



PACIFIC JUDICIAL DEVELOPMENT PROGRAMME

Phase 2 Annual Progress Report

1 January - 31 December, 2014

Milestone 49

Table of Contents

Abbreviations.....	ii
1.0 Introduction	1
2.0 Principal Activities	1
2.1 Summary of Programme Achievements 1 January to 31 December, 2014	1
2.2 Detailed Summary of Progress (October to December, 2014).....	2
2.2.1 Toolkits	2
2.2.2 Family Violence / Youth Justice Project.....	3
2.2.3 Enabling Rights Project	3
2.2.4 Public Information Project.....	4
2.2.5 Complaints Handling Project	4
2.2.6 Regional Governance and Leadership Meetings.....	5
2.2.7 Responsive Fund Mechanism	5
2.2.8 Project Management Toolkit Pilot Project	5
2.2.9 Judicial Administration Project (Time Standards and Delay Reduction)	5
2.2.10 Court Annual Reporting Project.....	6
2.2.11 Regional Training Capacity Project.....	6
2.2.12 Core Judicial Development Project.....	7
3.0 Programme Management.....	7
4.0 Cross-cutting Issues.....	9
5.0 Emerging Risks	10
6.0 Lessons from the Implementation Experience	10
7.0 Conclusion	10
Annexes	
Annex One - Approved Schedule of Activities	A1-1
Annex Two - Summary of Participant Numbers for 2014.....	A2-1
Annex Three - Progress against the Approved Monitoring and Evaluation Framework.....	A3-1
Annex Four - Toolkit Pilot Delivery.....	A4-1
Annex Five - Responsive Fund Activities.....	A5-1
Annex Six - Expenditure Summary.....	A6-1
Annex Seven - Website Summary Statistics.....	A7-1
Annex Eight - Additional, Un-costed and Pro Bono Support to the PJDP.....	A8-1
Annex Nine - Self-assessment Against Contracted Quality Indicators	A9-1

ABBREVIATIONS

CJ	-	Chief Justice
CO	-	Court Officer
CoJC	-	Codes of Judicial Conduct
FCA	-	Federal Court of Australia
FSM	-	Federated States of Micronesia
FV/YJ	-	Family Violence / Youth Justice
GST	-	Goods and Services Tax
IT	-	Information Technology
ITOF	-	Information Technology Online Forum
IPJDP	-	Institutionalisation of the PJDP
JO	-	Judicial Officer
LoV	-	Letter of Variation
MEF	-	Monitoring and Evaluation Framework
MSC	-	Managing Services Contractor - Federal Court of Australia
MTA	-	Monitoring and Technical Adviser
NC	-	National Coordinators
NGO	-	Non-Government Organisation
NJDC	-	National Judicial Development Committee
NZ MFAT	-	New Zealand Ministry of Foreign Affairs and Trade
PacLII	-	Pacific Islands Legal Information Institute
PEC	-	Programme Executive Committee
PIC	-	Pacific Island Country
PJDP	-	Pacific Judicial Development Programme
PJSI	-	Pacific Judicial Support Initiative
PNG	-	Papua New Guinea
PPDVP	-	Pacific Police Development Program
RF	-	Responsive Fund
RMI	-	Republic of Marshall Islands
RTT	-	Regional Training Team
TA	-	Technical Adviser
ToT	-	Training-of-Trainers

1.0 INTRODUCTION

This report provides a summary of progress made by the Pacific Judicial Development Programme (PJDP) during the period 1 January to 31 December, 2014. The report is submitted in satisfaction of Milestone 49 of the contract between the New Zealand Ministry of Foreign Affairs and Trade (MFAT) and the Federal Court of Australia, as amended.

2.0 PRINCIPAL ACTIVITIES

During the reporting period, we are pleased to report that the MSC has successfully delivered all activities on time and within budget, and conformed fully to key activities in line with the schedule of approved activities in the 24-month Extension Plan (1 July, 2013-30 June, 2015). The activities comprised: seven regional activities; 20 bilateral/in-country visits and 13 Responsive Fund activities in 12 PICs. The approved schedule of activities is provided in *Annex One*.

Across all activities in 2014, a total of 1,136 participants received training or support, and 42 members of the Regional Training Team (RTT) took part in co-facilitating workshops and activities; totalling 1,178 participants receiving support under PJDP. This support equates to approximately 3,676 participant days during the reporting period. A high-level summary of participants is provided in *Annex Two*.

Details about the activities undertaken during the reporting period and the status of all Projects under the 24-month Extension Plan at the end of December 2014 is provided below, along with a summary of progress in the last quarter (October-December 2014). Additionally, a summary of progress against the Monitoring and Evaluation Framework (MEF) is provided in *Annex Three*.

2.1 SUMMARY OF PROGRAMME ACHIEVEMENTS 1 JANUARY TO 31 DECEMBER, 2014

All approved activities under the 24-month Extension Plan have now been commenced, with the majority of activities having been completed in this period. Detailed reporting on progress and achievements during 2014 have been submitted: in the *Fourth Six Monthly Progress Report* (January-June 2014); and the *Ninth Quarterly Progress Report* (July-September 2014).

In summary, key achievements for the 12-month period, comprise:

- **Toolkits:** Eight toolkits have been refined, published and distributed in hard copy to all partner courts and key PJDP stakeholders, comprising the:
 - Access to Justice Assessment Toolkit;
 - Toolkit for Review of Guidance on Judicial Conduct;
 - Family Violence and Youth Justice Project Workshop Toolkit;
 - Judges' Orientation Toolkit;
 - Trainers Toolkit: Designing, Delivering and Evaluating Training Programs;
 - Time Goals Toolkit;
 - National Judicial Development Committee Toolkit; and
 - Annual Court Reporting Toolkit.

Six further toolkits are currently in various stages of piloting, refinement, and finalisation for publication and distribution at the final Chief Justices' Leadership Workshop and Programme Executive Committee (PEC) Meeting in April 2015.

- **Regional Governance and Leadership Activities:** A total of four regional governance and leadership activities were conducted during the year, including: one Chief Justices' Leadership Workshop; one National Coordinators' Leadership Workshop; and two PEC Meetings.
- **Regional Capacity Building Activities:** Two Decision Making Workshops (one for lay and the other for law-trained judicial and court officers), as well as one Orientation Workshop, were successfully delivered to 63 participants from across the region. A team of 9 Regional Training Team (RTT) members were active as facilitators in these workshops.
- **Sub-Regional Activity:** A second, additional, Court Annual Reporting Workshop was held in the Cook Islands from 23-24 October, 2014 to review progress, share challenges from each jurisdiction in developing their Court's Annual Report, and to progress court performance data collection.
- **Bilateral / In-country Activities:** 33 bilateral / in-country activities were implemented in 12 partner courts. Of these activities 13 were delivered under the Responsive Fund.
- **Additional Activities:** Five 'additional activities' were identified and approved by the PEC using funding from Programme underspend. These activities include: Piloting of the Complaints Handling Toolkit; Development and piloting of a Project Management Toolkit; Piloting of the Local Orientation Workshop Delivery Toolkit in one additional PIC (FSM); the design of an Interim Plan for six-month transitional support following the end of the PJDP; and the publication of eight hard copy Toolkits. Letter of Variation (LoV) 14, signed on 22 December, 2014 approved the inclusion of additional Complaints Handling Toolkit inputs; and the preparation of a Concept Note for the Remote Delivery of PJDP Services.
- **External links and additional support mobilised by the PJDP:** The Programme continues to work closely with a number of organisations and other programmes in the region. During the reporting period the PJDP continued and extended interaction with: New Zealand and Australian judiciaries; PacLII; Pacific Police Development Program (PPDVP); and South Pacific Lawyers Association.

2.2 DETAILED SUMMARY OF PROGRESS (OCTOBER TO DECEMBER, 2014)

"While some initiative may be local, the PJDP developed the initial concepts for these which inspired these local initiatives - PJDP provided the ignition key"

Feedback of Pacific Member of the Programme Executive Committee, October 2014.

2.2.1 Toolkits

Eight toolkits were refined, published and distributed in hard copy to all partner courts and key PJDP stakeholders. Reference is made to each in the following project / activity discussion.¹

The toolkits aim to support partner courts to implement development activities locally by providing information and practical guidance on what to do and how. The use of these toolkits will vary depending on the priorities, capacity and commitment of each PIC. During the course of the year, a number of additional toolkits were identified and approved for design and/or piloting and distribution, bringing the total number of toolkits to 14. A full list of Toolkits is provided in **Annex Four**.

By making these resources available, PJDP aims to build local capacity to address local needs while reducing reliance on external donor and technical support as much as possible.

¹ Note: Activity summaries in the following discussion are listed in the order in which they are numbered in the head contract between MFAT and the Federal Court of Australia (as amended).

2.2.2 Family Violence / Youth Justice Project

- **Status:** All nine activities scheduled for completion in 2014, have been successfully completed. The final follow up visit to the Solomon Islands and remote support to Niue are scheduled for early 2015.
- **Summary of progress:** Four Family Violence / Youth Justice (FV / YJ) Workshops and three FV / YJ Follow-up Visits conducted this year were reported on in earlier reports. Between October and December 2014, one FV / YJ workshop (Niue) and one Follow-up Visit (Cook Islands) were successfully completed.
 - **Niue FV / YJ Workshop:** Was held in Alofi, Niue from 8-12 December. The workshop was very different to any other delivered under the FV / YJ Project. Niue has a total population of approximately 1,500 people and all of the resident judicial officers are lay. The number of cases coming through the criminal and civil courts is slight, and unsurprisingly, the court sits infrequently and mostly monthly. The New Zealand High Commissioner, His Excellency Mr Ross Ardern, is a former Commissioner of Police for Niue and took an active interest in the planning and implementation of this workshop. Niue has no special criminal legislation to deal with family violence or juvenile justice cases. Charges are simply brought under the Niue Act 1966. As such, the workshop focused on how family court cases could be processed to enhance access to and the rights of victims of family violence, and to emphasise that when young people appear in the courts, they too might be handled differently. In addition, there was the clear wish on the part of the participants to better address culture and religion by introducing Village Council chairs and church pastors into the consultation and where relevant, decision making process. As a result, a flowchart for judicial officers to follow when handling family violence cases was designed, that is expected to be finalised and implemented following meetings by the local judiciary in February 2015. Formal participant feedback received in the post-workshop questionnaires also rated overall satisfaction of the workshop at over 82%.
 - **Cook Islands FV / YJ Follow-up visit:** was held in Rarotonga from 13-15 October, 2014. The aim of the visit was to review what has happened since the initial workshop and to assess whether outcomes reached at that workshop have been sustainable. It transpires that great inroads have been made to set up and launch a new style of Youth Court. Named; 'Te Koro Aka'au', it is a first in the Pacific. In order to embed new processes, further engagement with community leaders and elders, administration of court time and exploring what advocacy for young people might occur will be beneficial. In relation to family violence, a new Family Law Bill is being developed for consideration by Parliament. Feedback identifies that Justices' of the Peace felt that there was merit in using a particular type of sentence where a family violence defendant might be convicted and sentenced. Formal participant feedback received in the post-workshop questionnaires also rated overall satisfaction of the workshop at over 92%.

The *Family Violence and Youth Justice Workshop Toolkit* was distributed in hard copy at the 6th National Coordinators' Leadership Workshop in October. In December remaining hard copies were distributed to the PJDP's partner courts.

- **Next Steps:** Preparations are underway for the final follow-up visit in Solomon Islands scheduled for 19-20 March, 2015. Remote follow-up assistance will be provided to Niue in the first quarter of 2015.

2.2.3 Enabling Rights Project

- **Status:** The project has been successfully completed. The *Enabling Rights Toolkit* will be distributed to Chief Justices at their regional meeting in April 2015.
- **Summary of progress:** Following the initial visit during 18-26 May to assess needs, the *Enabling Rights Toolkit* was drafted. A second visit to Tarawa, Kiribati was undertaken from 10-23 November. During the visit the Adviser, Dr. Livingston Armytage visited Tabiteueu North, Abemama and Maiana Islands with Senior Registrar Abuera and Chief Registrar Sister Bernadette in order to:

- complete the situation assessment of outer islands;
- identify the unmet needs of court and non-court uses;
- evaluate users' satisfaction with court services; and
- pilot and refine the draft *Enabling Rights Toolkit*.

This intensive consultative process involved 15 formal and informal consultations with island elders, lay Island Magistrates and Court Officers, police, women's groups and youth, as well as other informed community members. A three-day Court-Community Access to Justice and Outreach Workshop was also conducted for more than 60 participants, aiming to: improve the quality of justice administered by courts to the community; provide a process for court outreach and community engagement; identify and address the needs of unrepresented litigants; identify and address unmet legal needs by enabling rights for justice; and piloting and *Enabling Rights Toolkit*.

