



# PACIFIC JUDICIAL DEVELOPMENT PROGRAMME

## Phase 2 Annual Progress Report

1 January - 31 December, 2013

*Milestone 37*



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## ABBREVIATIONS

CD	-	Curriculum Development
CoJC	-	Codes of Judicial Conduct
FSM	-	Federated States of Micronesia
FV/YJ	-	Family Violence/Youth Justice
IJS	-	Institute of Judicial Studies
JM&E	-	Judicial Monitoring and Evaluation
LoV	-	Letter of Variation
MEF	-	Monitoring and Evaluation Framework
MFAT	-	New Zealand Ministry of Foreign Affairs and Trade
MSC	-	Managing Services Contractor - Federal Court of Australia
NC	-	National Coordinators
NJDC	-	National Judicial Development Committee
PacLII	-	Pacific Islands Legal Information Institute
PEC	-	Programme Executive Committee
PIC	-	Pacific Island Country
PJDP	-	Pacific Judicial Development Programme
PM	-	Programme Management
PM&E	-	Performance Monitoring and Evaluation
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
UNDP	-	United Nations Development Programme

## 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, 2013. The report is submitted in satisfaction of Milestone 37 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 this period the 12-month Extension Plan was completed (30 June, 2013), and the 24-month Extension Plan (1 July 2013-30 June 2015) design was developed by the Management Services Contractor (MSC) for review by the regional leadership and formally approved by the PEC at its meeting in Auckland, New Zealand (17-19 March, 2013). Implementation of the 24-month Extension Plan is now progressing in line with the approved schedule of activities as outlined in *Annex One*.

Details about the activities undertaken during the reporting period and the status of all Projects at the end of December 2013 is provided below, along with a summary of progress in the last quarter (October-December 2013). Additionally, a summary of progress against the Monitoring and Evaluation Framework (MEF) is provided in *Annex Two*.

### 3.1 SUMMARY OF PROGRAMME ACHIEVEMENTS 1 JANUARY TO 31 DECEMBER, 2013

In the period from 1 January to 31 December 2013, the 12-month Extension Plan was completed and the 24-month Extension Plan activities have begun. Progress and achievements made up to 30 June 2013 has been reported on in the *Third Six Monthly Progress Report (1 January-30 June 2013)*, submitted as Milestone 30 on 30 June, 2013.

In summary, the key achievements for the reporting period include:

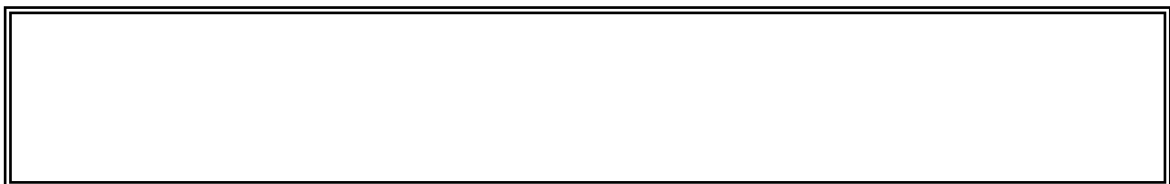
- **Toolkits:** Six toolkits were developed, piloted, refined and launched via the PJDP website. These toolkits are the: Producing Annual Court Reports; Developing Codes of Judicial Conduct; Establishing and Running National Judicial Development Committees; Conducting Family Violence and Youth Justice Workshops; Setting Time-Standards for Case Management; and Promoting Access to Justice.
- **Regional Governance and Leadership Activities:** Two rounds of regional governance and leadership management meetings were conducted in Auckland and Brisbane, respectively. A total of six activities were completed (two PEC Meetings, two Chief Justices' Leadership Workshops, and two National Coordinators' Leadership Workshops). The Seventh PJDP Phase 2 Programme Executive Committee (PEC) Meeting was held via teleconference for the first time in Phase 2.
- **Regional Capacity Building Activity:** An Advanced-level Curriculum Development / Programme Management Workshop was held in Koror, Palau from 25-29 November 2013. A total of 21 participants attended of which seven (33%) were female. The RTT mentor-support network was successfully launched during this workshop and was well received. This online network will be used to provide a forum for the sharing of questions, answers, and ideas. In addition, a Capacity Building Training-of-Trainers Workshop was delivered from 25 February-8 March 2013 in Auckland, New Zealand. A total of 14 participants were equipped with the knowledge, skills, and attitudes to confidently and competently build capacity within their own country and/or region.
- **Sub-Regional Activity:** The Court Annual Reporting Workshop gathered participants from The Federated States of Micronesia (FSM); Niue, Palau, Papua New Guinea (PNG), Tonga and Vanuatu in Brisbane, Australia in October 2013. Tokelau and RMI participants also attended through funding under the Responsive Fund Mechanism. A total of 22 participants attended of which nine (40%) were female.

