

JAMAICAN JUSTICE SYSTEM REFORM
PROJECT STRATEGY AND OPERATIONAL PLAN

1. INTRODUCTION AND OVERVIEW

Purpose and Objectives of the Comprehensive Review and Reform Project

The Jamaican Justice System Reform (JJSR) will inquire into the state of the justice system on a comprehensive basis and develop strategies and mechanisms to facilitate the modernisation of the justice system so that it is better able to meet the current and future needs of Jamaicans. A modern justice system will be more efficient, accessible, accountable, fair and able to deliver timely results in a cost-effective manner.

The JJSR project design and methodology is based on three pillars of systemic change processes: the sharing of expertise and experience, participatory processes, and capacity development. The JJSR will make practical recommendations for action focusing on proposals that will produce meaningful results in enhancing access to justice for Jamaicans and that will be suitable for implementation within a reasonable amount of time.

This project strategy and operational plan details the main steps to be taken during the review process. The strategy is divided into the six areas of activity:

1. Task Force Activities
2. Research Programme
3. Consultation Programme
4. Communications Programme
5. Capacity Building Programme
6. Transformation Team Activities

A final section sets out an overall timeline of critical events.

2. JJSR TASK FORCE ACTIVITIES

The Jamaican Justice System Reform Task Force (JJSRTF) will provide overall guidance and direction for the design and implementation of the comprehensive justice review and the preparation of the final report.

In particular the JJSRTF will:

- direct the consultation and research programmes of the review process;
- provide direction on the scope of the review process;

- establish working groups to assist it in carrying out its mandate;
- receive and review all input into the review process, including stakeholder submissions, research reports, public input and working group reports;
- convene a national conference to share the results of the review and to provide a forum for discussion and reflection on proposed recommendations for justice system reform;
- deliberate on all of the input into the comprehensive justice system review and provide direction for the preparation of the final report;
- review and approve the final report prepared by the Management Group and submit it to the Transformation Team; and
- meet with the Transformation Team six months after the presentation of the final report to discuss progress with implementing justice system reform.

A. Meeting Schedule

The JJSR Task Force will meet on a regular basis throughout the review process.

The proposed meeting schedule is:

Meeting #1 – November 9, 2006

- Introductory Meeting

Meeting #2 – December 1 and 2, 2006

- Joint Meeting with Canadian Advisory Committee
- Review and adopt the project strategy and operational plan
- Discuss Terms of Reference for Working Groups
- Identify potential Chairpersons and Members for Working Groups

Meeting #3- January 25, 2007 (3 hour meeting)

- Presentation and review of first discussion paper on the context of justice system reform
- Status reports on research, consultation and communications programmes
- Establish Sub-Committee to plan the national conference

Meeting #4 – March 8, 2007 (3 hour meeting)

- Presentation and review of second discussion paper on principles to guide justice system reform
- Review of first draft of plan for national conference
- Status reports on research, consultation and communications programmes

Meeting #5 – April 18-23, 2007 (dates to be finalised for 2 evening meetings)

- Review Working Group reports; synthesis of research; synthesis of consultation results
- Review and discuss draft recommendations
- Finalize plans for national conference

Meeting#6 – May 15 or 16, 2007 (post-national conference, date to be finalized)

- De-briefing of national conference
- Review and discussion of outline for report/recommendations

Meeting #7 – May 31, 2007

- Review draft report

Meeting #8 – June 7, 2007 (if needed)

- Review and approve final report

Meeting #9 – mid to late June, 2007 (proposed June 18, 2007)

- Joint meeting with Transformation Team

Meeting #10 – January 2008

- Joint meeting with Transformation Team on status of implementation

B. Strategy Integration Sub-Committee

The JJRSTF's mandate focuses primarily on modernisation of the courts and court-related processes. However, it is understood that this reform process is inextricably related to other aspects of justice system reform including crime prevention, police reform, corrections reform and so on.

The TF will establish a Strategy Integration Sub-Committee with a mandate to: (1) relate on an ongoing basis to other justice reform initiatives and (2) act as a liaison and information conduit between the JJSR activities and these other justice sector initiatives. The Sub-Committee will help to ensure that the TF is apprised of developments in these related areas and provide

information and suggestions gathered through its research and consultation process to the responsible organizations. The Sub-Committee will also consider and recommend an ongoing institutional structure for this type of coordination and collaboration.

The Sub-Committee will be established in December 2007 and meet on a regular basis throughout the reform process. The Sub-Committee will be composed of the heads of the relevant government departments and institutions (Ministry of National Security, Jamaican Constabulary Force, Corrections Service, and Ministry of Justice, Office of the Director of Public Prosecutions and Public Sector Reform Unit).

3. RESEARCH

Purpose and Approach

The research programme has two objectives: (1) to provide information about the current operation of the Jamaican justice system and (2) to provide information about justice reform themes, concepts, strategies and options to be considered during the reform process.