- **Next Steps:** The *Enabling Rights Toolkit* has been finalised in line with refinements suggested during piloting and will be distributed in electronic and hard copy at the final Chief Justices' Leadership Workshop in April, 2015.

2.2.4 Public Information Project

- **Status:** The project has been successfully completed. The *Public Information Toolkit* will be distributed to Chief Justices at their regional meeting in April 2015.
- **Summary of progress:** Following the first visit during 9-27 June to pilot the draft *Public Information Toolkit*, a second visit took place between 25 October-11 November, to distribute the public information produced during the pilot to Nanumaga, Nui, Numea, Vaitupu, Nukufetau, Nui, Nulakita and Nukulaelae islands. A workshop was held for Island Court Magistrate in Nukulaelae to introduce the Public Information Project and the materials that had been produced thus far. A further workshop for 29 participants was conducted in Funafuti, including Presidents and Vice-Presidents of the Island Courts. Key presentations included: record keeping, jurisdiction, annual reporting and public information. Several posters and leaflets, in both English and Tuvaluan, are now displayed in courts on: the code of judicial conduct; how to behave in court; what happens during a court hearing?; the island court; the lands court; and other general information for court users.
- **Next Steps:** The *Public Information Toolkit* has been finalised in line with refinements suggested during piloting and is being prepared for electronic and hard copy distribution at the final Chief Justices' Leadership Workshop in April, 2015.

2.2.5 Complaints Handling Project

- **Status:** The project has been successfully completed. The *Developing Codes of Judicial Conduct Toolkit* has been distributed in hard copy to PICs and PJDP stakeholders. An additional activity suggested in October by the PEC will take place in Vanuatu in early 2015.
- **Summary of progress:** The *Developing Codes of Judicial Conduct Toolkit* was refined in line with lessons obtained from the piloting activity in Vanuatu. The Toolkit was published and distributed in hard copy at the 6th National Coordinators' Leadership Workshop in October. In December remaining hard copies were distributed to the PJDP's partner courts. It was recommended at the 9th PEC Meeting in Rarotonga in October that an additional visit to Vanuatu would be beneficial to launch the Judiciary's newly adopted complaints handling process.
- **Next Steps:** Pursuant to LoV 14, preparations are being made to support the launch of the newly adopted complaints handling process in Vanuatu with a visit planned for the first quarter of 2015.

2.2.6 Regional Governance and Leadership Meetings

- **Status:** Four leadership meetings were held in 2014. A final leadership workshop will take place in April 2015 each for the PEC and Chief Justices.
- **Summary of progress:** Further to reports previously submitted detailing other leadership activities conducted this year, the 9th PEC Meeting (23-25 October), and the 6th National Coordinators' Workshop (20-22 October) took place in Rarotonga, Cook Islands. The PEC meeting enabled the PJDP team to provide an update on progress of activities; budgeting; management and discussion on planning for the next phase (the proposed Pacific Judicial Support Initiative, or 'PJSI'), and interim options for a transition phase.

The National Coordinators' Leadership Workshop provided an opportunity to: update and discuss current PJDP activities, including providing National Coordinators with eight sets of hard copy toolkits for delivery to their Chief Justice; and the opportunity to interact; share experiences and build leadership with their Pacific Island counterparts. These two activities were attended by a total of 21 participants from 12 PICs, and NZ MFAT. Of the 21 participants a total of 12 participants (57%) were female.

- **Next Steps:** Planning and logistical arrangements for the PEC Meeting and Chief Justices' Leadership Workshop in Apia, Samoa in April, 2015 are currently underway.

2.2.7 Responsive Fund Mechanism

- **Status:** Since commencement of the 24-month Extension Plan 23 applications have been received. Of those, 21 were approved; one application is currently undergoing further amendment and is likely to be approved early in 2015, and one application was withdrawn. During the reporting period, seven applications were received and approved. Of these, five have been delivered to date.² Since the last report in September, two new applications have been received, securing all available funding under this Project.
- **Summary of progress:** Of the 21 approved applications, 20 activities have been implemented, the other is due for completion in early 2015. A detailed list of all Responsive Fund activities implemented under the 24-month Extension Plan is found in **Annex Five**.
- **Next Steps:** The PJDP team will continue to work with two PICs to implement and finalise report and acquittals for all activities.

2.2.8 Project Management Toolkit Pilot Project

- **Status:** The draft *Project Management Toolkit* has been developed for piloting. Further to discussions at the National Coordinators' Leadership Workshop, the PEC approved Tuvalu as the partner court in which this toolkit will be piloted.
- **Summary of progress:** The aim of the Project Management Toolkit Pilot Project is: to bolster the competence, confidence and self-sufficiency of those with responsibilities for leading, developing, conducting, monitoring, and reporting on development projects for which they are responsible. It explains key processes and provides a range of adaptable tools.
- **Next Steps:** Logistical arrangements have commenced for the visit to Tuvalu to take place during 23 February-10 March, 2015.

2.2.9 Judicial Administration Project (Time Standards and Delay Reduction)

- **Status:** Six in-country visits were undertaken in 2014, four related to Time Standards and two related to Delay Reduction. The *Time Goals Toolkit* was published and distributed in hard copy at the 6th

² A total of nine RF activities have been delivered in 2014 (inclusive of four that were approved in late-2013).

National Coordinators' Leadership Workshop in October. In December remaining hard copies were distributed to the PJDP's partner courts. The draft *Delay Reduction Toolkit* has been piloted and will be finalised following the last in-country visit in April 2015. In July, an Online Information Technology Forum was launched to provide remote support to IT administrators across the region.

- **Summary of progress:** Since the last periodic report, the following activities were completed:
 - **Time standards:** The fourth and final in-country visit was undertaken to the Solomon Islands from 29 September-17 October. The visit concludes contributions to the region wide objective of improving systems and processes to; support the timely flow of cases, assist courts to meet obligations and to conduct a fair trial in a reasonable time. To do this, goals for length of time it should take to dispose of a case from filing to disposition were developed. Overall, time goals were promulgated for all the courts and case types for Solomon Islands and 59 judges, court personnel and stakeholders were trained. The workshop evaluations rated satisfaction of it at 91%.
 - **Delay reduction:** An in-country visit to Kiribati took place from 10-28 November. The visit followed the pilot of the *Time Goals Toolkit* in 2012 which comprised two three-week visits to promulgate and implement time goals for 7 case types in the High Court and 12 case types in the Magistrates Court. The recent visit enabled progress made since the 2012 to be reviewed using the time goals as a benchmark from which the backlog was measured. Workshop participants rated satisfaction of it at over 91%.
 - **IT Administrators Network:** An Online Information Technology Forum was established this year which enables PICs and Federal Court to address IT queries. Since its establishment in July, 13 people from 6 PICs have joined and used the Forum.
- **Next Steps:** Planning and logistical arrangements are being finalised for the last in-country visit to Vanuatu under the Delay Reduction project in April 2015.

2.2.10 Court Annual Reporting Project

- **Status:** Data is being collected for the fourth-year trend data report. Two Court Annual Reporting workshops have now been conducted in 2014.
- **Summary of progress:** Since the last periodic report, a follow-up sub-regional Court Annual Reporting Workshop was held from 23-24 October in Rarotonga, Cook Islands. The workshop was attended by representatives of the six participating PICs; Federated States of Micronesia; Niue, Palau, Papua New Guinea, Tonga and Vanuatu along with the Cook Islands as host. The objective was to review progress and challenges since the Brisbane Workshop (October, 2013). The participants articulated that each court was, as a result, well aware of the importance of capturing quality and accurate data to publicly share insights about workloads and progress. Targeted support to each PIC was also provided to identify next steps towards the completion of their Annual Reports, as well as to introduce the Chart Creator which facilitates and simplifies data collection.

The *Court Reporting Toolkit* was published and distributed in hard copy at the 6th National Coordinators' Leadership Workshop in October. In December remaining hard copies were distributed to the PJDP's partner courts.

- **Next Steps:** Fourth year trend data for the court performance report continues to be gathered and analysed. The report will be published in April, 2015.

2.2.11 Regional Training Capacity Project

Regional Capacity Building Training-of-Trainers (ToT) Workshop:

- **Status:** In February, an Online RTT Forum for all regional trainers was launched to provide remote support across the region.

- **Summary of progress:** The effectiveness of the Online RTT forum to provide remote support was reviewed. The advisor is currently determining how best to improve the delivery of support for RTT members remotely. A total of 14 participants have been invited to participate in the upcoming Regional Capacity Building ToT Workshop. The workshop aims to provide participants with the knowledge, skills and attitudes necessary to competently develop and deliver training programmes in their own country and/or region. The workshop will be co-facilitated by an RTT member from Marshall Islands.

The *Trainer's Toolkit: Designing, Delivery and Evaluating Training Programs* was published and distributed in hard copy at the 6th National Coordinators' Leadership Workshop in October. In December remaining hard copies were distributed to the PJDP's partner courts.

- **Next Steps:** Preparations for the final Regional Capacity Building Training-of-Trainers Workshop in Auckland, New Zealand from 9-20 February, 2015, are well advanced with all nominations for the workshop having been received.

2.2.12 Core Judicial Development Project

Local Orientation Workshop Delivery - Tokelau:

- **Status:** The activity to be conducted with the judiciary of Tokelau was confirmed to occur in Apia, Samoa during February 2015.
- **Summary of progress:** Two workshops are planned during February 2015: i) a three-day faculty / ToT workshop to support the 3 RTT members and 2 Tokelauan co-facilitators to develop and finalise their presentations and materials; and ii) a five-day Local Orientation Workshop. The objectives of the Orientation Workshop is to: deliver justice that is accessible and timely to the judicial needs of the people of Tokelau through two specific objectives: by promoting 'judicial competence' by court actors being Law Commissioners and Court Clerks (who are *lay*, that is, non-law trained) to perform their judicial duties effectively; and by promoting a shared vision, understanding and collaboration between court actors and court users being police, Taupulega Appeal Committee representatives and NGO representatives (women, youth and men) to promote excellence in the delivery of justice in Tokelau. It is planned that up to 30 participants (including, Law Commissioners, Court Clerks, Sergeants/Senior Constables, Taupulega Appeal Committee Representatives and NGO's) will attend the workshop.

The *Judges' Orientation Toolkit* was published and distributed in hard copy at the 6th National Coordinators' Leadership Workshop in October. In December remaining hard copies were distributed to the PJDP's partner courts.

- **Next Steps:** Preparations are underway for the implementation of the Local Orientation Workshop for Tokelau in Apia, Samoa from 4-13 February, 2015.

3.0 PROGRAMME MANAGEMENT

All requisite Milestones were submitted on or before the date agreed with MFAT during the reporting period. Since the submission of the last Quarterly Progress Report, the following reports have been submitted:

Milestone and Report	Due	Submitted
M.45: Quarterly Report to PEC (July-September, 2014)	30 September	30 September
M.46: Lay Judicial Officers Orientation Regional Workshop Activity Completion Report	31 October	28 October
M.47: Lay and Law-trained Judicial Officers Decision-Making Regional Workshop Activity Completion Report	30 November	27 November
M.48: Tokelau Local Orientation Course Toolkit Workshop Agenda	31 December	20 December

In relation to other Programme management matters not otherwise reported on:

1. **Budget:** A full financial acquittal for the year up to 30 June, 2014 was provided as part of the June 2014 invoice submitted on 24 July, 2014.
2. **Letter of Variation Number 14 (LoV 14):** Planning and budgetary documentation was submitted to and approved by MFAT based on the in-principle approval of the PEC for a number of additional activities to be undertaken using projected underspends in the approved PJDP budget. The PEC approved additional activities in LoV 14 include: additional support to the implementation of the Complaints Handling Toolkit; a possible MSC Initial Re-engagement Visit to the Fijian Judiciary; and the development of a Concept Paper on Remote Delivery of PJDP Services. LoV 14 was signed on 22 December.
3. **Six month Interim Plan:** at the direction of the PEC and NZ MFAT, the MSC developed and submitted a draft *Six-month Interim Plan*. The Plan was developed to ensure continued engagement with PIC courts during the transition between the end of the PJDP Phase 2 (30 June, 2015) and the anticipated commencement of the planned Pacific Judicial Support Initiative (PJSI) on 1 January, 2016. The Plan embodies the direction of the PEC and MFAT. It is based on strategic, technical, managerial, and budgetary advice provided by the MSC for consideration by the PEC, and aims to:
 - *Enable* continuity of judicial leadership across the 6-month interim period.
 - *Extend* selective PJDP key strengths and successes.
 - *Consolidate* momentum in stakeholders' capacity-building.
 - *Facilitate* a 'parallel-track' design process for engagement of stakeholders as required.
4. **Website:** To assist with the dissemination of materials and information both the PacLII and MSC supported PJDP websites have been updated throughout the reporting period. New materials, newsletters, toolkits and media releases continue to be uploaded. The MSC tracks usage of and traffic across its website, and since records began in September 2012, a total of 10,064 views have been recorded. During 2014, 5,641 page views were recorded. Aside from the home page the next most viewed page is the *'Toolkits'* page with 1,117 views by new and repeat users. Further details on the website's usage can be found in **Annex Seven**.
5. **Newsletter:** The eighth edition was published in June 2014. This along with the soon to be published ninth edition, include several contributions written by National Coordinators and workshop participants. The ninth edition will be sent to PIC counterparts and partners in the Pacific, Australia, New Zealand and beyond in early 2015.
6. **External Linkages:** The PJDP continues to work closely with a number of organisations and other programmes in the region. During the reporting period the following support was received from:
 - *New Zealand and Australian Courts:* judicial expertise was provided by both judiciaries to support the Lay and Law-trained Judicial Decision Making Training; Family Violence and Youth Justice Workshop in Niue; and a range of Responsive Fund activities. The MSC's Information Technology (IT) Department have also provided support to the region through the Information Technology Online Forum (ITOF).
 - *PacLII:* uploaded and published PJDP information and materials, and the Programme promoted to partner courts that they regularly submit judgments to PacLII.
 - *Pacific Police Development Program (PPDVP):* provided expertise at no professional or logistical cost to the PJDP to support selected sessions of the Family Violence / Youth Justice Awareness Workshops in the Cook Islands and Solomon Islands.
 - *Various other organisations* - including the: Family Court of Australia (Court Annual Reporting Workshop); South Pacific Lawyers Association; Crown Counsel - Crown Law Office and Punanga Tauturu (Family Violence / Youth Justice Follow-up meeting in the Cook Islands; have provided support.

