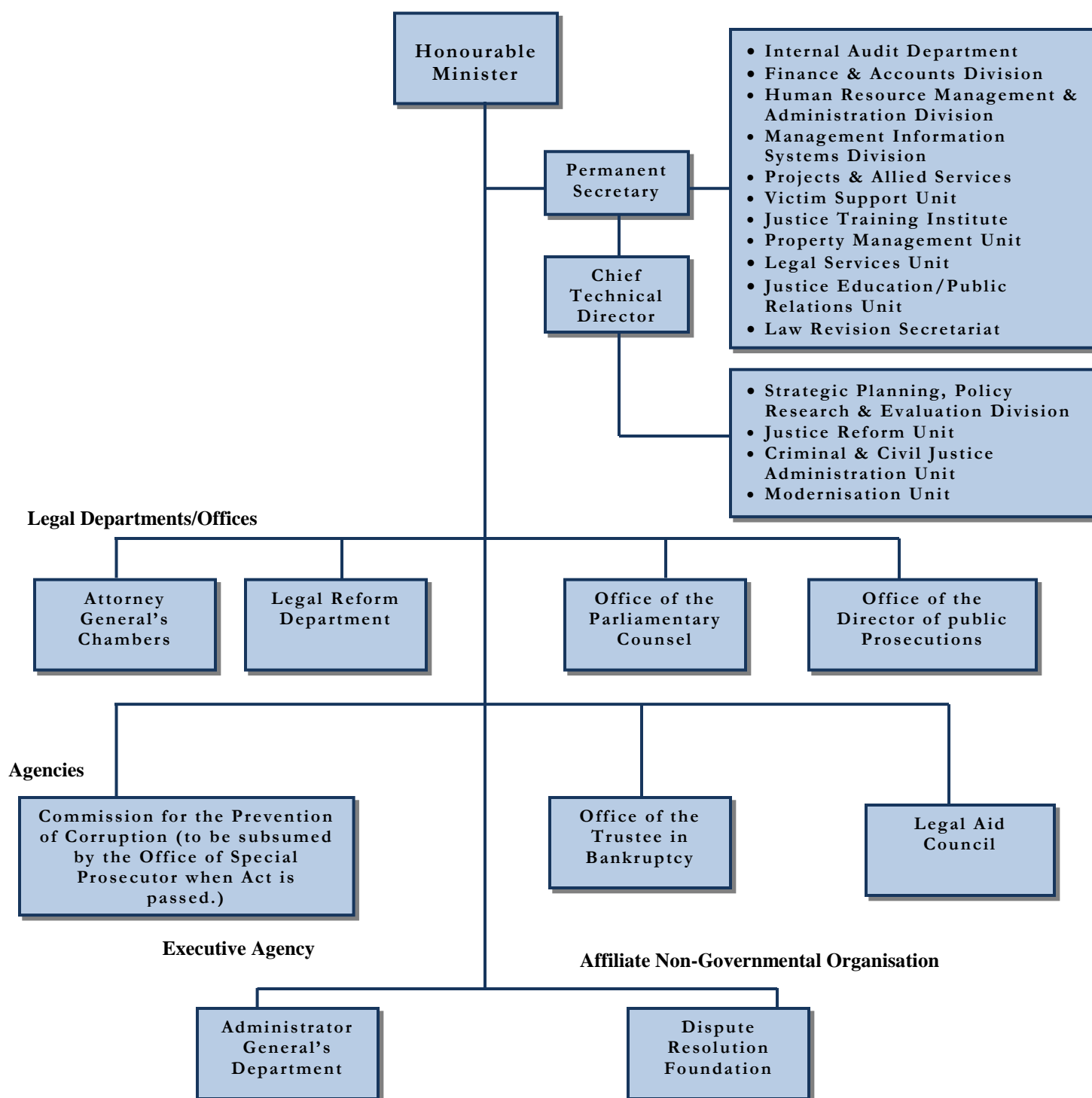
- Court of Appeal
- Supreme Court
- Family Courts
- Resident Magistrate Courts
- Revenue Court
- **INDECOM:** Independent Commission of Investigations (INDECOM) **Subsumes** Police Public Complaints Authority (PPCA). This is a Commission of Parliament and as such is not the subject of this Business Plan.

Other Departments/Agencies and line-function divisions/units, critical to the process, are grouped hereunder:

- *Corporate services support to the Ministry.* These line-function divisions are Strategic Planning Policy Research & Evaluation (*to be renamed the Policy and Modernisation Division*); Justice Modernisation (*also to be placed within the Policy and Modernisation Division*); Finance and Accounts; Human Resource Development and Administration; Criminal and Civil Justice Administration; Justice Education / Public Relations Unit ; and Legal Services Unit.

## MINISTRY OF JUSTICE ORGANIZATIONAL STRUCTURE

**Chart 1: REPORTING RELATIONSHIP FOR AGENCIES OF THE MINISTRY OF JUSTICE**



## 1.4 Ministry's Priority Programmes/Projects

The Ministry's medium term policy priorities are set out in the following table.

Vision 2030 National Goals	National Outcomes	National Strategies	Ministry's Priority Programmes/Projects	Key Actions
#2: The Jamaican Society is Secure, Cohesive and Just	#5: Security and Safety	Support the reform of the Justice System	<ol style="list-style-type: none"> <li>1. National Plan of Action for Child Justice</li> <li>2. Restorative and Community Justice Programme</li> <li>3. Citizen Security and Justice Programme (Restorative Justice Component)</li> <li>4. Justice Undertakings for Social Transformation (JUST)</li> </ol>	<ol style="list-style-type: none"> <li>1. Collaborate with the system for speedy, effective and fair prosecutions, trials and case disposals.</li> <li>2. Delivery of Violence Prevention Services (training, Restorative Justice processes)</li> </ol>
	#6: Effective Governance	#6-2: Reform and modernize justice system	<ol style="list-style-type: none"> <li>1. Strengthened public trust and confidence</li> <li>2. Improved Access to Justice</li> <li>3. Strengthened linkages between justice sector institutions</li> <li>4. Establishing a sound court infrastructure</li> <li>5. Implementing a social component to the delivery of justice</li> </ol>	<ol style="list-style-type: none"> <li>1. Transform the Ministry of Justice into a policy focused Ministry</li> <li>2. Modernize Office of the Director of Public Prosecutions' (ODPP)</li> <li>3. Strengthen Victim Support Unit</li> <li>4. Strengthen the Legal Aid Council</li> <li>5. Strengthen the Justice Training Institute</li> <li>6. Implement the case management system; Justice Enforcement System (JEMS), to be replicated across all courts;</li> <li>7. Establish a Court Management Services entity to facilitate more efficient operations of the Court system.</li> </ol>
	11: Technology Enabled Society	Integrate science and technology into all areas of development	Integrate ICT in the administration of justice and law enforcement.	<ol style="list-style-type: none"> <li>1. Establish fully digital courtrooms.</li> </ol>

## 1.5 Targets

The implementation of Ministry and Departmental strategies will lead to the delivery of the Ministry's final output against which performance indicators and a number of high-level targets have been set. These are set out in the following table and show the progress the Ministry plans to make towards its overall goal during the three years of this Plan.

Sector Outcomes	Outcome Indicators	Current performance (2010 - 2011)	Three year targets (2011 – 2014)
Effective Governance	<b>Rule of Law:</b> - Violation of human rights - Trust in justice system - Effectiveness of Courts - Extent to which public officials abide by rules of country - Quality of contract enforcement	-0.49 (2009)	40% improvement over 2009 performance

## 1.6 Medium Term Expenditure Summary

The financial implications of implementing the programmes, projects and policy initiatives and achieving Ministry performance targets over the period of this Business Plan are set out in the following table. It briefly outlines the estimates of expenditure for the current year and budgetary projections for the next two years, thereby facilitating a more detailed forecasting analysis for a three-year period. A more detailed display of the financial figures for the various programmes, including that of the two previous years is shown on in the *Medium Term Financial Implications (Summary)* section, which is relevant for the purpose of comparison.

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 11/12 (J\$ 000)	Projections 12/13 (J\$ 000)	Projections 13/14 (J\$ 000)
Recurrent	2,782,429.0	2,117,361.1	2,329,097.2
Capital A	1,187,404.0	906,000.0	500,000.0
Capital B	451,292.0	1,272,401.0	1,523,670.0
Appropriations in Aid	136,000.0	136,000.0	140,000.0
<b>Total Funding Requirement</b>	<b>4,557,125.0</b>	<b>4,431,762.1</b>	<b>4,492,767.2</b>

## 2. PLANS AND PRIORITIES

### 2.1 Portfolio Areas

The Ministry of Justice retains portfolio responsibility for the following subject areas:

- Administration of Justice
- Business of the Senate
- Conditional Discharge of Forensic Psychiatric Inmates (*under amendment to Criminal Justice (Administration) Act 2006*)
- Constitutional Reform
- Coroners
- Dispute Resolution
- Enquiries into the causes of Fire and Accidents
- Extraditions
- Justices of the Peace
- Legal Education
- Legal Profession
- Marriage Licences
- Mutual Legal Assistance in Criminal Matters
- Notaries Public
- Obscene Publication Act
- Protection of Human Rights
- Victim Support

#### *Proposed Changes to Functional Areas*

The Ministry of Justice is already in transformation mode with an emphasis on Justice Reform. A number of ongoing initiatives will culminate within the next financial/legislative year. These are:

- Police Public Complaints Authority to be repealed and functions taken over by the Independent Commission of Investigation. **(Done)**.
- Commission for the Prevention of Corruption to be subsumed under the Office of Special Prosecutor when established - Special Prosecutor Bill. **(In progress)**
- Transfer of Court Management Services to Chief Justice (40 persons) to allow the Chief Justice to have complete autonomy in relation to human resources, finance and accounting, auditing and statistical functions of the Courts. Recruitment of Principal Executive Officer (Accounting Officer), Principal Financial Officer, Human Resource Director and Director of Communication and Client Services, and the Director MIS. **(Done)**.

The following table outlines the proposal for the restructuring of the Ministry of Justice considered by the Public Sector Transformation Unit.

**Table 1: *RESTRUCTURING OF THE MINISTRY'S DEPARTMENTS AND AGENCIES***

SUBJECTS	Name of Departments, Divisions and Agencies of Ministry	State Type of Entity e.g. Agencies, Public Bodies, Executive Agencies	MANDATE	RECOMMENDATIONS FOR RESTRUCTURING
Business of the Senate	Executive Management			
Conditional Discharge of Forensic Psychiatric Inmates [under amendment to Criminal Justice (Administration) Act 2006]				
Administration of Justice	Office of the Director of Public Prosecutions		Under Section 94(3)(a-c) of the Jamaican Constitution 1962 the Director of Public Prosecutions has the power to initiate, authorize, take over and terminate prosecutions in all the courts in the island.	
Administration of Justice	Police Public Complaints Authority	Public Body	To initiate and/or supervise the investigation of any complaint against the police; as well as any other matter, whether or not the subject of a complaint which in the opinion of the Authority is of such a nature that it should be so supervised /investigated because of its gravity and exceptional circumstances. <b>Governing Legislation:</b> The Police Public Complaints Act (Act 4 of 1992).	Functions assumed by the Independent Commission of Investigation (INDECOM).
Administration of Justice	Commission for the Prevention of Corruption	Public Body	The receipt, storage and investigation of statutory declarations pursuant to the Corruption Prevention Act 2000.	To be subsumed under the Office of the Special Prosecutor when legislation is passed.
Administration of Justice	Office of the Special Prosecutor	Public Body		To be established by amendment to the Corruption Prevention (Special Prosecutor) Act.
Administration of Estates in the Interest of Minors	Administrator General's Department	Executive Agency	The Administrator-General's Department administers estates of persons who have died intestate leaving minor beneficiaries, or having died testate have not appointed an executor or the executor has died before the testator or renounces his executorship. Operating under Trust and Succession Law the Agency is mandated to ascertain beneficial interests, collect, invest and distribute/ transfer estate assets.	Already an Executive Agency
Bankruptcy	Office of the Trustee in Bankruptcy –	Public Body	To administer bankrupt estates as prescribed by the Bankruptcy Act, to ensure that the rights of all concerned are protected. In addition, the Trustee in Bankruptcy is also responsible for the winding-up of Companies as prescribed in the Companies Act.	Retain
Principal Legal Advisor to Government. Represent GoJ in Civil Litigation.	Attorney General's Chambers	Department	Principal Legal Advisors to the Government of Jamaica established under the provision of Section 79 of the Constitution of Jamaica	Retain
Legislative Drafting.	Office of the Parliamentary Counsel	Department	Responsible for drafting of all legislation in Jamaica, in pursuance of Government's policy decisions and provide counsel to Parliament and	Retain



SUBJECTS	Name of Departments, Divisions and Agencies of Ministry	State Type of Entity e.g. Agencies, Public Bodies, Executive Agencies	MANDATE	RECOMMENDATIONS FOR RESTRUCTURING
			advice to Ministries, Joint Select Committees, Agencies etc. on proposed legislation.	
Legal Reform	Legal Reform Department	Department	To keep under review the law applicable in Jamaica with a view to its systematic reform to meet the changing needs of the Jamaican society and to assist in the implementation of law reform proposals in accordance with government policy.	Retain
Law Revision	Law Revision Office	Division	To facilitate access to current laws through the preparation of the revised pages of the Laws of Jamaica (Statutes and Subsidiary Legislation).	Retain
Dispute Resolution	Dispute Resolution Foundation	Agency (Affiliated to the MoJ)	To increase cooperation in the management and resolution of disputes involving business, the police, courts, social service agencies and the people, through the controlled process of mediation.	Retain current arrangements
Legal Education	Norman Manley Law School		Professional Law School	Retain current arrangements
Justice Education	Justice Training Institute	Public Body	To contribute to more efficient and effective performance of employees within the Justice System through the implementation of relevant programmes that will equip them with the requisite knowledge, skills and attitudes and result in greater customer satisfaction.	Retain
Legal Assistance	Legal Aid Council	Public Body	Provide legal assistance for citizens who cannot afford legal representation.  <b>Governing Legislation:</b> The <i>Legal Aid Act</i> and the attendant Regulations.	Retain
Legal services to the MoJ  Protection of Human Rights	Legal Services Unit	Unit	To provide timely and thorough advice based on comprehensive research of all laws and policies and to ensure that the Ministry complies with all legal and regulatory requirements within its operating framework.	Retain
Legal Profession  Enquiries into the causes of Fire & Accidents  Extraditions  Mutual Legal Assistance in Criminal Matters  Justices of the Peace  Custodes	Criminal and Civil Justice Administration Unit  -do-  -do-  -do-  -do-  -do-	Unit	To administer and co-ordinate with the relevant agents in the Justice System, the efficient and effective implementation of policy and operations .	Retain

SUBJECTS	Name of Departments, Divisions and Agencies of Ministry	State Type of Entity e.g. Agencies, Public Bodies, Executive Agencies	MANDATE	RECOMMENDATIONS FOR RESTRUCTURING
Notaries Public	-do-			
Marriage Licences	-do-			
Obscene Publication Act	-do-			
Betting Gaming & Lotteries Act 51 (1) (a)				
Victim Support	Victims Support Unit	Department	To ensure Healing and Justice for all Victims of crime, while maintaining a united, highly motivated staff, characterised by integrity, commitment and professionalism.	Retain
Executive Direction and Administration	Direction and Management	Department	To provide an accessible system of Justice that engenders a high degree of public trust and confidence.	A Proposal for the Modernisation of the Ministry of Justice into a Policy Focused Organisation was prepared by the Cabinet Office.
-do-	Strategic Planning, Policy Research and Evaluation Division	Division	To support the Ministry's mission, applying scientific research and analytic methods, objective research-based information and strategic planning in the development, implementation and evaluation of criminal and civil justice policies and issues.	Retain and build capacity as part of Policy and Modernisation Division
-do-	Finance and Accounts Division	Division	To secure adequate funding for the Ministry its Agencies and Departments to support their strategic objectives. <b>Governing Legislation:</b> the Financial Administration and Audit Act (FAA)	Retain and build capacity
-do-	Human Resource Management and Administration Division  Procurement and Office Services  Transport Services  Documentation Information & Access Services Unit  Training  Organisational Development	Division	Effectively and judiciously administer the provisions of the Staff Orders and Regulations governing the Public Service To support the Ministry's Mission and vision through <ul style="list-style-type: none"> <li>The provision of qualified and competent staff. To ensure high staff morale by administering staff welfare with equity as well as effective and judiciously administering the provisions of the HR policies governing the Public Service.</li> <li>The procurement and supply of goods and services to the Ministry and its Agencies as well as the proper maintenance and management of all furniture and equipment.</li> <li>The Ministry's fleet/assigned vehicles are properly documented in a timely manner. Fleet vehicles are regularly serviced and maintained and the transportation of documents and personnel is carried out safely and effectively.</li> <li>Training and development of staff and the planning and implementation of targeted,</li> </ul>	Retain and build capacity

