

**PROJECT DOCUMENT**

**[Jamaica Project]**

**Project Title:** The Social Justice Project (SO-JUST)

**Project Number:** 00127258

**Implementing Partner:** The Ministry of Justice

**Start Date:** 14 March 2022

**End Date:** 31 December 2028

**LPAC Meeting Date:** 6 January 2023

**Brief Description**

Jamaica’s international human rights commitments are reflected nationally in a Charter of Rights and Freedoms, which is embedded within the Constitution and other laws and policies, to protect women, children and other vulnerable groups from discrimination and gender-based violence. The country’s legislative framework is thus supportive of rule of law and a fair and equitable justice system. These rule of law issues are captured in The National Development Plan Vision 2030 under National Development Goal 2: the Jamaican society is secure, cohesive and just, and reflect the country’s policy and planning alignment with the Sustainable Development Goals<sup>1</sup>. Despite its strong constitutional and legislative foundation, the effectiveness of the justice system has been significantly stymied by institutional, resource and cultural challenges. The current strategic plans of the Ministry of Justice and the Judiciary highlight a number of institutional, technological and policy initiatives to be implemented in the short, medium and long term to systemically address these challenges towards ensuring improved efficacy and efficiency of the justice system. Importantly, these initiatives build on previous successes while anticipating the future needs of justice sector.

Notwithstanding, there remain significant socio-economic challenges which affect people’s experience of justice services. These socio-cultural issues include, but are not limited to, real and perceived barriers emerging from inadequacies in the accessibility of justice services to vulnerable groups such as rural populations and persons living with disabilities, and limited capacity to protect and fulfill the rights of children in contact and in conflict with the law. At present, the Ministry of Justice’s policies, strategies and data gathering capacity are limited, resulting in significant challenges in tailoring justice services to fully meet the needs of the most vulnerable, ensure equitable social justice outcomes, or mainstream gender equity considerations.

In addition to these issues, one of the principal causal factors for the high demand for justice services and the current high case backlog is the country’s high crime rate. Jamaica has one of the highest crime rates in the Latin American region and in the world<sup>2</sup>. Improved efficiency in the delivery of justice is therefore hinged on a reduced demand for justice services and expansion of the scope of services provided. The Ministry of Justice has promulgated a suite of alternative justice services (AJS) such as mediation and other alternative dispute resolution methods, restorative justice, child diversion and other services, in response to the identified needs. These are designed, in part, to reduce the inflow of criminal and civil disputes into courts. However, lack of knowledge and understanding among members of the public has limited their effectiveness and uptake. These challenges collectively undermine social justice and can have a deleterious effect on public perceptions of and interactions with the justice sector, despite the realities of ongoing reforms.

The SO-JUST Project aims to use an equitable human rights and gender responsive approach, targeting systemic change within the processes of the Ministry of Justice, its departments and agencies, the Courts, the Office of the Director of Public Prosecutions and other state and non-state partners to improve social justice in Jamaica. The project aims to support the Government of Jamaica in increasing access to justice for vulnerable and disadvantaged groups and strengthening the capacity of the justice system to implement gender-responsive social justice policies and programmes. It reflects and integrates the four pillars of social justice, which are equity, access, participation, and rights, and adopts a gender-responsive approach. It will provide the justice system with enhanced training and human resource development capacity and records and case management strategies required to sustain reforms.

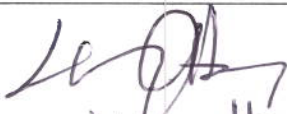
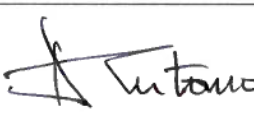
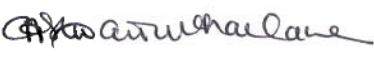
**Contributing Outcome (UNSDCF, CPD, RPD):**  
Regional and national laws, policies, systems, and institutions improve access to justice and promote peace, social cohesion, and security. Rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and other marginalised groups.

<b>Total resources required:</b>	US\$9,230,769.69 <sup>4</sup>
<b>Total resources allocated:</b>	US\$9,230,769.69
<b>UNDP TRAC:</b>	N/A
<b>Donor:</b>	US\$ 9,230,769.69
<b>Government:</b>	N/A
<b>In-Kind:</b>	N/A
<b>Unfunded:</b>	

<sup>1</sup> Planning Institute of Jamaica 2022. Voluntary National Review Report on the 2030 Agenda and the Sustainable Development Goals.  
<sup>2</sup> United Nations Office on Drugs and Crime. 2019. Global Study on Homicide, 2019.  
<sup>4</sup> C\$12 MILLION using UNORE US\$1=C\$1.3

<p>Indicative Output(s) with gender marker<sup>3</sup>: GEN3          The overall project is a Gender Marker 3. Overall, the project focuses on gender equality and women's empowerment as an objective for most of the outputs.</p>		
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Agreed by (signatures):

Government	UNDP	Implementing Partner
 Print Name: WAYNE HENRY	 Print Name: Denise E. Antonio	 Print Name: GRACE ANN STEWART Print Name: MC FARLANE
Date: April 2023	Date: March 2023	Date: March 2023

## List of Acronyms

<b>ADR</b>	Alternative Dispute Resolution
<b>AJS</b>	Alternative Justice Services
<b>CEDAW</b>	Convention on the Elimination of All forms of Discrimination against Women
<b>DV</b>	Domestic Violence
<b>EU</b>	European Union
<b>GAC</b>	Global Affairs Canada
<b>GBV</b>	Gender-Based Violence
<b>GOJ</b>	Government of Jamaica
<b>JJSRTF</b>	Jamaica Justice System Reform Task Force
<b>JRIP</b>	Justice Reform Implementation Plan
<b>JTI</b>	Justice Training Institute
<b>JUST</b>	Justice Undertakings for Social Transformation
<b>KAP</b>	Knowledge Attitudes & Practices
<b>LAC</b>	Latin America and the Caribbean
<b>MLCA</b>	Ministry of Legal and Constitutional Affairs
<b>MOJ</b>	Ministry of Justice
<b>MTF</b>	Medium Term Framework
<b>NDP</b>	National Development Plan
<b>ODPP</b>	Office of the Director of Public Prosecutions
<b>PIOJ</b>	Planning Institute of Jamaica
<b>RBM</b>	Results Based Management
<b>RJ</b>	Restorative Justice
<b>SDG</b>	Sustainable Development Goals
<b>SES</b>	Social and Economic Safeguards
<b>SO-JUST</b>	Social Justice Project
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme

## I. DEVELOPMENT CHALLENGE

Jamaica is a small island developing state (SIDS), having a middle-income economy and a population of over 2.7 million<sup>1</sup>. With an HDI score of 0.709 in 2021, the country is ranked as having a high level of human development. Adjusted for inequality, the rate decreases by 16.6%, reflecting uneven levels of access to or benefit from its human development resources across the population<sup>2</sup>. Vision 2030, Jamaica's National Development Plan, (NDP), and its Medium-Term Socio-Economic Policy Framework (MTF) documents are over 91.3% aligned to the 2030 Agenda, and the SDGs<sup>3</sup>. The country ranks 84<sup>th</sup> of 166 countries – highest in the English-speaking Caribbean – in its progress towards achieving SDG goals<sup>4</sup>. Within the NDP, rule of law, governance and security goals are captured under National Development Goal 2: the Jamaican society is secure, cohesive and just. The country is a member of the Commonwealth and has a Westminster style democracy, with a bicameral legislature, and an independent and constitutionally protected judiciary. The judiciary, together with the Ministry of Justice (MoJ), sets the tone for the development and implementation of policies and rules of practice that have an impact on access to and experiences of justice services among different demographic groups.

Jamaica has had a stable democracy and legal system since its independence. It is signatory to the main UN Human Rights Conventions, including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Convention on the Rights of the Child and the Convention on the Rights of Persons with Disabilities. These international human rights commitments are reflected nationally in a Charter of Rights and Freedoms embedded within the Constitution, as well as laws and policies that guarantee the protection and fulfilment of the rights of the child; the rights of women to be protected from discrimination and violence; and the rights of persons with disabilities to receive equal treatment. The combined legislative framework is supportive of rule of law and a fair and equitable justice system. To this end, the country's 2021 ranking on the World Rule of Law Index places it at number 44 of 128 countries, and number 13 of the 30 countries in the Latin American and Caribbean region<sup>5</sup>.

Despite its strong constitutional and legislative foundations, the effectiveness of the justice system has been significantly stymied by institutional and resource limitations. Qualitative studies conducted prior to the last decade indicated that the justice system was being hampered by a high case backlog, a case flow process inhibited by multiple delays and limited judicial involvement in case management<sup>6</sup>. However, there was at the time no standard measure of case backlog nor clear goals set for case clearance, as there was no strategic plan or framework for court management. This was seen to be exacerbated by technological and infrastructural resource limitations, and limited human resource capacity, both on the bench and in the type and scope of administrative and support systems embedded within courts. Underlying these tangible gaps and challenges, the Jamaica Justice System Reform Task Force (JJSRTF) identified a range of socio-cultural issues that were seen to impact people's experience of justice services. This included real and perceived barriers emerging from gender discrimination, inadequacies in accessibility of services to persons with disabilities and limited capacity to protect and fulfill the rights of children in contact and in conflict with the law. In the consultations

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<sup>1</sup> Planning Institute of Jamaica. 2022. *Economic and Social Survey of Jamaica 2021*.

<sup>2</sup> United Nations Development Programme. 2022. Jamaica Human Development Data. Retrieved from <https://hdr.undp.org/data-center/specific-country-data#/countries/JAM>

<sup>3</sup> Planning Institute of Jamaica. 2022. *Voluntary National Review Report on the 2030 Agenda and the Sustainable Development Goals*. Retrieved from <http://sdg.pioj.gov.jm/sites/default/files/Reports/2022%20VNR%20Report.pdf>

<sup>4</sup> United Nations Jamaica. 2020. United Nations Common Country Report: Jamaica. Retrieved from <https://jamaica.un.org/sites/default/files/2021-06/UNCCA%20Jamaica%2011JUN2021%200816.pdf>

<sup>5</sup> World Justice Project. 2021 *World Rule of Law Index Country Report – Jamaica*. Retrieved from <https://worldjusticeproject.org/rule-of-law-index/country/2020/Jamaica/>

<sup>6</sup> Ministry of Justice. 2008. Report of the Jamaica Justice System Reform Task Force.

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that informed the Task Force, justice services were deemed inadequate in fulfilling the rights and meeting the needs of the Jamaican citizen.

The national response to these identified gaps has been emphatic and systematic. Buoyed by technical assistance from the Government of Canada and the UNDP under the Justice Undertakings for Social Transformation (JUST) programme, and budget support from the European Union (EU), the Government of Jamaica (GOJ) embarked on an ambitious and extensive reform process. The reforms were guided by the Justice Reform Implementation Plan – itself informed by indicators and targets derived from the JJSR Task Force Report – and tackled the institutional, technological, and infrastructural limitations to effective justice service delivery.

Since then and for over 15 years, the GOJ, in partnership with the UNDP, Canada, EU and other partners, expanded court infrastructure; increased the number of judges and courtrooms; introduced plea bargaining; night courts and other modalities designed to improve efficiencies. In partnership with the JUST, a Court Case Information Management System was introduced, and case flow management systems strengthened to integrate judicial management in case progression. As a result, case clearance rates in parish courts have approached or exceeded 100% in some years (e.g., 101.6% in 2019 and 96.5% in 2020), a clear indication of improved efficiencies and the court's capacity to deliver justice in a timely manner<sup>7</sup>.

Complementing these court reforms, the MoJ has supported an expansion of alternative justice services (AJS). Through laws and policies, Child Diversion and Restorative Justice systems were introduced, Mediation, Arbitration and other forms of alternative dispute resolution (ADR) were expanded, and the jurisdiction of Lay Magistrate's Courts was increased. The stated policy intent of the MoJ was to increase the number and scope of community-based dispute resolution and diversion mechanisms, to equip communities and families to address their legal and relational issues in a restorative manner and in this way to reduce the demand placed on the formal justice system while equipping communities with conflict resolution skills and restorative practices.