A detailed summary of additional, un-costed and pro bono support mobilised by the Federal Court for the PJDP during 2014 is found in **Annex Eight**.

7. **Logistical, administrative and financial arrangements:** were completed for all activities and further arrangements are being made in the next quarter (i.e. January-March, 2015) for:

- Regional Capacity Building Trainer-of-Trainers Workshop (Auckland, New Zealand 9-20 February, 2015).
- Seventh Chief Justices' Leadership Workshop (Apia, Samoa 20-22 April, 2015).
- Tenth PEC Meeting (Apia, Samoa 23-25 April, 2015).
- Toolkits: completion, refinement and distribution of a further 6 toolkits.
- Adviser and bi-lateral activities for the: Family Violence and Youth Justice Project; Responsive Fund Mechanism; Judicial Administration Project (Delay Reduction); Court Annual Reporting Project; Local Orientation in Tokelau; and piloting of the Project Management Toolkit.
- '*Additional approved activities*' including an additional visit under the Complaints Handling Toolkit Project; and development of a Concept Paper for Remote Delivery of PJDP Services.

A self-assessment against the contractually defined management quality indicators can be found in **Annex Nine**.

4.0 CROSS-CUTTING ISSUES

Sustainability: Central to the vision for this phase of the PJDP is enhancing the institutionalisation, localisation and sustainability of judicial training and court development services for stakeholders across the region. Specifically, sustainability has been promoted by:

- Developing regional judicial leadership through face-to-face and virtual fora along with networks to address shared issues, problems and solutions;
- Delivering practical pilot projects designed to provide local actors with the capacity to replicate methodologies locally without/less external technical assistance;
- Documenting the pilot project processes, associated instruments and methods and publishing them in 8 toolkits which have been disseminated across the region.
- Developing local capacity to assess training needs, design and conduct training;
- Enabling RTT members, through the Responsive Fund; to lead the design and delivery of highly nuanced activities in individual PICs and, through co-facilitation of core professional development activities; to continue honing their skills; and
- Bolstering institutional acceptance of and capacity to report on the Cook Island Indicators through ongoing support to and collection of court performance data.

Assessing the extent to which skills have been effectively and sustainably transferred is inherently complex and requires significant investment beyond the resources which the MSC has at its disposal. However, post-activity assessments indicate notable increases in knowledge across all professional development activities, with an average increase of:

- 40.51% at the Regional Decision Making Workshop;
- 38.25% at the Regional Lay and Law Orientation Workshops; and
- 45.95% increase at the Local Orientation Workshop.

Assessments following inputs by technical advisers including toolkit pilot activities provides similar increases. A survey on the use of toolkits completed as part of the National Coordinators' Workshop in October, indicates that 75% of NCs have accessed the toolkits and 42% have used the toolkits in their court. The

latter figure demonstrates the utility of the toolkits and emerging interest and capacity within PICs to use them.

28 of the 43 RF activities delivered under Phase 2 of PJDP were delivered by RTT members. All RF activities delivered in 2014 were facilitated or co-facilitated by RTT members. This is an increase since 2013 and demonstrates increased confidence and capacity to lead the design and implementation of activities locally.

Gender and Human Rights: During the reporting period, 487 women actively participated in regional training, bilateral support visits and management meetings, representing 41.34% of all participants. Substantively, gender and human rights issues were addressed in the context of:

- *Enabling Rights Project:* which traverses key rights incorporated in core human rights treaties.
- *Women and children's rights:* during the Family Violence and Youth Justice Workshops in Cook Islands, Solomon Islands, Niue, Palau and Tonga. Sessions also focused on victims of crime and domestic violence, as well as international human rights treaties during the Regional and Local Orientation Workshop/s; and data gathering and presentation techniques during the sub-regional Court Annual Reporting Workshop.
- *Equity and equality:* are specifically included in: all professional development (Component 4) activities; in the court annual reporting and judicial administration (Component 3) activities; as well as in specific discussions on cross-cutting issues in the draft Project Management Toolkit.
- *Due process, fair and efficient trial/resolution of disputes:* are core inclusions within the judicial administration and professional development activities.

5.0 EMERGING RISKS

The risks identified and updated in the 24-month Extension Plan have been reviewed, and are considered to remain valid and current. One additional risk has been recognised in light of preparing the Six-month Interim Plan (July-December 2015), as follows:

Risk	Result	How Risk will be Addressed
Short implementation timeframe and limited activities during the transition period.	Some core team members and advisers will be lost to other commitments.	The MSC will advise the core team and advisers of the status quo and ask that they remain available for possible re-engagement later.

Risks will continue to be monitored and reported upon as part of regular progress reporting and exception reporting (as required).

6.0 LESSONS FROM THE IMPLEMENTATION EXPERIENCE

The lessons learned developed at the commencement of the 24-month Extension Plan have been reviewed during the implementation of this Plan, including in developing this Annual Progress Report. At this time, the lessons documented in the Plan are considered to remain valid and current.

7.0 CONCLUSION

A significant number of activities have been implemented during the reporting period: seven regional activities; 20 bilateral/in-country visits; and 13 Responsive Fund activities in 12 PICs. Fourteen toolkits have either been published, drafted, and/or piloted, ensuring that valuable skills and knowledge are passed on to all judicial and court staff in the Programme's Partner Courts. A number of 'additional activities' to use available project underspend have been progressively identified, approved, and implemented to ensure greater value for money.

None of these achievements would be possible without the continuous support and active involvement of the region's senior judicial leadership and the Government New Zealand's ongoing funding support. This support has enabled the PJDP Team to continue to implement approved projects and to produce the outputs and outcomes which contribute to PJDPs overarching goal.

Annexes

Annex One:	Approved Schedule of Activities
Annex Two:	Summary of Participant Numbers
Annex Three:	Progress against Monitoring and Evaluation Framework
Annex Four:	Toolkit Pilot Delivery
Annex Five:	Responsive Fund Activities
Annex Six:	Expenditure Summary
Annex Seven:	Summary of PJDP Website Statistics
Annex Eight:	Additional, Un-costed and Pro Bono Support to the PJDP
Annex Nine:	Self-assessment Against the Quality Indicators in the Contract

ANNEX ONE - APPROVED SCHEDULE OF ACTIVITIES

Regional Activities:

Activity	Indicative Timing	Locations
1. 5 th National Coordinators' Leadership Workshop	20-22 Oct, 2013	Brisbane
2. 5 th Chief Justices' Leadership Workshop	23-25 Oct, 2013	Brisbane
26 th LAWASIA Conference (non-PJDP)	27-30 Oct, 2013	Singapore
3. 7 th PJDP Phase 2 PEC Meeting (by teleconference)	26 Nov, 2013	Remote
4. Regional Advanced RTT Curriculum Development & Programme Management Workshop	25-29 Nov, 2013	Palau
5. Lay Decision-making Workshop	5-7 Feb, 2014	Vanuatu
6. Law-trained Decision-making Workshop	10-12 Feb, 2014	Vanuatu
7. 6 th Chief Justices' Leadership Workshop	6-8 Mar, 2014	Auckland
Pacific Judicial Conference (non-PJDP)	10-12 Mar, 2014	Auckland
8. 8 th PJDP Phase 2 PEC Meeting	13-15 Mar, 2014	Auckland
9. Regional Lay Judicial Officer Orientation Workshop	7-12 July, 2014	Solomon Is.
10. 6 th National Coordinators' Leadership Workshop	20-22 Oct, 2014	Cook Islands
11. 9 th PEC Meeting	23-25 Oct, 2014	Cook Islands
12. Regional Capacity Building ToT Workshop	9-20 Feb, 2015	Auckland
13. 7 th Chief Justices' Leadership Workshop	20-22 Apr, 2015	Samoa
14. 10 th (Final) PJDP Phase 2 PEC Meeting	23-25 Apr, 2015	Samoa
15. RTT Mentoring Network	Ongoing	Regional
16. IT Administrators' Network	Ongoing	Regional
17. Collection of Court Performance Data (14 PICs)	Ongoing	Regional

Responsive Fund Activities:

Activity	Deadline
<i>RF Applications – Round One:</i>	30 Sept, 2013 (closed)
<i>RF Applications – Round Two:</i> (Cook Islands; Kiribati; Tokelau only)	15 Dec, 2013 (closed)
<i>RF Applications - Additional Rounds:</i> <i>Round Three: closed 13 December, 2013</i> <i>Round Four:</i> (depending on availability of funds – assessed on a 'first in first served' basis)	Ongoing (closed)

In-PIC Activities:

Activity	Location(s)	Tentative Timing
<i>Family Violence / Youth Justice Project</i>		
1. Implementation	Tonga	18-20 Sept, 2013
2. Implementation	Samoa	8-11 Oct, 2013
3. Implementation	Cook Islands	10-14 Feb, 2014
4. Implementation	Sol. Is.	18-22 Aug, 2014
5. Implementation	Niue	8-12 Dec, 2014
1. Follow up	Vanuatu	12-15 Feb, 2013
2. Follow up	Cook Islands	13-15 Oct, 2014
3. Follow-up	Sol. Is.	19-20 Mar, 2015
4. Follow up	Palau	9-11 Sept, 2014
5. Follow up	Tonga	28-29 Apr, 2014
6. Follow-up	Niue	Remote
<i>Public Information Project</i>	Tuvalu	1 st visit: 9-27 June, 2014 2 nd visit: 27 Oct-10 Nov, 2014
<i>Enabling Rights Project</i>	Kiribati	1 st visit: 18-25 May, 2014 2 nd visit: 10-23 Nov, 2014
<i>National Judicial Development Committee Project</i>	Cook Is.	25-31 May, 2014
<i>Judicial Administration – Time Standards</i>		
1. Activity 1	Marshall Is.	14 Apr-6 May, 2014
2. Activity 2	FSM	7 May-27 May, 2014
3. Activity 3	Samoa	16 Jun-4 Jul, 2014
4. Activity 4	Solomon Is.	29 Sep-17 Oct, 2014
<i>Judicial Administration - Delay Reduction</i>		
1. Judicial Administration - Delay Reduction	Vanuatu	Visit 1: 25 Nov-13 Dec, 2013 Visit 2: 9-13 Jun, 2014 Visit 3: April 2015 (TBC)
2. Judicial Administration – Delay Reduction	Kiribati	10-28 Nov, 2014
<i>Court Annual Reporting Project</i>		
1. Sub-regional Activity	FSM; Palau; Niue; PNG;	16-18 Oct, 2013
2. Follow up (until first Annual Report developed)	Tonga; Vanuatu	Ongoing
<i>Local Orientation Workshop Delivery</i>	Tokelau	4-13 Feb, 2015
<i>Decision-making Local Peer Review Project</i>	Marshall Is.	1-4 Sept, 2014
Approved Additional activities:		
1. <i>Local Orientation Workshop Delivery</i>	FSM	2-13 Jun, 2014
2. <i>Complaints Handling Pilot Project</i>	Vanuatu	Visit 1: 30 Jun-18 Jul, 2014 Visit 2: Feb 2015 (TBC)

Activity	Location(s)	Tentative Timing
3. <i>Project Management Pilot Project</i>	Tuvalu	24 Feb - 10 Mar, 2015
4. <i>Development of a Concept Paper on Remote Delivery of Services</i>	Regional	Feb-Mar 2015 (TBC)
5. <i>Publication of hardcopy toolkits</i>	Regional	8 Toolkits: Sept, 2014 6 Toolkits: Mar, 2015