SUBJECTS	Name of Departments, Divisions and Agencies of Ministry	State Type of Entity e.g. Agencies, Public Bodies, Executive Agencies	MANDATE	RECOMMENDATIONS FOR RESTRUCTURING
			<p>research and analysis.</p> <ul style="list-style-type: none"> <li>• The management of documentary resources throughout their life cycle as well as the Access to Information portfolio.</li> <li>• Timely analysis of the Ministry's structure, and workflow to ensure the Ministry functions effectively.</li> </ul>	
-do-	Internal Audit	Unit	To ensure that the Ministry of Justice's operations are conducted according to the highest standards by providing an independent, objective assurance function and by advising on best practice. Through a systematic approach Internal Audit helps the Ministry accomplish its objectives by evaluating and improving the effectiveness of risk management, control and governance processes.	-do-
-do-	Criminal Justice Reform Unit	Unit		Retain and build capacity
-do-	Justice Education / Public Relations Unit	Unit		-do-
-do-	Management Information Systems Unit	Unit	To utilize the relevant technologies to fully automate and transform the Jamaican Judicial System to engender a high degree of public trust and confidence.	Retain and build capacity
-do-	Modernisation and Strategic Analysis Unit	Unit	To co-ordinate the modernization initiatives within the Jamaican Justice System.	Retain and build capacity as part of Policy and Modernisation Division
-do-	Inspection & Monitoring	Unit		Retain and build capacity as part of Policy and Modernisation Division
-do-	Projects and Allied Services / Property Management Unit	Unit	Construction and improvement of Court Houses (and other facilities).	Retain and build capacity

## **2.2 Vision, Mission and Mandate**

### Vision

The vision of the Ministry is for it

*“to be the leader in the development of a modernized justice framework that engenders trust and confidence.”*

### Mission/Mandate

The mission of the Ministry of Justice is

*“To contribute to social and economic development of Jamaica through the provision of legal and policy frameworks within which justice services are efficiently and effectively delivered to all”.*

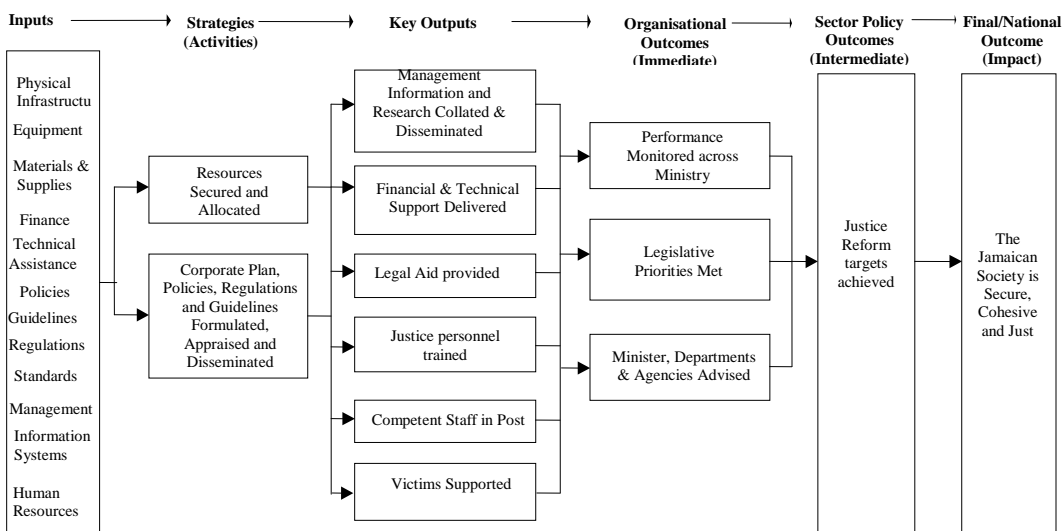
## **2.3 Strategic Outcomes**

The strategic outcomes of the Ministry are to:

- secure and allocate financial and other resources, which will enable the Ministry to address its priorities;
- formulate policies and advice for the Minister and Heads of Departments/Agencies, which will enable them to better contribute to the achievement of Government’s desired policy outcomes;
- guarantee a highly trained and motivated staff, with the capacity to effectively and efficiently fulfil the mandate of the Ministry;
- ensure sophisticated and flexible policy development capacity;
- engage the employment of modern technology and best practices in justice;
- effect justice modernisation strategies that will result in greater efficiency in the resolution of matters and significant reduction in case backlog; and
- guarantee increased access to justice for all.

## 2.4 Key Results Mapping

The key outputs, outcomes and or impact of the Ministry's programmes are set out in the following results map. This map shows how the Ministry realises its final sector outcomes from its major inputs through the delivery of a number of programme activities.



## 2.5 Strategic Analysis

The SWOT analysis [Strengths, Weaknesses Opportunities and Threats] provides some indication of the parameters within which the Ministry must operate and explain some of the reasons for achievement and lack thereof. Some of the items in this SWOT were also compiled during consultations with a representative sample of justice system stakeholders over the period October 11, 2008 to January 11, 2009.

### Strengths

- Good leadership
- Knowledgeable and dedicated staff
- Island wide profile
- Strong links with other national and international organisations
- Effective policy documentation framework
- Communication linkages between MoJ and Agencies
- Improved commitment to transparency and general accountability
- Use of information technology to enhance processes
- The justice reform process is strongly supported by a high calibre High Advisory Council to the Minister of Justice and Attorney General.
- The establishment of the Court Management Service, which allows the Chief Justice to directly administer the courts' budget.
- Commitment on the part of the Chief Justice and other members of the judiciary to building strong internal management and operational systems.
- Strong commitment to reform to meet the dynamic needs of the socio-economic environment.

## Weaknesses

- **Insufficient long-term planning** – this is currently being addressed through the introduction of the Performance Monitoring and Evaluation System (PMES).
- **Delays in implementing policies, programmes and projects** – this weakness is to be addressed through a combination of initiatives including the establishment of the Policy and Modernisation Division and the provision of a multi-institutional monitoring mechanism.
- **Outdated regulations and laws** – it is anticipated that during the period covered by this Business Plan action will commence with the support of the Justice Undertakings for Social Transformation (JUST) Programme to address this weakness.
- **Internal procedures not fully documented** – strategies to research and document internal procedures will be undertaken during the Business Plan period.
- **Inadequate resources** – Additional sources of financial and technical support are to be pursued during this planning period.
- **Deficient project delivery** – improvements in project delivery including the strengthening of the Projects Unit in the MoJ would contribute towards mitigating this weakness.

## Opportunities

- Public Sector Transformation and Accountability Framework
- Justice sector modernisation to 2017
- The introduction of the Medium Term Expenditure Framework (MTEF)
- Political support for Justice Reform
- Monitoring pressure from external institutions (IMF, EU)
- Rising public awareness of their rights.
- The recent introduction of criminal case management systems in the Supreme Court.
- Current donor community interest in Justice, Security and Safety (e.g. UNs new Development Assistance Framework (UNDAF) 2012 – 2016 which includes continued support for Justice Reform).

## Threats

- Deteriorating economic conditions in Jamaica and its partner countries seriously hamper the amount of financing which can be provided for the justice system and the reduced support from donor partners presents uncertainty in the funding of projects.
- Budgets cuts and absence of funding to support key initiatives
- Natural disasters (particularly impacts on infrastructure) seriously degrade the gains which might be made to courthouse infrastructure over time and make the criminal case backlog reduction objectives for the Supreme Court and RM Courts more difficult to attain.
- Negative shifts in policy or priority.

## Conclusions from SWOT Analysis

The Ministry's performance has been hampered by critical weaknesses and threats that have been found to impact negatively on the justice reform results envisaged. Critical resource constraints in a climate of uncertainty brought about by the global economic crisis forced the Government of Jamaica to place priority away from the Justice ministry in favour of three other ministries deemed to be "priority ministries." For the 2011-2014 period, the Ministry of Justice is still not among the priority ministries although it has been selected as one of eight ministries to be piloted for the introduction of the Performance Monitoring and Evaluation System (PMES).

In order to build on the strengths and opportunities, and to minimise weaknesses and threats, strategic responses required must include the strengthening of legal aid and victim support institutions to ensure improved access to justice as well as the strengthening of the Justice Training Institute with a renewed mandate to provide critical training to justice sector personnel. The implementation of planned court infrastructure and maintenance will also be necessary as the Ministry provides the foundation upon which the Court Management Services (CMS) will be able to carry on future court development programmes.

Legislative reform, the introduction of the Victim's Charter, the implementation of the Restorative and Community Justice Policy and the Child Diversion Policy, and the establishment of the Office of the Special Prosecutor will allow the ministry to achieve its goals for strengthened linkages between justice sector institutions, a social component in the delivery of justice as well as an increased public trust and confidence in the justice system.

The opportunities provided under the Public Sector Modernisation and the Public Sector Transformation Programmes will allow for the transformation of the justice ministry into a policy focused ministry. This transformation will mean a streamlining of core functions and the divestment / transfer of non-core functions thereby positioning the ministry more strategically to serve its redefined mandate as a policy focused entity. The establishment of strategic partnership with the NGO sector, International Development Partners, and the private sector through MOUs, as well as multi-institutional oversight / monitoring mechanisms will also be key strategies toward addressing the issues raised in the SWOT. A comprehensive public awareness and sensitisation strategy toward broadening and deepening understanding of the justice programmes for this Business Planning period will also be undertaken. These strategies are critical in order for the ministry of justice to achieve higher levels of performance.



## 2.6 Ministry's Current Performance

Current performance against Ministry performance indicators and targets, expressed as last year's actual results and this year's expected results, are set out in the following table.

Policy Priority	Programme & Budget No.	Performance Indicators	Target 09/10	Actual Result 09/10	Target 10/11	Expected Result 10/11
Fair and timely case resolution	Modernisation of Systems and Processes To modernise the operations of the Ministry, its' departments, agencies and the Courts	Court Management Services established by - /-/-	Draft documents completed by March 31, 2010  Begin review of existing structures by January 2010  Budget prepared by November 2009	The structure for phase one approved by the Ministry of Finance and the Public Service in January 1, 2009 and later listed in the Civil Service Establishment Act (Amendments) 2009 as an established government entity.	Final documents completed and approved by May 31, 2010.  Implement policy documents by June 2010. Complete review of existing structures by June 2010  Structures approved by September 30, 2010.  Implementation of structures by October 2010	Staff recruitment continues.  Phase 2 of project plan implemented.
		Number of staff recruited	PEO recruited and assigned by 01/04/2009  Other critical senior manager including Directors of Finance and Human Resources recruited by 30/06/09  All remaining staff recruited by December 31, 2009	Acting PEO recruited.  Principal Financial Officer, Director Human Resources, Director Communications and Client Services, and Director MIS also recruited.	Staff slated for recruitment in Phase two engaged.	Additional staff recruitment commenced.
		Case management and supporting software implemented for improved efficiency	n/a	Pilot in 6 Courts	n/a	Pilot in 6 Courts

Policy Priority	Programme & Budget No.	Performance Indicators	Target 09/10	Actual Result 09/10	Target 10/11	Expected Result 10/11
		Backlog reduction strategy and implementation for the next 3 years	n/a	n/a	35% reduction. Baselines 2007: Supreme Court Criminal (301), Circuits (291), Gun Court (3,734)	Supreme: 60%  Circuit: 35%  Gun Court: 25%
		Transform the Ministry of Justice into a policy focused Ministry	Proposed structure approved	A draft proposal has been prepared by the Office of the Cabinet and is currently being reviewed by the Ministry.	Draft Structure finalised and phase one recruitment commenced.	Draft Structure finalised and phase one recruitment commenced.
		Number of Court of Appeal Judges (baseline 7)	8	7	8	8
		Number of Supreme Court Judges (baseline 26)	27	30	40	30
		Number of RMs (baseline 54)	55	50	58	55
		Number of Masters (baseline 1)	2	2		
Establish sound court infrastructure	Upgrading and Maintenance of Physical Infrastructure	Establishment of Justice Square	<ul style="list-style-type: none"> <li>Acquire premises at and 52-54 King Street</li> <li>Design team of consultants contracted</li> <li>Remodel 52-54 King Street Commenced (\$108.0M)</li> </ul>	Building acquired.  Tenders for demolition works in building completed.	Acquire premises at 77 kings street Complete the creation of Justice Square	Contract for demolition works commenced.

Policy Priority	Programme & Budget No.	Performance Indicators	Target 09/10	Actual Result 09/10	Target 10/11	Expected Result 10/11
Strengthen Public Trust and Confidence	Capacity Building	% increase in persons trained by Justice Training Institute (baseline 852)	15%	0%	15%	
		Office of the Parliamentary Council provided with Legislative Drafters.	n/a	Legislative Drafters provided to CPC through JUST Programme.		
		Number of staff sensitised in PMAS	n/a	197		
		Number of staff sensitised in Change Management	n/a	133		
	Restorative Justice (RJ)	# of persons sensitised/exposed to RJ philosophy/ Principles RJ	200	307	n/a	n/a
	Dispute Resolution Foundation (Mediation)	Number of Supreme Court cases referred to Mediation		2,289		
		Number of Mediations held		1,101		
		% of matters resolved successfully		75%		
	National Plan of Action for Child Justice	Implementation of the National Plan of Action for Child Justice (NPACJ) and supporting legislation and policies		legislative framework requirements for the plan submitted to Cabinet in February 2010.	Submit National Child Diversion Policy to Cabinet for approval	National Child Diversion Policy approved by Cabinet
	Victim Support	Number of victims counselled	16,000	12,474	9,500	10,844
		Number of new cases.	5,000-5,500	5,232	4,500	4,526
		Number of persons provided with Court Support	600	1,063	700	1,264
		Number of victims provided with Relief Assistance	n/a	4,018	n/a	
		Number of Special Intervention Projects for victimised youth and the sexually traumatised.	12	15	12	12

Policy Priority	Programme & Budget No.	Performance Indicators	Target 09/10	Actual Result 09/10	Target 10/11	Expected Result 10/11
	Trustee in Bankruptcy	Number of New Insolvency Cases	9	8	n/a	n/a
		Number of New Creditors Identified	4,000	7,759	n/a	n/a
		Amount of Claims Submitted	\$2.0B	\$16.95B	n/a	n/a
		Number of Cases in which Assets were Traced	27	18	6	6
		Value of Assets Recovered	\$1.8B	\$1.03B	\$25.0M	\$25.0 M
		Number of Cases in which Dividends Declared	5	6		
		Amount of Dividends Paid	\$20M	\$22.96M	\$25.0M	\$25.0M
		Number of Creditors Benefiting	60	20	n/a	n/a
		Number of Cases Discharged/Revoked/Dis solved or Set Aside	8	7	n/a	n/a
	Commission for the Prevention of Corruption	▪ % of annual declaration collected by the end of the 1 <sup>st</sup> quarter	25%	n/a	25%	n/a
		▪ % of data entered for declarations received by end of the 2 <sup>nd</sup> quarter.	25-50%	58%	25-50%	n/a
		▪ Number of meetings held with Public Sector bodies.	3	n/a	3	n/a

Policy Priority	Programme & Budget No.	Performance Indicators	Target 09/10	Actual Result 09/10	Target 10/11	Expected Result 10/11
	Administrator General's Department	<ul style="list-style-type: none"> <li>Average time for LA application</li> <li>Number of LA applications filed.</li> <li>Number of Grant of Letters of Administration received</li> <li>Number of Estates closed</li> <li>% of estate property rent collected</li> <li>% of estate properties maintained.</li> <li>Average % of return on Investment – Estate Funds</li> </ul>	20 weeks 162 150 480 80% 100% 16±2%	16.3 167 160 440 88.49 100% 18.5%	18 weeks 168 140 450 75% 100% 10±2%	18 weeks 168 140 450 80% 100% 10±2%
	Office of the Special Prosecutor	Office of the Special Prosecutor established by -/-/-	Corruption Prevention (Special Prosecutor) Bill Tabled in Parliament	<b>Corruption Prevention (Special Prosecutor)</b> draft bill is before the Joint Select Committee of Parliament.	Office of the Special Prosecutor established with sufficient funds.	Passage of the Special Prosecutor Bill. Office establishment commence.
	Office of the Special Coroner	Office of the Special Coroner established by -/-/-	Coroner's (Amendment) Act 2008 drafted.	<b>The Coroners (Amendment) Act 2008</b> , passed by the Senate on December 5, 2009.	Special Coroner recruited. Office established.	Special Coroner recruited. Office established.
	Independent Commission of Investigations (INDECOM)	Independent Commission of Investigations (INDECOM) established by -/-/-	Independent Commissions Bill for the Investigation of Excesses and Abuse by Agents of the State, tabled in Parliament	Legislation establishing the Independent Commission Investigations was Passed in the Senate 19 <sup>th</sup> March 2010.	Appointment of the Independent Commission	Independent Commissioner was appointed with effect from August 2010.
	Legal Aid	Number of persons receiving Legal Aid.	n/a	1,344	n/a	n/a
		Number of Persons using Duty Counsels.	n/a	964	n/a	n/a
	legislation	Number of Bills drafted	n/a	132	n/a	n/a
		Number of regulations drafted	n/a	194	n/a	n/a
		Number of Bills tabled	n/a	n/a	n/a	n/a