- **Bilateral / In-country Activities:** During the reporting period the Family Violence and Youth Justice Project was mobilised with technical inputs and workshop activities undertaken in Tonga, Samoa and Vanuatu. In-country activities funded through the Responsive Fund Mechanism have been mobilised and are under various stages of implementation or completion. A total of 22 applications were received in the reporting period; 2 under the 12-month extension plan and 20 under the 24-month extension plan. Of those received, 17 were approved, 1 withdrawn and 4 are still being refined/negotiated.
- **Design of the 24-month Extension Plan:** The 24-month Plan (1 July, 2013-30 June, 2015) was designed and subsequently reviewed at the round of Leadership meetings held in Auckland in March 2013. The Plan was approved at these meetings and contracting between MFAT and the FCA completed as part of Letter of Variation 11.
- **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 following support was received from:
  - *New Zealand and Australian Courts:* judicial expertise was provided by both judiciaries to support the Family Violence / Youth Justice Awareness Workshop; and a range of Responsive Fund activities.
  - *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 and the Training-of-Trainers Training early in this period.
  - *Various other organisations* - including: Family Court of Australia (Court Annual Reporting Workshop); South Australian Sherriff Department, Adelaide (Vanuatu Responsive Fund activity); Robert Stary Lawyers (Nauru Responsive Fund activity) and Brainwave Trust (Family Violence & Youth Justice Workshop in Samoa).

A detailed summary of additional, un-costed and pro bono support mobilised by the Federal Court for the PJDP during 2013 is found in **Annex Three**.

## 3.2 DETAILED SUMMARY OF PROGRESS (OCTOBER TO DECEMBER, 2013)

### 3.2.1 Toolkits



Six toolkits were developed, piloted, refined and launched via the PJDP website in this period. Reference is made to each in the following project / activity discussion.<sup>1</sup>

The toolkits developed aim to support partner courts to implement development activities at the local level by providing information and practical guidance on what to do and how. The use of these toolkits will vary depending on the needs of each Pacific Island Country (PIC). By developing and making available these resources, PJDP aims to build local capacity to enable partner courts to address local needs and reduce reliance on external donor and adviser support as much as possible.

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<sup>1</sup> Note: the 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).

### 3.2.2 Family Violence / Youth Justice (FV/YJ) Project

- **Status:** The *Family Violence and Youth Justice Workshop Toolkit* has been developed, piloted, refined and launched via the PJDP website. Furthermore, during the reporting period, a total of 3 FV/YJ Awareness Workshops and one follow-up visit were successfully completed. Additionally, the toolkit was presented to, and formed the focus of an interactive session at both the Chief Justices' and the National Coordinators' leadership workshops in October.
- **Summary of progress:** since the last periodic report the following activities were successfully delivered under the Project:
  - *Tonga FV/YJ Workshop:* The Workshop was held in Nuku'alofa from 16-20 September, 2013 and the activity reported on in the Seventh Quarterly Progress Report (submitted 30 September 2013). At the conclusion of the workshop, an aspirational document was developed that captures what participating agencies would like to see in Tonga with regards to family violence and youth justice matters. It is intended that this document will form the basis of ongoing discussions between agencies once the new legislation comes into force in early 2014. Post-workshop assessments demonstrated improvements in awareness, knowledge, skills and attitudes related to relevant issues, law, contemporary practice and procedure. Formal feedback received indicated a high level of overall satisfaction with the workshop of over 82% reflecting that the workshop was perceived to be of high quality, relevance, and usefulness.
  - *Samoa FV/YJ Workshop:* This was the fourth workshop of this type conducted by the PJDP. The workshop was held in Samoa from 8-11 October, 2013. The workshop was facilitated by Justice Ida Malosi and FV/YJ Adviser Judge Peter Boshier. The workshop was attended by 40 stakeholders representing all justice sector agencies and the legal profession in Samoa. The workshop was timely given the fact that the Family Safety Act 2013 of Samoa came into force on 1 June, 2013, and there is currently before Cabinet, a draft Bill proposing the setting up of the family division of the District Court. The workshop facilitators worked closely with the Chief Justice to formulate and customise the design of the workshop. Participant assessments identified improvements in awareness, knowledge, skills and attitudes relating to the Family Safety Act 2013. Formal participant feedback received in the post-workshop questionnaires also rated overall satisfaction at over 84%.
- **Next Steps:** Further awareness workshops will be conducted in 2014 in the Cook Islands, Nauru and Niue along with follow-up visits to the Cook Islands, Palau and Tonga.