ANNEX TWO - SUMMARY OF PARTICIPANT NUMBERS

Activity	Judicial Officers	Court Officers	Other Roles	Total No. of Participants	Male	Female
Governance & Leadership Activities:	26	11	0	37	25	12
Regional Training Activities:	50	25	0	75	46	29
In-country (bilateral + RF Activities):	346	392	336	1,024	585	439
RTT / Local Trainers as Co-Facilitators:	28	14	0	42	35	7
TOTAL 2014:				1,178	691	487

Total participant days = 3,676

ANNEX THREE - PROGRESS AGAINST THE APPROVED MONITORING AND EVALUATION FRAMEWORK

24-month EP: Year 4.5 Target <i>(June 2015)</i>	18-mth Plan + 12-mth EP: Year 2.5 Target <i>(June 2013)</i>	Baseline 2010	Progress against baseline December 2014	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
Programme Goal: Strengthened governance and rule of law in Pacific Island Countries through enhanced access to justice and professional judicial officers who act independently according to legal principles.							
All PICs report a continuing positive trend in court performance, transparently accounting for performance and routinely using performance data to forward plan.	All PICs have court and judicial performance feedback from court users and demonstrate a positive trend in internal court performance data.	PICs have: no common set of indicators to assess court performance or performance enhancement models to transpose, no regional governance mechanisms to institutionalise judicial development or manage internal governance / ethics, an unquantified number of marginalised prospective court users and a significant number of lay judicial officers.	PICs continue (now in its fourth year) to qualitatively and quantitatively assess and provided court performance data.	PICs provide year two and four court performance data. Courts aware of what court users' needs are.	Perceptions of quality, professionalism, accessibility, efficiency and reliability of judicial services.	PIC courts and court users' surveys.	TA
			Tools have been disseminated to all PICs, and further revision of these is underway, to assist the PICs in the process of assessing and reporting on court performance, as well as developing codes of judicial conduct, including the management of internal governance/ethics.	Participating PICs have qualitatively and quantitatively assessed court performance and judicial development and participated in self-improvement activities to strengthen governance, access to justice, judicial administration and professionalism.			
			Judicial and court officers in all PICs have, and are continuing to receive training in a broad range of legal and procedural areas according to their individual needs, and the needs of their court. RTT members are continuously engaged in designing, facilitating and/or co-facilitating local and regional training activities.		Evidence of progress against judicial development and court performance goals in each PIC.	Statistical data collected by PIC courts. Needs Assessment survey / regional discussions at CJ/ NC meetings.	MSC

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline December 2014	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
Programme Purpose: To support PICs to enhance the professional competence of judicial officers and court officers, and the processes and systems that they use.							
PICs are independently implementing tools and methodologies for continued self-improvement, with results shared between the region's Chief Justices.	PICs have tools and methodologies to continue self-improvement and preliminary results are presented to the PEC.	PICs have: no common set of indicators to assess court performance or performance enhancement models to transpose, no regional governance mechanisms to institutionalise judicial development or manage internal governance / ethics, an unquantified number of marginalised prospective court users and a significant number of lay judicial officers.	Pilot PICs are, with some assistance, implementing and practicing the use of tools and methodologies, and independent implementation of these tools is yet to be realised.	Pilot PICs are developing, implementing or practising the use of tools and methodologies to continue self-improvement efforts.	Quality/perceptions of benefit of: 1. PIC court coordinating with informal justice systems. 2. Communication and sharing of experience with other PICs through PJDP activities. 3. Judicial conduct structures. 4. Performance monitoring and programming actions to improve performance. 5. Case process re-engineering and documentation of process. 6. Planning and delivery by local actors of needs-based training and provision of resources.	Stakeholders' surveys / interviews conducted by NCs.	MSC
1.0 Access to Justice							
Up to two PICs better addressing broader justice needs, and up to five PICs responding more competently to family/ juvenile justice issues	Preliminary results in at least one PIC about: strengthened planning for improving accessibility of justice and improved competence to	Inadequate data about informal justice service providers (and low levels of know-how) to enable judicial leadership to assess, plan and direct an integrated process of in/formal	Seven PICs have received workshops and/or monitoring visits to improve their competence to respond to family/juvenile issues. Implementation of activities in two PICs was undertaken to address	Access to Justice Plan developed in selected PICs (based on demand via the Responsive Fund) enabling the integration of justice services; improved competence to	Number and quality of Access to Justice Plans; quality of toolkit and number of PICs it is implemented in; perceived improvements in competence to respond to family violence, youth justice and other priority	Access to Justice Plan.	TA

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline December 2014	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
	manage family/ juvenile cases	justice services. There is disharmony between in/formal justice systems in the region 2012 Baseline: Judicial officers are not aware of and/ or not appropriately responding to family violence and juvenile justice issues which are pervasive across the region. A poor response to these issues undermines appropriate access to justice for vulnerable groups	priority issues and broader justice needs - in one PIC through the Enabling Rights Project and in one PIC through the Public Information Project.	respond to family / juvenile issues and other priority issues and improvements in public awareness of rights/remedies and in judicial responses to priority justice needs.	justice needs.		
Access to Justice (formerly Customary Dispute Resolution) Project							
To support selected PICs to systematically address community dispute resolution needs.	One integrated in/formal justice system planning workshop conducted using	No evidence-based strategy exists to integrate in/formal justice systems in the region.	Further activities under the Access to Justice Project will be implemented at the request of an individual PIC via the Responsive	The <i>Regional Access to Justice Planning Toolkit</i> implemented in interested PICs using the Responsive	Quality of Access to Justice Plan particularly their incorporation of community dispute resolution needs.	Access to Justice Plans / RF reports.	TA

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline December 2014	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
	preliminary research data and providing technical inputs into integrated planning.		Fund mechanism, and ongoing support given to the pilot PIC (Tuvalu) to implement the toolkit (as requested).	Fund mechanism enabling Access to Justice Plans to be developed and implemented.	Number of PICs the Toolkit is implemented to.		
Enabling Rights Project							
Claim(s) of previously unmet legal needs are brought to, and resolved by, the courts in at least one PIC.	NA	Baseline 2013: courts do not promote equal access to or focus on being responsive to the needs of the citizens they serve. As a result, there is a plethora of unmet justice needs within the community.	Two in-country visits have been undertaken (Kiribati) to assess the needs of the Judiciary; legal sector and community at large; and pilot the <i>Enabling Rights Toolkit</i> . The <i>Enabling Rights Toolkit</i> is being refined and will be available electronically and in hard copy to all Partner Courts and stakeholders in early 2015.	A methodology enabling those seeking justice to access available remedies is developed, piloted and adopted in one PIC.	Quality of toolkit for promoting justice for beneficiaries. Percentage increase in claims made to courts for remedies focussed on during the pilot.	Toolkit and TA/PIC reports.	TA/PIC
Family Violence and Juvenile Justice Project							
Up to five PICs responding as a sector, more holistically and competently to family/juvenile justice issues.	Improvements in competence to manage family/juvenile issues in two PICs.	2012 Baseline: Judicial and court officers are not aware of and/or not appropriately responding to family violence and juvenile justice issues which are pervasive across	Workshops have been held in five PICs to improve competence and responses to family/juvenile justice issues. Four PICs received a follow-up visit to bolster these outcomes. On average 50 participants attended each workshop. All	Improvements in awareness, knowledge, skills, attitudes relating to relevant issues, law, contemporary practice and procedure in up to two additional PICs and increased	Number of judicial officers trained and quality of training, including relevance, usefulness, skills and knowledge gained.	Pre/post-workshop participant self-assessments.	TA

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline December 2014	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
		the region and the poor responses to these issues undermines appropriate access to justice for vulnerable groups.	participants reported increased confidence and demonstrated improved competence related to the relevant issues, law, contemporary practice and procedure. Workshops produced a compilation of objectives that organisations in attendance are to pursue to increase coordination and collaboration, as well as jointly improve their response to family/juvenile justice issues. The <i>Family Violence and Youth Justice Workshop Toolkit</i> has distributed to all Partner Courts and stakeholders.	cooperation, coordination and collaboration between stakeholder agencies to address relevant issues.			
Public Information Project							
A portfolio of public information resources developed piloted and disseminated in one PIC available for adaption across the region.	NA	NA	The draft <i>Public Information Toolkit</i> was introduced and piloted in Tuvalu (June and November, 2014 visits) during which, consultations with a wide range of justice sector and community representatives took place. Brochures and public awareness materials have been developed, translated, published and distributed. The <i>Public Information Toolkit</i> is being refined and will be available	Improved access to public information on legal rights/remedies and court services.	The quality of the toolkit developed including brochures on legal rights/remedies and court services, tools for developing brochures and posters; newspaper and radio notices; community information presentations; and related training for court staff. The MSC ensures that this initiative does not duplicate the work of other	Toolkit.	TA

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline December 2014	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
			electronically and in hard copy to all Partner Courts and stakeholders in early 2015.		initiatives (eg RRRT). In its approach to implementation, the MSC will explore the possibility of adapting resources developed by other initiatives where appropriate rather than re-inventing the wheel to ensure cost-effectiveness and value for money.		
2.0 Governance							
Greater judicial ownership of professional development across the region.	Improvements in: judicial conduct and leadership; and local management and implementation of judicial development activities in up to four PICs.	No CoJCs exist in the region based on and adapted from internationally recognised principles. No PIC driven or regionally coordinated options exist to enable ongoing judicial development regionally or lead/implement activities locally.	<i>Complaints Handling Toolkit</i> has been piloted in Vanuatu and amended in light of lessons learned. A further visit is scheduled for February, 2015.	Continued improvements in standards of judicial leadership, integrity, programme management and implementation of local judicial development activities.	Level of improvement in judicial conduct.	Self-assessment by JO and CO user surveys.	NC
			Nine PEC meetings; 6 CJs meetings; and 6 NCs meetings have been held under the 24-month EP.		Four PEC, three CJs and two NC meetings held, perceptions of quality of engagement by key stakeholders.	Meeting reports and feedback.	MSC
			14 PICs submitted applications for RF funding in 2014. 21 activities have been approved since commencement of the 24-month EP.		All approved Responsive Fund activities achieve their objectives; are implemented on time and within budget with minimal assistance from the PJDP Team.	NC reports and MSC confirmation.	NC/ MSC
Scoping for the Institutionalisation of the PJDP (IPJDP) Project							

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline December 2014	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
					Quality of the options paper	IPJDP Options Paper	PJDP IPJDP TA
NA as completed prior to the commencements of the 24 month EP.	Pursue the selected option for institutionalising judicial development in the region.	No options existed to institutionalise judicial development in the Pacific region.	An options paper was researched through visits to several PICs and presented to the PEC. It endorsed the option to enable the PJDP to provide a regional network for discussions of problems and models, capacity building in strategic planning, and the development of pilot activities as models for the other PICs to apply [and] that this emphasis should promote the sustainability of the Programme, flexibility and inclusiveness, and should also retain the Responsive Fund mechanism.	The options paper was finalised and endorsed prior to the commencement of the 24 month EP.	Quality of the framework for the institutionalisation of sustainable programme governance and management mechanisms IPJDP.	PEC agenda and minutes of IPJDP Options Paper.	PJDP IPJDP TA
Codes of Judicial Conduct Project							
Interested PICs develop local statements regarding judicial integrity, appropriate judicial conduct, and strategies to address the growing demand for transparency and accountability; and establish procedures to receive, record,	Improvements in judicial conduct emerging in 4 PICs attributable to the existence and use of a CoJC	No CoJCs exist in the region that are based on and adapted from internationally recognised principles such as the Bangalore principles of judicial conduct.	<i>A Complaints Handling Toolkit</i> has been piloted in Vanuatu and amended in light of lessons learned. A further visit is scheduled for February, 2015. Both electronic and hard copies of the Toolkit will be distributed to Partner Courts and stakeholders in early 2015.	Up to four PICs have a heightened awareness of judicial integrity, with the judiciary overall demonstrating adherence to appropriate standards of judicial conduct; complaints regarding judicial conduct are logged and dealt with	Quality of CoJC and of local participation in their development.	CoJC TA report & PEC/CJ assessment minuted.	CoJC TA / MSC
					Heightened awareness of judicial integrity, and complaints regarding judicial conduct are logged and dealt with in reasonable time.	Self-assessment by JO and CO user surveys.	NC