## 2.7 Strategic Plans and Priority Programmes (2011 – 2014)

The realisation of Government's priorities and strategic outcomes of programmes, projects and policy initiatives require the Ministry to shift its current level of performance to the planned targets and outputs outlined below:

Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
<b>MAJOR PROGRAMMES</b>						
Strengthened public trust and confidence	Establish Office of the Special Prosecutor.	New institutions	Office of the Special Prosecutor	\$82,000,000	\$120,000,000	\$150,000,000
	Focus equal efforts on public education programmes directed at the justice system as well as conflict resolution messages to vulnerable communities.	Public awareness and education	% the public who are aware of the law and legal processes ( e.g. human rights, court processes/charter of rights)  % of citizens who know their rights and responsibilities	Baseline established  Baseline established		
Improved access to justice	Justices of the Peace actively use Community Justice Tribunals [Forums] to hear non-criminal cases and are continuously being trained to do so by the Justice Training Institute.	Restorative and Community Justice	Number of JPs trained by the JTI to use Community Justice Processes.	60	60	60

Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
	Ministry of Justice strengthens the legal aid clinics in Kingston and Montego Bay by making public overtures to the Bar Associations and the Norman Manley Law School with respect to obtaining pro bono services of lawyers interested in providing legal aid services.	Improved Legal Aid Services	Number of eligible persons using Legal Aid  Number of eligible persons using Duty Counsels  Number of Private Lawyers offering Probono services	2,000  1,300  TBD	2,000  1,300	2,000  1,300
	Establish at least ten Youth Diversion Centres.	Youth Diversion	Number of Youth Diversion Centres established  Number of “at-risk” youth gainfully employed	2  \$48,000,000	4  \$96,000,000	4  \$96,000,000  100
	Strengthen the Drug Court Programme	Improved services to clients using the drug courts and treatment centres	% of participants graduating ( <b>Baseline as at 2010 : 39.1%</b> )	>40%	>40%	>40%
	Strengthen Victim Support services.	Quality Victim Support services	% of VSU clients (Victims) who are satisfied with services provided.	Baseline established		
	Expand the Justice Training Institute to enable it to more efficiently cater to its existing and new training clientele.	Expanded Justice Training Institute (JTI)	Justice Training Institute expanded by -/-/-	JTI Expansion project.  \$150,000,000		



Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
Strengthened linkages between justice sector institutions	Establish a Court Management Service	New institutions/ departments	Court Management Services Phase 2 completed by -/-/-		March 2013	
	Establish a Justice Reform Implementation Unit in the Ministry of Justice.		Justice Reform Implementation Unit established by -/-/-	\$60,000,000	\$60,000,000	\$60,000,000
	Establish Policy and Modernisation Division		Entire structure approved by MOFPS by -/-/-	August 2011		
			% of staff recruited and in place	80%	100%	
	Strengthen the existing Legal Reform Department to give it a more autonomous role in the identification and recommendation of those laws which should be repealed or enacted to harmonise national requirements with international human rights and other obligations.	Legislation	Number of laws to be repealed or enacted recommended by the Legal Reform Department.	\$23,000,000 TBD	\$2,000,000	\$2,000,000
			Number of ministries that have examined their laws (for adequacy).	TBD		
			Number of staff trained	2 \$4,000,000	2 \$4,000,000	2 \$4,000,000
	Strengthen the Office of the Parliamentary Counsel to provide staff with specialised legislative training opportunities in identified Commonwealth Countries.	Improved legislative drafting capability	Number of OPC staff trained per year in both long and short- term local and international courses.	3 \$4,000,000	3 \$4,000,000	3 \$4,000,000
	Establishment of live videolink testimony in the Supreme Court.	Courtrooms with videolink	Number of criminal courtrooms in the Supreme Court with videolink.	4 \$51,600,000		

Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
Sound Court Infrastructure	Government to source technical assistance services from the Jamaican private sector to prepare a Court Facilities Master Plan.  Erect new court infrastructure, which utilises “One-stop Shop” features [Judicial complexes]  Construct “Justice Square”	Court Facilities Master Plan	Court Facilities Master Plan produced by -/-/  Number of new courts with “one-stop shop” features  Justice square completed by -/-/-	\$3,000,000   Sub-project A (Old NCB Building) \$399,000,000	1 \$700,000,000  Sub Projects B (Bridge) & C (Public Building West) \$451,000,000	\$700,000,000
Social Component to the delivery of justice	Establish Victims Support Charter and strengthen existing Victims Support System.	Victims Charter implementation	Victim Charter tabled by -/-/  % of the public who know and understand accepted conflict resolution methods.  Number of violence prone / at risk communities that have access to justice related services and resources.	\$120,000,000 March 2012  4	\$120,000,000  6	\$120,000,000  8
	Tackling larger social issues (parenting, parent’s education).	Mitigating social issues which are thought to be causative factors in the breakdown of the rule of law.	Number of community programmes per annum	2 \$4,000,000	3 \$6,000,000	5 \$10,000,000

Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
Strong Judiciary and Workforce	Justice Training Institute to expand court employee training programs to include introduction to the workings of the wider court system and customer service.	Trained workforce	Number of court employees trained in the workings of the Justice System, Customer Service, and Human Rights	\$1,500,000	\$1,500,000	\$1,500,000
	Justice Training Institute to develop and deliver Human Rights Courses for Judges, RM's, Office of the DPP staff and members of the Bar.		Number of Judges, RMs, ODPP staff and members of the Bar trained in Human Rights.	\$1,500,000 36	\$1,500,000 60 RMs 70 ODPP	\$1,500,000
	Justice Training Institute to work in close collaboration with the Bar Associations to establish and deliver continuing legal education programs for the Bar.		Secure partnership with Bar Associations by -/- /-  Number of eligible persons enrolled.		June 30, 2012  25	  75
	Additional Prosecutors retained by the Office of the DPP.	3 Senior Prosecutors retained directly by ODPP	Number of Senior Prosecutors retained.	3 \$8,000,000	3 \$8,000,000	3 \$8,000,000
<b>MAJOR PROJECTS</b>						
Citizen Security and Justice Programme (CSJP) II (Restorative Justice component)	Establishment of Community Justice in 8 communities.	Community Justice Centres / Tribunals	Number of community justice centres established.	4	6	8

Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
Justice Undertakings for Social Transformation (JUST)	<ul style="list-style-type: none"> <li>Order in Institutions</li> <li>Order in Legislation</li> <li>Order in Society</li> </ul> Support to : <ul style="list-style-type: none"> <li>MOJ</li> <li>ODPP</li> <li>Office of the Parliamentary Counsel</li> </ul>	Technical support to Justice Reform initiatives in accordance with Project Implementation Plan (PIP)	As outlined in PIP			
National Plan of Action for Child Justice	<ul style="list-style-type: none"> <li>Diversion Committees</li> <li>Training</li> <li>Public Awareness</li> </ul>	<ul style="list-style-type: none"> <li>Diversion Committees</li> <li>Training</li> <li>Public Awareness</li> </ul>	Number of court professionals trained  National Plan of Action finalised by -/-/  Number of children benefitting from Children in Court  Number of Child Diversion Committees piloted  Number of persons aware of National Child Diversion Programme	216  April 2011  400  4	440       50,000	
<b>MAJOR INITIATIVES (LEGISLATIVE &amp; POLICY)</b>						
Strong Judiciary and Workforce	Government of Jamaica to consult with the Bar Associations to identify the parameters within which legislation can be enacted to make it mandatory for attorneys to attend Continuing Legal Education courses as a condition precedent to the renewal of annual practising certificates.	Enabling Legislation	Legal Profession (Amendment) Bill tabled by -/-/-	March 2012		

Programme/ Project & Budget No. and Policy Initiatives	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
	Legislation to make Clerks of Court report to the DPP solely on matters relating to prosecutions.		Clerks of Court reporting to the ODPP tabled by -/-/-		March 2013	
	Legislation to improve conditions of service and working conditions of Resident Magistrates and protect their judicial independence.	Legislation that protects the Judicial Independence of Resident Magistrates.	Amendment to Judicature (Resident Magistrates) Act tabled by -/-/-		March 2013	
Strengthened public trust and confidence	Enact legislation that support the protection of the Constitutional rights of citizens.	Legislation that protects the Constitutional rights of citizens	Legislation on requirements for the recruitment and appointment to sensitive posts tabled (Civil Service and Boards).	TBD		
	Enact Anti-corruption legislation	Anti-corruption legislation	Legislation for the impeachment of public officials engaged in wrong doing tabled.	TBD		
	Enact legislation to support the Victim's Charter	Legislation to establish Victims Compensation Program.	Legislation to establish Victims Compensation Program tabled by -/-/-.	March 2012		

### 3. MEDIUM TERM FINANCIAL IMPLICATIONS

Item & Programme	Actual Expenditure 09/10 (J\$ 000)	Actual Expenditure (year to date) 10/11 (J\$ 000)	Estimates of Expenditure 11/12 (J\$ 000)	Projections 12/13 (J\$ 000)	Projections 13/14 (J\$ 000)
<b>RECURRENT</b>					
<i>Ministry</i>					
Programme Name & No.					
Ministry of Justice	687,759.0	688,611.0	934,147.0	1,027,562.0	1,130,318.2
Director of Public Pros	151,954.0	181,580.0	264,214.0	29 0,635.0	319,698.5
Attorney General	376,956.0	401,378.0	515,405.0	566,945.0	623,639.5
Parliamentary Counsel	54,504.0	55,646.0	74,264.0	81,690.0	89,859.0
Legal Reform Dept.	29,943.0	29,736.0	60,254.0	66,279.0	72,906.9
<b>Sub-total Recurrent</b>	<b>1,301,116.0</b>	<b>1,356,951.0</b>	<b>1,848,284.0</b>	<b>2,033,111.0</b>	<b>2,236,422.1</b>
<i>Major Department/Public Body</i>					
Programme Name & No.					
Administration	260,368.0	274,112.0	336,453.0	000	000
Legal Aid Council	23,163.0	58,443.0	76,591.0	84,250.1	92,675.1
Commission for Prev	58,572.0	59,382.0	68,010.0	000	000
INDECOM/PPCA	69,624.0	54,986.0	Transferred	Transferred	Transferred
Other Progs MOJ	276,032.0	240,688.0	453,093.0	000	000
<b>Sub-total Recurrent (Dept/PB)</b>	<b>687,759.0</b>	<b>688,611.0</b>	<b>934,147.0</b>	<b>84,250.1</b>	<b>92,675.1</b>
<b>CAPITAL A</b>					
<i>Ministry</i>					
Programme Name & No.					
Construction/Improve	285,950.0	272,271.0	1,104,504.0	900,000.0	500,000
Motor Vehicle Judges	000	000	000	000	000
Motor Vehicles Fleet	000	000	82,900.0	000	000
	000	000	000	000	000
<b>Sub-total Capital A (Ministry)</b>	<b>285,950.0</b>	<b>272,271.0</b>	<b>1,187,404.0</b>	<b>900,000.0</b>	<b>500,000</b>
<i>Major Department/Public Body</i>					
Programme Name & No.					
Legal Aid Council	000	000	000	6,000	000
<b>Sub-total Capital A (Dept/PB)</b>	<b>000</b>	<b>000</b>	<b>000</b>	<b>6, 000</b>	<b>000</b>
<b>CAPITAL B</b>					
<i>Ministry</i>					
Programme Name & No.					
Citizens Security and Justice Programme	000	000	71,574.0	200,000.0	463,045
Justice Undertakings for Social Transformation (JUST)	000	000	360,625	360,625	360,625
National Plan of Action for Child Justice	000	000	13,257	9,576	000
Proposed Judicial Complexes	000	000	0	700,000.0	700,000
Caribbean Prosecutor's Conference	000	000	3,836.0	000	000
<b>Sub-total Capital B (Ministry)</b>	<b>000</b>	<b>000</b>	<b>449,292.0</b>	<b>1,270,201.0</b>	<b>1,523,670.0</b>

Item & Programme	Actual Expenditure 09/10 (J\$ 000)	Actual Expenditure (year to date) 10/11 (J\$ 000)	Estimates of Expenditure 11/12 (J\$ 000)	Projections 12/13 (J\$ 000)	Projections 13/14 (J\$ 000)
<i>Major Department/Public Body</i>					
<i>Programme Name &amp; No.</i>					
<b>Victim Support Unit</b>	000	000	2,000	2,200	000
<b>Sub-total Capital B (Dept/PB)</b>	<b>000</b>	<b>000</b>	<b>2,000</b>	<b>2,200</b>	<b>000</b>
<b>APPROPRIATIONS IN AID</b>					
<i>Ministry</i>					
<i>Programme Name &amp; No.</i>					
<b>Traffic Fines</b>	000	120,899.0	136,000.0	136,000.0	140,000.0
<b>Sub-total Appropriations in Aid (Ministry)</b>	<b>000</b>	<b>120,899.0</b>	<b>136,000.0</b>	<b>136,000.0</b>	<b>140,000.0</b>
<b>TOTAL FUNDING REQUIREMENT</b>					
Total Recurrent	1,988,875	2,045,562	2,782,429	2,117,361.1	2,329,097.2
Total Capital A	285,950.0	272,271	1,187,404	906,000	500,000
Total Capital B	000	000	451,292	1,272,401	1,523,670
Total Appropriations in Aid	000	120,899	136,000	136,000	140,000
<b>Total Funding Requirement</b>	<b>2,274,825</b>	<b>2,438,732</b>	<b>4,557,125</b>	<b>4,431,762.1</b>	<b>4,492,767.2</b>

#### 4. HUMAN RESOURCES CAPACITY PLAN

Units/Divisions or Projects	Staff Complement	Planned 2011/2012	Planned 2012/2013	Planned 2013/2014
<b>Ministry of Justice</b>	<b>90</b>			
• <i>Executive Management</i>	6			
• <i>Legal Services</i>	5	1	3	
• <i>Criminal Justice Reform</i>	2	6		
• <i>Policy &amp; Modernization Division</i>	9	10		
• <i>Criminal &amp; Civil Justice</i>	10	1		
• <i>MIS</i>	7	6		
• <i>Justice Education Unit</i>	2	1		
• <i>Internal Audit</i>	7	7		
• <i>Property Management</i>	2	3		
• <i>Projects &amp; Allied**</i>	0			



Units/Divisions or Projects	Staff Complement	Planned 2011/2012	Planned 2012/2013	Planned 2013/2014
<ul style="list-style-type: none"> <li>HM&amp;A Division</li> </ul>	14	1		
<ul style="list-style-type: none"> <li>Procurement &amp; Office Services (Including Transport Services)</li> </ul>	8			
<ul style="list-style-type: none"> <li>Documentation Information Access Services</li> </ul>	4			
<ul style="list-style-type: none"> <li>Finance &amp; Accounts</li> </ul>	14	2		
Administrator General Department	83		7	
Attorney General Department	80			
Commission for the Prevention of Corruption	22	n/a	n/a	n/a
Justice Training Institute	19		2	
Law Revision Office	7		1	
Legal Aid Council	5	4	1	
Legal Reform Department	16	5		
Office of the Director of Public Prosecutions	70	5	10	
Office of the Parliamentary Counsel	26	2	7	
Office of the Special Prosecutor	0	n/a	n/a	n/a
Trustee in Bankruptcy	17		2	
Victim Support Unit	49	37	9	5
<b>Grand Total</b>	<b>484</b>	<b>90</b>	<b>42</b>	<b>5</b>
			<b>Total by 2014</b>	<b>599*</b>

\*Excludes 22 staff members from the Commission for the Prevention of Corruption who will be placed under the Office of the Special Prosecutor. \*\*The staffing of this Unit is pending the outcome of the Justice Modernisation Programme currently being undertaken.

## 5. DEPARTMENTS AND AGENCIES BUSINESS PLAN SUMMARIES

The Ministry plans to implement its overall strategies to meet its performance targets for the current and projected two years through the plans/programmes/policy initiatives outlined below for the respective departments/public bodies.