Despite these improvements, national surveys such as the National Crime Victimization Survey and the MoJ Citizen's Scorecard Survey, have consistently revealed low levels of trust and confidence in the justice system. The Citizens' Scorecard Survey has consistently showed approximately 36% of court users agreeing that court processes guarantee a fair result, and only 47% agreeing that the justice system was free from gender bias. Results of these surveys were remarkably consistent in the 2014, 2017 and 2020 Citizen's Scorecard Surveys, indicating that institutional reforms were having little impact on the citizens they were designed to benefit. Additionally, the 2019 National Crime Victimization Survey further highlights that 41% of the population perceives the courts to be corrupt institutions, while only 54% felt they understood the courts' functions.

There continues to be a gap between the institutional transformation occurring within justice sector institutions and the lived experiences of the most vulnerable court users<sup>8</sup>. Women (particularly survivors of sexual offences, domestic violence and other forms of gender-based violence (GBV)), children, youth, persons inhibited by poverty or lack of education, persons with disabilities, those living in communities in remote or rural locations and those affected by social stigma are among those more likely to experience barriers in their access to justice<sup>9</sup>. Notably, these barriers are applicable irrespective of the purpose for which persons are engaged in justice processes, and can apply to accused persons, victims and witnesses, complainants, or respondents. They apply in relation to court services, as well as to community-based services.

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<sup>7</sup> Planning Institute of Jamaica. 2021. Report on Jamaica's Development Progress towards its 2030 Goals.

<sup>8</sup> SAUJSES. 2020. Report of the Witness Care Conference, 2019.

<sup>9</sup> SALISES. 2020. Witness Care Strategy, as well as results of stakeholder consultations held October-November 2022 by SO-JUST project writing team.

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Among the key gaps and challenges that have been identified<sup>10</sup> were the following:

- Real or perceived gender biases in the delivery of justice, particularly in relation to family, GBV and DV matters. For example, the lack of available legal aid support for survivors of GBV and DV remains an inhibiting factor that limits the ability of affected persons to use legal means to resolve the civil issues that emerge from or are exacerbated by violence within a family or intimate partner relationship.
- Inadequate preparation for persons with disabilities inhibits their access to justice services in fundamental ways, including:
  - Inability to navigate written information and instructions due to visual impairment.
  - Inability to communicate effectively with justice services, a gap that particularly affects the deaf community.
  - Inaccessibility of some justice facilities to persons with physical disabilities, including the elderly.
  - Inadequate understanding of cognitive and other intellectual disabilities and related communication limitations.
- Inadequate programmes and initiatives designed to fulfill the rights of children in contact or in conflict with the law. While the new Child Diversion programme has increased the availability of rehabilitative options to address youth delinquency, other children who use the courts as witnesses or children in need of care and protection are often affected by the absence of child friendly facilities, or clear procedures to guide all justice professionals in respecting and protecting the rights of children in court.
- Stigma experienced by different groups based on their physical presentation in justice facilities.

These experiences reflect the justice sector's lack of a gender strategy or clear protocols for protecting and fulfilling the rights of children, persons with disabilities and other vulnerable groups who utilise justice services.

The demand for justice services remains high, attributable in part to Jamaica's crime rate. In 2021, the country's major crime rate was 192 per 100,000, reflecting a steady decrease in major crime over the last 5 years<sup>11</sup>. Notably, however, the murder rate of 53 per 100,000, was the highest since 2017<sup>12</sup> and remains significantly higher than the global average of 6.1 homicides per 100,000 or the regional average of 17.2 per 100,000<sup>13</sup>. This high crime rate results in a high demand on justice services. The reduction in demand is as critical to improved efficiency, and consequently the MOJ has sought to increase its capacity to provide alternative justice services, encouraging communities to resolve disputes and engage in restorative practices that reduce violence and vigilantism<sup>14</sup>. A 2021 Mediation Strategy developed by the Government of Jamaica identifies widespread misperceptions of mediation – and by extension other methods of alternative dispute resolution and restorative justice – as a key factor that inhibits the uptake of these services and limits their effectiveness in providing legitimate, equitable and effective means of addressing justice-related issues and disputes at the community level. This gap in knowledge regarding alternative justice services is reflected in the 2019 National Crime Victimization Survey, in which only 6-7% of persons surveyed had any awareness of the functions of Child Diversion, Restorative Justice, and Victim Services programmes.

The potential impact of social justice reforms on the rights and lived experiences of women and girls cannot be overstated. Jamaica's demographics show a relatively high level of educational and career achievement among women, juxtaposed against high levels of gender-based violence and the disproportional impact of poverty on women and girls.

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<sup>10</sup> SALISES. 2020. Report on Witness Care Conference 2019, as well as results of stakeholder consultations held October-November 2022 by SO-JUST writing team.

<sup>11</sup> Planning Institute of Jamaica. 2022. Economic and Social Survey of Jamaica, 2021.

<sup>12</sup> Planning Institute of Jamaica. 2022. Economic and Social Survey of Jamaica, 2021.

<sup>13</sup> United Nations Office on Drugs and Crime. 2019. Global Study on Homicide, 2019.

<sup>14</sup> Minister of Justice. 2022. Sectoral Presentation of the Minister of Justice: Access to Justice for a Better Jamaica. Retrieved from <https://moj.gov.jm/sites/default/files/publication/documnet/sectorial2022.pdf>

This suggests that gender-responsive interventions need to be targeted to the specific and entrenched issues that inhibit the rights of women and girls. Past justice reform initiatives have failed to systemically address these gender issues, due to several limitations. Notably:

- The enactment of new legislation does not automatically bring change at the micro level, as there are multiple and complex social practices and perceptions that directly or indirectly support or sustain a culture that is permissive to gender-based violence, including sexual and domestic violence. These norms may be prevalent among law enforcers and other persons working in the justice sector and can create informal barriers to women's access to justice.
- The justice sector and its institutions are hampered by the absence of a sector-specific gender strategy, limitations in the institutional capacity for gender-based analysis and lack of gender disaggregated data. This limits the ability of the state to address gender issues and inequalities in an evidence-based manner.
- Ineffective integration of gender responsive policymaking and program development means that where gender issues are identified they may be treated in silos, while new and evolving programs still fail to identify and address inherent inequalities.

In order to overcome these limitations, a gender-responsive and intersectional approach to analysis are essential prerequisites to strengthening justice services and securing equitable outcomes.

## STRATEGY

The ultimate outcome of the Social Justice (SO-JUST) project is to create “**a more rights-based and gender sensitive justice system that achieves equitable outcomes for all Jamaicans**”<sup>15</sup>. The SO-JUST Project aims to use an equitable human rights and gender responsive approach targeting systemic change within the structures of the MoJ, its departments and agencies, the Courts, and the Office of the Director of Public Prosecutions (ODPP) and other state and non-state partners, to improve social justice in Jamaica. It reflects and integrates the four pillars of social justice, which are equity, access, participation, and rights. The project further aims to reinforce wider GOJ priorities that support the strengthening of inclusive governance, rule of law and access to justice with a focus on vulnerable communities such as women, girls, persons with disabilities and other key populations. The expected outcomes in the medium term are two-fold: (i) Strengthened institutions, legislation and justice services that advance the rights and equitable outcomes for all Jamaicans, including women, girls and disadvantaged groups and (ii) Improved institutional effectiveness in the delivery of justice services to the most disadvantaged groups, including women and girls. The project will be implemented over a 7-year period based on the following principles:

- The need to promote increased use of non-court or alternative justice services, which can often provide more people-centred approaches to resolving disputes, righting wrongs, and addressing legal problems.
- The need for an integrated, long-term approach to building skills within the justice sector, in a way that promotes efficiency, gender-responsiveness and sustainable social impact throughout the justice sector.
- The requirement for enhanced use of technology to further streamline and modernise justice processes excluded from previous reforms, and harmonise case management, records management, and work-flow management systems into a more seamless and coordinated sector-wide system.
- The need for comprehensive and innovative public education and information sharing approach to build knowledge of citizens' rights and responsibilities, enhance understanding of social justice values and increase the use of alternative justice services by citizens.
- The need to strengthen the legislative and policy framework to institutionalise social justice reforms.

To ensure a clear, practical, and cohesive implementation strategy, the proposed project will engender ***an equitable human rights and gender responsive approach driven by sustained engagement and participation*** by government entities, civil society groups/non-state actors, international development partners and members of the public, particularly those who are most at risk for being underserved by the justice sector. Targeted activities will seek to ensure greater social inclusion and promote respect for the rule of law through the promulgation of relevant legislative, regulatory and policy instruments, initiatives to support: *case and records management, the engagement and retention of technical experts, the introduction of new data capture tools, research documents and knowledge products, and the strengthening and forging of strategic partnerships across traditional and non-traditional partners.*

The rationale for this approach was derived from lessons learned from several projects and reports on the performance of the justice sector, including the Justice Undertakings for Social Transformation (JUST) project (2011-2020) project, which is the predecessor of this project. The completion of the JUST represented a seminal achievement in justice reform in Jamaica and cemented a partnership between Global Affairs Canada (GAC), United Nations Development Programme (UNDP), the Ministry of Justice (MOJ), the Judiciary, the Director of Public Prosecutions (DPP) and a range of state and non-state actors. Through the JUST project, significant reforms have been initiated in the design and resourcing of justice organisations, which are now led by a stronger and more cohesive policy directorate. Legislative drafting, legal reform, prosecuting, court management and other key justice services have also benefitted from process improvements. The range of court reforms initiated have also contributed to the improved pace and efficiency of courts

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<sup>15</sup> For additional information, please refer to Annex 10 of the Project Document Package (Gender Action & Mainstreaming Plan)



at every level, resulting in major improvements in case disposal rates. Through its Social Order Component, the JUST project improved access to justice services to underserved communities through disability-access enabled mobile units, complemented by a broad-based public education programme targeting women, men, boys and girls in different demographic groups with information on available justice services.

Despite its innovative and progressive approach to highlighting and addressing social inequities within the justice sector, what the JUST was unable to accomplish within its timeframe was the integration of its Social Order achievements and advances within the core institutions of justice. As seen in the JUST Final Evaluation Report (2020), a key limitation was the absence of a clear gender strategy or rights-centric policies within the justice sector. This can lead to the inability to identify and address gender and related social issues that affect people's experience of justice, which is likely to inhibit the impact of justice reform on the wider population. Additionally, The Citizens' Scorecard Survey implemented by the MOJ twice during the life of the JUST (2014 & 2017) and after in 2020, showed only 36% of court users agreeing that court processes guarantee a fair result, and only 47% agreeing that the justice system was free from gender bias. This implies that institutional reforms were having little impact on the citizens they were designed to benefit. Institutional strengthening and improved effectiveness of justice service delivery therefore becomes a critical area for reform in ensuring the timely and fair delivery of services; especially for vulnerable/disadvantaged groups.

The JUST Final Evaluation Report reveals that advancements were made in integrating the four pillars of social justice in state and non-state services. For example:

- **Equity:** Through **gender-responsive social context training**, identifying social impediments to equitable access to justice services
- **Access:** Through **targeted communications material and accessible Mobile Justice Units**, enabling improved access to justice services among the disabled population and making justice services and information more readily accessible to youth and rural and urban underserved communities.
- **Participation:** Through **Civil Society Position Papers**, empowering civil society organisations with advocacy platforms to enable their participation in law and institutional reform in the justice sector.
- **Rights:** Through **legal education booklets, brochures and a chatbot**, providing information on constitutional rights, child rights and other factors creating checks and balances on the state in the justice and security sectors.

The So-JUST project, as a successor to the JUST, can learn from and expand on these developments and build on the public-private partnerships that have been stewarded by UNDP to make these innovations possible.

Other justice reform-related initiatives such as the EU-funded Spotlight Initiative (2018-2021) sought to advance and strengthen the legislative and policy framework which provided an enabling environment in which key issues relating to family and gender-based violence can be addressed. With specific focus on the revision and strengthening of key pieces of legislation including the Domestic Violence Act, the Sexual Harassment Act, the Sexual Offences Act, the Offence Against the Person Act, and the Childcare and Protection Act, the Government's social justice reform agenda was strengthened. The successes of this initiative provided a unique opportunity for the SO-JUST project to scale-up implementation of social justice programs which emphasized the importance of equitable treatment for women and girls, using these critical pieces of legislation to create more targeted interventions for survivors of gender-based and domestic violence and building public awareness of legislative reforms.