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline December 2014	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
inquire into, and resolve complaints relating to judicial conduct.				in reasonable time. In-country records identify the number of complaints received, the broad nature of the complaint, time taken between receipt and final resolution, outcome and action taken.			
Regional Governance and Leadership Meetings							
Stakeholders increasingly actively participate in and direct judicial development across the region through ongoing support to networks of Chief Justices and their delegates for dialogue and sharing experience about thematically-focused aspects of judicial development, including programme management.	80% of key stakeholders engage with PJDP, consider it relevant to the development needs of their court and that it facilitates sharing solutions to common challenges	Low levels of judicial leadership of development on national and regional levels.	Nine PEC meetings; 6 CJs meetings; and 6 NCs meetings have been held . and 21 Responsive Fund activities approved since commencement of the 24-month EP	Adequate opportunities are provided for key stakeholders to lead, engage with, and contribute input and strategic direction to PJDP Projects.	Number of meetings conducted (scheduled: four PEC, three CJ, two NC). Participants' perceptions of the quality of the workshop and engagement with PJDP and regional counterparts.	Reports including participants' evaluations x nine.	MSC
Responsive Fund							
PICs increasingly manage their own locally-delivered	90% of Responsive Fund allocated in LoV9 expended,	No RF activities implemented.	14 PICs have submitted applications for funding under the 24mth EP. 22 applications were	All PICs successfully develop their capabilities to	Number of Responsive Fund applications successfully delivered with	NC reports / MSC confirmation. MSC 6-monthly	NC / MSC

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline December 2014	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
development activities.	70% of activities achieve their aims and with less support from the PJDP Team.		received and 21 approved, indicative of increased capabilities within PICs to apply for and implement priority development activities.	formulate cogent applications to support priority development activities and implement associated activities which achieve their aims.	minimal assistance from the PJDP Team. The Responsive Fund managed effectively and efficiently (including financial expenditure) by the MSC.	and annual progress reports.	
National Judicial Development Committee (NJDC) Project							
The capabilities of one PIC to strategically plan and manage local development are strengthened.	One PIC has established NJDCs as a local mechanism to plan; assess, prioritise; and direct / lead local judicial development activities.	NJDCs exist in some but not all PICs with varying membership, roles, focus and levels of engagement in local judicial development.	Refinement of the Toolkit has been undertaken following implementation in the Cook Islands. The Toolkit is available on the PJDP website and hard copies have been distributed to all Partner Courts and stakeholders.	A PIC can strategically plan and manage their local development programmes by operating development committees more effectively.	MSC assistance to strengthen NJDCs is tailored to local context and needs. The number NJDCs operating and the quality of their contribution as key mechanisms for locally managed judicial development.	TA reports.	TA
Project Management Toolkit							
A toolkit is available to all PICs enabling them to better manage development activities locally.		2014 Baseline: PICs have varying capacity to assess needs, design and deliver development activities locally.	<i>A Project Management Toolkit</i> has been developed and will be piloted in Tuvalu in February 2015.	PICs consider themselves better able to manage development activities locally with the guidance/resources contained in the <i>Project Management Toolkit</i> .	Indicative PIC feedback on Toolkit from pilot PIC.	Toolkit and TA report.	TA
3.0 Systems and Processes							

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline December 2014	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
<p>Courts' capabilities to dispose of cases efficiently are improved in up to six PICs, and their ability to regularly report on performance is improved in up to six PICs.</p>	<p>Two PICs are using PJDP facilitated Registry / Court plans developed to undertake reforms. All PICs have: increased capacity to assess court performance; and have access to the tools need to enable them to increase transparency and accountability through the development of Annual Court Reports</p>	<p>Approaches to collecting and using judicial and court administration data for diagnosis (problem identification) and treatment (local development plans) are inconsistent across the region. There is no judicial and court baseline data utilising a common set of indicators, regional strategy or local development plans in PICs to improve court operations (including registry systems and processes).</p>	<p>Further refinements of the Time Standards Toolkit have been completed with implementation in four PICs. The <i>Delay Reduction Toolkit</i> has been piloted in two PICs. Ongoing monitoring of the ITOF to facilitate interaction between court IT personnel.</p> <p>The <i>Annual Court Reporting Toolkit</i> has been implemented in six PICs via two Court Annual Reporting Workshop/s, and ongoing support has been provided to support publication of those PICs annual reports.</p> <p>Planned interaction with 14 PICs remotely and at the NCs Meeting in October 2014 has informed the collection of court performance data for the planned 2014 Trend Report. Further data gathering is underway for completion of the 2014 Trend Report</p>	<p>PICs better equipped to collect, use and report on judicial performance data and dispose of cases efficiently.</p>	<p>The level of progress made by up to three PICs implementing their development plans.</p> <p>The comprehensiveness of court data across multiple indicators being collected and reported on annually and the number of participating PICs.</p> <p>Promulgation of case disposal time standards and the number of PICs they are promulgated in.</p>	<p>TA reports.</p>	<p>TAs</p>

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline December 2014	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
Judicial Administration Project							
Courts in up to four PICs begin to report an increase in the percentage of cases disposed of within the promulgated time standards and more efficient court management through the collection of internal court performance information against selected key performance indicators. Courts in up to two PICs also proactively reducing delay and their IT capabilities to support judicial administration requirements; specifically relating to time standards and delay reduction, is enhanced.	Two of the three PICs which received support under the 18-month Implementation Plan are using the Registry / Court plans developed to undertake registry / court reforms.	Approaches to using judicial and court administration data for diagnosis (problem identification) and treatment (local development plans) are inconsistent across the region. There is no regional strategy or local development plans in PICs to improve court operations (including registry systems and processes).	<p>The <i>Time Goals Toolkit</i> has been refined in line with implementation in four PICs and distributed, electronically and in hard copy.</p> <p>The <i>Delay Reduction Toolkit</i> has been piloted in Vanuatu and Kiribati. Final amendments are being made before electronic and hard copy distribution in 2015.</p> <p>The ITOF continues to be monitored with currently 13 members taking part. Ongoing monitoring and support are being provided by the MSC.</p>	Courts in up to four PICs introduce time standards for cases and commence reporting on case disposal rates.	Time standards as promulgated and the number of PICs reporting on case disposal rates.	TA report.	TA
				Courts in up to three PICs introduce delay reduction practices and procedures.	Quality, comprehensiveness and feasibility of the practices and procedures as implemented.		
				A regional network of IT administrators established and supported.	Quality and quantity of dialogue between IT administrators in participating PIC. Feedback from IT administrators as to whether this network mechanism is actually helping PICs to resolve relevant IT issues.		
Court Annual Reporting (formerly Performance Monitoring & Evaluation) Project							
Up to 6 courts publically reporting on performance on an	All PICs have increased capacity to assess court	There is no PIC judicial and court baseline data utilising	Refinement of the piloted <i>Annual Court Reporting Toolkit</i> has been completed, to include support for	Timely, accurate and comprehensive annual court reports	Number of PICs producing an annual report published	TA report & PEC/CJ assessment	TA/ MSC

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline December 2014	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
annual basis across the region.	performance and have access to the tools need to enable them to increase transparency and accountability through the development of Annual Court Reports.	a common set of indicators.	<p>implementing, collating and analysing court users' surveys on barriers to accessing, satisfaction with, and confidence in the courts.</p> <p>The <i>Annual Court Reporting Toolkit</i> has been implemented in six PICs during the Court Annual Reporting Workshop/s, and ongoing support has been provided to those PICs to publish annual reports. The Toolkit has been distributed, electronically and in hard copy, to all Partner Courts and stakeholders.</p> <p>Regional data has been gathered at the recent NCs Workshop in October, 2014 to support the year four court performance trend data publication.</p>	published by up to three PICs that include relevant court data as well as court user feedback on barriers to accessing, satisfaction with, and confidence in the courts.	and the quality of the data contained therein.	minuted.	TA
				Year two and four court performance trend data reported by PICs.	Quality and breadth of data reported.	TA report.	
					Frequency and nature of references to performance data in court administrative and planning documents.	NCs / PIC Courts.	
4.0 Professional Development							
Every PIC continues to have access to one or more certified trainer(s) able to assess needs, design and deliver training to	Every PIC has: access to a certified (national or regional) trainer to assess needs, design and deliver	As at July 2010 there are 23 accredited judicial educators in 10 PICs, no Regional Training Team and no PIC-tailored ToT	20 RTT members have received advanced-level training to improve their ability to assess needs, design and deliver training regionally and locally within their own court.	PICs have greater capacity and ability to deliver their own professional development training locally and regionally.	The number of local trainers/RTT members leading training locally without PJDP support/intervention.	TA reports, trainers'/RTT members reports.	TAs

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline December 2014	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
judicial and court officers within the region to build professional competence. 75% of Judicial and court officers report increased confidence following training workshops.	training to judicial and court officers; and judicial officers report 25% increase in competence as a result of attending workshop.	training programme. Judicial officers have not received regional orientation and decision-making training since the cessation of PJDP Phase 1 in June 2008. Data about links between judicial orientation training and performance do not exist across the region.	A RTT regional mentoring network has been established to facilitate sharing of resources and training methodologies, as well as to provide additional support to the trainers. Regional and Local Decision making and Orientation Training Workshops have been delivered. A final Local Orientation Training Workshop is scheduled for February, 2015.		Perceptions of the quality of the local trainer/RTT lead training.	Feedback from workshop participants as included in local trainer/RTT reports provided to the MSC.	RTT/ local trainers
Benchbook Publishing Project							
NA as completed before commencement of the 24 month EP	1 benchbook was developed / published, no others were requested.	Some benchbooks developed during previous phases of regional judicial reform interventions will likely be out of date.	As requested by PICs, a Benchbook was developed, published and training provided on its content/use.	A benchbook was developed for the Cook Islands and later, through the Responsive Fund a chapter on decision-making added to the publication. Benchbooks were not requested by other PICs.	Number and quality of existing BenchBook updated and new BenchBook produced.	BenchBook published / reproduced (x4).	PJDP Team/a dvisor reports

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline December 2014	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
				Justice of the Peace throughout the Cook Islands are using the Benchbook.	Participants perception of quality of training on the use of the updated and new BenchBook.	Participants' satisfaction evaluations (x4) collated in 6 Monthly Progress Report.	
				The Decision Making and Judgment Writing Workshop was delivered prior to the commencement of the 24 month EP.	Behaviour change attributable to BenchBook/training.	Service providers' and service users' surveys.	
Regional Training Capacity							
Every PIC continues to have access to one or more certified trainer(s) able to assess needs, design and deliver training to judicial and court officers.	Every PIC has access to a certified trainer able to assess needs, design and deliver training to judicial and court officers.	As at July 2010 there are 23 accredited judicial educators in 10 PICs, no Regional Training Team and no PIC-tailored ToT training programme.	The capacity of 20 RTT members to manage and conduct regional and local training was built at the advanced-level RTT workshop, as well as their confidence and ability to develop curricula and deliver training. Remote support has been provided to each of the 20 RTTs to implement locally driven training activities within their own courts. A total of 43 local training activities have been delivered to date, with no technical support from PJDP.	The RTT is replenished with qualified trainers.	Participants attaining an appropriate level of competence are certified to deliver training regionally/ locally, and perceptions of participants of the quality of the training / programme including RTT co-facilitation of ToT.	ToT TA report including participants' pre/post-workshop evaluations and TAs evaluation of knowledge / skills,	TA/RTT
				Capacity of the RTT to manage and conduct regional and local training is built.	Number of local trainer-led training programmes designed/delivered locally and participants' perception of quality.	RTT reports including participants' evaluations and TA reports,	TA

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline December 2014	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
				RTT members have an opportunity to share training resources and methodologies.	Frequency of interaction between RTT members to share resources and methodologies.		
				RTT members more confident disposed and able to deliver training locally.	Quality and quantity of interaction between network members.		
				A regional network of RTT members established and supported.			
Core Judicial Development Project							
75% of Judicial and court officers report increased confidence following training workshops, and RTT members are more experienced and able to deliver training regionally and locally.	Judicial officers report 25% increase in competence as a result of attending workshop	Judicial officers in PICs have not received Regional orientation and decision-making training since the cessation of PJDP Phase 1 in June 2008. Data about links between judicial orientation training and performance do not exist across the Region.	The Regional Orientation Training was held in Solomon Islands with a team of 4 RTT members supporting training of newly-appoint non-law trained judicial officers to perform their duties. 31 participants attended. The <i>Judges' Orientation Toolkit</i> was developed and piloted in FSM with the inclusion of a 3-day ToT and the support of 8 local trainers / facilitators. Further implementation of the Toolkit is scheduled for Tokelau in February, 2015.	Enhanced competence of 20-30 newly-appointed lay judicial officers.	Perceptions of the quality of the training.	Participants' / TA evaluation	TA
				RTT members more confidently disposed and able to deliver orientation training locally.	Follow-up to Phase 2/ Extension Phase Orientation Training: participants' self-assessment and TA assessment of whether they perform their functions more competently as a result of the training.		