### 5.1 Department: Administrator-General's Department

The Administrator-General's Department is required to administer the estates of deceased persons who have died intestate and have left children under the age of eighteen years. The legal authority to administer the assets of an estate comes from a Grant of Letters of Administration from the Court. It became an Executive Agency on April 1, 1999.

There are seven Sections within the Agency, each of which is headed by a Senior Manager. The Operations Section is headed by the Deputy Administrator-General who is assisted by four Managers who are Attorneys-at-Law. The Operations Section has day-to-day responsibility for the administration of all estate files within the Agency.

The Agency is governed by the following pieces of legislation:

- (i) Administrator General's Act
- (ii) Intestates' Estates and Property Charges Act
- (iii) Status of Children Act

#### 5.1.1 Vision, Mission and Mandate

##### Vision

The Agency's Vision is to be an organization which delivers the highest quality service to persons who by law we are required to protect and to increase our output through continued improvement in practices and procedures thereby reducing significantly the level of outstanding cases and effectively responding to new cases through to the end of the Financial Year 2013-2014.

##### Mission/Mandate

The Administrator-General's Department protects the interests of minors, beneficiaries and creditors of the estates that the law requires the Administrator-General to administer.

#### 5.1.2 Strategic Outcomes

The strategic outcomes of the Administrator-General's Department (AGD) are to:

- Assess the entitlement and provide timely distribution of assets to beneficiaries and creditors to expedite the closure of estates.
- Optimize the net worth of each estate within the law to maximize the value that will accrue to beneficiaries.
- Review the effectiveness of legislation and make recommendations for change to provide a better framework for achieving objectives and assure high quality policy options.

- Provide strategic planning and direction and ensure the cost-effectiveness of the Agency's operations through prudent financial management.
- Further develop the electronic environment and integrate critical business processes to ensure improved efficiency, productivity and security of information.
- Implement an appropriate De-concentration of Authority Strategy that will provide a highly functional work environment where staff members are motivated, competent and properly equipped to perform at the highest level, to assure the Agency's success and a confident future.

### 5.1.3 Strategic Plans and Priority Programmes (2011 – 2014)

The policy priorities and desired policy outcomes require the Administrator-General's Department to shift its current performance to the following performance targets against its outputs:

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
<b>MAJOR PROGRAMMES</b>						
Estate Administration	Assess the entitlement and provide timely distribution of assets to beneficiaries and creditors to expedite closure of estates.	Investigations Completed	Average time for Letters of Administration (LA) application from date of receipt of Form of Particulars.	18 weeks	17 weeks	16 weeks
			Number of LA applications filed.	160	170	175
			Number of LA Grants received.	100	170	150
	Optimize the net worth of each estate within the law to maximize the value that will accrue to the beneficiaries.	Assets Collected	Average time taken per estate for assets to be collected from date of receipt of LA. (a) Cash (b) Realty	13 weeks 2.5 weeks	12 weeks 2.3 weeks	12 weeks 2 weeks
		Estates Closed	Number of cases closed.	525	750	1000
		Customer Service	Index of customer satisfaction on service rendered.	85%	85%	85%
		Trust Accounting	Number of estate accounts completed.	950	1,500	2,000
		Return on Investment	Average percentage return on investment – Estate Funds.	7% ± 2%	7% ± 2%	6% ± 2%
		Property managed	Percentage of collectible estate property rent collected	70%	70%	70%

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
			Percentage of improved properties maintained. (Actual maintenance carried out based on availability of funds and requirements).	100%	100%	100%
	Review the effectiveness of legislation and make recommendations for change to provide a better framework for achieving objectives.	Proposals for the reform of the Administrator General's Act and the Intestates' Estates and Property Charges Act	Review and make recommendations to amend relevant legislation.	July 31, 2011		
	Provide strategic planning and direction and ensure the cost-effectiveness of the Agency's operations through prudent financial management.	Finance	Staff costs managed within budget.	\$177.68M	\$175M	\$180M
			Agency's budget managed effectively.	\$229.914M	\$217.545M	\$222.2M
		Revenue from legal and Investment fees	Revenue Earned.	\$86.5M	\$90M	\$100M
		Strategic Business Plan	Strategic Business Plan to be submitted to the Ministry of Justice	January 31	January 31	January 31
	Further develop the electronic environment and integrate critical business processes to ensure improved efficiency, productivity and security of information.	More efficient processing and productivity through electronized systems (automation)	Procure services of an estate management software developer.	End of 3 <sup>rd</sup> Qtr.		
		Highly secure and robust MIS infrastructure	Review Management Information Systems (MIS) Hardware infrastructure and submit recommendations to further develop electronic environment.	Report to be submitted by October 14, 2011	Report to be submitted by October 13, 2012	Report to be submitted by October 12, 2013
		Highly secure MIS system	Ensure security of Agency information	As per Schedule submitted	As per Schedule submitted	As per Schedule submitted

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
	Provide a highly functional work environment where staff members are motivated, competent and properly equipped to perform at the highest level.	Highly competent staff	Percentage of Staff who meet or exceed competency level	96%	96%	96%
		pleasing physical environment for staff and customers	Maintain office environment	As per Schedule submitted	As per Schedule submitted	As per Schedule submitted
		Fixed assets managed and maintained	Percentage of fixed assets managed and maintained	As per Schedule submitted	As per Schedule submitted	As per Schedule submitted

#### 5.1.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 11/12 (J\$ 000)	Projections 12/13 (J\$ 000)	Projections 13/14 (J\$ 000)
Recurrent	208,594	211,000	222,000
Capital A	21,320	15,000	9,000
Capital B	000	000	000
Appropriations in Aid	137,000	110,000	115,000
<b>Total Funding Requirement</b>	<b>92,914</b>	<b>116,000</b>	<b>116,000</b>

#### 5.1.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2011/2012	Planned 2012/2013	Planned 2013/2014
Executive Office	2			
HRM &A	8		1	
Finance and Asset Management	25		2	
Corporate Affairs	3			
Operations	35		4	
Legal Services	5			
Information Systems	3			
Internal Audit	2			
<b>Total</b>	<b>83</b>		<b>7</b>	
			<b>Total by 2014</b>	<b>90</b>

## 5.2 Department: Victim Support Unit

### Overview of the VSU

The Victim Support Unit (VSU) has officially been given the mandate from the Ministry of Justice to provide opportunity for healing and therapeutic intervention in order to assist the Ministry to balance justice for all victims of crime.

#### Critical complementary functions of the unit includes:

- |                                 |   |
|---------------------------------|---|
| ▪ <b>Emotional support</b>      | Counselling and mediation.  |
| ▪ <b>Crisis intervention</b>    | Telephone counselling, on the scene response, home visits and walk in service.  |
| ▪ <b>Technical services</b>     | Referrals, crime prevention services and welfare.   |
| ▪ <b>Public education</b>       | Through Public Awareness and sensitizing on victim issues in schools, churches, private and public sectors and CBOs               |
| ▪ <b>Volunteer mobilization</b> | Mechanisms to engender community based support  |
| ▪ <b>Networking</b>             | Liaising with pertinent agencies/individuals to provide comprehensive social, technical and legal support                         |
| ▪ <b>Advocacy</b>               | On behalf of clients for the attainment of their civil liberties.   |
| ▪ <b>Court Support</b>          | By preparing clients for Court proceedings and giving them emotional support throughout the process. Preparation of Court Reports |

The primary outputs of the unit include:

- Counselling
- Designing and execution of Special Intervention Projects
- Providing of technical information and support to various agencies that have to interface with victims (police, court, schools, hospitals)
- Designing and implementation of the Public Education Programme
- Court Support for Clients
- Recruitment, training and deployment of volunteers
- Coordination of Programme Administration
- Planning and execution of Advocacy Initiative

### 5.2.1 Vision, Mission and Mandate

#### Vision

The Victim Support Unit of the Ministry of Justice is the primary source of victim support services for all victims of crime that meet their needs in an environment that engenders trust and confidence.

#### Mission/Mandate

To support the Ministry's vision to contribute to social and economic development of Jamaica through the provision of legal and policy frameworks within which victim support services are efficiently and effectively delivered to all.

### 5.2.2 Strategic Outcomes

The strategic outcomes of the Victim Support Unit (VSU) are to:

- Establish the Victims Support Charter
- Strengthen the existing Victims Support System

### 5.2.3 Strategic Plans and Priority Programmes (2011 – 2014)

The policy priorities and desired policy outcomes require the Victim Support Unit to shift its current performance to the following performance targets against its outputs:

MAJOR PROGRAMMES						
Programme / Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
<b>Client Servicing</b>	To provide confidential counselling, emotional support, mediation services, crisis intervention, and trauma assessments for individuals and groups.	New client taken in, processed and documented	# of persons counselled	5,000-5,500	5,500-6,500	6,500-7,000
		Cases followed-up monitored and reports produced and maintained	# of counselling sessions conducted	11,000	11,000	11,000
				\$68,000,000	\$130,000,000	\$157,000,000
<b>Court Support</b>	Prepare clients for court and provide the necessary support during and after case deposition, liaise with Clerk of Court and Judges and prepare the necessary court reports	New clients supported annually consistent with SOP	# of clients prepared for court	\$5,000,000	\$11,000,000	\$13,500,000
				700	900	1,100



<b>Victim Support legislation and policy framework development in order to establish Victims' Charter and strengthen existing Victims Support System.</b>	Legal entrenchment of VSP Protocols to govern the relationship between VSU and the Courts; Policies to govern relationship between VSU and JCF; Protocols for treatment to victims by the Courts and police including special needs victims; Legislation to establish Victims Compensation Program. Implementation activities from Victims' Charter.	Establish Victims Compensation and Welfare Program.  Ratify and entrench protocols governing relationship between VSU and the Courts and JCF  Quality Victim Support services	Victim Charter tabled by -/-/  % of victims who know their legal rights, and know how to access available resources.  % of victims who report that the VSU has helped them to cope.  % of VSU clients (Victims) who are satisfied with services provided.	\$3,000,000  Baseline established  Baseline established  Baseline established	\$5,000,000	\$5,000,000
<b>National programme of Public education, sensitisation and training</b>	Public awareness and media campaign. Staff capacity building and training. Volunteer recruitment and training.	Increase public awareness on victim support issues	# of persons trained  % of target public reached	\$3,000,000 200  30%	\$3,000,000 200  70%	\$3,000,000 200  95%
<b>Expansion and strengthening of database of Networking Partners</b>	Expanding database of networking partners to strengthen support base for victims	Support base for victims expanded thus enabling a more holistic approach.	# of networking meeting held  Completion of networking partners feedback form	\$1,000,000	-	-
<b>Administration</b>	To establish offices properly staffed in all parishes with the full complement of staff and properly furnished in order to provide the ambience necessary to serve crime victims	Established offices island wide properly furnished  Increased staff complement to full complement	Number of parish offices with internet access  Number of staff recruited.  Number of parish offices with security systems.	\$23,000,000 5  37	\$42,000,000 10  9	\$47,000,000 13  5  13

MAJOR PROJECTS						
Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
<b>Children in Court Project</b>	Train persons to effectively prepare children for Court with the use of special tools and skills	VSU staff and volunteers trained to provide the necessary orientation and support to Children in the court system  Development of court resource kits to include model courtroom, expressive art therapy materials and therapeutic play materials	# persons trained to provide professional court support  # children supported through the programme  # therapeutic court resource kits	\$1,700,000  100  300  Kits developed or replenished as is necessary	\$2,000,000  100  400  Kits developed or replenished as is necessary	\$2,200,000  100  500  Kits developed or replenished as is necessary
<b>West Kingston Satellite Counselling Centre</b>	Provide counselling and emotional support for residents in West Kingston and its environs	Volunteers trained and certified to assist with running of Centre  Clients taken in and provided with the necessary services.	# of volunteers trained and certified  # of persons serviced	\$1,500,000  50  180-200	\$1,750,000  50  200-220	\$2,000,000  50  220-240
<b>Cultural Resocialisation</b>	Provide therapeutic intervention for “at-risk” and hurting children ages 6 – 18 yrs from various inner-city communities, through the use of cultural re-sensitization, cognitive restructuring, behaviour modification and teaching them coping skills.	Children from various communities exposed to a therapeutic day and taught skills	# of children provided with therapy  % of positive feedback collected from forms completed	\$1,500,000  70  80%	\$1,800,000  70  80%	\$2,000,000  70  80%

<b>Special Intervention Project for Schools (S.I.P.S)</b>	Provide therapy to children in schools who have been traumatised and are identified as being emotionally disturbed, suffering from symptoms of Post Traumatic Stress and Depression.	Assess and provide therapy to children who attend 'troubled' schools and who are vulnerable to traumatic situations  Train teachers and parents to provide sustainable support (Programme will be executed in 6 sessions)	# of schools assessed  # of children provided with therapy  # of teachers trained  # of parents trained	\$3,600,000	\$4,000,000	\$4,500,000
<b>Over comers In Action</b>	Provide group counselling therapy and support to facilitate healing and restoration to females who have been abused sexually, physically and/or emotionally.	Abused females provided with support in a group setting.	# of persons supported  # of groups held	\$1,500,000	\$1,500,000	\$1,500,000
<b>Parenting Focus</b>	Provide support for parents, guardians and other caregivers via parenting information, mentoring support from other parents, and specific diagnostic and therapeutic services	Provision of family therapy and support for crime victims.  Provision of parenting support through resource materials, workshops and seminars  Therapeutic assessments	# of persons supported	\$1,500,000	\$1,500,000	\$1,500,000

#### 5.2.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 11/12 (J\$ 000)	Projections 12/13 (J\$ 000)	Projections 13/14 (J\$ 000)
Recurrent	118,013	157,800	188,000
Capital A	000	42,000	47,000
Capital B	000	3,750	4,000
Appropriations in Aid	000	000	000
<b>Total Funding Requirement</b>	<b>118,013</b>	<b>203,000</b>	<b>239,000</b>

#### 5.2.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2011/2012	Planned 2012/2013	Planned 2013/2014
Senior Coordinator / Director	1			
National Operations Coordinator	1			
Regional Coordinators	0	2	2	
Psychologist	0	2	2	
Data Analyst/Researcher	0	1		
Parish Coordinator	14			
Social Worker	18	18	5	5
Secretary	1	13		
Records Officer	1			
Casual Workers	13	1		
<b>Total</b>	<b>49</b>	<b>37</b>	<b>9</b>	<b>5</b>
<b>Total complement by 2014</b>				<b>100</b>

### 5.3 Department: Justice Training Institute

The Justice Training Institute (JTI) is a Department of the Ministry of Justice that was established by an Act of Parliament as a training Institute in July 1997. Since its establishment, the Institute has been located at 4 Camp Road in the Parish of St. Andrew.

The functions of the JTI are:

- To design, develop, organise, coordinate and conduct training programmes in Justice Administration for Legal and non-legal personnel employed to the several courts in the Island, the office of the DPP, the Attorney-General, the Parliamentary Counsel, the Legal Reform Department and other departments designated by the Minister.
- To organise and coordinate seminars, workshops and training programmes for Judges;
- To design, develop, organise, coordinate and conduct training programmes for Justices of the Peace;
- To undertake court-related research and research in areas relevant to Justice Administration and make this research available to the Advisory Board;
- To publish and make available bulletins, booklets, guides, broadsheets, texts, books and publications on subjects relevant to Justice Administration;
- Such other tasks in the nature of training to Justice Administration and judicial training to which the Institute may decide or be directed to undertake.

The role of the institution is of national significance particularly in an environment where there is increasing pressure on the government to improve the quality of service that is given to the public. Interestingly, the demand for better service comes within a time when there is a decrease in the amount of resources that is available to deliver services to satisfy the expectations of the citizenry.

In keeping with the Justice System Transformation Agenda the Institute will be positioning itself to offer programmes that address any skills and competency gaps in the human capacity of the justice Sector. Against this background, the Institute will be sensitive to the various changes that are taking place within the Justice System and it has to be responsive by planning training programmes that will equip the employees with the new knowledge, skills and attitudes that may be required in this global context.

The Justice Training Institute is also to be restructured to better support the training needs of justice sector and other personnel in the public sector while making way for the establishment of a training institute, under the purview of the Chief Justice, which has as its mandate the training of members of the Judiciary.

### **5.3.1 Vision, Mission and Mandate**

#### Vision

The JTI is the premier institution within the Caribbean offering training for the Justice System, and contributing to improvements in the quality of service offered to the various stakeholders.

#### Mission/Mandate

Contribute to more efficient and effective on the job performance of employees within the Justice System through the implementation of relevant programmes that will equip them with the requisite knowledge, skills and attitudes and result in greater customer satisfaction.