### 3.2.3 Enabling Rights Project

- **Status:** Implementation in Nauru was planned for 2-9 February 2014. In early January 2014 however, grave but unexpected political events have arisen resulting in Nauru's judiciary facing serious difficulties which have necessitated in a postponement in the implementation of this project.
- **Next Steps:** The situation in Nauru will be closely monitored in collaboration with Nauruan counterparts. Further planning / re-scheduling of activities will be undertaken as appropriate.

### 3.2.4 Public Information Project

- **Status:** Implementation of this activity is planned to occur during the first six months of 2014 in Tuvalu.
- **Next Steps:** Further planning and engagement with counterparts in Tuvalu will be undertaken progressively to plan and finalise scheduling.

### 3.2.5 Codes of Judicial Conduct (CoJC) Project

- **Status:** The *Developing Codes of Judicial Conduct Toolkit* has been developed, piloted, refined and launched via the PJDP website, and Judicial Conduct Guidelines for Samoa were developed, published and launched. No further activities under the CoJC Toolkit are currently scheduled. A draft *Complaints Handling Toolkit* is in the process of being finalised.
- **Next Steps:** Discussions are being held as proposed under LoV 12 to pilot the *Complaint Handling Toolkit* in one PIC. Detailed scheduling will occur when an interested PIC has been identified.

*"This is a most important development in the life of PJDP because I do believe that toolkits are a most useful methodology for enlightening and educating the Judiciaries and Judicial services in the Region of what needs to be done and how it is to be done for the enhancement and the improvement of the services provided by the Courts to the public."*

Senior counterpart's feedback on the toolkits developed - via email: 11 June 2013

### 3.2.6 Regional Governance and Leadership Meetings

- **Status:** During the reporting period two rounds of regional governance and leadership management meetings were conducted in Auckland and Brisbane, respectively.
  - **Summary:** Three activities were completed since the last periodic report, namely the: seventh PJDP Phase 2 PEC Meeting (held via teleconference on 26 November, 2013); fifth Chief Justices' Leadership Workshop (Brisbane, 23-25 October, 2013); and fifth National Coordinators' Leadership Workshop (Brisbane, 20-22 October, 2013). The Governance and Leadership Meetings held in October 2013 were attended by a total of 37 participants from all 14 PICs, ensuring representation by all PJDP Partner Courts at the meetings. Of the 37 participants a total of eight participants (21%) were female. The Chief Justices' Leadership Workshop in October focused on providing Chief Justices' with: an update on progress across all projects; adviser-led sessions on the published Toolkits; an opportunity to provide direction and feedback on the scheduling of future activities; and an opportunity each day for Chief Justices' to bring topics for discussion to the meeting. The National Coordinators' Leadership Workshop provided an opportunity to: update and discuss current PJDP activities, including the recent Toolkits; an inclusive participatory process for National Coordinators to plan, monitor and refine the ongoing PJDP activities on a regional and bi-lateral basis; and the opportunity to interact; share experiences and build leadership with their Pacific Island counterparts.
- Next Steps:** Planning and logistical arrangements for the March 2014 meetings of the PEC and Chief Justices' in Auckland, New Zealand are currently underway.

### 3.2.7 Responsive Fund Mechanism

- **Status:** A total of 22 applications were received in the reporting period; two under the 12-month extension plan and 20 under the 24-month extension plan. Of those received, 17 were approved, one application was withdrawn and four further applications are still being refined/negotiated.
- **Summary of progress:** 18 applications were received with a total of 12 applications were approved under Round 1 (due 30 September 2013). Round Two was opened to the Cook Islands, Kiribati and Tokelau, however no applications were received by the deadline of 30 November. Subsequently, unspent funds were made available under Round Three which was open to all Partner Courts. A further six applications were submitted under Round Three with three applications approved to date. Under the approved 24-month Extension Plan, a total of AUD\$198,796.34<sup>2</sup> has been approved and AUD\$69,139.76 expended to-date. All RF activities are currently in the process of either preparation / planning; implementation; or have been completed. Further detail on each of the PICs RF activities is

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<sup>2</sup> This amounts to 81.86% of the total approved budget for the Responsive Fund.

being captured in a rolling report on the Responsive Fund Mechanism. A breakdown of each PICs Responsive Fund activity for the 12-month period is provided at **Annex Four**.

- **Next Steps:** The PJDP Team will continue to work closely with National Coordinators to assist with the planning, implementation and reporting (including funds acquittals) for the approved activities to date. There are remaining available funds under the RF budget and as such a further round of funding will be opened to Partner Courts in 2014.