#### *Alignment to UNDP CPD & National Framework*

The SO-JUST project is aligned to UNDP's 2022- 2026 Country Programme Document (CPD) which identifies opportunities for strengthening equitable access to justice services. To this end, the project will address in a comprehensive and holistic manner the root and underlying causes limiting access to justice. Achievement of project

objectives will directly result in the achievement of the CPD Output 2.1 Rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and other marginalized groups.

The achievement of the project's outcomes will directly contribute to Jamaica's NDP, specifically contributing to: the National Goal #2 Jamaican Society is Secure, Cohesive and Just; Outcome 5 (Security & Safety); & Outcome 6 (Effective Governance). Based on the aforementioned alignment of the NDP it is expected that the project will contribute to the achievements of SGD's 5, 10, 16 and 17, indicating that the framework for change for this project is firmly grounded in national and global priorities. Additionally, the proposed activities in the project align with the existing strategic planning framework documents approved by the sector, including the Justice Reform Implementation Plan 2, the Ministry of Justice Mediation Strategy, the draft/proposed Witness Care Strategy and Child Justice Protocols, and the Strategic Plan for the Jamaican Judiciary 2019-2023 entitled, 'Benchmarking the Future: Courting Excellence'.

Based on the analysis of Jamaica's development context and the issues to be addressed, the project proposed the following solution pathways to achieve to Ultimate Outcome: **a more rights-based and gender sensitive justice system that achieves equitable outcomes for all Jamaicans:**

1. Strengthened institutional capacity of justice services (Human Resources, technology, infrastructure)
2. Application of evidence-based approaches in the delivery of social justice services institutionalized
3. Increased access to gender-responsive Information, Communication and Education products on social justice services
4. Expansion of alternate justice programmes, witness care, child justice and legal aid programmes
5. Strengthen participation and partnership with non-state actors that serve vulnerable/disadvantaged groups
6. Strengthen the legislative, policy and programmatic framework
7. Improve social participation of vulnerable groups (women, Persons with Disabilities, etc.) in decision-making processes at local and national levels
8. Institutional capacity of courts expanded to support modern records management system

Thus, the project's theoretical framework (Annex 1: Theory of Change Diagram), based on evidence and lessons learnt assumes that:

- If there is political will and interest in addressing the identified gaps and;
- the introduction of new technologies and knowledge management systems, **then**, there be an increase in efficiency and effectiveness in the delivery of social justice services.

The TOC further posits that:

- **if** there is alignment of proposed project outcomes with GOJ's *programmes*; Vision 2030; *National Strategic Action Plans*;
- **then**, partnerships and associated investments will contribute to scaling and sustainability of the proposed gender-responsive changes in strengthening the delivery of justice services.

The connection between effective justice systems and the human rights of women, girls, boys and other vulnerable groups is therefore clear: when justice systems – and well-designed laws – work well, there is an increase in women's and other vulnerable groups' ability to access and realize their human rights. Laws shape society and social norms, and enforcement of the law increases accountability and reduces abuse of power, ensuring people have greater control over their lives and resources. Individuals have more power to make choices and create better opportunities for a safer and more secure life, which can lead to reduced poverty and an increase in self-empowerment, for the most vulnerable. Justice reform strategies and programmes should therefore provide adequate and targeted focus on human rights and social justice issues, while institutional capacity and technological and physical infrastructure are modernized.

## RESULTS AND PARTNERSHIPS

### *III (A) EXPECTED RESULTS*

#### **Ultimate Outcome: A more rights-based and gender-sensitive justice system that achieves equitable outcomes for all Jamaicans**

The So-JUST project will implement reform initiatives designed to improve equitable access to justice among the most disadvantaged groups. The project will assist sectoral institutions to understand social, cultural, economic, and gendered disadvantages in an intersectional and evidence-based way. This will support the transformation of justice services to become more rights-centric, gender-responsive and customer-focused, capable of designing and developing measures to counteract the hidden social and institutional inequities that may distort just outcomes for the most vulnerable. The project will adopt a gender-responsive and partnership-based approach in identifying and targeting institutional, legislative, and socio-cultural barriers that inhibit equitable access to justice services. Activities will be designed and implemented to equip justice institutions to understand, adapt and respond to the distinct needs of women and men, children and youth, persons with disabilities, rural and remote communities, and other vulnerable groups.

The project will achieve this through initiatives that strengthen institutions with new or improved methodologies and skills, along with appropriate technology, data collection, communications, records management, governance, legislative and policy mechanisms. Additionally, the project will empower communities and vulnerable groups to understand, protect and fulfil their rights by utilising justice information and services. The result will be a justice system that works more efficiently and equitably to meet the needs of all Jamaicans, through dynamic and responsive community-based and court-related services.

#### **Intermediate Outcome 1: Strengthened institutions, legislation and justice services that advance the rights and equitable outcomes for all Jamaicans, including women, girls and other disadvantaged groups.**

Working in partnership with the Ministry of Justice, its departments, and agencies, other GOJ entities and their non-state partners, the SO-JUST project will strengthen the capacity of the justice sector to serve the most vulnerable groups in a way that advances their equitable access to justice. This will include legislation, policies and programmes designed to increase access to justice for women, children, persons with disabilities and other vulnerable groups, expand their understanding of justice information and enhance their uptake of court-adjacent and community-based justice services in fulfilment of their rights. This outcome will be achieved through the following outputs and activities:

**Output 1. Strengthened Gender-Responsive Alternative Justice Services and Strategies:** Under this output, the Alternative Justice Services currently being developed and implemented by the Ministry of Justice will be reviewed and assessed using a gender lens, to **identify any gaps or challenges in their effectiveness and any barriers to access or inequities being experienced by women, children, persons with disabilities or other vulnerable groups.** The findings of these assessments will be used to **design and implement comprehensive communications and public education, training, institutional strengthening, and policy development activities targeting mediation, victim services, restorative justice, and child diversion services.** The project will strengthen initiatives designed to increase the use of alternative justice services, both as a means of resolving issues more efficiently, with equity considerations for the most vulnerable mainstreamed. Initiatives that a) support the rights of women and girls, b) remove barriers to access experienced by persons with disabilities, rural communities and other excluded or underserved groups, c) increase the use of mediation and restorative practices at the community level and d) strengthen services for survivors of gender-based and domestic violence will be prioritised. The SO-JUST project will strengthen the justice sector's capacity to develop and implement alternative justice services in a manner that is responsive to the rights, needs and lived experiences of women, children, persons with disabilities and other vulnerable groups. This will involve **supporting the implementation of a national Knowledge, Attitudes and Practices survey on Alternative Justice Services, and developing the capacity to produce and publish annual Justice Services Statistics**

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**reports.** A Gender Strategy will be developed and implemented to institutionalize evidence-based programme development, and the project will strengthen partnerships between state and non-state champions of women's rights, children's rights, disability rights and social justice and justice sector institutions, as a means of securing sustainable change. This will include conducting annual gender sensitisation and social context training activities across the justice workforce, to strengthen their capacity to identify and address barriers to access to services, while strengthening partnerships with civil society to address those barriers in a systematic and sustainable manner.

**Output 2: Strengthened Legislative, Policy and Institutional Framework for Gender Responsive Justice Services and Support Systems:** This output will see the delivery of technical support to facilitate the implementation of legislative and policy reforms, including supporting reforms designed to mainstream the promotion of social justice and the fulfilment of related rights. The SO-JUST project in this regard will support the ***operationalization of existing laws and policies through targeted training, sensitisation and knowledge sharing initiatives.*** To support the sustainability of a gender-responsive approach to law and policy development, the SO-JUST project will ***strengthen the capacity of specialised legal and policy officers to develop gender-responsive and rights-inclusive laws and policies.*** The project will ***strengthen and increase CSO participation in Alternative Justice Services and social justice initiatives, including enhancing their advocacy capacity, their knowledge of justice services and how to access them and the integration of restorative practices*** in their work.

**Output 3: Strengthened Legal Aid Services to Women, Persons with Disabilities and other Underserved Communities:** The project will strengthen and expand legal aid services, including non-court justice services, legal services supporting survivors of sexual offences, domestic violence and other forms of gender-based violence, outreach services to remote and underserved communities and assignment of private counsel to selected civil matters, based on demand. This will be achieved by ***undertaking appropriate diagnostic and feasibility assessments and cost analyses, then designing gender responsive initiatives to strengthen legal aid services and supporting their implementation.*** The project will also strengthen institutional capacity among the legal aid administration and its outreach services, developing partnerships with civil society to adapt legal aid services and make them more accessible to persons with disabilities and other underserved groups.

**Output 4: Gender-responsive Witness Care and Child Justice Coordination Systems:** Through this output, the SO-JUST project will provide ***technical assistance to support the development and implementation of gender-responsive witness care and child justice strategies.*** The victim services division will receive technical support to strengthen its programmes and offerings, providing more targeted responses to the most vulnerable victims and witnesses. This will be complemented with gender-responsive policies and services designed to support survivors of GBV and DV, persons with disabilities and other vulnerable court users. These initiatives will be institutionalised through appropriate strategies and policies, and the project will support partnerships with civil society organisations providing outreach services and psycho-social support to children in conflict or contact with the law.

**Output 5: Gender-Responsive Justice Informational, Educational and Communication Products:** Using the results of the KAP study undertaken under Output 1, the project will support the development of an evidence-based and stakeholder targeted communications campaign designed to increase citizen's understanding and uptake of alternative justice services. The project will support the development, production, and dissemination of gender-responsive justice information and education products targeting the vulnerable and underserved communities. This will include products and materials designed to respond to stakeholder's knowledge needs and provide useful information to citizens of different demographic groups to improve their understanding of

and access to justice. The project will utilize both traditional and non-traditional media and develop and implement appropriate strategies and communication methods for persons with disabilities. Communications and outreach activities will be emphasized early in the project, to drive demand for AJS services and promote increased uptake.

**Intermediate Outcome 2: Improved institutional effectiveness in the delivery of justice services to the most disadvantaged groups, including women and girls.**

Under the project's second intermediate outcome, the activities selected are designed to strengthen institutional effectiveness in areas not previously targeted by justice transformation efforts, but which will have a significant impact on the quality and timeliness of justice service delivery. Working in partnership with the Ministry of Justice and the Judiciary respectively. Specifically, ***the project will target institutional strengthening in the areas of justice workforce training and human resource development, court reporting and transcription and court records management.*** These services were selected for their level of impact on court case flow management, which improves the effectiveness and efficiency of case resolution through the courts; customer service; and other workforce skills designed to support all other reforms under the SO-JUST and other initiatives. The project will further undertake a comprehensive mapping of justice services, in order to analyse needs and design specifications for an integrated case management and e-services system, designed to achieve sector-wide modernisation. This outcome will be achieved through the following outputs:

**Output 6: Strengthened Capacity of Justice Training Institute:** Under this output, the project will leverage and enhance the work of the Justice Training Institute (JTI) as a long-term measure towards improving the justice sector's workforce skills and service-delivery approaches and capabilities. The initiative will commence with a Strategic Business Plan for Re-Engineering the JTI and implement selected components of this plan over time to fulfil the training and human resource development needs of the justice sector more effectively. This will include supporting developmental needs of the JTI, including revised and updated needs-based curricula and training programmes targeting (a) Justice Sector Personnel (including Court Reporters, ADR, RJ and Child Diversion Practitioners and Mediators) and (b) community-based justice services (including Justices of the Peace and Lay Magistrates). The project will strengthen institutional capacity for accurate and timely capture of court proceedings, through appropriate training, technology and human resource strategies. This will include the development of a Training Plan and HR Strategy for Court Reporters and Transcriptionists and supporting the technological and tautological resources required to deliver a new cohort of skilled Court Reporters and Transcriptionists. The project will model international best practices and make necessary adaptations to the training programme in order to meet the requirements of the Court and other stakeholders. Additionally, the project will pilot a digital transcription system and make appropriate recommendations for the transition to digital service delivery. The project will strengthen the JTI Court Reporter Lab to support these initiatives. This will assist in strengthening court effectiveness and efficiency through appropriate auxiliary skills.