### 5.3.2 Strategic Outcomes

The strategic outcomes of the Justice Training Institute (JTI) are to:

- Develop/strengthen strategic alliances and partnership agreements with other institutions and agencies with a view to delivering relevant training in areas that are of significance to the Justice Sector
- Create greater public awareness of the Institute, its programmes and services; and position the Institute as an Institution of Choice.
- Develop, design, coordinate and conduct training programmes in keeping with the Justice Transformation Agenda for all agencies within the Justice Sector
- Expand the facilities of the Justice Training Institute
- Continuously improve the quality of service that is offered to the internal and external customers.

### 5.3.3 Strategic Plans and Priority Programmes (2011 – 2014)

The policy priorities and desired policy outcomes require the Justice Training Institute to shift its current performance to the following performance targets against its outputs:

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
<b>MAJOR PROGRAMMES</b>						
Justice Sector Training	Justice Training Institute to expand court employee training programs to include introduction to the workings of the wider court system and customer service.	Increased training	% increase in the number of persons trained by JTI annually (Baseline 852)	16.5%	17%	20%
			Enrolment from within the Justice Sector increased by % annually (Baseline 583)	15%	15%	15%
			% increase in the number of programmes that the Institute offers, (Baseline of 10 programmes/ courses)	15%	15%	15%
		JPs are trained by the Justice Training Institute to use Restorative and Community Justice processes.	Number of JPs trained in Restorative and Community Justice.  Number of trainings held	60  one training per pilot projects  4 x \$750,000.00 = \$3,000,000.00	60  one training per pilot projects  4 x \$825,000.00 = \$3,300,000.00	60  one training per new projects  4 x \$900,000.00 = \$3,600,000.00

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
		Trained Bailiffs	Number of Bailiffs/Assistant Bailiffs Trained		30	30
			Number of Reinforcement training for Bailiffs held		\$500,000.00	1 \$600,000.00
		Trained Court Administrators	# of Court Administration/ Management Course Modules conducted in the year		(2) three day training modules \$4, 500,000.00 (including overseas presenters cost)	(2) three day training modules \$5,000,000.00 (including overseas presenters cost)
	Conduct Qualifying Course for Deputy Clerks of Court	Deputy Clerks of Courts qualified to carry out duties.	Deputy Clerks of Court Qualifying Course		One Qualifying Course for 25 Deputy Clerks of Court June 2011 – April 2012 \$1,123,000.00	One Qualifying Course for 25 Deputy Clerks of Court June 2013 - 2014 \$1,235,300.00
	Conduct annual pre-qualification training for Justices of the Peace.	Justices of the Peace qualified for commission.	Number of JPs trained.	750 \$5,600,000.00	750 \$6,160,000.00	750 \$6,776,000.00
	Continue Court Reporting Training	Students increased competent in Court Reporting.	Number of students benefitting from Court Reporting Training		Court Reporting Upgrade for 25 Participants \$1,500,000.00	Court Reporting Upgrade for 25 Participants \$1,650,000.00
			Technological upgrade of Court Reporting programme a) Steno writing machines upgraded and other components of the technology, such as voice recognition, video conferencing are added by -/-/-	Steno writing machines upgraded and other components of the technology, such as voice recognition, video conferencing are added by September 2011	Review of programme and necessary adjustment done	Review of programme and necessary adjustment done
			b) Introduce training in related Court Reporting occupations such as Captioning and Scapist are developed and implemented		Introduce training in related Court Reporting occupations such as Captioning and Scapist are developed and implemented by June 2012 1 training @ \$750,000.00	2 trainings in other court reporting occupations 2 trainings @ \$825,000.00 = \$1,650,000.00

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
	Conduct Customer Service Training	Customer Service Training	# of Customer Service Training conducted  % of customer satisfaction achieved	2 Customer Service Training @ \$500,000.00 each = \$1,000,000.00  At least 80%	2 Customer Service Training @ \$550,000.00 each = \$1,100,000.00  At least 85%	2 Customer Service Training @ \$600,000.00 each = \$1,200,000.00  At least 85%
Human Rights	Justice Training Institute to develop and deliver Human Rights Courses for Judges, RM's, Office of the DPP staff and members of the Bar.		Number of Human Rights Workshops conducted (Criminal Justice Sector)  # of Child Rights Workshop conducted  Number of Judges, RMs, DPP staff and members of the Bar trained in Human Rights.	1 Workshop for Judges @ \$1,500,000.00  36 Judges Court of Appeal & Supreme Court	1 Workshop for Resident Magistrates; 1 workshop for Office of the DPP staff and members of the Bar.  2 workshops @ \$1,650,000.00= \$3,300,000.00  60 Resident Magistrates  70 DPP staff and members of the Bar	1 Integrated Team Approach Workshop for Judges, Resident Magistrates and DPP staff  1 workshop @ \$1,815,000.00
Continued Legal Education	Justice Training Institute to work in close collaboration with the Bar Associations to establish and deliver continuing legal education programs for the Bar.	Continued Legal Education	Secure the partnership with Bar Association by -/-/  Programme Modules developed  Number of workshops / training sessions held.  Number of eligible personnel enrolled in continuing Legal Education at JTI.		Target deadline December 31, 2012  Programme modules developed by June 30, 2012  1 workshop @ \$1,000,000.00  25	3 workshops @ \$1,100,000.00 = \$3,300,000.00  75
Library and Resource Centre	Continue to provide resources for the Library	Upgraded Library.	% of required resources procured for the Library/Resource Centre	50%	80%	100%
Public Awareness	Review and implement public awareness programme on the JTI.	Increased public awareness	Public education programme reviewed and implemented	Public education programme reviewed by June 2011 and implemented commencing July 2011	Public education programme reviewed by June 2012 and implemented commencing July 2012	Public education programme reviewed by June 2013 and implemented commencing July 2013



Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
<b>MAJOR PROJECTS</b>						
National Plan of Action for Child Justice	Develop Training Module in International Standards and Child Rights & Responsibiliti es for Court Professionals	Training Modules and Manual	Training Module and Manual developed by -/-/-	March 2012		
	Conduct training programme for professionals in the Court of Appeal, Supreme Court, RM Courts, ODPP.	Training workshops	Number of Professionals equipped with knowledge and skills to use international standards and the CRC	195		
	Develop curricula to incorporate training of various groups of stakeholders in the area of <b>diversion programming.</b>	Training Curricula on Child Diversion	Number of training workshops held.  Training Curricula on Child Diversion by - /-/-	3  March 2012		
	Organise training sessions	12 Training sessions for 500 personnel.	Number of training sessions held.  Number of personnel trained.	1  45	3  135	3  135
	Establish the services of Children's Courts in all parishes	New Family Courts	Porus Children's Court -/-/-		December 2012	

### 5.3.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 11/12 (J\$ 000)	Projections 12/13 (J\$ 000)	Projections 13/14 (J\$ 000)
Recurrent	57,195	63,914	70,514
Capital A	10,000	11,000	121,000
Capital B	000	000	000
Appropriations in Aid	000	000	000
<b>Total Funding Requirement</b>	<b>67,195</b>	<b>74,914</b>	<b>191,514</b>

### 1.3.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2011/2012	Planned 2012/2013	Planned 2013/2014
Administration	5		1	
Academic	8		1	
Ancillary	6			
<b>Total</b>	<b>19</b>	<b>0</b>	<b>2</b>	<b>0</b>

## 5.4 Department: Legal Aid Council

The role of the Legal Aid Council is to fulfil the directives of the Legal Aid Act by providing and administering an efficient Legal Aid system in harmony with the Justice Transformation Agenda, thereby providing improved public access to justice.

### 5.4.1 Vision, Mission and Mandate

#### Vision

The Legal Aid Council is the primary source of legal aid services delivered within a modernized justice framework that engenders trust and confidence.

#### Mission/Mandate

To support the Ministry's mission to contribute to social and economic development of Jamaica through the provision of legal and policy frameworks within which Legal Aid services are efficiently and effectively delivered to all.

## 5.4.2 Strategic Outcomes

The strategic outcomes of the Legal Aid Council are to:

- Strengthen the Legal Aid Services
- Increase public access to Justice through Legal Aid

## 5.4.3 Strategic Plans and Priority Programmes (2011 – 2014)

The policy priorities and desired policy outcomes require the Legal Aid Council to shift its current performance to the following performance targets against its outputs:

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
<b>MAJOR PROGRAMMES</b>						
Legal Aid Clinics	Strengthen the legal aid clinics in Kingston and Montego Bay by making public overtures to the Bar Associations and the Norman Manley Law School with respect to obtaining pro bono services of lawyers interested in providing legal aid services in Civil matters.	Increased Legal Aid services to the public	Number of persons receiving legal representation in the Courts	2,000	2,000	2,000
			Number of detained or remanded persons receiving Duty Counsel	1,300	1,300	1,300
			Number of private lawyers offering pro bono legal services in Civil matters.	TBD		
Legal Aid Outreach	Legal Aid Saturday	Increased Legal Aid services to the public.	Number of Legal Aid Saturday outreach programmes held	1 Programme ongoing \$100,000.00	1 Programme ongoing \$120,000.00	1 Programme ongoing \$140,000.00
			Number of persons accessing information on Legal Aid services	200	200	200

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
	Station visits  Collaborative Programme with agencies and members of Bar Associations	Increased Legal Aid services to the public	Number of visits to Police Stations and meetings with other civic bodies	4	4	4
	Mobile Legal Aid Clinic	Mobile Clinic fully functional (tentative)	Mobile Unit fully operational by -/-/-			A Mobile Clinic fully functional by the end of the fiscal year 2013/2014 at a cost of \$6M  ii) Full staff complement for Mobile Clinic by fourth quarter of year 2013/2014

#### 5.4.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 11/12 (J\$ 000)	Projections 12/13 (J\$ 000)	Projections 13/14 (J\$ 000)
Recurrent	76,591.0	84,250.1	92,675.1
Capital A	0	0	6,000
Capital B	000	000	000
Appropriations in Aid	000	000	000
<b>Total Funding Requirement</b>	<b>76,591.0</b>	<b>84,250.1</b>	<b>98,675.1</b>

#### 5.4.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2011/2012	Planned 2012/2013	Planned 2013/2014
Legal Aid Council	5	4	1	

## **5.5 Department: Legal Reform Department**

The Legal Reform Department (LRD) is one of the four legal departments which fall under the Ministry of Justice. It is the principal government agency responsible for law reform. In keeping with its present mandate the LRD performs the dual function of recommending law reform and assisting in the implementation of law reform recommendations. It also performs various ancillary or supplemental duties.

In the performance of its recommendation-making function the LRD undertakes research and analysis of the current state of Jamaican law and its historical background to determine the need for law reform in particular areas of law; carries out comparative studies of law and law reform proposals in other jurisdictions with a view to determining what law reform proposals should be adopted in Jamaica; analyze and advise on suggestions for law reform emanating from other sources, such as, government agencies, non-governmental organisations and interested persons, whether acting on its own or through law reform committees, proposals for law reform in pursuance of its mission.

The duties related to the implementation function include the preparation of cabinet submissions on law reform proposals, the examination and provision of advice on draft law reform Bills and subsidiary legislation, attendance in an advisory capacity at meetings of Legislation Committees and Parliamentary committees in connection with law reform matters and the preparation of briefs for the presentation to Parliament of law reform Bills.

The LRD also acts in an advisory capacity to the Ministry of Justice on a variety of matters submitted to it from time to time, and participates in discussions or negotiations in respect of Mutual Legal Assistance Treaties or similar arrangements between Jamaica and other countries. The LRD carries out work not only in relation to matters for which the MOJ has responsibility but also matters referred to it by other ministries and government departments and agencies.

The work of the Legal Reform Department is carried out by a small team of lawyers and administrative/secretarial support staff totalling nine in all headed by the Director of Legal Reform. In 2009 the staff complement on the establishment for the LRD was increased from ten to sixteen. This included an increase in the number of lawyers from six to ten. However four legal posts have not been filled and two are vacant.

### **5.5.1 Vision, Mission and Mandate**

#### Vision

To position the department to function as the principal government agency responsible for law reform with a view to its eventual transition to a law reform commission focusing exclusively on law reform work.

#### Mission/Mandate

To keep under review the law applicable in Jamaica with a view to its systematic reform to meet the changing needs of the Jamaican society and to assist in the implementation of law reform proposals in accordance with government policy.

### **5.5.2 Strategic Outcomes**

The strategic outcomes of the Legal Reform Department are to:

- Modernise the laws of Jamaica in keeping with contemporary needs.

- Provide high quality technical expertise and support to government entities in the area of law reform.
- Expand the capacity of the Department to fulfil its mandate and transition to a Law Reform Commission.

### 5.5.3 Strategic Plans and Priority Programmes (2011 – 2014)

In order to transition into a law reform commission in keeping with the recommendations of the Jamaican Justice System Reform Task Force Report, the LRD will need to build capacity to undertake law reform work. In this regard an evaluation and assessment of what is required for this transition will be undertaken with the assistance of experts to evaluate present capacity, and identify the staffing needs both legal and non-legal, which will be required. It will also be necessary to determine the types of training, physical accommodation, organizational structure and funding which will be necessary for the establishment of a law commission. The immediate priority is to pursue the recruitment of staff to fill existing vacant posts in order to begin the process of capacity building.

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
<b>MAJOR PROGRAMMES</b>						
Law Reform	Expansion of existing human and physical resource capacity of the department, provide training, secure funding and assistance of experts to evaluate present capacity, and identify the staffing needs both legal and non-legal, which will be required for transition	Improved departmental capacity  Obtain Expert(s)  Physical facilities expanded by -/- /-	Number and type of staff recruited  Number of staff trained	5  2	  2  March 2013	  2
	Formulation of law reform proposals	Research papers, working papers, reports and Cabinet Submissions prepared	n/a			

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
	Provision of advice and briefings on law reform proposals and issues	Law Reform proposals and issues examined and commented on	n/a			
	Provision of advice on draft legislation	Draft legislation examined and commented on	n/a			

#### 5.5.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 11/12 (J\$ 000)	Projections 12/13 (J\$ 000)	Projections 13/14 (J\$ 000)
Recurrent	60,254	66,279	72,907
Capital A	000	000	000
Capital B	000	000	000
Appropriations in Aid	000	000	000
<b>Total Funding Requirement</b>	<b>60,254</b>	<b>66,279</b>	<b>72,907</b>

#### 5.5.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2011/2012	Planned 2012/2013	Planned 2013/2014
Administration	6			
Legal Officers	10	5		
<b>Total</b>	<b>16</b>	<b>5</b>		

### 5.6. Department: Office of the Director of Public Prosecutions

#### Overview

By virtue of section 94 (3) (a-c) the DPP has the power to initiate, authorize, take over and terminate prosecutions in all courts in the island.

Section 4 of the Criminal Justice (Administration) Act empowers the DPP to discontinue criminal proceedings during the trial process.

The functions of the Office of the Director of Public Prosecutions are:-

- To prosecute all criminal cases in the Supreme Court and the 12 Rural Parish Circuits
- To represent the Crown in criminal appeals in the Appeal Court and the Privy Council.
- To prosecute matters of complexity and or exceptional public interest in the Resident Magistrates' Courts and making itself available to advise and mentor Clerk of Courts in the Resident Magistrates' Court who prosecute criminal cases.
- To be responsible for drafting legal documents, preparing legal opinions, giving advice to the public, Government agencies and law enforcement personnel.

### **5.6.1 Vision, Mission and Mandate**

#### Vision

In support of the Ministry of Justice vision, the ODPP is the lead criminal prosecutor that engenders public trust and confidence.

#### Mission/Mandate

The Mission of the Office of the Director of Public Prosecutions is 'to fulfil its constitutional mandate by providing the people of Jamaica with an independent, professional and effective prosecution service that operates with integrity, inspires public trust and confidence and safeguards the administration of justice throughout the island of Jamaica'.