The research programme is based on a multiple-method collaborative action research approach developed by the Canadian Forum on Civil Justice.¹ Following on this work, “action research” is a process of studying the justice system, which by its approach raises awareness among those involved in and affected by the research, begins to improve the system and opens the doors to possibilities for future improvement. The Canadian Forum on Civil Justice defined “collaboration” in this way:

“Collaboration” can be defined as working together in a cooperative, equitable and dynamic relationship, in which knowledge and resources are shared in order to attain goals and take action that is educational, meaningful and beneficial to all. It is understood that this definition entails that research is conducted with, and not on, the community; and that all collaborators have different but equally important knowledge and resources to share and gain from each other.”

The research programme will comprise the following approaches: (a) surveying the landscape of the justice system; (b) research into comparative justice reform experiences; (c) discussion papers on the general principles and themes of justice system reform; (c) research papers on broad issues; (d) issue papers on specific reform options; and (e) a pilot court site project.

It is anticipated that all of the research will be made available to the public.

¹ This method is discussed in the Canadian Forum on Civil Justice’s project on The Civil Justice System and the Public. See “Civil Justice System and the Public – Learning from Experiences to find Practices that Work” (Reported by Barbara Billingsley, Diana Lowe, and Mary Stratton. May 2006)

A. Surveying the Landscape of the Justice System

One of the most important gaps in our existing knowledge is the lack of sufficient baseline information and data about the day-to-day operation of the current justice system. The Jamaican justice system is not alone in this respect and increasing the data capturing capacity has been an important and ongoing step in justice reform around the world. The MOJ has already begun to work with the courts to develop data collection systems and has begun to report on some of these statistics in its annual report (available on the website).

Several initiatives will be undertaken with a view to developing an accurate landscape of the justice system and to develop and refine the ongoing capacity to collect and analyse justice system data.

i. Court Inventory Project

A Court Inventory Project will be designed and implemented. A Task Group composed of members of the Canadian Advisory Committee and the Management Group will develop survey tools designed to gather existing information. Topics covered could include:

- the physical situation and usage of the courts and their location relative to the communities they serve taking into account demographics and their relationship to police jurisdictional boundaries;
- an inventory of the cases composing the backlog in selected courts;
- mapping out all of the steps in various court processes;
- existing data collection systems and available data and reports;
- a manual review of a sample of files to collect additional data;
- existing court management policies and procedures; and
- existing scheduling practices.

The Court Inventory Project will be carried out in a representative sample of courts across the island. The MOJ has already taken an important step in this regard through the development of its court audit process and audit tool. The proposed process and tool will be reviewed and broadened to take into account the additional requirements of the Court Inventory Project.

The Court Inventory Project will provide important information about the operations of the Jamaican justice system in general and of the specific courts reviewed in particular. It will also provide insight into what types of additional data collection are needed in order to properly manage the courts. The Project will make recommendations on what steps should be taken to implement stronger data collection and analysis systems and develop a court administration reform plan.

A Task Group on the Court Inventory Project comprised of members of the Canadian Advisory Committee, the Management Group and a sub-Committee of the TF will develop the methodology and parameters of the Court Inventory Project. An expert Canadian court administration consultant will be engaged to assist the Court Inventory Project (and other aspects of this project strategy).

WHO: Task Group on Court Inventory Project, expert consultant and others

WHEN: January to May 2007. Preliminary Report by April 1, 2007. Final Report by May 18, 2007.

ii. Court Observation Studies Project

The Court Observation Studies Project will assist in gathering empirical data about the operations of the courts in Jamaica. In court observation studies, an individual researcher (or team of researchers) attends courts and observes the operation of the court and records information pertaining to proceedings. Observation of court activities over a period of time and across a number of courts will provide quantitative data about proceedings. In addition, researchers will undertake a manual review of selected files to complement and expand upon the information gathered through the court observations. For example, these observation studies will deal with both civil and criminal matters and could review:

- how court facilities are being used including the length of court time taken by various types of proceedings;
- adjournment practices including information about the party requesting an adjournment, reasons for the request and whether or not the adjournment is granted;
- whether parties are represented by legal counsel; and
- whether or not bail is granted.

A Task Group on the Court Observation Project comprised of members of the Canadian Advisory Committee, the Management Group and a sub-Committee of the TF will develop the research questions, methodology and parameters of the court observations studies. A team of individual researchers will be recruited to carry out the observation studies. These same researchers will be tasked with interviewing users of the court system. To the extent that time permits, the Project Advisors and other Canadian experts will also personally attend courts and observe all aspects of the proceedings including preliminary inquiries and trials in civil and criminal matters. The results of the studies will be compiled and analyzed by the Project Advisors.

WHO: Task Group on Court Observation Project, Management Group, Canadian Advisory Committee, and recruited individual researchers (possibly law students) and Canadian court administration consultant.