**Output 7: Court Records Management System:** The project will assist the Courts in transforming its records management systems, modelling international standards and protocols. ***The process will begin with a Needs Assessment that culminates in a Phased Court Records Management Implementation Plan, and addresses the disposal, retention and digitization of archived records, protocols and guidelines for storage, access, retrieval, and record-keeping, as well as accompanying staff training and stakeholder's sensitisation needs.*** The SO-JUST project will support the implementation of the plan, including retrofitting and facilitating the operationalization of a Court Records Management Facility, with appropriate equipment, technology, security and HVAC features, shelving and records storage and organization requirements and specialized computers, printers, and software. The project will support the placement of a Court Records Management Project Unit, staffed to support the implementation of the project and trained to retool the judicial workforce with new records management skills. Incorporating best practices from countries with similar economic and justice profile, ***the project will work with the Judiciary and all court adjacent services to conduct a needs analysis***

*for a comprehensive, Integrated Electronic Case Management System (IECMS).* The project will support future reforms by designing the technological specifications, human and technical resource needs, service delivery requirements and other components of the system; and outlining a clear implementation pathway to transition the courts to paperless services.

The planned activities required to implement each of the above outputs are outlined and costed in Annex 2: Multi-Year Work Plan and Budget.

### **III (B) RESOURCES REQUIRED TO ACHIEVE THE EXPECTED RESULTS**

The project requires several diagnostic assessments that will define the type and scope of technical support to be provided to key justice sector entities. The project will forefront these assessments, which include feasibility studies, business process re-engineering reports, needs assessments and related modalities. It is anticipated that the technical support that ensues could include policy and strategy development and implementation, designing protocols and processes, conducting capacity building activities and engaging with stakeholders to build their knowledge and awareness. The project makes provision for technical support through consultancies, to support the implementation of a variety of institutional strengthening, policy development and planning and capacity building activities.

The project will deploy technical specialists and other human resources in the main government departments to support transformative and organisational development. These technical experts will provide support to the beneficiary entities to coordinate the implementation and institutionalisation of activities under the SO-JUST project. Specifically, technical coordinators and capacity building experts will be placed in the Ministry of Justice to support Mediation, Alternative Justice Services and Gender Mainstreaming. Other technical experts will be posted in the Justice Training Institute, as well as in the Court Administration Division to support Court Records Management. These resources will assist in ensuring that new processes and approaches are embedded within justice sector organisations, and, in some cases, it is likely that the positions will become institutionalised.

The project investment will also include the disbursement of small grants utilizing UNDP's Low Value Grant mechanism targeting the engagement of civil society and academia. The project will leverage partnerships built under the JUST Social Order Project and further strengthen collaboration between state and non-state beneficiaries, to ensure the sustainability of project results.

The SO-JUST has a strong communications, public education and training component and these will be driven by data collated through diagnostics completed under Output 1. The project will retrofit key facilities that support the advancement of social justice and will provide technological support in key areas. These components will create a high procurement and administrative burden, requiring the establishment of a project management unit (PMU) to include a Project Manager, Monitoring and Evaluation Specialist, Procurement, Finance and Administration personnel. In addition to the PMU, the project team will benefit from a Technical Advisor, a position designed to ensure that the legislative, policy and other changes being implemented are informed by a strong understanding of how the justice sector functions and that the project implementation measures are designed to achieve planned outcomes.

### ***III (C) PARTNERSHIPS***

The project will work in close collaboration with the Ministry of Justice, the Courts and Judiciary and all major departments and agencies that implement justice services. The Project's Steering Committee will facilitate participation of these entities, as well as key public and private sector stakeholders, including the Planning Institute of Jamaica and the Bureau of Gender Affairs. These entities will help to ensure the integration of project activities with other plans and programmes of the Government of Jamaica. This will facilitate a partnership-based approach in implementing social justice reforms, as well as in the design and delivery of justice sector initiatives outside of the scope of the SO-JUST project.

The project will build on and strengthen partnerships between state and non-state organisations, including organisations representing the rights of women, children and persons with disabilities, organisations providing justice-related services to underserved communities and academia. These will include outreach and training partnerships with faith-based and community-based organisations to increase knowledge and uptake of justice services, as well as partnering with blind & deaf organisations to provide interpretation services to justice organisations island-wide. These partnerships will contribute to the achievement and sustainability of results, facilitating the integration of stakeholder views and perspectives in designing justice services that are more responsive and accessible to the most vulnerable. This assumes that justice sector services will be open to the input of these representative groups and will have the required resources to institutionalise and sustain the partnership-based initiatives developed under the project.

Building on the experiences of the JUST project, the SO-JUST project will facilitate knowledge sharing initiatives, including Social Justice Conferences and Practitioners' Workshops that promote an integrated, multi-sectoral approach to assessing and developing justice services. This assumes that there will be sufficient buy-in across all relevant sectors to ensure that justice initiatives benefit from a wide range of perspectives on the social context issues that can affect and limit access to justice among vulnerable groups.

Utilizing a portfolio approach, UNDP will leverage the lessons learned, technical expertise and available resources from ongoing projects and initiatives which contribute to the achievement of the delivery of justice services. Operationally, this will be achieved through partnership meetings and other technical sessions to identify other opportunities for collaboration and upscaling of results.

### ***III (D) RISKS AND ASSUMPTIONS***

The project's TOC shows two Result Pathways for achievement of the results of the SO-JUST project. Each Pathway has its associated Risks and Assumptions (Please see Annexes 1: TOC, 3: Social and Environmental Screening Plan and 4: Risk Analysis). One of the main assumptions under Result Pathway 1 is that the interventions will lead to increased, equitable access to justice services, including vulnerable groups. For example, it is assumed that the data collected on KAP Survey will enable the Ministry of Justice expand access to justice information and services to underserved communities. In strengthening victim support and legal aid services, it is assumed that efforts to ensure that services

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are gender-responsive and take the needs of persons with disabilities into consideration will be sustained. The SO-JUST project will integrate new approaches in institutional standards through policies and protocols and strengthen partnerships with representative civil society groups to ensure their considerations are continually embedded in justice policy and programme development.

Result Pathway 2 assumes that strengthening the capacity and provision of resources to justice training and court records management will advance the rights and equitable outcomes of the most vulnerable persons. In designing training and human resource development plans, strategies and curricula, the project will build the capacity of justice institutions to identify and address barriers to access and improve service delivery approaches.

The project recognises that results will not be achieved if the activities are not in alignment with national plans and priorities. There is also the risk of limited buy-in by state and non-state actors. In mitigating these risks, the project was developed through extensive consultations with project beneficiaries and partners to synchronise proposed activities with their corporate, strategic and reform plans as well as monitoring and evaluation framework documents. The project is also designed to have context specific and responsive activities implemented in a strategic manner to ensure the benefits reach the most affected. Risk monitoring will be done in a collaborative manner with UNDP and stakeholders to vigilantly monitor and manage the risks that may derail the project results. Further, the Project will ensure the continued participation of all relevant stakeholders and beneficiaries in project development and implementation.

The GOJ and the judiciary are critical partners in the development of the SO-JUST Project and remain integral to the project's implementation and monitoring. Interlinkages and synergies between this project and the wider UNDP portfolio will be highlighted and maximized. Another key risk is that target stakeholders and beneficiaries may not buy into the Project.

Given that the project will require significant procurement of goods and services, delays in procurement processes as well as complex approval and review processes may impact attainment of project results. UNDP will ensure that procurement processes are undertaken as efficiently as possible using a proactive approach. In addition to competitive processes, UNDP will utilize existing Long-Term Agreements (LTA), express rosters and other fast-tracking methods to procure the requisite goods and services needed to achieve the project results.

The project has also been screened for any unintended social and environmental impacts utilising the SESP framework (see Annex 3). Based on an analysis of the potential risks, the project is categorised as Moderate risk with risk mitigating opportunities identified related to human rights and the inclusion of vulnerable groups. As per standard UNDP requirements, the Project Manager will monitor risks quarterly and report on the status of risks to the UNDP Country Office. The UNDP Country Office will record progress in the UNDP ATLAS risk log. Risks will be reported as critical when the impact and probability are high (i.e., when impact is rated as 5, and when impact is rated as 4 and probability is rated at 3 or higher). Management responses to critical risks will also be reported by the PMU in the annual report.



### **III (E) Gender Equality Mainstreaming**

Gender mainstreaming will be addressed at the institutional, policy, programs, and projects levels including monitoring and evaluation, to ensure equitable opportunities and access to justice services. The recommended strategies below can help guide the design and implementation of gender-responsive programs to address gender inequality and advance the rights of women and girls. Recommendations are targeted towards strengthening the MoJ and its departments and agencies. The project will strengthen the Ministry's capacity to collect disaggregated data, develop gender responsive strategies, policies and plans and tailor its services to improve access for the most vulnerable groups.

To ensure inclusion and equitable provision of services to the most vulnerable, a Situational Analysis (SitAn) was completed using the GBA+ (Gender-Based Analysis Plus) Tool. This is an analytical methodology for assessing systemic issues by considering sex, age, social class, health and disability status and other intersecting identity factors<sup>6</sup>. GBA+ is also used to identify who benefits and who may be excluded from decisions, services or resources<sup>7</sup>. This process has been tailored to fit the Jamaican context to ensure that some of the social and cultural issues (such as social class, level of education/literacy, health or disability status and community of residence) that can affect people's views and create barriers to access government services are taken into consideration.

The use of the GBA+ methodology will be infused throughout the project and ensure that all social issues that can create or perpetuate barriers to accessing justice services will be identified and addressed. In this way, all Needs Assessments and diagnostic activities will consider the intersecting issues of age, sex, geographic location, disability and other physical or social limitations or stigma, and policies, programmes, strategies, curricula and other solutions developed will address these factors, as relevant. Additionally, all data collected on project activities will be disaggregated by gender and other factors such as geographic location, disability status and age will be integrated wherever relevant, particularly in community sensitization and outreach activities. Specific knowledge tools and outreach activities will be designed to address the communication needs of underserved communities, including persons with disabilities and rural or inner-city urban communities.

These changes will be sustained by building the internal capacity of the Ministry of Justice, its Departments and Agencies, assisting the MOJ to identify and train gender focal points, developing gender-responsive Key Performance Indicators for MOJ departments and personnel, and developing or strengthening partnerships between the MOJ and civil society organizations to enhance the reach of justice services to underserved communities. A Gender Expert will be placed in the MOJ for a period of five years to develop a Gender Strategy and guide its implementation. This will include conducting annual training, sensitisation and public education exercises, ensuring that GBA+ considerations are integrated into Terms of References, training curricula, data capture and project communications and knowledge products. These and other mainstreaming activities are outlined in Annex 5: Gender Mainstreaming and Action Plan.

The project will further support interventions to enhance the gender mainstreaming capacity of the Ministry of Justice, its Departments and Agencies, as follows:

- Support the development and implementation of a gender-transformative mainstreaming strategy that addresses organizational and programming dimensions with a gender-sensitive monitoring and evaluation system backed by an action plan with proper human (gender focal point & alternate gender focal points) and financial resources.
- Design and implement capacity building measures to target vulnerable groups, particularly marginalized rural groups & persons with disabilities.
- Develop and implement targeted capacity building measures to target vulnerable groups, particularly marginalized rural groups & persons with disabilities.
- Assist the MoJ, its Departments and Agencies to develop programmes and plans for promoting gender equity and equality and mainstreaming gender.

- Improve inter-sectoral collaboration and increase interdisciplinary work, including partnerships between the Ministry of Justice and the Bureau of Gender Affairs.
- Support the development and implementation of public education campaigns to increase access to service for vulnerable groups.
- Development and implementation of tools and methodologies to assess and strengthen capacity at institutional levels, including within the governance framework.

### **III (F) STAKEHOLDER ENGAGEMENT**

The project development process has been participatory, ensuring the meaningful engagement of the key project stakeholders from the Ministry of Justice and its departments and agencies, the Office of the Director of Public Prosecution, the Courts and the Court Administration Division and other state and non-state actors working with vulnerable populations such as women, girls, persons with disabilities, rural and inner-city families and others groups, as well as key academic and research entities engaged in gender and development and justice-related research. These agencies were involved in the development of the project strategy to ensure strong national ownership and alignment to sector and agency specific priorities. Through close collaboration with key government representatives and non-state stakeholders, the project document reflects stakeholder agreement on the project objectives, outcomes and project implementation arrangements, including roles, responsibilities, and accountabilities of lead and partner agencies (See Annex 6: Stakeholder Engagement List).