### 3.2.8 National Judicial Development Committee (NJDC) Project

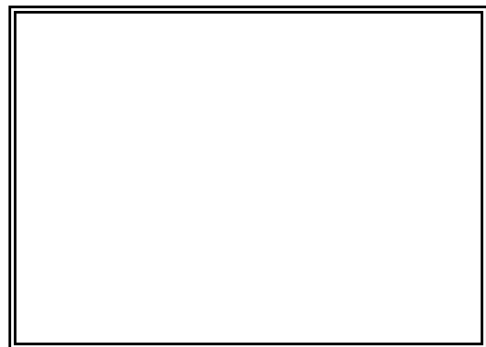
- **Status:** The *Regional NJDC and Court Development Plan Toolkit* has been developed, piloted, refined and launched via the PJDP website. Additionally, the toolkit was presented to, and formed the focus of an interactive session at both the Chief Justices' and the National Coordinators' leadership workshops in October.
- **Next Steps:** Discussions are underway with key counterparts with regards to timing of the implementation of the *Regional NJDC and Court Development Plan Toolkit* in Tuvalu.

### 3.2.9 Judicial Administration Project (Time Standards and Delay Reduction)

- **Status:** The *Regional Good Practice Time Standards Toolkit* has been developed, piloted, refined and launched via the PJDP website. Additionally, the toolkit was presented to, and formed the focus of an interactive session at both the Chief Justices' and the National Coordinators' leadership workshops in October.
- **Summary of progress:** The initial input to inform the development of the draft *Backlog Reduction and Delay Prevention Toolkit* was undertaken in Vanuatu from 25 November-13 December, 2013. This visit provided support to the Supreme Court of Vanuatu as it undertakes its backlog reduction programme.
- **Next Steps:** Planning and logistical arrangements for further inputs under the Time Standards and Delay Reduction activities are underway for implementation in the first half of 2014. Additionally, the Federal Court is currently looking at various modalities for operationalising the IT Administrators' Network and the associated costs.

### 3.2.10 Court Annual Reporting Project

- **Status:** The 2012 Court Trend Report has been published and distributed. A sub-regional Court Annual Reporting Workshop was held in Brisbane, Australia from 16-18 October, 2013. Additionally, the toolkit and Trend Report were presented to, and formed the focus of an interactive session at both the Chief Justices' and the National Coordinators' leadership workshops in October.
- **Summary of progress:** Consultations with key counterparts and stakeholders in partner courts were ongoing to collect and collate second year court performance data. This data culminated in the publishing of the 2012 Court Trend Report in September 2013. Copies have been distributed to the PIC Chief Justices' as requested and key stakeholders and agencies throughout the Pacific. The sub-regional Court Annual Reporting Workshop was held in Brisbane from 16-18 October, 2013. The objective of the workshop was to '*assist participating Pacific countries to develop, draft and present an outline of an annual report for their respective court*'. The Workshop was attended by 22 participants from all of the 6 nominated PICs and two additional PICs. Tokelau and the Republic of the Marshall Islands attended under the Responsive Fund Mechanism. Of the 22 participants, nine





participants or 40% were female. Post-evaluation data demonstrated that the workshop was successful with more than 90% of participants feeling extremely or quite confident in their ability to gather data and prepare their annual report.

- **Next Steps:** Ongoing remote assistance to seven PICs regarding court annual reporting will continue throughout 2014 until each countries Annual Report is developed.

### 3.2.11 Regional Training Capacity Project

#### **Advanced-Level Curriculum Development & Programme Management Training:**

- **Status:** The second Advanced-Level Curriculum Development and Programme Management Workshop was successfully held in Koror, Palau from 25-29 November, 2013.
- **Summary of progress:** Of 22 participants invited a total of 20 attended of which seven (35%) were female. 11 of the 14 PICs were represented. Participant nominations for this workshop were open to all PJDP certified RTT members and also to active members of NJDC's. The workshop focused on refreshing and extending participants' presentation skills, developing a toolkit of training resources, a draft of which was reviewed by the group for their comments, building capacity to manage judicial development programming and to launch the PJDP's RTT mentor-support network. 100% of participants rated themselves as either '*More Confident*' or '*Much More Confident*' as trainers following the completion of workshop. Analysis of the responses received shows a significant **increase of almost 75%** (based on a 90% response rate) in participants' confidence as trainers after having completed the training.
- **Next Steps:** Discussions are currently being held about the demand for an additional Advanced-Level Curriculum Development & Programme Management Training Workshop.