WHEN: January to May 2007. Preliminary report due April 1, 2007. Final Report due May 18, 2007.

iii. Overview of Justice System Capabilities

While the courts are the primary institution involved in the justice system, other governmental and non-governmental institutions also play important roles. These include: the Ministry of Justice, the Office of the Director of Public Prosecutions, Attorney General's Chambers; the Legal Reform Department, the Judicial Training Institute, the Dispute Resolution Foundation, the Jamaican Constabulary Force, Department of Correctional Services, Bar associations, the General Legal Council, the Legal Aid Council, the legal aid clinics, the Norman Manley Law School and so on. Steps will be taken to develop a snapshot of the current capabilities of justice institutions and the relationships between and amongst these institutions. This research project will include a review of existing written materials, self-assessments by the institutions, and interviews with key informants.

WHO: Management Group, working with individuals from each of these organisations

WHEN: January to March 2007

B. Compendium of Reform Options and Comparative Experiences

A comprehensive compendium and analysis of recent civil and criminal justice reform reports focusing primarily on Canada, the UK, Australia, New Zealand, selected US jurisdictions and in the Caribbean region will be prepared. This compendium will be very broad and provide comparative information about reform options in all areas covered by the JJSR. The compendium will serve as a base document for the TF and Working Group deliberations and as a resource for MOJ.

WHO: Project Advisors

WHEN: Completed by January 31, 2007

C. Discussion Papers

The Project Advisors will prepare two discussion papers to guide the early discussions of the JJSRTF. These discussion papers will address the overarching issues and principles that will shape the justice reform process including: justice reform in the context of the modernisation of the public service; the Rule of Law and economic and social development; the principles of modern justice system administration; strategic environmental assessments; Caribbean integration; mechanisms for an ongoing reform process; the modalities of system reform and so on.

WHO: Project Advisors

WHEN: First discussion paper by January 15, 2007; Second discussion paper by Feb.20, 2007

D. Research Papers

The JJSRTF will commission six major research papers on broad justice system reform topics. The research papers will review reform issues and options for reform within the framework of a major theme of reform. The research papers will provide an overview of the priority issues, an overview of the current situation, and an exploration of directions for reform including specific reform options and implementation strategies.

Deleted: , two related to the civil justice system, two related to the criminal justice system and two related to the family law justice system

It is proposed that these topics will be:

- a) Towards a Restorative Justice Policy for Jamaica [*to be confirmed if this is required in light of UNDP Project*]
- b) Case Flow Management Systems (Criminal and Civil): Best Practices, Policy Development and Reform Priorities
- c) Alternative Dispute Resolution (Criminal and Civil): Best Practices, Policy Development and Reform Priorities
- d) The Public and the Justice System (including: issues related to public knowledge of and public confidence in the justice system, public legal education, and issues pertaining to juries, witnesses and victims)
- e) Improving Access to Justice (including: legal aid, community based justice, point of entry assistance)
- f) Court Management and Court Administration: Best Practices and Reform Priorities (including: court structures, court management, court administration, models for independent court agencies, use of technology)
- g) Promoting a Civil Liberties Culture

These papers will be prepared by independent researchers who will be paid an honorarium. The Project Advisors will develop a description of each of the research papers and liaise with the researchers. The TF will assist in identifying potential researchers. The lead researcher will be based in Jamaica and one or more Canadian resource person will be assigned to provide assistance. A first draft of the papers will be provided to the relevant Issue Working Groups, TF and TT in order to inform their deliberations. Feedback from the Issue Working Groups, TF, TT and Management Group will be provided to the researchers who will prepare a revised draft. The research papers will be presented at the National Conference.

WHO: Independent researchers

WHEN: Research commissioned in December 2006. First draft completed by Feb.28, 2007 and circulated to relevant Working Groups and Task Force for comment. Revised drafts completed by April 1, 2007.

E. Issue Papers

In addition to the major research papers, papers will be prepared on a number of specific options for reform. These papers will provide a brief overview of the existing situation and a listing of options and alternatives.

It is proposed that the issue paper topics include:

- a) Jury Reform
- b) Preliminary Inquiries
- c) Unsworn statements
- d) Bail Reform
- e) Plea Bargaining
- f) Victims' Assistance
- g) Witness Assistance and Protection
- h) Sentencing Practices
- i) The Role and Mandate of Justices of the Peace
- j) Judicial Appointments Process
- k) Court Performance Standards
- l) Codes of Conduct
- m) Scheduling Practices
- n) Reform of Civil Procedure
- o) Bailiff Reform
- p) Accountability Frameworks
- q) Institutionalizing Justice System Reform
- r) Making the business case for investing in justice
- s) Coroners' Court
- t) Adjournment Practices Reform
- u) Simplified procedures for claims of lesser monetary values
- v) The scope of discovery
- w) Diversion in Criminal Matters
- x) Role, Jurisdiction and Function of the Resident Magistrates
- y) Parish Jurisdiction Structure
- z) Role and Function of Clerks of court
- aa) Models for the adjudication of commercial disputes
- bb) The Children's Court
- cc) Domestic Disputes and Proceedings

Issue papers will be prepared by interested TF members; other members of the Bench, Bar and government; senior law students at Norman Manley Law School; and Project Advisors. The Project Advisors will develop a description of each of the issue papers and liaise with the authors. The TF will assist in identifying potential authors. A first draft of the papers will be provided to the work of the relevant Working Groups, TF and TT in order to inform their deliberations. Feedback from the Issue Working Groups, TF, TT and Management Group will be provided to the researchers who will prepare a revised draft. The issue papers will be presented at the National Conference.