The integrated nature of the project requires working with multiple government agencies, sometimes simultaneously, which will require coordination of partners. It will be ensured that partners are fully apprised of project activities and their roles and functions in implementation. Periodic updates of partners on project implementation and identifying and maximizing synergies among partners will underscore the approach to partnerships.

As a strategy for maintaining stakeholder engagement and inclusion, the project will host annual or semi-annual social justice seminars and workshops for justice sector practitioners, as well as networking, knowledge exchange and capacity building activities for non-state partners. This will facilitate ongoing engagement of stakeholders, including social justice experts and practitioners and provide opportunities for identifying emerging issues, capturing lessons learned and integrating stakeholder feedback and perspectives in ongoing project design and delivery.

*Additionally, during the project implementation phase, the following stakeholder engagement activities are foreseen:*

- **Project Inception Workshop**, gathering all relevant parties and launching project implementation. The workshop will provide an opportunity for all stakeholders to get familiar with the most updated information on the project and work plan. It will also establish a basis for further consultation as the project implementation commences. The inception workshop will be a forum to review the project budget, finalize the first annual work plan as well as review and agree on the indicators, targets and their means of verification, recheck assumptions and risks, and to provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements.
  - Establishment of a **Project Management Unit** to oversee stakeholder engagement processes during the project.
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- **Consultation workshops** designed to ensure that all relevant stakeholders will participate in the process of advancing the achievement of the project outcomes.
- **Implementation of a Grievance Redress Mechanism** outlined below.

### **Grievance Redress Mechanism**

In line with UNDP's standard procedures, the Project will set up and manage a grievance redress mechanism (GRM) to address project affected persons' (PAP) grievances, complaints, and suggestions. The GRM will be managed and regularly monitored by the UNDP, under the oversight of the Project Steering Committee. The GRM will be finalized during the inception phase.

**The intent of the GRM** is to (i) receive and address concerns, complaints, emerging situations or conflicts, grievances and any harm arising from the project; (ii) assist in the resolution of grievances between and among stakeholders, including project implementing agencies; and (iii) ensure flexibility, transparency and collaboration with the aim of problem solving and consensus building.

**The functions of the GRM** will be to: (i) receive, log and track grievances; (ii) provide regular updates on grievance resolution; (iii) engage all necessary stakeholders to facilitate grievance resolution; (iv) propose solutions to resolve grievances in a defined timeframe (around 60 days); (v) recommend possible precautionary measures to avoid the more common grievances; (vi) make available bi-annual reports on grievances and resolution measures via easily accessible public website; (vii) Increase awareness, accessibility, transparency and credibility to the GRM process; (viii) collaborate with partner institutions and CSOs to increase awareness of the GRM and its access; (ix) ensure continuing education of project entities to laws and policies related to GRM; and (x) monitor grievance resolutions and solutions.

**Management of GRM:** The GRM will be managed by UNDP.

**Communicating a Grievance:** A simplified system of informing stakeholders about the grievance redress system and procedures for the management of grievances will be developed under the project. Multiple ways (manual as well as virtual) of submitting complaints or suggestions at various levels will be developed and publicized, using channels that are locally appropriate, widely accessible, and publicized in written and verbal forms. UNDP **will be responsible for the functioning as an interface for the grievance redress mechanism.**

**Registration of Grievances:** All grievances will be registered by UNDP. Each grievance will be assigned a unique tracking number upon its submission. UNDP will maintain a database with full information on all submitted grievances, responses taken and solutions agreed.

**Complaint Resolution System:** A clear system of complaint resolution will be developed to ensure timely resolution of grievances of the stakeholders. The grievances will be classified into three types:

- Local level problems related to compensation/payments etc.

- Project implementation related problems
- Grievances that require policy decisions

Procedures will be developed and observed, and personnel will be assigned to handle the grievances.

***Repository of Grievances and Solutions:*** A repository of all the grievances received will be maintained for monitoring and evaluation purposes and also for learning. The grievances and their solutions will be shared through the requisite channel, as part of the project's communication and knowledge sharing function. This information will be used to assess trends and patterns of grievances across the project landscape and for monitoring and evaluation purposes.

***Maintaining Communications, Status Updates and Feedback Grievances:*** A communication system will be developed to provide feedback regarding all registered grievances. UNDP will contact each complainant to provide information on the status of their complaint, including any decisions/actions that have been taken. If complainants are not satisfied with UNDP PMU & Project Board's response to their grievance, they will be able to appeal to the UNDP CO via mail, e-mail, social media, phone, or the Project website.

***Investigation and Consensus Building:*** Procedures for investigating each grievance will include, at minimum, the following steps: (i) within one week of receiving a Grievance, the implementing partner will notify the relevant manager of the GRM of the receipt of the grievance; (ii) the relevant manager of the GRM will identify a specific team of individuals to develop a response to the Grievance; (iii) this team will engage the Complainant and any other relevant Stakeholders deemed appropriate, to gather all necessary information regarding the Grievance; (iv) make a request to the appropriate institutions for any information (documents or otherwise) relevant to resolving the Grievance and avoiding future Grievances of the same nature; (v) convene a meeting with relevant individuals and credible local institutions as needed; (vi) develop a thorough understanding of the issues and concerns raised in the Grievance and facilitate consensus around a proposed solution and way forward; and (vii) seek any advice required to resolve the Grievance (viii) obtain consensus on how the proposed resolution will be monitored and evaluated by all parties.

***Mediation:*** If mediation is required, UNDP will ensure professional, neutral and impartial mediators are selected.

### ***III (G) SOUTH-SOUTH AND TRIANGULAR COOPERATION (SSC/TRC)***

Access to Justice is a vital part of the UNDP's mandate to reduce poverty and strengthen democratic governance. As a development tool, South-South and Triangular cooperation (SSC/TRC) promotes cooperation among countries through the sharing of best practices and the diversification and expansion of development options and economic linkages. UNDP will also leverage its global network to access lessons learned and best practices associated with justice sector reform in similar development context within Small Island Developing States and other regions. The project will advance various knowledge-sharing initiatives which will provide opportunities for experiential learning in similar jurisdictions in designing and implementing social justice reforms.

### **III (H) DIGITAL SOLUTIONS**

Digital technology is a fundamental force for change, particularly in providing equitable access to the public services. Guided by UNDP's 2022-2025 Digital Strategy, the project will integrate digitalisation and innovation in delivery justice services. To this end, the project will conduct a sector-wide needs assessment and develop costed design specifications and implementation plan for an automated and accessible integrated case management system. The development process will involve extensive consultations and will consider the technological and human resource requirements for successfully transition to e-filing, virtual case management and a paperless court system. This will facilitate timely delivery of justice services and resolution of court cases, including matters or processes involving vulnerable court users. The project will also support the judicial system with the automation of court reporting, through the implementation of technology enabled court reporting and transcription services. The results of this will be the integration of real-time transcription and stenography skills in courts and the piloting of digital transcription, reducing the timeframe currently taken for the production of case reports and consequent filing of appeals and other post-verdict processes.

Additionally, the project will seek to digitize court records and develop a modern records management system that facilitates ease of access to court records.

### **III (I) KNOWLEDGE MANAGEMENT & COMMUNICATION**

The development and implementation of a robust Knowledge Management (KM) and Communication Strategy will be integral in achieving the project's outcome of strengthening a rights-based and gender sensitive justice system in Jamaica. The KM and Communication plans will be elaborated during the project implementation phase, designed in a consultative manner to ensure the appropriate channels and messaging are used to engage the target audiences. Specifically, the KM & Communication plan will contribute to:

1. Improved understanding and participation of key state and non-state stakeholders in the project.
2. Increased visibility of the expected project outcomes and partners.
3. Improved knowledge management processes for the project and selected partners to ensured sustained learning and sharing.
4. Strengthened mainstreaming of a gendered approach to justice services.

Additionally, the project will enhance knowledge within the justice sector through a range of knowledge products, including:

- Media products, manuals and training materials on social justice, gender-responsive justice service delivery and alternative justice services.
- Gender-responsive assessments of Legal Aid, Victim Support Services and Courts Records Management.
- Case Management Systems for ADR and Legal Aid
- A Knowledge Attitude and Practices Survey on ADR, and ensuing report
- A Justice Services Case Statistical System and ensuing report
- Policies, Strategies and Programmes of Action on Witness Care, Legal Aid, Child Justice and Gender Mainstreaming.

These knowledge tools will facilitate the enhanced capacity of the justice sector and its key stakeholders to identify, analyse and address social justice issues, and factors that inhibit or enable access to justice for women, children and vulnerable groups.

The project will further engage partners in activities designed to increase the visibility of social justice issues and the knowledge products developed and will ensure a systematic inclusion of new information in the development of knowledge products. For example, the communications programme that undergirds the expansion and delivery of Alternative Justice Services will be updated in Year 3 to take into consideration information derived from the Knowledge Attitudes and Practices survey conducted in Year 2. Similarly, the Gender Strategy and information garnered in its development will be used to inform training and sensitisation and public education materials on gender-responsive justice services.

The project is designed to support a range of communications and media products, guided and informed by several state and non-state partners. By integrating experts and representative groups that work with women, children, persons with disabilities and other vulnerable groups, the project will develop targeted justice communications. These will include knowledge products designed specifically for deaf, visually impaired, low literacy and youth audiences and that target specifically target men and women, boys and girls within each cohort. It is thus expected that knowledge products will have a wide reach among the vulnerable groups that are at the core of the project' designed. This will thus enhance knowledge of rights, capacity to participate, inclusivity and access to information and services among all key demographics, ensuring that the underlying social justice aims of the project are met.

Throughout the design and implementation of the project, UNDP will ensure Global Affairs Canada's visibility in all materials, press releases, social media, products (etc.) produced under the project, guided by established Communication Guidelines and Protocols. GAC will be engaged throughout the project's implementation ensuring participation and visibility at project events; branding on all products and services delivered by the project, thereby reinforcing Canada's commitment and leadership in justice reform.

### ***III (J) SUSTAINABILITY AND SCALING UP***

The project will support scaling-up through its unique design, whereby the first five years of project activities will seek to introduce new social justice innovations and the final two years of implementation will be focused largely on institutionalising and operationalising changes. This will involve integrating programming best practices in policies and Cabinet-approved strategies and plans on issues such as gender mainstreaming, witness care, the expansion of legal aid and child justice. Additionally, it is envisaged that the project coordination and technical support project positions will be adopted and incorporated into organisational charts and the relevant funding allocations provided by the Government. This will ensure that activities initiated under the project and new personnel introduced are integrated into the Ministry, thereby resulting in long-term change to procedures and practices. This will be supported by the development of organisational and individual key performance indicators (KPIs), which will make measurement of new social justice and gender-responsive metrics critical to the successful delivery of justice services going forward. Similarly, by infusing social justice considerations in the capture and reporting of statistics through the new Justice Services Case Statistics system, the project will help to embed social justice analysis in justice sector data collection and related programming and policy development going forward.

By integrating capacity building, public education and communications activities it is anticipated that the capacity of the justice workforce and its key stakeholders will be enhanced. This will create both a demand for more gender-responsive and social context-informed justice programming, as well as the capacity to meet that demand through appropriate data capture, policy analysis and programme development skills. These activities will be developed and implemented using a partnership approach that serves to strengthen linkages between justice agencies and state and

non-state actors driving policy direction and programming direction on gender, women's rights and the rights of vulnerable groups. Thus, by integrating the Bureau of Gender Affairs and state and non-state groups representing the rights of women, children, persons with disabilities and other marginalised or stigmatised groups in the design and delivery of targeted justice information and services, the MOJ will expand its capacity to reach underserved communities. This partnership approach will help to ensure that, beyond the life of the project, the justice sector retains access to expert perspectives on the inclusion of gender and equitable outcomes for the most vulnerable groups.

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## PROJECT MANAGEMENT

### ***Cost Efficiency and Effectiveness***

The project has been designed to reflect the most cost-effective approach. A number of strategies were evaluated during the project formulation stage to identify those strategies and activities that demonstrate this cost-effective approach which are as follows:

***Sequencing of activities:*** Project design and sequencing of project activities ensures that foundational activities are completed first including initial research, analyses, and other data collection to inform the implementation strategies. The project will build in routine documentation, dissemination of best practices and knowledge management to lay the groundwork for scaling up and institutionalisation of results to further policy and legislative changes, as appropriate.