The main functions of the Department may be described as:-

- Being responsible for all criminal prosecution in Jamaica including preparing and prosecuting criminal cases in the Supreme Court, Gun Court and the Resident Magistrate's Courts (where matters are complex or have significant public interest)
- Appearing on behalf of the Crown in all criminal appeals in the Court of Appeal and the Judicial Committee of the Privy Council
- Providing advice to Government Departments, other investigative agencies and members of the public on criminal matters
- Collaborating with law enforcement officers in facilitating the efficient collection, processing and presentation of evidence for the courts
- Review and approve or disapprove criminal liability of files by Coroners for each Parish
- Performing other duties conferred by Statutes
- Working with stakeholders of the Justice system to improve the efficiency and effectiveness of the criminal prosecution capability

### **5.6.2 Strategic Outcomes**

The strategic outcomes of the Office of the Director of Public Prosecutions (ODPP) are to:

- Increase the rate of case disposal



- Deliver timely rulings on the files submitted to the office
- Improve the delivery of customer service to both internal and external customers

### 5.6.3 Strategic Plans and Priority Programmes (2011 – 2014)

The policy priorities and desired policy outcomes require the Office of the Director of Public Prosecutions to shift its current performance to the following performance targets against its outputs:

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
<b>MAJOR PROGRAMMES</b>						
Prosecution	Use case management system to cause an efficient rate of disposal.	Prosecutorial capability improved	% of cases listed for trial prosecuted. <b>Baseline: 500 cases</b>	at least 30%	at least 40%	at least 50%
Rulings	Increase in the number of rulings made from the files submitted to the ODPP.	Rulings on files	% of files ruled on within six (6) weeks  <b>(Baseline 73% )</b>	At least 80%	At least 85%	At least 90%
Prosecutorial capacity of the Establishment improved	Staff level maintained to at least 95% to handle the increasing number of cases.	Staffing level maintained at approximately 95% .	% of staff maintained  <b>Baseline 38</b>	95%	95%	95%
	Plea bargaining implemented.	All stake holders sensitized to plea bargaining.  Plea bargaining implemented and aggressively pursued.	To review the impact of plea bargaining on the rate of case disposal and make recommendation where necessary and implement recommendation  <b>(Baseline to be established at the end of Hilary Term 2011)</b>	Plea bargaining fully implemented in all the courts  (% tage to be determined after the statistics for Hilary Term 2011 is finalized)		

	Full Implementation of Case Management System	Case Management implemented in all rural circuit courts and adjustment made where necessary.  Staff sensitized to the need to re-engineer the Office to support case management	Develop the necessary Job Description and approval Obtained by June 30, 2011  Staff recruited to fill fifteen (15) new vacancies  Case Management System implemented fully in the criminal courts by end of Easter Term 2012	Re-assign staff where necessary  Five (5) vacancies filled by June 30, 2011  Case Management System implemented in 90% of the courts	Ten (10) remaining vacancies filled by May 30, 2012  Case Management System implemented fully implemented in the criminal & gun courts by March 31, 2013	
Modernisation of the ODPP	Introduction of new technology Prosecuting Attorney Software (PAS)	Increased staff capacity.	% of staff trained in the use of new technology and procedures	At least 50% of staff trained in the use of the Prosecuting Attorney System Software	95% of staff trained in use of Prosecuting Attorney System Software	100% of staff trained in use of Prosecuting Attorney System Software

#### 5.6.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 11/12 (J\$ 000)	Projections 12/13 (J\$ 000)	Projections 13/14 (J\$ 000)
Recurrent	264,214.0	290,635.4	319,698.9
Capital A	000	000	000
Capital B	000	000	000
Appropriations in Aid	000	000	000
<b>Total Funding Requirement</b>	<b>264,214.0</b>	<b>290,635.4</b>	<b>319,698.9</b>

#### 5.6.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2011/2012	Planned 2012/2013	Planned 2013/2014
HRM&A	30			
Legal	40	5	10	
<b>Total</b>	<b>70</b>	<b>5</b>	<b>10</b>	

## **5.7. Department: Trustee in Bankruptcy**

### Overview

The Office of the Trustee in Bankruptcy (OTB) is given legal responsibility for dealing with matters of insolvency, involving both individuals and business enterprises. In so doing, it provides a legal shelter for individuals or companies that are no longer financially viable, as well as protects creditors against unscrupulous borrowers.

### **5.7.1 Vision, Mission and Mandate**

#### Vision

The development of an Office of Insolvency Administration in Jamaica capable of performing to international standards all the functions necessary for the provision of a comprehensive and efficient insolvency service.

#### Mission/Mandate

The role of the OTB is to contribute to the strengthening of investor confidence in Jamaica by providing a comprehensive and efficient insolvency service. To this end, its mission is:

- The proper administration of Bankrupts' Estates in accordance with the provisions of the Bankruptcy Act.
- The efficient winding up of companies in liquidation as prescribed by the relevant sections of the Companies Act.
- Assessing whether individuals by whom advice is sought or companies against which insolvency proceedings are taken, are financially viable; assisting in the restoration of their financial viability, where possible; providing them with a legal shelter, where necessary, and protecting creditors from unscrupulous debtors.

### **5.7.2 Strategic Outcomes**

The strategic outcomes of the Trustee in Bankruptcy are to:

- Maximize the level of debt repayment to creditors in a timely and efficient manner
- Maximize the OTB's contribution to meeting the cost of its operations
- Modernize insolvency legislation, systems and procedures
- Develop or acquire the skills and professional competencies required to enable the OTB to carry out its full range of functions following modernization of the legislation
- Develop and implement further measures specifically related to assessing and enhancing customer satisfaction
- Generate wider public awareness of the OTB's relevance to the economy in general and the business sector in particular

### 5.7.3 Strategic Plans and Priority Programmes (2011 – 2014)

The policy priorities and desired policy outcomes require the Trustee in Bankruptcy to shift its current performance to the following performance targets against its outputs:

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
<b>MAJOR PROGRAMMES</b>						
Debt Repayment	Identification and payment of all claims received from creditors of estates and companies.	Levels of debt repayment maximised	Number of creditors identified and action taken by the OTB to facilitate submission of their claims.  Amount of dividends paid and number of creditors who have received payments.	100  \$25,000,000	110  \$27,500,000	121  \$30,250,000
	Identification and tracing of assets	Levels of debt repayment maximised	Number of cases in which problems preventing payment of dividends is identified and appropriate actions have been taken.	60	66	73
	Broaden range of investment houses and maximize payouts to creditors.	Levels of debt repayment maximised	Number of cases in which action is taken to identify, trace, protect and recover assets.	6	7	8
	Payment of maximum number and amounts of dividends to creditors.	Levels of debt repayment maximised	Value of assets recovered.  Value of funds invested and amount of interest earned on behalf of clients.	\$25,000,000  \$145,000,000	\$27,500,000  \$159,500,000	\$30,250,000  \$175,450,000
Cost containment	Increase Commission earned from dividends paid to creditors, insolvency status verifications fees, and additional legal services.	Contribution to cost of operations maximised	Amount earned from commission.	\$1,500,000	\$1,650,000	\$1,815,000

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
	Implementation of recommendations already submitted to the Ministry for increases in present fees as well as basis on which commission is charged.	Contribution to cost of operations maximised	<p>Amount earned from insolvency status verifications</p> <p>Amount earned from additional legal services.</p> <p>Acceptance of proposal for changes to rate and basis of commission charges.</p>	<p>\$400,000</p> <p>\$300,000</p>	<p><i>\$440,000</i></p> <p><i>\$330,000</i></p>	<p><i>\$484,000</i></p> <p><i>\$363,000</i></p>
Modernisation of insolvency legislation, systems and procedures.	<p>Consult with MOJ and relevant Depts. regarding the meaning and effect of proposals submitted.</p> <p>Plan and develop strategies for communicating with relevant stakeholders regarding proposed legislation</p> <p>Report on consultations with software professionals to determine feasibility of computerization proposals and develop suitable system.</p>	Insolvency legislation modernised	<p>Extent to which proposed new legislation has been accepted and approved by -/-/-</p> <p>Stage reached in the implementation of communication strategies Suitable insolvency software developed and identified by -/-/-</p> <p>Extent to which equipment identified as integral to the efficient operation of the OTB are obtained by -/-/-</p>	<p>Cabinet approval</p> <p>Develop strategies</p> <p>Develop and identify suitable database</p> <p>Identify equipment and machinery</p>	<p>Enactment</p> <p>Implement strategies</p> <p>Implement software</p> <p>Obtain equipment and machinery</p>	<p>Transitional Phase</p> <p>Continue marketing of strategies</p> <p>Review impact of software on efficiency</p> <p>Complete purchase of equipment and machinery and commence utilisation</p>

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
To maintain a high level of competence by recruiting required staff and regularly motivating, reviewing and developing their skills	<p>Provide necessary staff training and recruitment</p> <p>Regular review of staff performance</p> <p>Administer staff welfare programs</p> <p>In consultation with relevant personnel in the OPM and MOF&amp;P develop new job specifications.</p>	Improvement in staff levels and effectiveness.	Level of staff performance, satisfaction on the job and confidence in their ability to fulfil duties	<p>Periodically review job descriptions to assess whether any strengthening is necessary</p> <p>Review current operations to assess the adequacy of existing positions</p> <p>Continue staff development programmes</p> <p>Recruit and employ competent staff when necessary</p> <p>Administer PMAS and make relevant adjustments to work plans when necessary</p>	<p>Periodically review job descriptions to assess whether any strengthening is necessary</p> <p>Review current operations to assess the adequacy of existing positions</p> <p>Continue staff development programmes</p> <p>Recruit and employ competent staff when necessary</p> <p>Administer PMAS and make relevant adjustments to work plans when necessary</p>	<p>Periodically review job descriptions to assess whether any strengthening is necessary</p> <p>Review current operations to assess the adequacy of existing positions</p> <p>Continue staff development programmes</p> <p>Recruit and employ competent staff when necessary</p> <p>Administer PMAS and make relevant adjustments to work plans when necessary</p>
To provide a safe office environment with comfortable and functional furniture and up-to-date and efficient equipment	<p>Secure and maintain office furniture and equipment</p> <p>Restore and repair damaged items as is practical</p> <p>Dispose of furniture and equipment that has become obsolete or otherwise unusable</p>	Modernized infrastructure – equipment and machinery.	<p>Adherence to established Government guidelines</p> <p>Level of comfort and safety established</p>	<p>Maintain asset inventory</p> <p>Procure and repair office furniture and equipment</p> <p>Maintain office vehicle</p> <p>Review accessibility of office, assess its security and make such modifications in layout as are necessary</p>	<p>Maintain asset inventory</p> <p>Procure and repair office furniture and equipment</p> <p>Maintain office vehicle</p> <p>Review accessibility of office, assess its security and make such modifications in layout as are necessary</p>	<p>Maintain asset inventory</p> <p>Procure and repair office furniture and equipment</p> <p>Maintain office vehicle</p> <p>Review accessibility of office, assess its security and make such modifications in layout as are necessary</p>

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
To provide and maintain a secure system for the management of client and staff records and Ministry documents and provide information requested by members of the public	<p>Ongoing improvement in network, hardware and software as funding permits</p> <p>Improve current file organization, particularly soft copy documents, to enable easy retrieval when necessary</p> <p>Obtaining a heavy duty and energy efficient scanner with capacity to process large volumes of documents in minimal time</p> <p>Timely receipt and processing by respective authorized officers</p>	Reliable and secured information system	<p>Level of security of information management system</p> <p>Adherence to Access to Information Act, Archive Act 1982 / Regulations 1988 and other relevant pieces of legislation</p>	<p>Acquisition of software/hardware</p> <p>Maintenance of Server to facilitate greater access to information and accountability while contributing to an effective File Management System.</p> <p>Implement and execute systems to improve the management of records</p> <p>Record all requests made for information, ascertain whether same can be provided and generate response in a timely manner</p>	<p>Acquisition of software/hardware</p> <p>Maintenance of Server to facilitate greater access to information and accountability while contributing to an effective File Management System.</p> <p>Implement and execute systems to improve the management of records</p> <p>Record all requests made for information, ascertain whether same can be provided and generate response in a timely manner</p>	<p>Acquisition of software/hardware</p> <p>Maintenance of Server to facilitate greater access to information and accountability while contributing to an effective File Management System.</p> <p>Implement and execute systems to improve the management of records</p> <p>Record all requests made for information, ascertain whether same can be provided and generate response in a timely manner</p>

Programme/ Project & No.	Strategies	Output	Performance Indicators	Target & Cost 11/12	Target & Cost 12/13	Target & Cost 13/14
To ensure and enhance customer satisfaction through the application of best practices and greater appreciation of and focus on their particular needs	<p>More focused analysis of customer circumstance</p> <p>Setting of weekly, monthly and yearly targets</p> <p>Enhancement of weekly work plans for individuals and units</p> <p>Ensure effective supervision of staff and monitoring of their workload</p> <p>Implementing a system by which customers can give their feedback and suggestion</p>	Customer Satisfaction measures developed and implemented	<p>Level of cooperation of insolvents during the process</p> <p>Amount of recommendations or referrals received</p>	<p>Increase level of professionalism in interactions with clients and other persons</p> <p>Introduce feedback forms to facilitate client reviews</p> <p>Investigate client's circumstances to ascertain the integrity of their instructions</p>	<p>Increase level of professionalism in interactions with clients and other persons</p> <p>Introduce feedback forms to facilitate client reviews</p> <p>Investigate client's circumstances to ascertain the integrity of their instructions</p>	<p>Increase level of professionalism in interactions with clients and other persons</p> <p>Introduce feedback forms to facilitate client reviews</p> <p>Investigate client's circumstances to ascertain the integrity of their instructions</p>
Public awareness	Promotion of the OTB's services through the dissemination of information generally and to targeted entities in the private and public sectors.	Public awareness of OTB increased	Extent to which awareness within the business community and the general public about services promoted.	<p>Development and establishment of a website</p> <p>Continue distribution of pamphlets and brochures</p> <p>Purchase a laptop and projector to facilitate seminars, workshops and public information gatherings</p>	Commence public relations presentations	Continue public relations exercise
Executive Agency status	Conduct benchmarking exercise	OTB operations aligned with requirements of Executive Agencies	Benchmark against existing agencies		Benchmark against existing agencies	Reassess compatibility with new objectives



#### 5.7.4 Medium Term Expenditure Summary

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 11/12 (J\$ 000)	Projections 12/13 (J\$ 000)	Projections 13/14 (J\$ 000)
Recurrent	32,011	35,212.1	38,733.31
Capital A	000	000	000
Capital B	000	000	000
Appropriations in Aid	000	000	000
<b>Total Funding Requirement</b>	<b>32,011</b>	<b>35,212.1</b>	<b>38,733.31</b>

#### 5.7.5 Human Resources Capacity Plan

Units/Divisions or Projects	Staff Complement	Planned 2011/2012	Planned 2012/2013	Planned 2013/2014
HRM&A	5		1	
Finance and Accounts Division	5			
Estate & Liquidation	4		1	
Trustee & Secretarial Poll	3			
<b>Total</b>	<b>17</b>		<b>2</b>	

## 6. LIST OF PUBLIC SECTOR ENTERPRISES (SELF-FINANCED PUBLIC BODIES)

PSE	Purpose	CEO	Contact	Income (\$'000)			Expenditure (\$'000)			Funding (\$'000)		
				YR1	YR2	YR3	YR1	YR2	YR3	YR1	YR2	YR3
Administrator General's Department	To administer estates of persons who have died intestate leaving minor beneficiaries, or having died testate have not appointed an executor or the executor has died before the testator or renounces his executorship. Operating under Trust and Succession Law the Agency is mandated to ascertain beneficial interests, collect, invest and distribute/transfer estate assets.	Mrs. Lona Brown,	The Office Center Building, Third Floor, 12 Ocean Boulevard, Kingston Tel: 922-4038; Fax: 948-5475 <a href="http://www.agd.gov.jm">www.agd.gov.jm</a> ; email address: lona.brown@agd.gov.jm	137,000	110,000	115,000	237,000	226,000	231,000	100,000	116,000	116,000

# APPENDICES

## APPENDIX A - RISK MANAGEMENT MATRIX

Programme/Project/Policy Initiative	Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2
					11/12	12/13
<b>Greater Security and Safety:</b>  Support the reform of the Justice System - Collaborate with the system for speedy, effective and fair prosecutions, trials and case disposals	Increased resistance to efforts to achieve speedy disposal of cases.	Trials may be protracted owing to delays and case disposal rate reduced.	Medium	<b>Avoidance -</b>		
				<b>Reduction</b> – Partnership with the Bar Associations as recommended by the JJSR Task Force. Application of the Criminal Justice (Plea Negotiations and Agreements) Regulations.	✓	
				<b>Sharing -</b>		
				<b>Acceptance -</b>		
<b>Effective Governance:</b>  Transform of the Ministry of Justice into a policy focused Ministry	Significant reduction in financial and human resources as a result of current fiscal constraints.	The programme for the transformation of the Ministry will be delayed.	Medium	<b>Avoidance -</b>		
				<b>Reduction</b> – Phased implementation of the Ministry's transformation is proposed.	✓	✓
				<b>Sharing -</b>		
				<b>Acceptance -</b>		
<b>Effective Governance:</b>  Modernize Office of the Director of Public Prosecutions' (DPP)	Significant reduction in financial and human resources as a result of current fiscal constraints.	The programme for the modernisation of the ODPP will be delayed.	Medium	<b>Avoidance -</b>		
				<b>Reduction -</b>		
				<b>Sharing</b> – The Justice Undertakings for Social Transformation (JUST) Programme will assume some of the cost for implementation over a four year period.	✓	✓
				<b>Acceptance -</b>		
<b>Effective Governance:</b>  Implement the case management system; Judicial Enforcement	Significant reduction in financial and human resources	Planned implementation of the case management	High	<b>Avoidance -</b>		
				<b>Reduction –</b>		
				<b>Sharing</b> - Additional sources of funding are being actively explored. The	✓	