WHO: Members of the TF, Bench, Bar and government; senior law students at Norman Manley Law School; and Project Advisors

WHEN: Topics assigned in December 2006. First draft completed by Feb. 28, 2007 and circulated to relevant Working Groups and Task Force for comment. Revised drafts completed by April 1, 2007.

F. Pilot Court Site Project

A Pilot Court Site will be established. This initiative involves the selection of one court in which selected reforms will be introduced on a pilot project basis. The Pilot Court will establish a collaborative court users committee (the Pilot Court Site Committee) that would develop a strategic plan for the court. Time and resources permitting a few selected reform measures would be introduced in that court. This Project will act as a demonstration of the potential of the collaborative approach to reform and provide important insight into facilitating and managing the change process. These insights will help inform the TF's recommendations and the implementation of justice system reform on a comprehensive basis.

The Pilot Court Site Committee would begin its work January or early February with a view to developing a strategic plan by the end of February. Reforms could be introduced on a trial basis during the months of March and April and a preliminary report delivered at the National Conference. If possible, this Pilot Court Site Project would continue after the JJSRTF has completed its report.

WHO: Pilot Court Site Committee, with assistance from Management Group and Canadian Advisory Committee and the Canadian court administration consultant.

WHEN: January to June 2007. Preliminary Report due April 1, 2007. Final Report due June 1, 2007.

4. CONSULTATION PROGRAMME

The purpose of the consultation programme is to gather information on the problems, concerns and opportunities facing the justice system in Jamaica and to engage all key justice system stakeholders and the public in the review process from beginning to end, and particularly in the identification of reform options and strategies.

The programme will have two main focuses: consultation with justice system stakeholders and structured consultation with the Jamaican public. In addition, Working Groups will be established to assist the JJSRTF throughout the review process with the evaluation of the problems, challenges and opportunities faced by the Jamaican justice system and with the identification of viable solutions or suggestions for reform.

Direct consultations with justice system stakeholders will take place through: key informant interviews, focus groups and through the solicitation of written submissions.

Direct consultations with the public will be solicited through the JJSR website, hotline and through advertisements soliciting written submissions from the public. These activities are described under the communications programme (see below: next section).

The Working Groups will be collaborative multi-disciplinary groups consisting of representatives from different sectors of the justice system and of the public.

The culmination of the consultation programme will be a national conference.

The Management Group will be responsible for collating and analysing the information and recommendations obtained through the consultation programme.

Efforts will be made throughout the consultation process to provide feedback to individuals and organizations that have been consulted in order to facilitate reform and to ensure that Jamaicans feel that they have been “heard” by the TF. For example, copies of written submissions and summaries of interviews and focus groups will be posted on the JJSR website.

A. Interviews with Key Informants

Individuals and organizations having an identified interest or expertise in justice system reform, or key informants, will be interviewed to gain an understanding of the Jamaican justice system from their particular perspective and to identify existing problems, concerns, opportunities, and reform priorities. Individuals to be interviewed will include representatives of:

- staff at various levels within justice related departments and agencies;
- judges and resident magistrates;
- various levels of court staff including: court administrators, deputy clerks of court; front line staff, administrative staff, and bailiffs;
- private attorneys;
- public prosecutors and clerks of court;
- police;
- various levels of correctional services staff;
- individuals engaged in legal training;
- individual working in social services agencies;

- civil society including members of: business and community groups, special interest groups, women's groups, youth groups and non-governmental organizations; and
- individual who have come into contact with the court system (plaintiffs, defendants, accused, complainants, witnesses, and jurors)

Interviews will also be carried out in the rural areas in order to ensure that local and regional concerns are collected and form part of the reform process.

Initial interviews were carried out by the Management Group in October 2006 and the interview process will be ongoing throughout the review. The information compiled through the interviews will be reported in a survey document.

WHO: Members of the Task Force, Management Group and other individuals recruited and trained to assist in the interview process (including law students).

WHEN: October 2006 to April 1, 2007

B. Stakeholder Submissions

The TF will solicit written submissions from a broad range of individuals and organizations interested in justice system reform. A short consultation paper outlining the scope of the JJSR and listing major reform themes will be sent out to these organizations. Organizations and individuals will be invited to provide their views on priorities for reform and recommendations for reform. The submissions will be reviewed by the TF and provided to the relevant Working Groups for their consideration.

WHO: The Management Group will develop a list of organizations and individuals in consultation with TF and draft consultation paper.