***Building on existing lessons and best practices:*** As a measure to ensure cost-effectivity, the project will use of available resource to the extent possible, building on the existing capacities within the UNDP and partners. Project-supported staff will work closely with Justice sector experts and national stakeholders to ensure higher levels of participation and buy-in. The project will also build and replicate lessons from on-going and other national initiatives.

### ***Project Management***

The project will be implemented following UNDP's Direct Implementation Modality, according to the Standard Basic Assistance Agreement (SBAA) between UNDP & the Government of Jamaica and the Country Program. Project implementation will be done in close collaboration with the Ministry of Justice, its departments and agencies and GAC. A Project Management Unit will be established to manage the day-day activities of the project on behalf of the Project Steering Committee (PSC) and make management and implementation decisions within the constraints established by the PSC. The PMU will comprise a Project Manager, a Project Procurement Associate, a Monitoring & Evaluation Associate, and a Finance & Administrative Associate. The project will also be supported by technical experts including a Technical Advisor and Gender Specialist.

**Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework:** Regional and national laws, policies, systems, and institutions improve access to justice and promote peace, social cohesion, and security

**Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:**

Rule of law and national human rights institutions and systems strengthened to expand access to justice and combat discrimination, with a focus on women and other marginalised groups

**Applicable Output(s) from the UNDP Strategic Plan:** 2.2 Civic space and access to justice expanded, racism and discrimination addressed, and rule of law, human rights and equity strengthened

**Project Title and Atlas Project Number:** The Social Justice Project (So-JUST) 00136302

EXPECTED OUTCOMES	OUTCOME INDICATORS <sup>17</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS
			Value	Year	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	FINAL	
<b>A more rights-based and gender-sensitive justice system that achieves equitable outcomes for all Jamaicans</b>	Rule of Law index	PIOJ MTF Report	-0.17	2020	TBC	TBC	-0.15	TBC	-0.10	TBC	TBC	-0.4	Data collection Method: Desk Review  Risk: Unavailability of the data at the project required frequency
	% Increase in public trust & confidence in justice system - overall citizens' score	Justice Reform Implementation Plan II Report (JRIP II)	52% (fair)	2020/2021	>61% (good)	>61% (good)	>62% (good)	63%	64% (Good)	66% (Good)	68% (Good)	70% (Good)	Data collection Method: Desk Review  Risk: Unwillingness of stakeholders to participate in data collection exercise

<sup>16</sup> UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

<sup>17</sup> To reflect the reach of the project, where relevant, the data collected for indicators will be disaggregated by gender, age, geographic location (rural/ urban or parish) and persons with disabilities. For further details on the project's results-based management framework, see Annex 7: Performance Measurement Framework and Annex 8: Logic Model



EXPECTED OUTCOMES	OUTCOME INDICATORS <sup>18</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS
			Value	Year	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	FINAL	
<b>Global Affairs Canada Mandatory Global Indicator<sup>18</sup> -IG1</b>	# of individuals with an enhanced capacity to advance human rights (disaggregated by gender & location) <i>GAC - IG1</i>	SO-Just Report	0	2022	0	40 persons (80% female, 20% male, 20% from rural areas)	100 persons (80% female, 20% male, 20% from rural areas)	300 persons (80% female, 20% male, 20% from rural areas)	500 persons (80% female, 20% male, 20% from rural areas)	700 persons (80% female, 20% male, 20% from rural areas)	800 persons (80% female, 20% male, 20% from rural areas)	800 persons (80% female, 20% male, 20% from rural areas)	Data collection Method: Desk Review, Survey  Risk: Unwillingness of stakeholders to participate in data collection exercise
EXPECTED OUTCOMES	OUTCOME INDICATORS <sup>21</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISK
INTERMEDIATE OUTCOMES			Value	Year	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	FINAL	

<sup>18</sup> These indicators reflect data collected by Global Affairs Canada (GAC) on all Canadian-funded projects globally.

EXPECTED OUTCOMES	OUTCOME INDICATORS <sup>11</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS
			Value	Year	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	FINAL	
Strengthened institutions, legislation and justice services that advance the rights and equitable outcomes for all Jamaicans, including women, girls and disadvantaged groups	Evidence of an increase in type of justice services that specifically target improved access among the most disadvantaged groups, including women and girls and persons with disabilities.	JRIP II Report	5 types of justice services	2020	5 types of justice services	5 types of justice services	(6) Legal aid & GBV/DV services	(7) Witness care and GBV/DV services	7 types of justice services	8 (Child Justice & children in contact/ conflict with the Law services)	8 types of justice services	8 types of justice services	Data Collection Method: surveys, document review of reports  Risk: Unavailability of relevant data
	Level of citizen's satisfaction with the quality of ADR processes (disaggregated by gender, location, persons with disabilities)- (%)	Citizen's Scorecard	56.6%	2020	56.6%	57.7%	58.8%	60%	62%	65%	67%	70%	Data Collection Method: Survey  Risk: Unavailability of relevant data
<b>Global Affairs Canada Mandatory Global Indicator- IG2</b>	# of individuals with an enhanced capacity to deliver justice and/or legal services (disaggregated by gender and location) <u>GAC - IG2</u>	SO- Justice Report JRIP II Report	0	2022	0	25 persons (80% female, 20% male, 30% rural)	75 persons (80% female, 20% male, 30% rural)	150 persons (80% female, 20% male, 30% rural)	225 persons (80% female, 20% male, 30% rural)	300 persons (80% female, 20% male, 30% rural)	300 persons (80% female, 20% male, 30% rural)	300 persons (80% female, 20% male, 30% rural)	Data Collection Method: Survey  Risk: Unavailability of relevant data

EXPECTED OUTCOMES	OUTCOME INDICATORS <sup>11</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS
			Value	Year	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	FINAL	
Improved institutional effectiveness in the delivery of justice services to the most disadvantaged groups, including women and girls	% reduction in court case backlog due to ADR	MOJ Annual Report	9.2%	2020/2021	7.5%	7.5%	8.5%	10%	11%	12%	13%	13%	Data Collection Method: Survey  Risk: Unavailability of relevant data
<b>Global Affairs Canada Mandatory Global Indicator- GE11</b>	# of persons reached by Victim Services Division, Legal Aid Services, and other project implementers that help respond to and end sexual and gender-based violence including early child cohabitation." <u>GAC GE11</u>	SO- Justice Report	0	2022	0	25 persons (80% female, 20% male, 20% youth,5% persons with disabilities,30% from rural areas)	100 persons (80% female, 20% male, 20% youth,5% persons with disabilities,30% from rural areas)	300 persons (80% female, 20% male, 20% youth,5% persons with disabilities, 30% from rural areas)	500 persons (80% female, 20% male, 20% youth,5% persons with disabilities, 30% from rural areas)	700 persons (80% female, 20% male, 20% youth,5% persons with disabilities, 30% from rural areas)	800 persons (80% female, 20% male, 20% youth,5% persons with disabilities, 30% from rural areas)	800 persons (80% female, 20% male, 20% youth,5% persons with disabilities, 30% from rural areas)	Data Collection Method: Survey  Risk: Unavailability of relevant data
EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>12</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	FINAL	

EXPECTED OUTCOMES	OUTCOME INDICATORS <sup>19</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS	
			Value	Year	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	FINAL		
<b>Output 1: Gender-Responsive Alternative Justice Services (AJS) and Strategies</b>	1.1 Number of AJS diagnostics <sup>19</sup> developed to improve service delivery	Gender Strategy, Gender Action Plan  KAP Survey Report  Social Justice Statistical Report (SJSR)	1 diagnostic (mediation strategy)	2021	1 diagnostic	3 diagnostics (KAP and Gender Strategy and Action Plan)	4 diagnostics (SJSR)	4 diagnostics	6 diagnostics (KAP and SJSR)	6 diagnostics	6 diagnostics	6 diagnostics	6 diagnostics	Data Collection Method: surveys, , desk review  Risk: Unavailability of relevant data with relevant disaggregation (gender etc)
	1.2 Existence of centralized data capture and reporting systems	SO-JUST Report	Court Information Statistical System	2020	No centralized data capture system in place	No centralized data capture system in place	Justice Service Statistical System in place	Justice Service Statistical System in place	Justice Service Statistical System in place	Justice Service Statistical System in place	Justice Service Statistical System in place	Justice Service Statistical System in place	Justice Service Statistical System in place	Data Collection Method: desk review, observation  Risk: Unavailability of data

EXPECTED OUTCOMES	OUTCOME INDICATORS <sup>11</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS
			Value	Year	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	FINAL	
	1.3. Number of persons trained on gender and social justice awareness (disaggregated by gender, age, location and Persons with Disabilities)	Training/seminar Reports  Register	0	2022	0	250 persons (80% female, 20% male, 20% youth, 5% persons with disabilities, 60% from rural areas)	500 persons (80% female, 20% male, 20% youth, 5% persons with disabilities, 60% from rural areas)	700 persons (80% female, 20% male, 20% youth, 5% persons with disabilities, 60% from rural areas)	1000 persons (80% female, 20% male, 20% youth, 5% persons with disabilities, 60% from rural areas)	1250 persons (80% female, 20% male, 20% youth, 5% persons with disabilities, 60% from rural areas)	1400 persons (80% female, 20% male, 20% youth, 5% persons with disabilities, 60% from rural areas)	1400 persons (80% female, 20% male, 20% youth, 5% persons with disabilities, 60% from rural areas)	Data Collection Method: desk review  Unwillingness of stakeholders to participate in data collection exercise
	1.4 Percentage of cases being referred for mediation in the parish courts	CAD Court Statistical Reports	40 %	2021	50%	53%	54%	55%	56%	57%	58%	58%	Data Collection Method: Document review, Key Informant Interviews  Risk: Unavailability of relevant data
<b>Output 2: Legislative, Policy and Institutional Programmatic Framework for Gender Responsive Justice Services</b>	2.1 Number of gender-responsive/rights-based policies drafted/amended to strengthen AJS service delivery	MDA Annual Reports	5 pieces of legislation on social justice amended	2020	5 gender responsive policy developed	5 gender responsive policy developed	5 gender responsive policy developed	6 gender responsive policy developed	6 gender responsive policy developed	7 gender responsive policy developed	7 gender responsive policy developed	7 gender responsive policies developed	Data Collection Method: Desk Review Document  Risk: No formal data sharing arrangements
	2.2 Number of legislative drafters and legal and policy officers trained in legislative policy reform	Training Reports	0	2021	0 females	55 persons (90% females, 10% males)	95 persons (90% females, 10% males)	135 persons (90% females, 10% males)	175 persons (90% females, 10% males)	215 persons (90% females, 10% males)	250 persons (90% females, 10% males)	250 persons (90% females, 10% males)	Data Collection Method: desk review

EXPECTED OUTCOMES	OUTCOME INDICATORS <sup>11</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS	
			Value	Year	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	FINAL		
<b>and Support Systems strengthened</b>	and specialised drafting (disaggregated by gender)	Registers											females, 10% males)	Risk: incomplete registers
	2.3 Number of social justice solutions targeting vulnerable populations implemented through CSOs	SO- Just Annual Report	1 solution (DRF)	2020	1 solution	4 solutions	7 solutions	10 solutions	13 solutions	13 solutions	13 solutions	13 solutions	13 solutions	Data Collection Method: Desk Review, KIIs  Risk: Limited stakeholder participation
<b>Output 3: Strengthened Legal Aid Services to Women, Girls &amp; Underserved Communities</b>	3.1. Number of diagnostics developed to expand and strengthen the delivery of legal aid services	MOJ Annual Report Feasibility study	0 diagnostics	2021	0 diagnostics	0 diagnostics	1 diagnostic (Feasibility study and cost analysis)	1 diagnostic	1 diagnostic	1 diagnostic	1 diagnostic	1 diagnostic	1 diagnostic	Data Collection Method: desk and document reviews  Risk: unavailability of relevant data
	3.2 Number of persons in underserved communities participating in public education outreach activities on legal aid (disaggregated by gender, age, location and persons with disabilities)	So- Just Reports  Workshop/ Seminar Registers	0	2021	0	90 persons (80% female, 20% male, 20% youth,5% persons with disabilities, 60% from rural areas)	180 persons (80% female, 20% male, 20% youth,5% persons with disabilities, 60% from rural areas)	270 persons (80% female, 20% male, 20% youth,5% persons with disabilities, 60% from rural areas)	360 persons (80% female, 20% male, 20% youth,5% persons with disabilities, 60% from rural areas)	450 persons (80% female, 20% male, 20% youth,5% persons with disabilities, 60% from rural areas)	540 persons (80% female, 20% male, 20% youth,5% persons with disabilities, 60% from rural areas)	540 persons (80% female, 20% male, 20% youth,5% persons with disabilities, 60% from rural areas)	540 persons (80% female, 20% male, 20% youth,5% persons with disabilities, 60% from rural areas)	Data Collection Method: document review  Risk: Limited public participation
	3.3 Number of legal aid staff and attorneys with	MOJ Annual Report	0	2021	0	40 persons (80% female, 20% male,	80 persons (80% female, 20%	120 persons (80% female,	160 persons (80%	200 persons (80% female,	200 persons (80% female,	200 persons (80% female,	200 persons	Data Collection Method:

EXPECTED OUTCOMES	OUTCOME INDICATORS <sup>11</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS
			Value	Year	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	FINAL	
	strengthened capacity to deliver services to vulnerable groups (disaggregated by gender and location)	Training Report  Registers				20% from rural areas)	male, 20% from rural areas)	20% male, 20% from rural areas)	female, 20% from rural areas)	20% male, 20% from rural areas)	20% male, 20% from rural areas)	(80% female, 20% male, 20% from rural areas)	document review (registers and materials)  Risk: Unavailability of stakeholders
	3.4 Number of persons accessing legal aid services for civil matters (disaggregated by gender, persons with disabilities and location)	Registration Forms  MOJ/ SO- JUST Reports	0	2021	0	0	50 persons (90% females, 10% males, 5% persons with disabilities, 60% in urban areas)	100 persons (90% females, 10% males, 5% persons with disabilities, 60% in urban areas)	150 persons (90% females, 10% males, 5% persons with disabilities, 60% in urban areas)	200 persons (90% females, 10% males, 5% persons with disabilities, 60% in urban areas)	250 persons (90% females, 10% males, 5% persons with disabilities, 60% in urban areas)	250 persons (90% females, 10% males, 5% persons with disabilities, 60% in urban areas)	Data Collection Method: Document Review  Risk: Limited participation
	4.1 Number of strategies and protocols developed /updated to improve the service delivery to children and witnesses.	Annual Report of the MOJ  ODPP Annual Report	2 strategies/ protocols (Witness care strategy & Child justice protocols	2020	2 strategies/ protocols	2 strategies/ protocols	3 strategies/ protocols (Care space protocols)	5 strategies/ protocols (Witness care strategy)  Child Justice protocols updated	5 strategies/ protocols	5 strategies/ protocols	5 strategies/ protocols	5 strategies/ protocols	Data Collection Method: Desk Review  Risk: absence of data sharing arrangements
	4.2 Percentage of VSD assessment report	MOJ Annual Report	0	-	0	0	10%	15%	20%	25%	30%	30% of recommend	Data Collection Methods:

EXPECTED OUTCOMES	OUTCOME INDICATORS <sup>11</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS	
			Value	Year	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	FINAL		
<b>Output 4: Gender-responsive Witness Care &amp; Child Justice Coordination Systems</b>	recommendations implemented												ations implemented	Document Review  Risk: Unavailability of data
	4.3 Number of persons trained on gender responsive, trauma informed witness care and child justice strategies (disaggregated by gender and location)	Workshops/ Seminar Registers	0	-			30 persons (80% female, 20% male, 60% from rural areas)	60 persons (80% female, 20% male, 60% from rural areas)	90 persons (80% female, 20% male, 60% from rural areas)	120 persons (80% female, 20% male, 60% from rural areas)	150 (80% female, 20% male, 60% from rural areas)	150 (80% female, 20% male, 60% from rural areas)		Data Collection Methods: Document Review  Risk: Unavailability of stakeholders
	4.4 Number of Court Care Spaces rehabilitated	Annual Report of the MOJ/CAD	1 Care space- Clarendon Parish Court rehabilitated	2020	0 care spaces rehabilitated	0 care spaces rehabilitated	1 care space rehabilitated	1 care spaces rehabilitated	1 care spaces rehabilitated	1 care spaces rehabilitated	1 care spaces rehabilitated	1 care spaces rehabilitated	1 care space rehabilitated	Data Collection Method: Document review, observation, site visits  Risk: inaccessible site
	4.5 Number of solutions implemented that support children in conflict/contact with the Law	SO- Just Annual Report	0 solutions	2022	0 solutions	0 solutions	1 solution	2 solutions	3 solutions	4 solutions	4 solutions	4 solutions	4 solutions	Data collection Method: Document review  Risk: low stakeholder participation



EXPECTED OUTCOMES	OUTCOME INDICATORS <sup>11</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS
			Value	Year	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	FINAL	
<b>Output 5: Gender Responsive Justice Educational, Informational and Communication Products</b>	5.1 Number (types) of Gender-responsive IEC materials <sup>20</sup> on social justice developed and disseminated	Annual Report of the MOJ  Print & electronic IEC materials	0	2022		5 materials produced and disseminated to 10 sites	10 materials produced and disseminated to 10 sites	15 materials produced and disseminated to 10 sites	20 materials produced and disseminated to 5 sites	25 materials produced and disseminated to 5 sites	30 materials produced and disseminated to 5 sites	30 materials produced and disseminated to 45 sites	Data Collection Method: desk review  Risk: Unavailability of data
	5.2 Number for public education activities and campaigns launched on AJS and social justice rights	Print/electronic Campaign products  Registers	3 public education activities  (Town Hall meetings (2) First Class Justice System Campaign	2019	3 public education activities	3 public education activities	9 public education activities	12 public education activities	15 public education activities	20 public education activities	24 public education activities	24 public education activities	Data Collection Method: Surveys, document review  Risk: unavailability of relevant data and stakeholders
	5.3 Number of IEC events designed to address social justice issues convened	So- Just Reports  Registers	1 IEC event (Witness Care conference)	2020	1 IEC event	2 thematic social justice conferences	3 thematic social justice conferences	4 thematic social justice conference	5 thematic social justice conference	5 thematic social justice conference	5 thematic social justice conference	5 thematic social justice conference	Data Collection Method: survey  Risk: unavailability of data & relevant stakeholders
	5.4 Number of knowledge products developed targeting	So- Just Reports	2 position papers on	2020	2 knowledge products	2 knowledge products	2 knowledge products	4 knowledge products	4 knowledge products	5 knowledge products	5 knowledge products	5 knowledge products	Data collection method: Desk review

EXPECTED OUTCOMES	OUTCOME INDICATORS <sup>14</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS	
			Value	Year	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	FINAL		
	persons with disabilities and underserved groups		Children in Conflict with the Law and Persons with Disabilities											Risk: No formal data sharing arrangements
<b>Output 6: Strengthened capacity of Justice Training Institute</b>	6.1 Number of strategies adopted by the JTI to strengthen service delivery	MOJ Annual Report	1 strategy (Trainer Guide for Lay Magistrates and JPs)	2020	1 strategy	1 strategy	3 strategies (Business Process re-engineering plan & HRD Strategy)	3 strategies (Business Process re-engineering plan & HRD Strategy)	3 strategies (Business Process re-engineering plan & HRD Strategy)	3 strategies (Business Process re-engineering plan & HRD Strategy)	3 strategies (Business Process re-engineering plan & HRD Strategy)	3 strategies (Business Process re-engineering plan & HRD Strategy)	Data Collection Method: Document Review  Risk: Unavailability of data	
	6.2 Number of persons trained on newly designed/updated gender-responsive curricula (disaggregated by gender and location)	Annual Report of the MOJ  Training Reports	0	2022	0	0	70 persons (80% female, 20% male, 20% from rural areas)	140 persons (80% female, 20% male, 20% from rural areas)	210 persons (80% female, 20% male, 20% from rural areas)	280 persons (80% female, 20% male, 20% from rural areas)	350 persons (80% female, 20% male, 20% from rural areas)	350 persons (80% female, 20% male, 20% from rural areas)	Data Collection Method: surveys, document review  Risk: unavailability of data & relevant stakeholders	
	6.3 Extent to which training lab for court reporting and digital transcription is operational	Annual Report of the MOJ  /Technical documents	Training Lab not operational			Training Lab not operational	Training Lab not operational	Training Lab operational (Inclusive of relevant equipment)	Training Lab operational (Inclusive of relevant equipment)	Training Lab operational (Inclusive of relevant equipment)	Training Lab operational (Inclusive of relevant equipment)	Training Lab operational (Inclusive of relevant equipment)	Training Lab operational (Inclusive of relevant equipment)	Data Collection Method: Observation, document review  Risk: inaccessible site

EXPECTED OUTCOMES	OUTCOME INDICATORS <sup>11</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS
			Value	Year	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	FINAL	
<b>Output 7: Courts Records Management System</b>	7.1 Number of operational management plans and policies developed to improve court records management	CAD Annual Report	0 operational management plans	2022	0 operational management plans	0 operational management plans	1 operational management plan (Court Records Management Plan)	2 operational management plans (Court Records Management Policy)	3 operational management plans (Costed implementation plan for an Integrated Justice Sector Case Management and eServices System)	3 operational management plans	3 operational management plans	3 operational management plans	Data Collection Method: Desk Review  Risk: unavailability of relevant data
	7.2 Court Records Management Facility renovated	CAD Annual Report BQ/Technical Documents	Absence of a centralized Records Management Facility	2022	Absence of a centralized Records Management Facility	Absence of a centralized Records Management Facility	Absence of a centralized Records Management Facility	Courts Records Management Facility Renovated	Courts Records Management Facility Renovated	Courts Records Management Facility Renovated & Equipped	Courts Records Management Facility Renovated & Equipped	Courts Records Management Facility Renovated & Equipped	Data Collection Method: Document review, observation  Risk: Site and technical documents inaccessible
	7.3 Number of courts partially implementing the recommendations of Courts records management policy (records retention and disposal)	CAD Annual Report	0 courts implementing the recommendations of Courts records	2022	0 courts implementing the recommendations of Courts records	0 courts implementing the recommendations of Courts records management policy	0 courts implementing the recommendations of Courts records	0 courts implementing the recommendations of Courts records	0 courts implementing the recommendations of Courts records	1 court implementing the recommendations of Courts records	2 courts implementing the recommendations of Courts records	2 courts implementing the recommendations of Courts records	Data Collection Method: Document Review

EXPECTED OUTCOMES	OUTCOME INDICATORS <sup>11</sup>	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)								DATA COLLECTION METHODS & RISKS	
			Value	Year	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	FINAL		
			management policy		management policy			management policy	management policy	management policy	management policy	management policy	management policy	Risk: Unavailability of data

**MONITORING AND EVALUATION**

**Monitoring Plan**

<b>Monitoring Activity</b>	<b>Purpose</b>	<b>Frequency</b>	<b>Expected Action</b>	<b>Cost (if any)</b>
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	There will be quarterly coordination between the PMU and Responsible Parties, as well as quarterly updates to GAC Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Semi- annually	Relevant lessons are captured by the project team and used to inform management decisions.	
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	US 24, 000
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project steering committee and used to make course corrections.	US \$20, 000
<b>Project Report</b>	A progress report will be presented to the Project Steering Committee and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		

Monitoring Activity	Purpose	Frequency	Expected Action	Cost (if any)
<b>Project Review (Project Steering Committee)</b>	The project's governance mechanism (i.e., project steering committee) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Steering Committee shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Annually	Any quality concerns or slower than expected progress should be discussed by the project steering committee and management actions agreed to address the issues identified.	USD \$35,000

#### Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Outcome	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
SO-JUST Mid-Term Evaluation		Structural transformation accelerated, particularly green, inclusive and digital transformations	Regional and national laws, policies, systems, and institutions improve access to justice and promote peace, social cohesion, and security	September 2026	MOJ/ /MLCA/MCGES	US\$ 45 000
SO- JUST Final Evaluation		Structural transformation accelerated, particularly green, inclusive and digital transformations	Regional and national laws, policies, systems, and institutions improve access to justice and promote peace, social cohesion, and security	December 2029	MOJ/ Courts/ODPP/MLCA/MCGES/NGOs	\$US 60 000

#### MULTI-YEAR WORK PLAN

The Multi-Year Workplan and Budget has been included as a separate attachment (Annex 2).