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline December 2014	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
			The Local Decision Making Toolkit has been piloted in RMI and amendments have been incorporated in light of lessons learned. Both electronic and hard copy versions of the Toolkit will be distributed to all Partner Courts in the coming months.	Capacity of up to 30 law-trained and lay judicial officers built by participating in two separate decision-making workshops.	Perceptions of the quality of the training including RTT co-facilitation of it.	TA/participants' evaluation.	
				Capacity of RTT members built through experience delivering peer-based support and training in decision-making at regional level.			
				RTT members more confidently disposed and able to provide peer-based support and training in decision-making at the local level.			
5.0 Programme Management							
All PJDP activities are delivered and +90% of funds expended	PJDP provides high quality products and services which are owned by, delivers tangible benefits to PIC courts and which expends 90% of the approved	NA	PEC approval has been granted to reallocate a small underspend to other 'additional activities'. Formalisation was completed in December pursuant to LOV#14. Expenditure projections for the whole contract period indicate	Effective management of all aspects of the PJDP, the promotion of collaborative and responsive programming and implementation, and	PEC/ regional leadership's perceptions of quality of TA personnel.	PEC assessment minuted.	MSC
					Quality of logistics and progress reporting to enable activities to be implemented on time and within budget.	Progress reports.	MSC

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline December 2014	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
	budget.		that all initially approved activities will be delivered, that a further 5 additional activities will also be delivered, and that over 90% of funds will be expended by June 2015 (estimates of total projected PJDP expenditure for the 24-month period are in the order of +95%).	the transparent administration of PJDP resources.	Quality of incorporation of cross-cutting issues (gender, human rights, sustainability) into appropriate activities. Comprehensive and accurate, evidence-based reporting (narrative and financial reporting) completed and submitted by MSC to MFAT on time.	Strategies to incorporate cross-cutting issues. TA progress and completion reports. MSC Reports (narrative and financial)	MSC All TAs MSC

ANNEX FOUR - TOOLKIT PILOT DELIVERY

The following table identifies the countries in which the PJDP Toolkits have been piloted and / or implemented:

Toolkit Name	Pilot Location	Other countries in which Toolkit has been Implemented
1. Access to Justice Assessment Toolkit	Tuvalu	-
2. Toolkit for Review of Guidance on Judicial Conduct	Samoa	-
3. Family Violence and Youth Justice Project Workshop Toolkit	Palau	Tonga, Samoa, Cook Islands, Solomon Islands, Niue, Vanuatu
4. Judges' Orientation Toolkit	FSM	Tokelau (February 2015)
5. Trainers Toolkit: Designing, Delivering and Evaluating Training Programs	Regionally (at the Advanced Curriculum Development and Programmer Management Workshop - Koror, Palau)	Papua New Guinea
6. Time Goals Toolkit	Kiribati	FSM, Marshall Islands, Samoa, Solomon Islands
7. National Judicial Development Committee Toolkit	Samoa	Cook Islands
8. Annual Court Reporting Toolkit	Tokelau	FSM, Palau, Niue, PNG, RMI, Tonga, Vanuatu
9. Toolkit for Building Procedures to Handle Complaints about Judicial Conduct	Vanuatu	-
10. Public Information Toolkit	Tuvalu	-
11. Enabling Rights Toolkit	Kiribati	-
12. Reducing Backlog and Delay Toolkit	Vanuatu	Kiribati
13. Judicial Decision-Making Toolkit	Marshall Islands	-
14. Project Management Toolkit	Tuvalu (February 2015)	-

Annex Five - Responsive Fund Activities

The key outcome/impact identified below has been collated from the monitoring and evaluation assessment undertaken and activity completion reports.

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact
1. Cook Islands	Benchbook Chapter on Decision Making	2-3 May, 2012	To improve the standard and quality of the services provided by the Justice of the Peace in relations to their decision making and judgement writing abilities.	Participants understanding, knowledge and skills in this topic have been improved, however as this is a new approach in judgement writing, there is room for further workshops.
2. Cook Islands	Justices of the Peace Mentoring Activity	24 Sep, 2012 - 22 May, 2013	To provide the Justice of the Peace the opportunity by reference to how high performing judicial officers in New Zealand in comparable courts perform their duties.	Participants made detailed observations and agreed that the implementation of a similar programme would be beneficial to the Cook Islands. Necessary steps were considered to undertake preliminary work to progress the initiative of developing a programme similar to the Pasifika Youth Court.
3. Cook Islands	Mentoring for Justice of the Peace, Deputy Registrar and Court Officers	Mar-May, 2014	To provide the participants with the opportunity by reference to how high performing judicial and court offices in New Zealand, in comparable courts, perform their duties.	The attendees have gained exposure to and understanding of judicial and administration aspects including administration, processes and the delivery of judicial and court services by the judges, magistrates, court staff and the lawyers. The knowledge, skills, values and confidence of the Justice of the Peace and court officers in their judicial and court roles has been significantly strengthened.
4. Cook Islands	South Pacific Council of Youth and Children's Courts Conference	30 Jun-4 Jul, 2014	To continue the relationship with the Council and its members and to have the opportunity for discussion of issues that may assist the Cook Islands in improving the processes that attach to the Children's Court.	Attendance at this meeting has been instrumental in the development of a youth justice system that is best adapted to youth offenders and their families
5. FSM	Judicial Administration Workshop on Time	8-30 May, 2014	To develop and implement Time Standard policies throughout the state/national courts.	The National Supreme Court and 1 state Supreme Court (Yap) developed and implemented time standards as a result of the workshop including ensuring that the bar and

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact
	Standards			judicial officers are aware of and able to comply with them.
6. FSM & RMI	Training on the Use of Court Recording	5-7 Jun, 2012	To transfer knowledge from to at least 5 FSM court staff on the use of FTR court recording software and hardware.	Following the training a review was undertaken which concluded that all clerk staff are able to operating the court recording equipment satisfactorily.
7. FSM & RMI	Sentencing Training	23-26 Jan, 2013	Achieving relevant and consistent sentencing by the judges. Develop manuals to guide the work of the probation officers before and after trial and conviction.	A 'significant improvement' was reported in the knowledge and skills of the judges, probation officers and Ombudsmen in understanding their roles in relation to the sentencing process.
8. FSM, RMI, Palau	International Human Trafficking Conference	22-26 July, 2013	To increase level of awareness about the incidence of and appropriate responses to human trafficking cases.	A Human Trafficking Task Force was established, headed by Congress to initiate a national awareness campaign about how to deal appropriately with related cases/incidences.
9. Kiribati	Judicial Code of Conduct for Judicial Officers	14-16 Dec, 2011	To enable JOs to better understand their role; to enhance judicial capacity on issues of independence, impartiality, integrity, propriety, equality and competence and diligence; to promote community's trust and confidence in the Judiciary; and to introduce a new system in addressing complaints against JOs.	Judicial staff are more confident and competent in light of the application of judicial independence and impartiality.
10. Kiribati	Court Clerks National Workshop – Capacity Building	9-11 Dec, 2013	To illustrate and explain and teach the court clerks how to improve their systems and their work; going through the new Time Disposition Goals in detail.	Court Clerks are aware of the importance of the filing system, which has led to the introduction of changes to improve the filing system.
11. Kiribati	Training on Time Disposition Goals and Annual Reporting for all Presiding Magistrates	10-12 Feb, 2014	For presiding Magistrates to have a clear understanding of the Time Disposition Goals and the concept of annual reporting; to pass on this understanding to the rest of the magistrates on the outer islands so that cases are disposed of within a reasonable time.	Participants have gained skills to enable them to competently reduce the backlog and lengthy delay of cases. The participatory nature of the training, and the delivery of training in the local language, ensured that all magistrates were able to raise concerns, engage in discussion and gain awareness of their roles and responsibilities.
12. Niue	Training on Case File Management	17-27 Apr, 2012	Transfer of knowledge to two court clerk staff on the use of FTR court recording software and hardware.	Relevant staff are knowledgeable about operating the court recording equipment and there have been some

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact
				improvement in the case file management system and associated processes/templates. The training has been shared with other stakeholders within the court.
13. Niue	Land Court Benchbook	5 Mar-11 Jun, 2012	To produce a Bench-book for the Niue Land Commissioners.	Training was provided on the content and use of the existing benchbook, thereby improving knowledge of law and process.
14. Niue	Court Annual Reporting Workshop & Maori Land Court Mentoring Activity	27-31 Oct, 2014	To review progress and challenges from the previous workshop; Niue to plan and draft the 2013-2014 Annual Report for Niue High Court to cover all divisions and include data on 15 Cook Island Indicators, including trend data where available.	The workshop assisted the Niue High Court to prepare a first draft of the 2013-2014 Annual Report for all divisions, which received approval from the Chief Justice.
15. Palau	Palau Supreme Court Mediation System Enhancement Project	13-24 Jan, 2014	To implement an effective court annexed ADR program as an important adjunct to the powers of the Palau Judiciary through a Pilot program.	Since the training there has been an increase in successful mediations as a result of improvement in mediators' specialised skills. The public are more aware of the option to mediate with more parties asking for referrals to mediation.
16. PNG	Court Interpreter Training	Jan - Feb 2012	To refresh, improve and enhance the skills of interpreters. To increase interpreters' understanding of the Interpreter's Code of Conduct. To sensitise the interpreter to gender equality and human rights.	Interpreters' skills, awareness and confidence were improved to support the operation of the court.
17. PNG	Training of Trainers	29 Sep-4 Oct, 2014	Produce Certified Trainers for PNG CJE Faculty of Trainers.	The workshop resulted in 21 participants meeting the learning outcomes and receiving a 'Certificate of Training Competence'.
18. RMI	Court Bailiffs Training	Mar-Apr, 2012	To build the capacity of court bailiffs to better support the court process by providing training on best practices to improve their knowledge, expertise, and skills.	Bailiffs' skills have improved and are more competent to perform security functions at the court. Consequently there is an improvement in the operation of the court.
19. RMI	Financial Management Assistance Project	Dec, 2011-Mar, 2012	Enable the RMI Judiciary to effectively manage its own financial requirements/ responsibilities and to prepare for annual audits.	The judiciary completed its first audit for FY 2013 which was accepted by the external auditor. Improvement are noted in the skills of the finance officers, and overall improvements in complying with financial management

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact
				rules/procedures, updating and maintaining accounts and orderly keeping of paper records.
20. RMI	Implementing the International Framework for Court Excellence	16-23 May, 2014	Develop a court improvement plan and associated policies, conduct a self-assessment according to IFCE criteria and score 600 or higher in an independent assessment.	The judiciary has finalised and adopted the Court Improvement Plan and management policies developed during the activity and has been accepted as a member of the International Consortium for Court Excellence.
21. RMI	Attendance at Court Annual Reporting Workshop	16-18 Oct, 2013	To enable court clerks to create annual reports with less assistance from the Chief Justice, raise awareness about the 15 Cook Islands Indicators and the IFCE.	Court Clerks gained awareness and understanding of how Annual Reports are developed. Since the workshop, the Court Clerks now take their data entry more seriously and have organised ways to keep track of all the necessary information/data in ways that we can produce our annual reports quickly. The Court Clerks now provide additional resources to the Chief Justice in preparing the Judiciary's Annual Report. As a result of the workshop, the RMI Judiciary are expanding the reporting of the lower courts, particularly the District Court, by including as many Cook Island indicators as possible.
22. Samoa	Drug & Alcohol Court Workshop	31 Mar-4 Apr, 2014	For judicial and court officers to become better informed and equipped to deal with drug and alcohol cases.	A Steering Committee has been set up and agreed on goals and objectives, strategic plan, and the scope of the Drug and Alcohol Court's jurisdiction.
23. Samoa	Judicial Training on Civil, Criminal and Land Procedure	19-23 May, 2014	To provide capacity building training for lay judges to improve their understanding of the law and processes to be followed when dealing with matters of a civil or criminal nature, but also of the cultural importance of matters related to land and title.	Participants have improved knowledge of both the substance of the law and judicial procedure. Judges now make full and better use of the Benchbooks especially on court procedures in the Land and Titles Court.
24. Solomon Islands	Decision-Making & Judgment Writing Workshop, Honiara	16-20 Apr, 2012	To improve the understanding and skills of the justices and clerks of the local court about decision making and writing judgments in criminal, civil and customary land cases.	There has been significant improvement in the participant's abilities to produce well-reasoned judgments in a reasonable amount of time.