WHEN: Invitation for submissions with consultation paper sent out by January 5, 2007 with a request that submissions be received by Feb. 15, 2007

C. Focus Groups

The TF will convene focus groups on particular aspects of justice system reform as required, particularly where groups are not willing or able to provide written submissions. Focus groups will be held in rural areas as well as in the corporate area. Multi-disciplinary focus groups will also be held at the intersections of justice system processes (for example: police and public prosecutions, the courts and corrections, and so on). Focus groups will also be held with individuals who will have difficulty in accessing other consultations forums (i.e. prisoners and persons with disabilities).

WHO: Management Group and Task Force members to convene focus groups as needed

WHEN: January to March 2007

D. Issue Working Groups²

The JJSRTF will establish six Issue Working Groups on identified critical areas for justice system reform. Each of the Issue Working Groups will be composed of 6-10 persons and include representation from all of the key justice system stakeholders, including: the judiciary, the bar, government, and the public. Equal gender representation in the make-up of the Issue Working Groups will be promoted.

The Issue Working Groups will be stakeholder roundtables and act as forums for the exchange of knowledge and discussion on different aspects of the justice system. Ideally here will at least one Task Force member on each Working Group. The Issue Working Groups will receive and review research prepared during the JJSR related to its mandate area. The Issue Working Groups will also build relationships between different stakeholder groups, which will lead to stronger collaboration and cooperation on issues of common interest.

It is proposed that the Issue Working Groups will be:

a) Access to Justice Working Group

The Access to Justice Working Group will review all issues related to the point of entry into the formal justice system and make related recommendations for reform that would work toward a more equitable and accessible justice system. The topics reviewed could include: point of entry advice; public legal education; legal aid; customer service standards; equality of access; measures to increase public trust and confidence in justice system; and other topics related to access to justice.

b) Court Administration and Management Working Group

The Court Administration and Management Working Group will review all issues related to the physical and organization makeup of the court system and related institutions and make related recommendations for reform for modern and efficient court structures and administration. The topics reviewed could include: physical condition of courts and facilities; location of courts; responsibility and authority structures; court filing; court management practices; court specialisation; jurisdiction of various courts; scheduling and listing practices; data collection and analysis; strategic planning and other topics related to reform of court structure and administration.

c) Criminal Justice Processes Working Group

The Criminal Justice Processes Working Group will review all issues related to the spectrum of processes utilized to deal with criminal justice matters in the courts and make recommendations for reform that would work toward more effective case disposition. The topics reviewed could include: causes and solutions for delay; integration of ADR (including diversion); jury reform; juvenile justice issues; caseload management; improved pre-trials and trials; bail; plea

² In the CBA's Technical Proposal these were referred to as stakeholder roundtables

negotiation; review of jurisdiction SC/RM/Petty Sessions; use of technology in the courtroom; and so on.

d) Civil Justice Processes Working Group

The Civil Working Group will review all issues related to the spectrum of processes utilized to deal with civil justice matters from initiation to enforcement and make recommendations for reform that would work toward more accessible and effective case disposition. The topics reviewed could include: causes and solutions for delay; summary disposition mechanisms (summary judgment or summary trial); integration of ADR; simplified procedures for claims of lesser monetary values; caseload management; pre-action protocols; effective use of pre-trials; the scope of discovery; enforcement of civil process; and so on.

e) Restorative Justice Working Group

The Restorative Justice Working Group will review all issues related to restorative justice initiatives and make recommendations for the development and implementation of a restorative justice policy for Jamaica. The Working Group will establish liaisons with ongoing restorative justice initiatives. The topics reviewed could include: restorative justice principles; the spectrum of processes (victim-offender mediation, circle conferences, family conferences, etc); best practices; training needs; policies and guidelines and so on.

f) Professionalism and Justice System Reform Working Group

The Professionalism and Justice System Reform Working Group will review all issues related to the attainment of the highest professional standards by all justice system personnel and make recommendations for reform to enhance the calibre of professionalism in support of justice system reform. The topics reviewed could include: continuing legal education and other opportunities for professional development; code of conduct for the Bar; legal fees as an access to justice issue; Bench and Bar dialogue is it desirable, how can it be developed and maintained; local legal culture and barriers to change; regulation/governance of the Bar and discipline; specialization within the profession; legal training and education; judicial training; judicial appointments; judicial codes of conduct; professionalisation of court administration; complaints and discipline of attorneys; complaints and discipline of judges; ongoing training plans; human resource planning and management; adequacy of human resources available to the courts; requirements and strategies for developing productive work environments and reacting positively to change opportunities; adequacy of the judicial complement and so on.

g) Promoting a Civil Liberties Culture Working Group

This Working Group will review all issues related to promoting a civil liberties culture across the island. The topics reviewed will include the: civil liberties legal and constitutional norms, patterns and practices that have the impact of denying civil liberties, finding a balance in the tension between civil liberties and public safety concerns, and ways and means to counteract these negative tendencies and to protect and promote civil liberties in all aspects of the justice system.

Each Issues Working Group will provide a report and recommendations to the JJSRTF and present their reports at the national conference.