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## GOVERNANCE AND MANAGEMENT ARRANGEMENTS

**Implementing Partner:** The implementing partner for this project is the UNDP and is responsible for executing this project. Specific tasks include:

- Project planning, coordination, management, monitoring, evaluation and reporting. This includes providing all required information and data necessary for timely, comprehensive and evidence-based project reporting, including results and financial data, as necessary. The Implementing Partner will strive to ensure project-level M&E is undertaken by national institutes and is aligned with national systems so that the data used and generated by the project supports national systems.
- Overseeing the management of project risks as included in this project document and new risks that may emerge during project implementation.
- Procurement of goods and services, including human resources.
- Financial management, including overseeing financial expenditures against project budgets.
- Approving and signing the multiyear workplan.
- Approving and signing the combined delivery report at the end of the year; and,
- Signing the financial report or the funding authorization and certificate of expenditures.

**Project Board:** All UNDP projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and implementation issues to ensure quality delivery of results. The Project Board (also called the Project Steering Committee) is the most senior, dedicated oversight body for a project. The two main mandatory roles of the project board are as follows:

**a) High-level oversight of the execution of the project by the Implementing Partner.** This is the primary function of the project board and includes annual (and as-needed) assessments of any major risks to the project, and decisions/agreements on any management actions or remedial measures to address them effectively. The Project Board reviews evidence of project performance based on monitoring, evaluation and reporting, including progress reports, evaluations, risk logs and the combined delivery report. The Project Board is responsible for taking corrective action as needed to ensure the project achieves the desired results.

**b) Approval of strategic project execution decisions of the Implementing Partner** with a view to assess and manage risks, monitor and ensure the overall achievement of projected results and impacts and ensure long term sustainability of project execution decisions of the Implementing Partner.

**Requirements to serve on the Project Board:**

- Agree to the Terms of Reference of the Board (See Annex 9) and the rules on protocols, quorum and minuting.
- Meet annually; at least once.
- Disclose any conflict of interest in performing the functions of a Project Board member and take all measures to avoid any real or perceived conflicts of interest. This disclosure must be documented and kept on record by UNDP.
- Discharge the functions of the Project Board in accordance with UNDP policies and procedures.
- Ensure highest levels of transparency and ensure Project Board meeting minutes are recorded and shared with project stakeholders.

## **Responsibilities of the Project Board:**

- **Consensus decision making:**
    - The project board provides overall guidance and direction to the project, ensuring it remains within any specified constraints, and providing overall oversight of the project implementation.
    - Review project performance based on monitoring, evaluation and reporting, including progress reports, risk logs and the combined delivery report.
    - The project board is responsible for making management decisions by consensus.
    - In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.
    - In case consensus cannot be reached within the Board, the UNDP representative on the board will mediate to find consensus and, if this cannot be found, will take the final decision to ensure project implementation is not unduly delayed.
  - **Oversee project execution:**
    - Agree on project manager's tolerances as required, within the parameters outlined in the project document, and provide direction and advice for exceptional situations when the project manager's tolerances are exceeded.
    - Appraise annual work plans prepared by the Implementing Partner for the Project; review combined delivery reports prior to certification by the implementing partner.
    - Address any high-level project issues as raised by the project manager and project assurance.
    - Advise on major and minor amendments to the project within the parameters set by UNDP and the donor.
    - Provide high-level direction and recommendations to the project management unit to ensure that the agreed deliverables are produced satisfactorily and according to plans.
    - Track and monitor co-financed activities and realisation of co-financing amounts of this project.
    - Ensure commitment of human resources to support project implementation, arbitrating any issues within the project.
    - Review and must endorse any requests for extension of the project timeline, if necessary.
  - **Risk Management:**
    - Provide guidance on evolving or materialized project risks and agree on possible mitigation and management actions to address specific risks.
    - Review and update the project risk register and associated management plans based on the information prepared by the Implementing Partner. This includes risks related that can be directly managed by this project, as well as contextual risks that may affect project delivery or continued UNDP compliance and reputation but are outside of the control of the project. For example, social and environmental risks associated with co-financed activities or activities taking place in the project's area of influence that have implications for the project.
    - Address project-level grievances.
  - **Coordination:**
    - Ensure coordination between various donor and government-funded projects and programmes.
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- Ensure coordination with various government agencies and their participation in project activities.

Composition of the Project Board: The composition of the PSC must include individuals assigned to the following three roles:

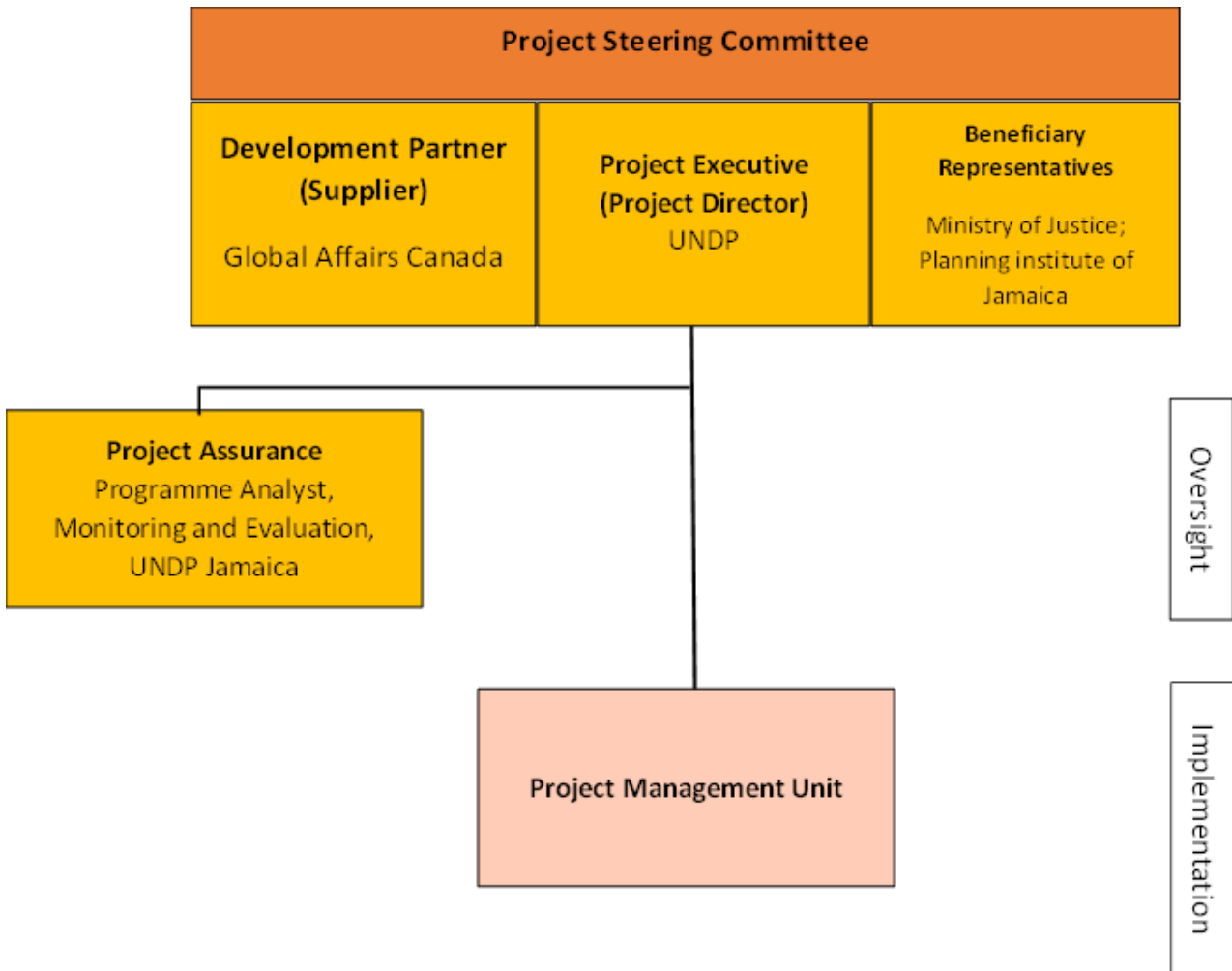
1. **Project Executive:** This is an individual who represents ownership of the project and chairs (or co-chairs) the PSC. The Executive usually is the senior national counterpart for nationally implemented projects (typically from the same entity as the Implementing Partner), and it must be UNDP for projects that are direct implementation (DIM). In exceptional cases, two individuals from different entities can co-share this role and/or co-chair the Project Board. If the project executive co-chairs the project board with representatives of another category, it typically does so with a development partner representative. The Project Executives is UNDP.
2. **Beneficiary Representative(s):** Individuals or groups representing the interests of those groups of stakeholders who will ultimately benefit from the project. Their primary function within the PSC is to ensure the realization of project results from the perspective of project beneficiaries. Often representatives from civil society, industry associations, or other government entities benefiting from the project can fulfil this role. There can be multiple beneficiary representatives on a Project Board. The Beneficiary representatives are: Ministry of Justice, Court Administration Division and the Planning Institute of Jamaica.
3. **Development Partner(s):** Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. The Development Partner in this Project is: Denise Antonio, Resident Representative, the United Nations Development Program (UNDP) Jamaica Multi-Country Office and the Global Affairs Canada Project Team Leader for the SO-JUST Project, or other applicable representative of the Government of Canada.

**Project Assurance:** Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. UNDP performs quality assurance and supports the Project Board (and Project Management Unit) by carrying out objective and independent project oversight and monitoring functions, including compliance with the risk management and social and environmental standards of UNDP. The Project Board cannot delegate any of its quality assurance responsibilities to the Project Focal Point. Project assurance is totally independent of project execution. A Project Assurance Report is included at Annex 10.

A designated representative of UNDP playing the project assurance role is expected to attend all board meetings and support board processes as a non-voting representative. It should be noted that while in certain cases, UNDP's project assurance role across the project may encompass activities happening at several levels (e.g., global, regional), at least one UNDP representative playing that function must, as part of their duties, specifically attend board meeting and provide board members with the required documentation required to perform their duties. The UNDP representative playing the main project assurance function is: Kimberley Wilson, Programme Analyst, Monitoring and Evaluation, UNDP Jamaica Multi-Country Office.

**Project Management – Execution of the Project:** A Project Manager will be recruited and will be responsible for the overall day-to-day management of the project on behalf of UNDP, including the mobilization of all project inputs, supervision over project staff, responsible parties, consultants, and sub-contractors. The PM typically presents key deliverables and documents to the board for their review and approval, including progress reports, annual work plans,

adjustments to tolerance levels and risk registers. The PM is expected to attend all board meetings and support board processes as a non-voting representative.



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## LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Jamaica and UNDP, signed on 26 January 1976. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by United Nations Development Partner (“Implementing Partner”) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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## RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds]<sup>21</sup> [UNDP funds received pursuant to the Project Document]<sup>22</sup> are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

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<sup>21</sup> To be used where UNDP is the Implementing Partner

<sup>22</sup> To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
  - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
    - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.
  - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party’s, subcontractor’s and sub-recipient’s obligations under this Project Document.
  - c. Each responsible party, subcontractor and sub-recipient (each a “sub-party” and together “sub-parties”) acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
    - (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003, concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).
    - (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the

form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.

- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities) and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
  - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
  - (iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
  - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
  - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering
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the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

- h. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at [www.undp.org](http://www.undp.org).
- i. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- j. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- k. *Choose one of the three following options:*

*Option 1:* UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption, other financial irregularities or otherwise paid other than in accordance with the terms and conditions of this Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail any responsible party's, subcontractor's or sub-recipient's obligations under this Project Document.

*Option 2:* Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been

used inappropriately, including through fraud corruption or other financial irregularities or otherwise paid other than in accordance with the terms and conditions of the Project Document.

*Option 3:* UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term “Project Document” as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- l. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- m. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- n. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

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**ANNEXES**

1. Theory of Change Diagram
2. Multi-year Budget & Workplan
3. Social and Environmental Screening
4. Risk Analysis
5. Gender Mainstreaming and Action Plan
6. Stakeholder Engagement List
7. Performance Measurement Framework
8. Logic Model
9. Project Board Terms of Reference