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact
25. Solomon Islands	Decision-Making & Judgment Writing Workshop, Gizo, Western Province	11-14 Nov, 2014	To improve the understanding, abilities and skills of the justices and clerks of the local court on methods for decision making and writing judgments in criminal, civil and customary land cases. To enhance the competence of the local courts processes and systems by providing advance knowledge and skills in decision-making to identify issues and analysing of evidence in cases.	There has been significant improvement in competence among judges and clerks. There has been an increase in the number of cases heard in one week, capacity to identify key issues and produce short judgments. Also, the number of appeals from the courts in Western and Choiseul Provinces have declined based on fewer errors in law and procedure.
26. Tokelau	Annual Court Reporting Project	16-18 Oct, 2013	Enhance and improve the knowledge and abilities of Tokelau Judicial Officers and the National Judicial Coordinator to perform their functions and work independently on the Second Tokelau Judicial Annual Report and any other court reports in the future.	The Court Clerks and Law Commissioners are now producing court annual data of the work carried out each year. The Court Clerks now are working independently on the court data for 2013/14 and working towards finalising the type of graphs or tables needed to explain the data.
27. Tokelau	Capacity Building Workshop for Court and Police Officers	4-7 Jun, 2012	To enable Judicial Officers to: understand their roles and responsibilities, adhere to the CoJC, manage court proceedings efficiently, write judgements and consider appropriate sentences, including collaboration with custom and the Village Councils. To enable Court Clerks to: to evaluate the use and efficiency of filing and management processes, and make improvements to these, understanding their role and responsibilities and write annual reports. To enable Police Officers to: Understand their roles, develop position descriptions, conduct interviews and investigate crimes, manage case files, summarise facts and draft charges for presentation in court, and deal with complaints.	All Judicial Officers now have job descriptions and likewise the police officers. They are now clear about their respective roles and responsibilities.
28. Tokelau	Capacity Building Workshop for Law Commissioners of	22-25 Aug, 2011	Law Commissioners to: understand their roles and responsibilities; understand and adhere to the CoJC; understand the links between their roles and Court	Law Commissioners and the Court Clerks meet weekly to discuss cases and procedures. They occasionally also meet with the police. The Law Commissioners

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact
	Tokelau		Clerks and Police Officers; learn more judiciary's response to cross-cutting issues; develop job descriptions; develop Action Plans.	acknowledged that there is a need to improve this working relationships, the important roles of the police as the first point of contact as well as reporting and investigate crimes in the villages which are then cases sent to the Law Commissioner.
29. Tonga	Bailiff Officers Training Workshop	6-7 Dec, 2012	To increase the capacity of Bailiff Officers to improve their performance by improving their skills and knowledge of the Bailiff Act.	Bailiffs' skills, confidence and awareness have been improved, supporting more effective operation of the court.
30. Tonga	Computer Training for Magistrates and Court Support Staff	11-13 Dec, 2012	To enable each Judicial and Court Officers to improve their performance by introducing each individual to computer basics, internet, case management system and legal research.	The training has expanded the knowledge of Magistrates and Court Support staff in the use of computers and availability of data. This has provided a valuable tool for the operation of the Court.
31. Tonga	Advanced Workshop for Court Interpreters	17-20 Feb, 2012	To train court interpreters to enable them to work more effectively and professionally and meet increasing demand for their services.	The training created self-awareness and identified areas of improvement for Court Interpreters. Participants are now able to identify and discuss their performance issues, as well as identify tools for improvement.
32. Tonga	Refresher Workshop for Court Support Staff	15-16 Mar & 11-12 Apr, 2012	For participants to value their role and the significance of their contribution to the Judiciary and to maintain high performance standards.	The workshop created new motivation and enthusiasm within the Court Support Staff to address current issues and identify suitable solutions together. New processes and systems are in place to address performance issues, receive updates on developments in the work place and encourage group work.
33. Tonga	Justices of the Peace Recruitment and Training	Nov, 2013- Jun, 2014	To increase the reach and efficiency of judicial services for Tongans living outside Nuku'alofa to have their disputes judicially resolved or have access to the law, and ensure judicial officers are performing their functions efficiently and competently.	The workshop allowed for both new and previously appointed Justices of the Peace to receive important updates to the law and procedures that affect their daily duties. Additional Justices of the Peace introduced into Tonga's legal system will provide for better access to justice.
34. Tonga	Advanced Workshop for Court Assessors	21-22 Feb, 2012	To ensure land court assessors are able to perform their role effectively and competently.	The training enabled greater understanding and function of Land Assessors in the operation of the court.

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact
35. Tonga	Advanced Workshop for Court Sentencing	8-9 Oct, 2012	To increase the capacity of each JO to improve their performance by enhancing their skill and knowledge of sentencing. To enable participants to apply best sentencing options with high degree of consistency, clarity and confidence.	Judicial Officers now display competent and consistent understanding of court sentencing.
36. Tuvalu	Code of Conduct & Decision Making Workshops	Apr & Jun, 2012	To ensure that all Magistrates of the Island Courts and Land Courts are aware of and understand the new CoJC, and how to make a decision and structure a judgment.	The Code has continued to be used to resolve issues arising for Magistrates in the course of their duties. The Magistrates use it to refresh their understanding.
37. Vanuatu	Decision Writing Workshop for Magistrates & Island Court Justices	9-11 Jul, 2014	To provide training to Magistrates and Island Court Justices to enable them to perform their roles and duties in a more efficient, effective, and qualitative manner in the interest of those who seek justice from the courts.	Workshop evaluations revealed significant increase in knowledge (almost 70%), demonstrating that the participants have captured new information, acquired skills with reformed attitudes, that will enable participants who have not had formal training on structuring and writing judgments to perform their judicial functions better. Participants are more confident in their quality and brevity of written decisions.
38. Vanuatu	Judicial Officers Training	15-16 Nov, 2012	To revisit areas that judicial officers need to improve their knowledge, skills and professional attitudes on.	Participants' competence improved related to judicial and courtroom conduct and effective judgment writing skills. Senior Judges have mentored the performance of junior Magistrates.
39. Vanuatu	Land Case Management Workshop	12-13 April, 2012	Increase knowledge, skills and values towards participants' dealing with land matters, so that they are settled fairly, justly and expeditiously.	Since the training there has been a decline in the number of appeals based on reduction of errors in law / procedure, as well as an increased number of cases disposed of more quickly compared to previous statistics.
40. Vanuatu	Island Court Justices Orientation Workshops & Island Court Manual Production	4-8 Nov, 2013 & 9-13 Dec, 2013	To enable lay Island Court justices to perform their roles and duties more competently.	There is an increased number of court sittings with cases being completed more competently in two island courts.

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact
41. Vanuatu	Secretary and Clerk Workshop	4, 5, 7 & 8 Mar, 2013	To improve the ability of court officers to perform their functions competently so that cases are managed in a more efficient and timely manner.	Commonly agreed procedures have been written and circulated to all participants.
42. Vanuatu	Sheriff Exchange Training	18-22 Mar, 2013	To enable the sheriff and his deputy to learn and gain experience from the Australian system to improve efficiency, effectiveness and independence in enforcing court orders and judgment.	There has been an increase in participants' skills and knowledge, such as the execution of warrants and enforcement orders being done in a more transparent and efficient manner.
43. Vanuatu	Island Court Justices Orientation Workshop (Sola)	1-5 Sep, 2014	To provide training to Lay Justices to enable them to perform their roles and duties in a more efficient, effective, and qualitative manner in the interest of those who seek justice from the courts.	Workshop evaluations revealed significant increase in knowledge (75%), demonstrating that participants have learned and captured new information, skills and a reformed attitude from all the topics discussed. Majority of the participants have now learnt for the first time that they should treat children who come to their courts differently. The information, skills and values learned from this workshop will be utilised to improve from past practices.
44. Solomon Islands	Local Court Clerks Orientation and Judgement Writing Workshop			<i>New activity - yet to take place</i>
45. Niue	Workshop for Commissioners and Justices of the Peace			<i>New activity - yet to take place</i>

ANNEX SIX - EXPENDITURE SUMMARY

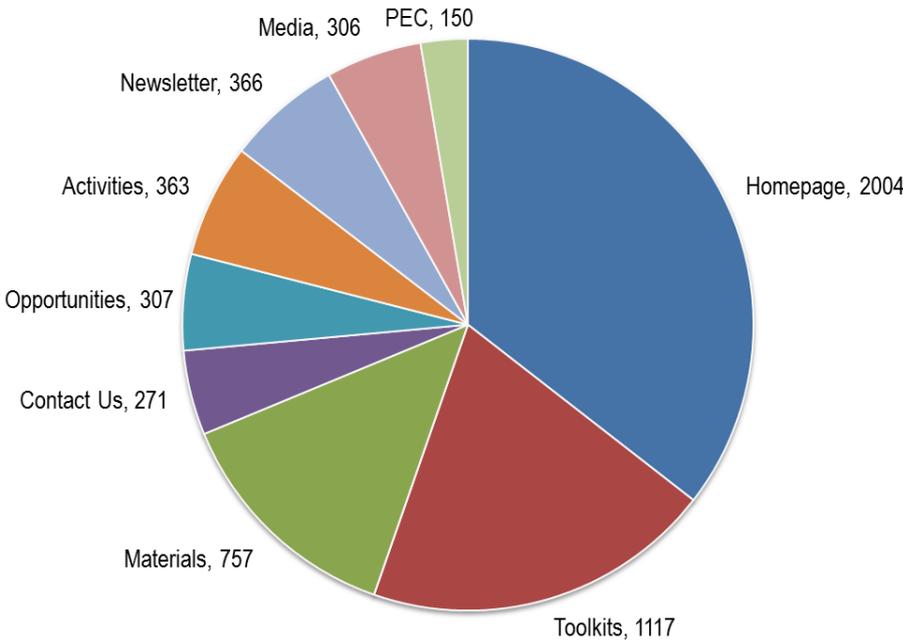
(Submitted to MFAT separately)

Annex Seven - Website Summary Statistics

Summary of Users: The table below represents page views across the website by which are counted on each refresh as a separate view, as well as unique views which capture the number of page views from unique visitors.

Types of views	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Total Views
Total page views	1165	1628	1260	1580	5633
Total unique views	807	1166	886	1067	3926

A breakdown of page views per web page is provided below:



Toolkit use: Since the Toolkits have been published on the PJDP website in June 2013, the page has recorded a total of 1,990 page views from new and repeat users which is the second most frequently visited page on the website following the homepage.

Annex Eight - Additional, Un-costed and Pro Bono Support to the PJDP

Ref. No.	Date	Individual Providing Support	Organisation Providing Support	Nature of Support Mobilised	Phase	Comp.	Recipient
<i>Please note:</i> a total of 70 individual areas of pro bono support has been previously provided (from 2011-2013) to PJDP by various individuals and organisations.							
71.	10-13 February 2014	Cam Ronald	New Zealand Police and PPDVP	Pro bono support to the <i>Family Violence / Youth Justice Workshop</i> .	24-mth	1.2	Cook Islands
72.	10-13 February 2014	Kevin Kneebone	New Zealand Police and PPDVP	Pro bono support to the <i>Family Violence / Youth Justice Workshop</i> .	24-mth	1.2	Cook Islands
73.	10-13 February 2014	Regional Training Team and / or National Trainers	High Court of the Cook Islands	Co-facilitation at the <i>Family Violence / Youth Justice Workshop</i> : Tangi Taoro and John Kenning	24-mth	1.2	Cook Islands
74.	3-12 February 2014	Justice Michael Barker/Regional Training Team	Federal Court of Australia	Pro bono support to the <i>Lay and Law-trained Judicial and Court Officer Decision Making Training</i> . John Alilee, Stephen Felix, Edwin Amblus, Grace Leban, Leonard Maina.	24-mth	4.2c	Vanuatu
75.	31 March-4 April 2014	Judge Ema Aitken and Dr David Galler	Auckland District Court	Pro bono support to the <i>Drug and Alcohol Court Workshop</i> under the Responsive Fund.	24-mth	2.3	Samoa
76.	3-7 March; 31 March-4 April; 28 April-9 May 2014	-	Manukau District Courts, Auckland, New Zealand	Pro bono support to the <i>Mentoring Activity for Justices of the Peace, Deputy Registrar and Court Officers</i> under the Responsive Fund.	24-mth	2.3	Cook Islands
77.	3 June 2014-30 June 2015	IT Department	Federal Court of Australia	Pro bono support to the <i>Information Technology Online Forum</i> .	24-mth	3.1c	All PICs
78.	30 June-3 July 2014	-	Cook Islands Ministry of Justice	Co-contribution to the cost of John Kenning's attendance at <i>South Pacific Council of Youth and Children's Courts Conference</i> under the Responsive Fund.	24-mth	2.3	Cook Islands
79.	29 September-3 October 2014	-	Papua New Guinea Supreme and	Co-contribution to the <i>Training of Trainer's Activity</i> under the Responsive Fund Activity.	24-mth	2.3	Papua New Guinea

Ref. No.	Date	Individual Providing Support	Organisation Providing Support	Nature of Support Mobilised	Phase	Comp.	Recipient
			National Court				
80.	17-18 June 2014	Acting Solicitor-General Sione Sisifa/Senior Crown Counsel James Lutui	Crown Law	Pro bono support to <i>Justices of the Peace Recruitment and Training</i> as trainers funded under the Responsive Fund.	24-mth	2.3	Tonga
81.	19-22 August 2014	Tracy Calder, Lance Tebbutt & Ged Byers	Royal Solomon Islands Police Force	Pro bono support to the <i>Family Violence and Youth Justice Workshop</i>	24-mnth	1.2	Solomon Islands
82.	29-31 October 2014	-	Maori Land Court, Wellington, New Zealand	Pro bono support to the <i>Niue High Court mentoring activity</i> under the Responsive Fund.	24-mnth	2.3	Niue
83.	14 October 2014	Ms Catherine Evans & Ms Kairangi Samuela	Crown Counsel - Crown Law Office & Punanga Tauturu - Legal Advisor/Trainer	Presented during the <i>FV/YJ follow-up meetings</i> in the Cook Islands	24-mth	1.2	Cook Islands
84.	14 October 2014	Ms Tangi Taoro & Mr John Kenning	Justice of the Peace, Cook Islands Judiciary	Co-facilitated at the <i>FV/YJ follow-up meeting</i> in the Cook Islands	24-mth	1.2	Cook Islands
85.	23-24 October 2014	Leisha Lister	Family Court of Australia	Co-facilitated the <i>Court Annual Reporting Workshop</i> in Cook Islands with PJDP Adviser Cate Sumner.	24-mth	3.2	Regional
86.	9-11 December 2014	Justice Sarah Reeves	Maori Land Court, Te Waipounamu	Contribution to the <i>Family Violence and Youth Justice Workshop</i> in Niue	24-mth	1.2	Niue
87.	9-11 December 2014	High Commissioner H.E. Ross Ardern	New Zealand High Commission, Niue	Contribution to the <i>Family Violence and Youth Justice Workshop</i> in Niue	24-mth	1.2	Niue

Annex Nine - Self-assessment Against Contracted Quality Indicators

Outcome: Effective management of the Programme and MSC contract.