WHO: Management Group will provide support to the Issue Working Groups.

WHEN: Lead TF member to appoint Issue Working Groups by Jan.15, 2007. Issue Working Group Reports due April 1, 2007

E. Regional Working Groups

The JJSRTF will establish three Regional Working Groups based on the county divisions: (1) Cornwall; (2) Middlesex; and (3) Surrey.

Each of the Regional Working Groups will be composed of 6-10 persons and include representation from all of the key justice system stakeholders, including: the judiciary, the bar, government, and the public. Equal gender representation in the make-up of the Regional Working Groups will be promoted. The Management Group assisted by TF members will contact regional organisations including the regional bar association and Chamber of Commerce to initiate the selection of the Regional Working Group.

The mandate of the Regional Working Groups is two-fold: (1) to consult about local justice reform issues and priorities; and (2) to organize and convene Justice Summits – that is public consultation meetings.

Each Regional Working Group will provide a report to the JJSRTF and present it at the national conference. The report will include: (a) identification of local reform issues and priorities; (b) summaries of Justice Summits and (c) recommendations for reform tailored to local conditions.

WHO: Management Group will provide support to the Regional Working Groups.

WHEN: Initial contacts with regional groups for appointments to RWG by Dec.15, 2006. Orientation Sessions/First meetings of RWG to held by mid-January 2007. Justice Summits to be held in February and March 2007. RWG Reports due April 1, 2007

F. Youth Perspectives Working Group

A Youth Perspectives Working Group composed of 6-10 interested young persons aged 15-32 will be established to engage youth in the process of justice system review and reform. This Working Group will investigate youth concerns about the justice system and priorities for reform. Alternative and creative approaches will be encouraged both in its approach and in its report to the National Conference. In particular, this Working Group should develop perspectives to expand the methodology for dealing with youth problems. Membership for this Working Group will be drawn from a large range of youth groups and sporting bodies with the assistance of organisations that serve youth.

WHO: TF will appoint the Youth Perspectives Working Group. The Management Group will provide support to the Youth Perspectives Working Group.

WHEN: January to April 2007. Report due April 1, 2007

G. National Conference

The JJRSTF will host a conference on the theme “*Modernisation of the Justice System*” in early May 2007. The National Conference will be an opportunity to present the research and working group reports and to discuss and deliberate on draft recommendations developed by the TF and to provide suggestions for the implementation plan.

Conference delegates will include all members of JJRSTF, Working Groups, Transformation Team and the CAC as well other representatives from each of the key stakeholders groups who participated in the review. Invitations to attend will reflect the broad participation in the review itself and it is estimated that attendance will be in the range of 100 key stakeholders.

The conference agenda will include, among other items:

- Workshops on various recommendations made by the JJRTF in its draft recommendations;
- Presentations by the WGs on the findings of their reports submitted to the JJRTF;
- Presentations by the authors of the major research and issue papers.

Deleted: option

The Conference on *Modernisation of the Justice System* will play a critical role in confirming the validity and broad acceptance of the recommendations for modernization of the justice system as set out in the draft recommendations.

WHO: The TF will establish a sub-committee to develop the conference agenda and plan and assist in the organization. Management Group will organize the conference.

WHEN: TF Sub-Committee established TF Meeting #3 (January 2007). An initial conference plan will be prepared by early March 2007. The Conference will be held sometime in the week of May 7-13, 2007.

5. COMMUNICATIONS PROGRAMME

Purpose and objectives

The purpose of the Communications Programme is to share information obtained through the research and consultation programme and work toward country-wide engagement in the review process. This programme of information exchange with the government, legal and civil stakeholders, the general Jamaican population and the media, will be achieved through communication tools such as information packages and backgrounders, stakeholder newsletters, public radio and television broadcasts, a website, including a final report by the JJRSTF which will contain recommendations to modernise Jamaica’s justice system.

The objectives of the Communication Programme are to:

- Maximize the visibility of the JJSR, its objectives and its results;
- Share information related to JJSR objectives and activities with key stakeholders and the public throughout the Review;
- Provide information and vehicles for key stakeholders and the wider Jamaican population to have a meaningful participation in the JJSR; and
- Position the Review as a non-political process rallying Jamaicans from diverse backgrounds to find a “made in Jamaica” solution to modernise the justice system.

Target Audiences/Stakeholders

- MoJ departments & agencies, divisions & services
- Other government departments and agencies (including: Ministry of Youth and Ministry of Health and others)
- Legal/justice system stakeholders i.e. judges, court administrators, police, corrections, lawyers, bar associations
- Civil Society Stakeholders (Advocacy Organizations) i.e. non-government organizations with a mission to advocate on behalf of its members or constituents.
- Non-Advocacy Organizations i.e. academic organizations
- General Public i.e. the population of Jamaica as a whole (including individual members of government departments and agencies and civil society organizations listed above as well as individuals whose interests in the Jamaican justice system are not directly or wholly represented by any agency or organization).