Programme/Project/Policy Initiative	Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2
					11/12	12/13
Management System (JEMS), to be replicated across all courts.	as a result of current fiscal constraints.	system will experience more delay. Continued inefficiencies in the courts will result.		responsibility for maintaining this system is to be transferred to the Court Management Service (CMS).		
				<b>Acceptance -</b>		
<b>Effective Governance:</b>  Develop mechanism to clear backlog of cases in justice system in three years	The number of cases filed in the courts (caseload) remains greater than the courts' ability to dispose of them.  Three year target not achieved owing to differences in commitment among key stakeholders.	Backlog will increase rather than decrease. Dissatisfaction among some court users will remain.	High	<b>Avoidance -</b>		
			High	<b>Reduction</b> – Criminal Case Management strategies (currently being piloted) to be expanded across the island. The Application of the Criminal Justice (Plea Negotiations and Agreements) Regulations as well as the Amendments to the Legal Aid Act and the Legal Aid (Excepted Offences) (Amendment) Regulations that provide legal aid to persons charged with excepted offences and persons with whom the DPP proposes to enter into plea negotiations. Criminal Justice Boards established to review reports on adjournments and make recommendations for backlog reduction.	✓	✓
				<b>Sharing -</b>		
				<b>Acceptance -</b>		
<b>Effective Governance:</b>  Establish a Court Management Services entity to facilitate more efficient operations of the Court system	Significant reduction in financial and human resources as a result of current fiscal constraints.	Planned implementation of the Court Management Services will be derailed. Total autonomy of the Judiciary will not be achieved.	Medium	<b>Avoidance -</b>		
				<b>Reduction</b> – Phased implementation of the Court Management Services.	✓	✓
				<b>Sharing -</b>		
				<b>Acceptance -</b>		

Programme/Project/Policy Initiative	Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2
					11/12	12/13
<b>Technology Enabled Society:</b> Integrate ICT in the administration of justice and law enforcement  Establish fully digital courtrooms	Significant reduction in financial and human resources as a result of current fiscal constraints.  Cost of implementation is prohibitive over the short to medium term.	Delays in implementation, gaps in technological capacity among courts, technological solutions becoming obsolete before full penetration across the island.	High	<b>Avoidance -</b>		
				<b>Reduction -</b>		
				<b>Sharing</b> – additional sources of funding are actively being pursued. Partnerships with IDPs, NGOs and the Private Sector to be strengthened.	✓	✓
				<b>Acceptance -</b>		
<b>Improved Access to Justice:</b> Expansion to the Justice Training Institute (JTI).	Significant reduction in financial and human resources as a result of current fiscal constraints.	Delays in implementation will affect the Institute's ability to provide an expanded training service to its clientele.	Medium	<b>Avoidance -</b>		
				<b>Reduction</b> – Phased implementation of the institute's expansion may be explored.	✓	✓
				<b>Sharing -</b>		
				<b>Acceptance -</b>		
<b>Improved Access to Justice:</b>  Justice Training Institute work in close collaboration with the Bar Associations to establish and deliver continuing legal education programmes for the Bar.	Bar Associations may resist efforts to have the JTI involved in continuing legal education. Other tertiary level institutions (e.g. Norman Manley Law School, UTECH) may compete for this	Continuing Legal Education may be delivered by other institutions without the input of the JTI.	High	<b>Avoidance -</b>		
				<b>Reduction -</b>		
				<b>Sharing -</b>		
				<b>Acceptance</b> – No strategy has been identified at this time.		

Programme/Project/Policy Initiative	Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2
					11/12	12/13
	programme.					
<b>Improved Access to Justice:</b> Justices of the Peace (JPs) actively use Community Justice Tribunals [Forums] to hear non-criminal cases and are continuously being trained to do so by the Justice Training Institute.	Community Tribunals may not be the accepted mode through which cases are addressed in some communities.	The goals, scope and objectives of this initiative may be modified / adjusted to reflect actual reality on the ground.	High	<b>Avoidance -</b>		
				<b>Reduction -</b>		
				<b>Sharing -</b>		
				<b>Acceptance</b> – Alternative dispute resolution / Restorative Justice mechanisms may be chosen by the communities or as the cases warrant.		
<b>Strengthened Linkages between Justice Sector Institutions:</b>  Ministry of Justice works closely with the Jamaican Bar Association and General Legal Council with respect to those reforms in the legal profession which they wish to undertake to support the wider justice reform process.	Delays may occur in the identification and implementation of relevant reforms.	Non implementation of critical reforms in the legal profession may perpetuate existing gaps.	Medium	<b>Avoidance -</b>		
				<b>Reduction</b> – Multi-sectoral committee may be established	✓	
				<b>Sharing -</b>		
				<b>Acceptance -</b>		
<b>Strengthened Linkages between Justice Sector Institutions:</b>  Strengthen the computerised linkage between the Office of the Parliamentary Counsel and the Legal Reform Department to enable the more expeditious exchange of information between both these entities.	Non-implementation owing to financial constraints and lack of interest by principals.	Inefficiencies in the coordination between legislative research and drafting result in poor capacity to deliver Bills and draft Legislation.	Medium	<b>Avoidance -</b>		
				<b>Reduction</b> – The JUST Programme is to support the implementation of this initiative through funding and technical assistance.	✓	✓
				<b>Sharing -</b>		
				<b>Acceptance -</b>		
<b>Establish Sound Court Infrastructure</b>	Non-implementation	Improved physical access to justice	High	<b>Avoidance -</b>		
				<b>Reduction -</b>		

Programme/Project/Policy Initiative	Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2
					11/12	12/13
Erect new court infrastructure, which utilises “One-stop Shop” features.	owing to financial constraints.	services will not be achieved.		<b>Sharing</b> – Additional sources of funding is being pursued as well as the phased implementation of this infrastructure programme.	✓	✓
				<b>Acceptance</b> -		
<b>Implementing a Social Component for the Delivery of Justice Reform:</b>  Establish legal aid strengthening programmes in communities through the utilisation of pro bono legal services marshalled under private sector auspices.	The private sector may resist efforts to implement this initiative.	The extent to which the poor can access justice services is severely constrained. Backlog in cases may persist as fewer cases involving such person can proceed.	High	<b>Avoidance</b> -		
				<b>Reduction</b> -		
				<b>Sharing</b> -		
				<b>Acceptance</b> – No strategy is identified at this time.		
<b>Implementing a Social Component for the Delivery of Justice Reform:</b>  Establish Victims Support Charter and strengthen existing Victims Support System.	The charter as currently written contains proposals that are strongly resisted by certain interest groups. An example is the proposed Victim Compensation Fund.  Non-implementation owing to financial constraints.	The quality of service to victims of crime will be severely compromised.	High	<b>Avoidance</b> -		
				<b>Reduction</b> – Review of victims charter, agreement on contentious issues through further dialogue / consultation; implementation of easily achievable items from the charter; increase budget support to the Victim Support Unit; additional funds being sought to carry out special projects of the VSU.	✓	
				<b>Sharing</b> -		
				<b>Acceptance</b> -		
<b>Citizen Security and Justice Programme (CSJP) II</b>	Target may not be met.	Less than the targeted number of	Low	<b>Avoidance</b> -		
				<b>Reduction</b> – Monitoring and evaluation	✓	✓



Programme/Project/Policy Initiative	Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2
					11/12	12/13
<ul style="list-style-type: none"> <li>Establishment of Community Justice in 8 communities.</li> </ul>		communities effectively using community justice mechanisms to address conflict.		mechanisms are built into Programme Design. Target adjustment or corrective action may be taken.		
				<b>Sharing -</b>		
				<b>Acceptance -</b>		
<b>National Plan of Action for Child Justice</b> <ul style="list-style-type: none"> <li>Diversion Committees</li> <li>Training</li> <li>Public Awareness</li> </ul>	Variations in effort and the quality of output among partner entities.	Intended programme deliverables may not be achieved.	Medium	<b>Avoidance -</b>		
				<b>Reduction</b> – Inter-Agency Committee established.	✓	
				<b>Sharing -</b>		
				<b>Acceptance -</b>		
<b>Justice Undertakings for Social Transformation (JUST)</b> <ul style="list-style-type: none"> <li>Order in Institutions</li> <li>Order in Legislation</li> <li>Order in Society</li> </ul> Support includes : <ul style="list-style-type: none"> <li>MOJ</li> <li>ODPP</li> <li>Office of the Parliamentary Counsel</li> </ul>	Delays in implementation	Some planned programme deliverables may not be achieved at the end of the four year period.	Medium	<b>Avoidance -</b>		
				<b>Reduction</b> – The Programme Implementation Plan is being revised in consultation with all parties to ensure cohesiveness. Monitoring and evaluation are also built into the programme design.	✓	✓
				<b>Sharing -</b>		
				<b>Acceptance -</b>		

## APPENDIX B - PROCUREMENT PLAN

### FOR GOODS (MATERIALS, EQUIPMENT AND SUPPLIES)

Item description	Month when needed	Quantity	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise	Submission of Bids	Bid Evaluation and recommendation approval	Contract award	Delivery
YEAR 1 (2011/2012)										
STATIONERY SUPPLIES  ( Including Copy Paper, Ink Cartridges, Toners, Pens, Note Pads etc.)	May 2011	Batch 1	Local Suppliers	675,400	Limited Tender	May 2	May 16	May 19	May 25	May 31
	August 2011	Batch 2		680,000		July 29	August 16	August 19	August 23	August 31
	Nov. 2011	Batch 3		575,000		October 3	October 18	October 21	October 25	November 2
	March 2012	Batch 4		775,000		January 30	February 14	February 17	February 23	March 3
CLEANING SUPPLIES & FOOD ITEMS  (Bleach, Disinfectants, Soap Air fresheners etc.) (Tin juice,	May 2011	Batch 1	Local Suppliers	362,500	Limited Tender	May 2	May 16	May 19	May 25	May 31
	August 2011	Batch 2		370,000		July 29	August 16	August 19	August 23	August 31
	Nov. 2011	Batch 3		372,500		October 3	October 18	October 21	October 25	November 2

Item description	Month when needed	Quantity	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise	Submission of Bids	Bid Evaluation and recommendation approval	Contract award	Delivery
Cheese, Tea, Coffee etc.)	March 2012	Batch 4		420,000		January 30	February 14	February 17	February 22	March 3
FURNITURE AND EQUIPMENT										
Filing Cabinets	August 2011	20	Local Suppliers	460,000	Limited Tender	July 4	July 21	July 25	July 28	August 10
Staff Chairs		30		495,000						
Visitors Chairs		42		399,000						
Secretary's Chairs		22		330,000						
Desks		30		750,000						
Photocopy Machine		3		1,550,000						
Fax Machines		7		245,000						
Shredder Machines		1		250,000						
Book Cases		5		200,000						
Meeting Table		5		122,000						
Storage Cabinets		8		196,000						
Filing Cabinets	March 2012	30		460,000	Limited Tender	February 13	February 28	March 3	March 9	March 14

Item description	Month when needed	Quantity	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise	Submission of Bids	Bid Evaluation and recommendation approval	Contract award	Delivery
Staff Chairs		40		660,500						
Visitors Chairs		30		285,000						
Secretary's Chairs		22		363,000						
Desks		35		875,000						
Motor Vehicles (Judges)	May 2011	6	Approved Dealer	24,500,000	N/A	N/A	N/A	N/A	N/A	May 2011
	August 2011	9		37,400,000						August 2011
	December 2011	5		21,000,000						December 2011
Equipment & Furnishings for the Restorative & Community Justice Centres	July 2011	4 PCs 4 Printers 4 Desks 12 Chairs 4 File Cabinets	Local Suppliers	3,080,000	Limited Tender	April 13	May 13	May 27	June 8	July 8
Stationary Supplies for RJ workshops & consultation activities	May 2011	100 reams of paper	Local suppliers	260,000	Direct Contracting	N/A	N/A	N/A	N/A	May 15
	August 2011 October	Binders Folders		260,000	(A limited tender was					August 15

Item description	Month when needed	Quantity	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise	Submission of Bids	Bid Evaluation and recommendation approval	Contract award	Delivery
	2011	Pens Set of Ink Cartridges & Drums (reoccurring)		260,000	previously done in February 2011 to select the supplier for these items.)					October 15
Hardware Supplies	April - March	Bulk as needed	Local Suppliers	4,500,000	Local Competitive Bidding					
Desktop Computers	July 2011	<b>200</b>	Local Suppliers	25,000,000	Local Competitive Bidding	May 2	June 1	June 3	June 6	July 18
Printers	July 2011	<b>50</b>	Local Suppliers	7,000,000	Local Competitive Bidding	May 2	June 1	June 3	June 6	July 18
Software Licences	April - March	<b>As needed</b>	Local Suppliers	10,000,000	Limited Tender					
<b>Supreme Court</b>										
IP PBX System & configuration	May 2011	1	Local Suppliers	6,600,000	Local Competitive Bidding	May 2	June 1	June 3	June 6	July 18
IP Phones	May 2011	250	Local Suppliers	12,512,000	Local Competitive Bidding	May 2	June 1	June 3	June 6	July 18

Item description	Month when needed	Quantity	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise	Submission of Bids	Bid Evaluation and recommendation approval	Contract award	Delivery
Cat 6 Cabling	May 2011	300	Local Suppliers	3,000,000	Local Competitive Bidding	May 2	June 1	June 3	June 6	July 18
<b>Office of the Director of Public Prosecutions</b>										
Security devices	July 2011	2	Local Suppliers	5,000,000	Local Competitive Bidding	July 1	August 1	September 5	September 9	September 12
Router and IP PBX	July 2011	1	Local Suppliers	5,000,000	Local Competitive Bidding	July 1	August 1	September 5	September 9	September 12
Switches	July 2011	4	Local Suppliers	4,000,000	Local Competitive Bidding	July 1	August 1	September 5	September 9	September 12
<b>Resident Magistrate Courts (7)</b>										
Servers	Sept. 2011	7	Local Suppliers	12,000,000	Local Competitive Bidding	September 5	October 3	November 7	September 11	September 14
Router and Switches	Sept. 2011	21	Local Suppliers	10,000,000	Local Competitive Bidding	September 5	September 5	October 3	November 7	September 11
Security devices	Sept. 2011	14	Local Suppliers	15,000,000	Local Competitive Bidding	September 5	September 5	October 3	November 7	September 11

Item description	Month when needed	Quantity	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise	Submission of Bids	Bid Evaluation and recommendation approval	Contract award	Delivery
IP Phones	Sept. 2011	200	Local Suppliers	10,000,000	Local Competitive Bidding	September 5	September 5	October 3	November 7	September 11
Cat 6 Cabling	Sept. 2011	200	Local Suppliers	5,000,000	Local Competitive Bidding	September 5	September 5	October 3	November 7	September 11
<b>YEAR 2</b> <b>(2012/2013)</b>										
STATIONERY SUPPLIES ( Including Copy Paper, Ink Cartridges, Toners, Pens, Note Pads etc.)	May 2012	Batch 1	Local Suppliers	742,940	Limited Tender	May 2	May 15	May 18	May 24	May 31
	August 2012	Batch 2		748,000		July 28	August 16	August 21	August 25	August 31
	Nov. 2012	Batch 3		632,500		October 3	October 18	October 23	October 27	November 6
	March 2013	Batch 4		852,500		January 30	February 14	February 19	February 23	March 7
CLEANING SUPPLIES & FOOD ITEMS (Bleach, Disinfectants, Soap Air fresheners etc.) (Tin juice,	May 2012	Batch 1	Local Suppliers	398,750	Limited Tender	May 2	May 15	May 18	May 24	May 31
	August 2012	Batch 2		407,000		July 28	August 16	August 21	August 25	August 31
	Nov. 2012	Batch 3		409,750		October 3	October 18	October 23	October 27	November 6

Item description	Month when needed	Quantity	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise	Submission of Bids	Bid Evaluation and recommendation approval	Contract award	Delivery
Cheese, Tea, Coffee etc.)	March 2013	Batch 4		462,000		January 30	February 14	February 19	February 23	March 7
Stationary Supplies for RJ workshops & consultation activities	May 15, 2012	100 reams of paper	Local suppliers	260,000	Direct Contracting	N/A	N/A	N/A	N/A	May 15
	August 15, 2012	Binders		260,000						August 15
	October 15, 2012	Folders Pens Set of Ink Cartridges & Drums (reoccurring)		260,000						October 15
Hardware Supplies	April - March	Bulk as needed	Local Suppliers	5,500,000	Local Competitive Bidding					
Desktop Computers	July 2012	50	Local Suppliers	5,000,000	Local Competitive Bidding	May 1	June 1	June 3	June 6	July 18
Printers	April - March	20	Local Suppliers	4,000,000	Local Competitive Bidding	May 1	June 1	June 3	June 6	July 18