Indicator	Measure	Self-assessment
<p>1. Appropriately skilled staff and adequate resources.</p>	<ul style="list-style-type: none"> Adequate number of staff with sufficient capacity and capability to carry out the services to meet the standards required 	<ul style="list-style-type: none"> Identified logistical and administration staff have been available to manage the Programme throughout implementation. At times of significant workload, the MSC provides additional backstopping support from internal resources as well as from the PJDP Contract Manger. Following the approval of additional activities Under LoV 10 additional staff resources have been allocated to the Programme resulting in an appropriate level of resourcing for all of the Programme's approved activities.
	<ul style="list-style-type: none"> All functions are delivered efficiently and effectively in relation to provision of services and outputs (including reporting/submissions and milestones outlined in this Contract). 	<ul style="list-style-type: none"> For the current reporting period (January - December 2014), all milestones and related invoicing have been submitted prior to, or in line with the reporting schedule agreed with MFAT. Responses to all MFAT queries have been provided expeditiously.
<p>2. Administration system and processes</p>	<ul style="list-style-type: none"> Comprehensive administration systems and processes used to meet MFAT's acquittal requirements. 	<ul style="list-style-type: none"> Combined progress and financial reporting processes used by the Programme aim to provide a transparent, accountable and clear reporting and acquittal process. Ongoing liaison with relevant MFAT representatives facilitates effective communication to enable the FCA to meet MFAT's acquittal requirements. Where areas for improvement have been identified (expenditure tracking as an example) these areas have been addressed with improved reporting to MFAT now possible.
	<ul style="list-style-type: none"> All systems documented, transparent, records up to date and accurate, accessible. 	<ul style="list-style-type: none"> A comprehensive Programme Procedures Manual has been developed and is being used to administer the Programme. Administrative systems are up to date and accessible for authorised individuals as at the time of reporting. As part of the MSC's endeavours to improve systems and processes on an ongoing basis (note the point immediately above), the Programmes Procedures Manual is also regularly reviewed and updated (as required) to promote consistency and quality in administrative service provision.
	<ul style="list-style-type: none"> Information facilitates analysis and reporting. 	<ul style="list-style-type: none"> The systems in place have facilitated the development of clear and concise progress and other reporting. Feedback received on reporting submissions to date has been positive.

Indicator	Measure	Self-assessment
<p>3. Management systems and processes (programme)</p>	<ul style="list-style-type: none"> All systems documented, transparent, records are up to date, accurate, and accessible. 	<ul style="list-style-type: none"> Reporting recruitment, contracting, finance and other management systems are up to date and accessible for viewing and use by authorised individuals.
	<ul style="list-style-type: none"> Information facilitates analysis and reporting. 	<ul style="list-style-type: none"> The systems in place have facilitated the development of clear and concise progress and other reporting. Feedback received on reporting submissions to date has been positive.
<p>4. Management system and processes (finance)</p>	<ul style="list-style-type: none"> Comprehensive management systems and processes used to meet Contract requirements. 	<ul style="list-style-type: none"> The Programme's budget is aligned with the FCA's internal finance system, and this allows for more efficient tracking and financial reporting to MFAT. The Programme has provided a 'Reconciliation Table' and since January 2012 which details the projected expenditure. This information provides a summary of the Programmes' financial position at a given point in time against approved budget allocations/sub-projects and provides a narrative review of disparities from the allocated budget for any line-item. Since November 2012, the Programme also provides as part of financial reporting to MFAT: projected expenditure for the remaining contract period; estimated invoice amounts per month for the remaining contract period; and total anticipated expenditure estimates (actual expenditure to-date plus projected remaining expenditure) for the contract period.
	<ul style="list-style-type: none"> Systems facilitate efficient disbursement of payments. 	<ul style="list-style-type: none"> Close liaison with in-country counterparts (in particular NCs) as well as the approach of having a PJDP team member providing in-country support to the implementation of regional activities, has proved an effective way of facilitating efficient disbursement of payments for in-country activities. Furthermore, financial management systems are in place to identify potential under-spends in approved activities for subsequently re-allocation to alternate / new activities.
	<ul style="list-style-type: none"> Provides for efficient and cost-effective use of taxpayers' funds. 	<ul style="list-style-type: none"> The approach adopted by the MSC, promotes cost-efficiency by ensuring the highest quality goods and services are procured at the lowest possible prices. In addition, the FCA as a government entity has been able to claim back all Australian GST, where activities were held outside of Australia. This has resulted in the cost of the 18-month Implementation Plan Programme being reduced by almost AUD 80,000, or 2.4 % of the total approved budget. Further GST-related savings were realised in the 12-month Extension Period and are anticipated under the 24-month Extension Period.
	<ul style="list-style-type: none"> All reasonable steps must be undertaken by the MSC to ensure PJDP underspends (if any) during the implementation period are utilised 	<ul style="list-style-type: none"> As with the Programme's administrative systems and processes, where areas for improvement have been identified with regards to financial management, reporting and administration, these areas have been streamlined or strengthened, as required. Over the course of 2014, the Programme has adopted additional financial management

Indicator	Measure	Self-assessment
	promptly to undertake PEC and MFAT approved activities.	protocols, including: the development of more detailed expenditure projections (see also the response in the first point in this section, above). While the recommendation for streamlining the process for reallocating underspends was not ultimately approved, the ' <i>Additional activities</i> ' that have been developed and approved on an ongoing basis by the PEC throughout the 24-month Extension Period have been implemented in line with Letter of Variations (LoVs 12, 13, and 14). Further ' <i>additional activities</i> ' have recently been approved by NZ MFAT under LoV14.
5. <i>Monitoring systems and processes</i>	<ul style="list-style-type: none"> • Comprehensive monitoring system implemented to meet Contract and Programme requirements. 	<ul style="list-style-type: none"> • The Programme has an MEF in place which is approved by the PEC and reviewed and updated on a regular basis. In late 2012, the MSC conducted an internal review of its management of the PJDP. The Programme also undertakes ongoing monitoring of leadership and training activities with post-activity surveys being conducted and reported on to assess quality of, satisfaction with, and knowledge gained as a result of the services provided by the Programme. The PJDP also undertook a comprehensive mid-Programme assessment of: <ul style="list-style-type: none"> a. <i>The Programme's leadership</i> - focussing on: the quality and satisfaction with governance / leadership workshops; the quality and satisfaction with training workshops; an assessment of Programme achievements; improvements in participants' performance resulting from PJDP activities; and the Programme's Management. b. <i>The Programme's former participants</i> - assessments what impact / performance improvements had resulted from PJDP activities. <p>The outcomes of these assessments were fully reported on as part of Milestone Eighteen - Second Six Monthly Progress Report (January-June 2012). Furthermore, the PJDP Team undertakes ongoing liaison with counterparts to monitor progress, obtain feedback, and identify whether any further monitoring activities are required.</p> <p>The PJDP team are currently gathering and assessing data in preparation for the PJDP Phase 2 End of Programme Evaluation Report. The evaluation aims to provide informative and valuable qualitative and quantitative data on the contribution that PJDP has made its partner courts, court users, and the community, and the Programme's Relevance, Efficiency, Effectiveness, Impact and Sustainability. The Phase 2 End-of-Programme Evaluation Report will be formally submitted to the PEC and NZ MFAT in</p>

Indicator	Measure	Self-assessment
	<ul style="list-style-type: none"> • Systematic, proactive, risk sensitive, timely, and to agreed specifications. 	<p>April, 2015.</p> <ul style="list-style-type: none"> • Monitoring of activities and inputs is undertaken continually from both management and counterpart perspectives to ensure they adhere to agreed parameters in terms of activity design and the MEF. Each activity undertaken has standard monitoring activities incorporated into it. With regards to monitoring participants of PJDP training activities, monitoring activities have included: immediate post-training knowledge improvement assessments; participant post-training assessments (at least 3-6 months after the completion of training workshops); court leadership/supervisors questionnaires to identify any changes in work approach, and whether any improvement in performance has occurred subsequent to the PJDP activities. <p>Furthermore, as noted above, the MSC is undertaking a comprehensive End-of-Programme Evaluation which will be based on a broad range of data sources, including:</p> <ul style="list-style-type: none"> - End-of-Programme questionnaires for internal stakeholders. - End-of-Programme questionnaires for external stakeholders. - M&E tools for the Responsive Fund. - MSC's self-assessment. - Pre-/post-activity surveys and Advisers' assessments/reports. - Baseline/trend reports on the 15 Cook Island indicators. - Regional toolkit review survey. - Available PIC-driven assessments.
<p>6. Reporting and Evaluation systems</p>	<ul style="list-style-type: none"> • Timely, comprehensive, risk identified and management of the information is analytical and evaluative. 	<ul style="list-style-type: none"> • Risks are assessed regularly with all mobilised advisers and addressed on an ongoing basis throughout implementation. A travel risk management plan for each PIC has been developed to support the PJDP team should an emergency situation occur whilst in-country. Reporting on identified/emerging risks is undertaken as part of all progress reporting, as well as in selected milestone reports.
<p>7. Recruiting, contracting, deploying and managing procurement of goods & services, including technical assistance</p>	<ul style="list-style-type: none"> • All goods & services are procured in accordance with NZ Government Procurement Guidelines and other value for money guidance. 	<ul style="list-style-type: none"> • Pursuant to agreement with MFAT, the MSC procures goods and services in line with Australian Commonwealth Government Procurement Guidelines. All advisers were identified based on a comprehensive competitive regional / international recruitment process which aligned with the MSCs Commonwealth obligations. All goods and services otherwise required by PJDP have, and will continue to be procured in accordance with the MSCs Commonwealth obligations.

Indicator	Measure	Self-assessment
<p>8. Stakeholder engagement</p>	<ul style="list-style-type: none"> Appointees to lead roles must show demonstrated experience in having highly developed communication and mediation skills for addressing professional differences, to effectively resolve issues that may arise and maintain relationships with a vast and diverse range of stakeholders in the course of managing a complex, regional programme of this nature. 	<ul style="list-style-type: none"> As a prerequisite, all team members interacting with constituents have demonstrably advanced communication, dispute resolution and relationship management skills. A key requirement included in all terms of reference for external advisers and experts contracted by the MSC was high level interpersonal and communication skills, which was confirmed as part of the assessment and selection process. See also the PJDP's comprehensive mid-Programme assessment (Milestone Eighteen - Second Six Monthly Progress Report), where counterparts assessed the <i>participatory nature</i> of Adviser activity(-ies) undertaken in-country at over 86%. Further data on the quality of the MSC's engagement with stakeholders is likely to be obtained in the End-of- Programme Evaluation, noted above.
<p>9. MSC sub-contractor management</p>	<ul style="list-style-type: none"> Effective management of sub-contractors to ensure sufficient capacity and capability to carry out services to the standards required. 	<ul style="list-style-type: none"> Following the identification and selection preferred candidates for each advertised role, all identified individuals accepted appointment and contract negotiations were successfully completed. To date nine advisers and several judicial officers as resource persons have been mobilised with the PJDP Management Team undertaking ongoing liaison with each while in-country to ensure: proactive management of adviser resources; and the best quality outputs are achieved for each partner court. Feedback received to date from counterparts (see also the PJDP's comprehensive mid-Programme assessment [Milestone Eighteen - Second Six Monthly Progress Report], where counterparts assessed the <i>quality of individual Advisers and the outcomes achieved</i> by the adviser at just under 94%), MFAT and the MTA has uniformly been positive on the quality and capacity of the Programme's technical advisers.