The communications programme will engage the following strategies: (a) media relations strategy; (b) information kit; (c) JJSR Website; (d) JJSR hotline; (e) Stakeholder Newsletters; (f) and ongoing monitoring and evaluation.

A. Media Relations Strategy

The media relations strategy will be developed and implemented by the Management Group with assistance from the communications and public relations department at the CBA and MOJ. The JJSRTF Chair and the Jamaican Project Manager will be the spokespersons for the review.

Unless otherwise specifically designated by the Chair, only these two individuals will give interviews to the media about the Task Force's work.

A distinct corporate identify is being created for the JJSR including a logo to be used in all documents related to this initiative (letterhead, envelopes, posters, flyers, notices) and a separate phone number and email address to be used exclusively for the review process.

A number of background documents have been prepared to assist in the media relations strategy, including a project description and a list of media contacts. Close relationships will be develop with several journalists by providing them with open access and information in advance, organising regular press meeting or regular telephone calls, and facilitating their work by helping them to get relevant information and interviews with various stakeholders. Existing channels for media outreach will also be used – such as Editor's For a, special interest s (such as "Your Issues Live" on TVJ, and "All Angles" also on TVJ on Sundays. The Jamaica Information Service will also be used to maintain information dissemination to all media.

Steps will be taken to identify media opportunities throughout the review process and news releases will be issued. The Justice Summits and the National Conference are key events.

WHO: Management Group and Public Relations Staff at MOJ, TF Chair

WHEN: November 2006 to June 2007

B. Information Kit

An information kit on the JJSR will be prepared and distributed on demand to all stakeholders, including the general public and the media. This will include: a description of the JJSRTF mandate and objective, an explanation of the Review process, bios of members of the JJSRTF and of selected participants, contact information for JJSRTF Management Group).

WHO: Management Group

WHEN: by December 2006 and updated as needed

C. JJSR Website

A website will be created by the JJSR and hosted on the MOJ website. The website will both provide information about the review process and create a channel for the general public to participate in the JJSRTF and communicate their point of view. The Website will be updated on a regular basis and in a timely manner. Consultation input received through the website will be compiled and analysed by the Management Group.

WHO: Management Group

WHEN: by December 2006 and updated as needed

D. JJSR “Hotline”

A JJSR “hotline” will also be established to act as a second channel for the general public to participate in the JJSRTF and communicate their point of view. The “hotline” will be advertised on the radio and in newspaper ads. Consultation input received through the hotline will be compiled and analysed by the Management Group.

WHO: Management Group with assistance from MOJ personnel

WHEN: March to May 2007

E. Stakeholder Newsletters

Newsletters containing a description of JJSR activities and articles about justice reform issues will be developed and distributed to all stakeholders, including the media and the general public at key moments during the review process (planned for January 2007, March or April 2007 and June 2007).

WHO: Management Group

WHEN: January 2007, March or April 2007, June 2007

F. Ongoing Monitoring and Evaluation

The communication programme will be monitored and evaluated on an ongoing basis. The monitoring will evaluate:

- Extent/tone of Media coverage of events;
- Number of media interviews
- Number of news articles
- Attendance at Justice Summits;
- Tone/content of comments made at Justice Summits;
- Number of call-ins on the public hot line; and
- Number of emails received on Website.

The strategies, means and tools will be adjusted throughout the entire review process to take into account what is learned through the monitoring process.

WHO: Management Group

WHEN: December 2006 to June 2007

6. CAPACITY BUILDING PROGRAMME

Purpose

The purpose of the capacity building programme is to strengthen the capacity of MOJ, the PSRU and other key Jamaican personnel to engage in the processes related to justice system reviews and introduce reforms and modern justice system approaches.

A. Collaborative Methodology

The methodology and approach adopted throughout the project strategy is based on knowledge transfer through the establishment of partnering relationships between the JJSRTF and the CAC and amongst Project personnel. More specifically, aspects of the research, consultation and communication programmes will help to build capacity to carry out research and evaluations, to hold public consultations, develop policy, and manage change processes (in particular through the Task Groups on the Court Inventory, Court Observation and Pilot Court Site Projects).

B. Capacity Building Workshops

The capacity building programme will involve additional activities that will support the long-term sustainability of the Project's activities and results.

During the course of the comprehensive review, the Management Group will organize a number of capacity building workshops with the assistance of members of the CAC and additional experts. Wherever possible, the workshops will be integrated with the review process so that they involve a "learn by doing" approach. In general there will be a three-faceted approach: (1) a workshop will be held to introduce key concepts and skills; (2) a second workshop will put the concepts into action by relating them to an existing project/scenario/problem identified by Jamaican personnel; (3) an ongoing partnering relationship will be developed.