Item description	Month when needed	Quantity	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise	Submission of Bids	Bid Evaluation and recommendation approval	Contract award	Delivery
MoJ Agencies										
Servers	May 2012	5	Local Suppliers	12,000,000	Local Competitive Bidding	May 1	June 4	July 2	July 6	July 9
Router and Switches	Sept. 2012	18	Local Suppliers	10,000,000	Local Competitive Bidding	May 1	June 4	July 2	July 6	July 9
Security devices	Sept. 2012	12	Local Suppliers	15,000,000	Local Competitive Bidding	May 1	June 4	July 2	July 6	July 9
IP Phones	Sept. 2012	200	Local Suppliers	12,000,000	Local Competitive Bidding	May 1	June 4	July 2	July 6	July 9
Cat 6 Cabling	Sept. 2012	250	Local Suppliers	8,000,000	Local Competitive Bidding	May 1	June 4	July 2	July 6	July 9

Item description	Month when needed	Quantity	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise	Submission of Bids	Bid Evaluation and recommendation approval	Contract award	Delivery
YEAR 3 (2013/2014)										
Stationary Supplies for RJ & workshops consultation activities	May 2013 August 2013 October 2013	100 reams of paper Binders Folders Pens Set of Ink Cartridges & Drums (reoccurring)	Local suppliers	\$260,000	Direct Contracting	N/A	N/A	N/A	N/A	May 15
Equipment & Furnishings for the Restorative & Community Justice Centres	July 2013	4 PCs 4 Printers 4 Desks 12 Chairs 4 File Cabinets	Local Suppliers	3,500,000	Limited Tender	April 15	May 15	May 29	June 10	July 10
Hardware Supplies	April - March	Bulk as needed	Local Suppliers	6,500,000	Local Competitive Bidding					
Desktop Computers	April - March	30	Local Suppliers	4,000,000	Limited Tender	May 3	June 4	June 7	June 9	July 18

Item description	Month when needed	Quantity	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise	Submission of Bids	Bid Evaluation and recommendation approval	Contract award	Delivery
Printers	April - March	10	Local Suppliers	2,000,000	Limited Tender	May 3	June 4	June 7	June 9	July 18
Software Licences	April - March	As needed	Local Suppliers	15,000,000						
STATIONERY SUPPLIES ( Including Copy Paper, Ink Cartridges, Toners, Pens, Note Pads etc.)	May 2013	Batch 1	Local Suppliers	817,234	Limited Tender	May 2	May 15	May 18	May 24	May 31
	Sept. 2013	Batch 2		822,800		July 30	August 20	August 27	August 31	September 3
	March 2014	Batch 3		695,750		January 30	February 14	February 19	February 23	March 7
CLEANING SUPPLIES & FOOD ITEMS (Bleach, Disinfectants, Soap Air fresheners etc.) (Tin juice, Cheese, Tea, Coffee etc.)	May 2013	Batch 1	Local Suppliers	438,625	Limited Tender	May 2	May 15	May 18	May 24	May 31
	Sept. 2013	Batch 2		447,700		July 30	August 20	August 27	August 31	September 3
	March 2014	Batch 3		450,725		January 30	February 14	February 19	February 23	March 7

## **FOR WORKS (CONSTRUCTION, REPAIRS, RECONSTRUCTION)**

Item description	Month when needed	Quantity	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise	Submission of Bids	Bid Evaluation and recommendation approval	Contract award	Delivery
YEAR 1 (2011/2012)										
Minor repairs for the Restorative & Community Justice Centres in Granville	May 2011	Retaining wall,  Plumbing  Painting  Driveway	Local Contractors	865,000	Limited Tender	March , 2011	March 29	April 6	April 20	May 31
Repairs to roof and window at Lucea RMC	May 2011	As per Contract	Local Contractors	6,600,000	Local Competitive Bidding	February 28	March 25	March 28	April 7	May 9
Repairs to fence at Port Maria RMC	May 2011	As per Contract	Local Contractors	3,000,000	Limited Tender	February 28	March 25	March 28	April 7	May 9
Painting to St. Ann's Bay RMC	May 2011	As per Contract	Local Contractors	1,200,000	Limited Tender	February 28	March 25	March 28	April 7	May 9
Painting to Claremont RMC	May 2011	As per Contract	Local Contractors	500,000	Limited Tender	March 23	April 8	April 21	April 26	May 26
Tiling and painting to Porus RMC	May 2011	As per Contract	Local Contractors	2,300,000	Limited Tender	March 28	April 20	May 6	May 16	June 3
Repairs to Sav-la-mar RMC (Roof)	May 2011	As per Contract	Local Contractors	4,000,000	Local Competitive Bidding	March 28	April 20	May 6	May 16	June 3
Painting to Cottage RMC	May 2011	As per Contract	Local Contractors	500,000	Limited Tender	March 28	April 8	April 21	April 26	May 26

Item description	Month when needed	Quantity	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise	Submission of Bids	Bid Evaluation and recommendation approval	Contract award	Delivery
Repairs to roof and window at Sandy Bay RMC	March 2011	As per Contract	Local Contractors	510,000	Limited tender	January 20	January 24	February 11	March 2	April 2
Repairs to Montego Bay RMC	March 2011	As per contract	Local Contractors	3,560,000	Limited Tender	January 10	January 24	February 11	March 2	April 2

## APPENDIX C - MONITORING AND EVALUATION PLAN

<b>Programme/Policy Initiative:</b> Restorative and Community Justice Programme								
<b>Description:</b> The Restorative and Community Justice Programme is a component of the Community Action programme of the CSJP II which aims at reducing different types of interpersonal violence. This component includes actions to promote safe neighborhoods through the establishment of Community Justice mechanisms.								
Ministry’s Strategic Outcome	Baseline Data (2010/2011)	Monitoring and Evaluation Frequency						Monitoring and Evaluation Assessment Method
		Year 11/12		Year 12/13		Year 13/14		
		Monitor	Evaluate	Monitor	Evaluate	Monitor	Evaluate	
Eight Community Justice (Tribunals) implemented.	Four pilot communities are being implemented	Monthly	Ex-ante	Monthly	Mid-term	Monthly	Ex-post	- Field visits (observation) - Training facilitators’ reports - Participants’ evaluation
<b>Programme/Policy Initiative:</b> National Plan of Action for Child Justice								
<b>Description:</b> A multi-sectoral programme geared toward promoting Child Diversion and Cautioning as a complement to the formal Justice System. This is to provide an effective response by the State to the circumstances of child offenders so as to employ international approaches in dealing with these children and to use incarceration as a last resort.								
Court professionals apply international standards to protect child rights and improve service delivery.		Monthly	Ex-ante	Monthly	Ex-post			- Field Visits (observation) - Field Survey - Database

## APPENDIX D - Glossary for Performance Monitoring and Evaluation System

**Accountability:** The obligation to demonstrate and take responsibility both for the means used and the results achieved in light of agreed expectations.

**Benchmark:** Reference point or standard against which performance or achievements can be assessed.

**Note:** A benchmark refers to the performance that has been achieved in the recent past by other comparable organisations, or what can be reasonably inferred to have been achieved in the circumstances.

**Cost Effectiveness:** The extent to which an organization, programme, policy or initiative is using the most appropriate and efficient means in achieving its expected results relative to alternative design and delivery approaches.

**Effectiveness:** The extent to which an organisation, policy, programme or initiative is meeting its expected results.

**Efficiency:** The extent to which an organisation, policy, programme or initiative produces outputs in relation to the resources used.

**Evaluation:** The systematic collection and analysis of evidence on the outcomes of programmes to make judgments about their relevance, performance and alternative ways to deliver them or to achieve the same results.

**Expected Result:** An outcome that a programme, policy or initiative is designed to produce

**External Evaluation:** The evaluation of a development intervention conducted by entities and/or individuals outside the donor and implementing organizations.

**Feedback:** The transmission of findings generated through the evaluation process to parties for whom it is relevant and useful so as to facilitate learning. This may involve the collection and dissemination of findings, conclusions, recommendations and lessons from experience.

**Goal:** The higher-order objective or results to which a development intervention is intended to contribute.

**GoJ's Performance Report:** A government-wide performance report tabled annually in Parliament. This report provides parliamentarians and Jamaicans with a whole-of-government perspective from which to assess the performance of MDAs in the delivery of agreed plans, programmes and resource allocation and the achievement of results.

**Governance:** The processes and structures through which decision-making authority is exercised. Eg, an effective governance structure ensures individuals or groups of individuals are responsible for setting policy directions, priorities, taking investment decisions, re-allocating resources and designing programmes.

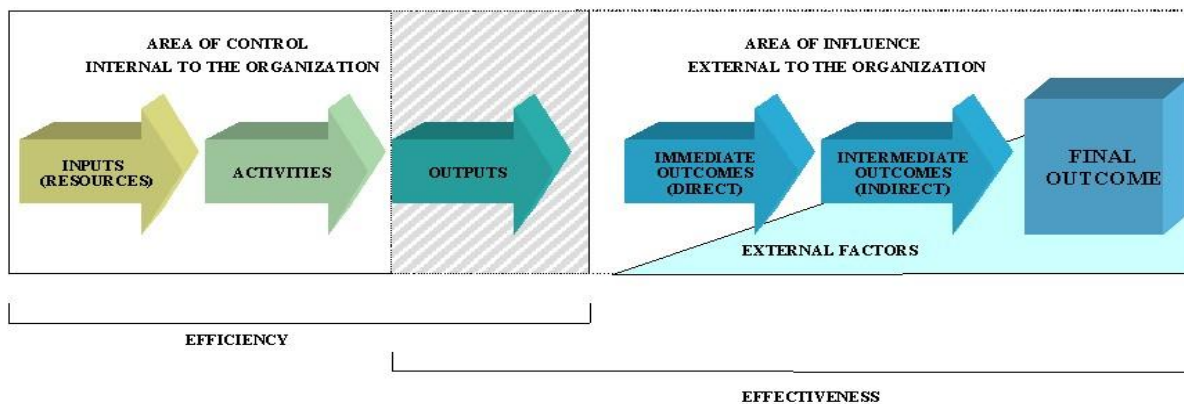
**Government Initiative:** A priority outcome and the means to achieve it articulated by the Government. It may involve one or more Ministries, and one or more programmes.

**Impacts:** Positive and negative, primary and secondary long-term effects or changes produced by a development intervention, directly or indirectly, intended or unintended.

**Indicators:** Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a programme.

**Lessons Learned:** Generalizations based on evaluation experiences with projects, programmes, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in the preparation, design, and implementation that affect performance, outcome and impact.

**Results-based Model:** A depiction of the causal or logical relationships between inputs, activities, outputs and the outcomes of a given policy, programme or initiative



**Medium Term Expenditure Framework (MTEF):** A tool which links plans and budgets over the medium term and help managers make decisions on how best to strategically allocate financial resources in line with government policy.

**Mid-term Evaluation:** Evaluation performed towards the middle of the period of implementation of the intervention.

**Ministry Business Plans (MBP):** The MBPs provide information on plans and expected performance over a three-year period. These reports are tabled in Parliament annually, after resource allocation deliberations. They include information on the department or agency's mission or mandate, strategic outcomes, strategies, plans and performance targets.

**Ministry Performance Reports (MPR):** The MPRs are tabled in Parliament four months after the end of the financial year. Their fundamental purpose is to present a report on results and accomplishments as established in the corresponding Ministry Business Plans (MBPs) in order to provide Parliamentarians with knowledge and understanding of the government's stewardship of public resources.

**Mission:** The fundamental purpose for the existence of an organisation which forms the baseline for effective business planning.



**Monitoring:** An on-going activity that uses the systematic collection of data on specified indicators; to provide management with an indication of the extent to which physical and financial progress has been made on a planned programme, project or policy initiative.

Related term: performance monitoring

**National Outcome:** The long-term and enduring benefits to citizens that more than one Ministry, Department or Agency are working to achieve.

**Operational Planning:** Operational planning is a subset of strategic work planning. It describes short-term ways of achieving milestones and explains how, or what portion of, a strategic plan will be put into operation during a given operational period.

**Outcome:** The likely or achieved medium-term effects of an intervention's outputs.

Related terms: result, outputs, impacts.

**Output:** The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.

**Performance:** The degree to which a development intervention or a development partner operates according to specific criteria/ guidelines or achieves results in accordance with stated goals or plans.

**Performance Evaluation:** An independent analysis undertaken at a fixed point in time to determine the degree to which stated objectives or results have been reached. This is generally used as a basis for decision making, including updating plans.

**Performance Indicator:** A variable that allows the verification of changes in the development intervention or shows results relative to what was planned; see **Performance measure**.

**Performance Measure:** A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organisation, program, policy or initiative. Quantitative performance measures are composed of a number and a unit of measure. The number provides the magnitude (how much) and the unit gives the number its meaning (what). E.g. number of written complaints received.

**Performance Monitoring:** The on-going, systematic process of collecting, analysing and using performance information to assess and report on an organization's progress in meeting expected results and, if necessary, make adjustments to ensure these results are achieved.

**Performance Monitoring and Evaluation System (PMES):** A comprehensive framework that includes an inventory of activities, resources, results, performance measurement and governance information. PMES will provide a formal process through which the Government of Jamaica will be able to monitor and report on results; support the setting of broad strategic priorities and the reflection of these priorities in the plans of MDAs through the development of performance indicators and targets.

**Performance Reporting:** The process of communicating evidence-based performance information. Performance reporting supports decision-making, accountability and transparency.

**Plans:** The articulation of strategic choices, which provide information on how an organisation intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and should focus on actions that lead to the expected result.

**Policy:** A course of action taken by Government to address a given problem or related set of problems. A statement of principles by Government that informs legislation, regulation, official guidelines and operating practices intended to influence behaviour towards a stated outcome.

**Programme:** A group of related activities that are designed and managed to meet a specific public need and often treated as a budgetary unit.

**Project:** A task or planned programme of work that has a start and end date and requires significant time and effort in initiating, planning, executing and monitoring to complete.

**Programme Evaluation:** Evaluation of a set of interventions, marshalled to attain specific global, regional, country, or sector development objectives.

Note: a development programme is a time bound intervention involving multiple activities that may cut across sectors, themes and/or geographic areas.

**Priorities:** Specific areas that an organisation has chosen to focus and report on during the planning period. They represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

**Relevance:** The extent to which the objectives of a government intervention are consistent with beneficiaries' requirements, country needs global priorities and partners' and donors' policies.

Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.

**Reliability:** Consistency or dependability of data and evaluation judgements, with reference to the quality of the instruments, procedures and analyses used to collect and interpret evaluation data.

Note: evaluation information is reliable when repeated observations using similar instruments under similar conditions produce similar results.

**Result:** The output, outcome, or impact (intended or unintended, positive and/ or negative) of a development intervention.

**Results-based Management:** A comprehensive, lifecycle, approach to management that integrates strategy, people, resources, processes and measurements to improve decision-making and drive change. The approach focuses on getting the right design early in a process, focusing on outcomes, implementing performance measurement, learning and changing, and reporting performance.

**Strategic Outcome:** A long-term and enduring benefit to Jamaicans that stems from a ministry, department or agency's mandate, vision and efforts. It represents the difference a ministry, department or agency wants to make for Jamaicans.

**Strategic Planning:** Determines the general direction and goals of the organization in both the short and long term; the process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy.

**Strategic Priorities:** A ranking of an organization's strategic objectives by importance; a description of what an organization's decision-makers believe is more important or less important.

**Strategies:** Strategy refers to a plan of action designed to achieve a particular goal.

**Sustainability:** The continuation of benefits from a government intervention after major developmental programme has been completed. The probability of continued long-term benefits.

**Target:** A measurable performance or success level that an organization, programme or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative and are appropriate for both outputs and outcomes.

**Transparency:** Transparency is a general quality. It is implemented by a set of policies, practices and procedures that allow citizens to have accessibility, usability, informativeness, understandability and auditability of information and process held by centers of authority

**Validity:** The extent to which the data collection strategies and instruments measure what they purport to measure.

**Vision:** The category of intentions and desires for the organisation that are broad, all-intrusive and forward-thinking.

**Whole-of-government:** All Ministries, Agencies and Department including Statutory Bodies (Public Sector Enterprises/Public Bodies).

**Whole-of-Government Business Plan:** This plan sets out the broad functional and fiscal goals of Government over a 3-year horizon. The plan will also outline how GoJ's strategic priorities will be pursued and the specific performance indicators and targets that will be used to monitor and report on results.