An initial needs assessment was conducted in October 2006. The following capacities/skills have been identified as priority workshop topics:

- Creating a performance based institution
- Facilitating and Catalyzing Reform
- Negotiation, Mediation and Conflict Management Skills
- Effective Integration of Technology
- Implementing Change Management
- Designing a Public Education Campaign
- Policy-Making: Best Practices
- Consultation: Best Practices
- Organizational Problem Solving
- Evaluation and Monitoring: Best Practices

Four workshops will be designed based on this list and the Canadian expertise that will be available during the course of the review. The final design of the capacity building workshops will be developed in consultation with MOJ and PSRU.

C. Justice Reform Awareness Sessions

Two or three justice reform awareness sessions will also be presented to MOJ and PSRU staff during the course of the review process. These sessions will provide updates about the JJSR process and outcomes of the research and consultation programme at established points during this initiative. These presentations will create broader awareness within the MoJ and amongst key Project personnel of new techniques, tools and approaches that have been applied through various justice system reform initiatives. As a result of these workshops, Project personnel and personnel throughout the MoJ will be better informed about alternative models for justice system reform and better positioned to introduce solutions to problems identified by the review and support their implementation. An initial workshop on “Elements of Justice System Reform” is planned for November 2006.

WHO: Management Group to develop and organize capacity building workshops with the assistance of CAC and additional experts.

WHEN: Workshops or presentations will be held on a monthly basis in November and from January to June (for a total of six to seven sessions)

7. TRANSFORMATION TEAM ACTIVITIES

The Transformation Team (TT) is comprised of the Chief Justice and representatives of the Ministry of Justice and the Public Sector Reform Unit of the Cabinet Office. The TT will oversee the JJSR and in particular, the capacity building programme. The TT will ensure that the JJSR meets project objectives and is consistent with the objectives of the Government Modernisation Plan. The TT will support the review process. The TT will receive the report from the JJSRTF and is responsible for its review, adoption and implementation.

1. Meeting TT/ Management Group during Initiative Meeting – October 2006
2. Meeting TT/ Management Group – presentation of project strategy and operational plan – December 6, 2006
3. Meeting TT/Management Group – interim status report – January 2007 (proposed January 30, 2007)
4. Meeting TT/Management Group – interim status report – April 2007 (proposed April 24, 2007)
5. TT participate in National Conference – May 2007
6. TT receive JJSRTF report – by June 10, 2007
7. TT/JJSRTF – review and discuss report and recommendations and implementation process– June, 2007 (proposed June 18, 2007)

8. TT/Management Group – final debriefing – June 2007 (proposed June 21, 2007)
9. TT/JJSRTF – meeting on status of implementation – January 2008

8. PROJECT TIMELINE AND CRITICAL EVENTS

<u>EVENT</u>	<u>DATE</u>
1. Initiation Mission	Oct.17-27/06
2. CAC Meeting-Orientation (Ottawa)	Nov. 4/06
3. JJSRTF- Meeting#1- Introductory Meeting and Orientation	Nov. 9/06
4. Initiation of Communication Programme	Nov.9/06
5. Second Mission – CAC in Jamaica	Nov. 26-Dec.3/06
6. JJSRTF – Meeting #2/Retreat: Location TBA	Dec. 1-2/ 06
- Joint Meeting with CAC	
- Adoption of Project Strategy	
7. Initiation of Consultation Programme	Dec.5/06
8. Initiation of Research Programme	Dec.5/06
9. Regional and Issue Working Groups established	by Jan.15/06
10. Working Groups begin work	by Jan.15/07
11. JJSRTF Meeting #3 –	Jan.25/07
- Discussion on Reform Principles	
- Status Reports	
- Establish Sub-Committee on National Conference	
12. JJSRTF Meeting #4 –	Mar.8/07
- Discussion on Overarching Justice System Reform Issues	
- Status Reports	
- First draft of plan for national conference	
13. Regional Justice Summits	Feb.15-Mar.15/07

14.	All Working Group Reports	due April 1/07
15.	Research papers and issue papers (final)	due April 1/07
16.	JJSRTF Meeting #5 –	Apr.18-23/07
	- Review Working Group reports	
	- Discuss draft recommendations	
	- Finalize plans for national conference	
17.	Third Mission – CAC in Jamaica	May 7-13/07
18.	National Conference –during week of May7-13/07	TBD
19.	JJSRTF Meeting #6	May 15 or 16/07
	- Meeting with CAC	
	- De-briefing of national conference	
	- Review and discussion of outline for report/recommendations	
20.	End of Consultation Programme	May 18/07
21.	Court Inventory and Court Observation Projects – final report	May 18/07
22.	JJSRTF Meeting #7 – Review First Draft of Report	May 31/07
23.	Final Pilot court Site Report	June 1/07
24.	JJSRTF Meeting #8 – Approve Report	June 7/07
25.	Submission of JJSRTF Report to Transformation Team	due June 10/07
26.	JJSRTF Meeting #9 with Transformation Team	June 18/07
27.	Submission of Final Report/Debriefing	June 21/07
28.	Project Wrap-up	by June 29/07
29.	End of Communication Programme	June 30/07
30.	JJSRTF Meeting with Transformation Team - Re: Status of Implementation	January 2008 December 7, 2006