#### **Regional Training Team (RTT) Mentoring Network:**

- **Status:** The online RTT mentoring network forum was successfully launched at the recent Advanced-level Curriculum Development and Programme Management Workshop in November 2013. All RTT members have now received a username for sign-in to the forum. The online network provides the RTT community with the ability to share questions, answer and ideas.
- **Next Steps:** Ms Margaret Barron will facilitate the forum, addressing questions, providing resources to, and monitoring use of the network.

### 3.2.12 Core Judicial Development Project

#### **Decision-making Training:**

- **Status:** One Lay Judicial and Court Officers Decision-making Workshop was held in Rarotonga, Cook Islands from 6-10 May, 2013.
- **Summary of progress:** Planning and logistical arrangements are being finalised for the upcoming Lay Decision-Making Workshop to be held in Vanuatu from 5-7 February 2014; and the Law-trained Decision-Making Workshop from 10-12 February 2014. A total of: 5 RTT co-facilitators; 18 lay participants; and 14 law-trained participants have been identified to attend these workshops.
- **Next Steps:** Facilitators and participants will be mobilised shortly for both Decision Making Workshops.

## 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.34: Chief Justice's Leadership Workshop Agenda	31 October	28 October
M.35: Advanced RTT CD & PM Workshop Agenda	30 November	26 November
M.36: Samoa Family Violence & Youth Justice Workshop Agenda	31 December	18 December
M.37: Annual Progress Report	31 January	29 January

In relation to other programme management matters not previously reported upon:

1. **Budget:** A full financial acquittal up to the end of the last contract period (to 30 June, 2013) is provided in the previous six-month report.

For the 24-month Extension Period to date (1 July-31 December, 2013), a total of 19.18% of the approved budget has been expended. A detailed expenditure summary is found in **Annex Five**. The PJDP Team identified some areas of underspend following the completion of the four regional activities held since the mobilisation of the 24-month Extension Plan. Discussions with MFAT and the PEC on 26 November, 2013 have resulted in the development of a draft of LoV 12 to reallocate these amounts to other activities. Documentation for LoV 12 is currently being prepared for finalisation by end January 2014.

2. **Letter of Variation Number 11 (LoV 11):** Formal planning and documentation was submitted to MFAT and the PEC for approval at the Leadership Workshop held in Auckland in March 2013. LoV11 was signed on 27 June 2013 and officially started on 1 July 2013.

3. **Website:** To assist in the dissemination of materials and information both the PaCLII and Federal Court of Australia supported PJDP websites have been updated throughout the period. A notable addition to the website in 2013 was the introduction of a 'Toolkits' page, from where the courts in the region can access and download the six toolkits developed and launched by PJDP. Between publication in June and December, the Toolkits were viewed 873 times by new and repeat users (the second most frequently visited page on the website following the homepage).

In addition, new materials, newsletters and media releases continued to be uploaded on the website. The PJDP website tracks the usage and website traffic, and since records began in September 2012, a total of 4,922 visits have been recorded on the website. During 2013 calendar year, 4,423 page views were recorded. Further details on the website's usage can be found in **Annex Six**.

4. **Newsletter:** The seventh edition of the PJDP newsletter was finalised and sent to PIC counterparts and implementation partners in the Pacific, Australia, New Zealand and beyond in December 2013.
5. **Logistical, administrative and financial arrangements:** At the time of reporting, all activities scheduled to date have been completed and further arrangements are being made in the forthcoming quarter (i.e. January-March 2014) for:
  - Lay Decision-Making Workshop (Port Vila, Vanuatu 5-7 February, 2014).
  - Law-trained Decision-Making Workshop (Port Vila, Vanuatu 10-12 February, 2014).
  - Sixth Chief Justices' Leadership Workshop (Auckland, New Zealand 6-8 March, 2014).
  - Eighth PEC Meeting (Auckland, New Zealand 13-15 March, 2014).
  - Toolkits: commencement of development of up to 5 additional toolkits.
  - Adviser and bi-lateral activities for the: Family Violence and Youth Justice Workshop; Enabling Rights Project; National Judicial Development Committee (NJDC) Project; Judicial Administration - Time Standards; Judicial Administration - Delay Reduction Project; Court Annual Reporting Project; and Additional Responsive Fund applications (subject to availability of funds).

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

## 4.0 CROSS-CUTTING ISSUES

**Sustainability** has been promoted throughout the period and the activities conducted by:

- The design, development and piloting of six Toolkits for the ongoing development of courts in the region. These toolkits aim to support partner courts to implement their development activities at the local level by providing information and practical guidance on what to do.
- The mobilisation, engagement and commitment of local facilitators and agencies involved in Family Violence and Youth Justice Awareness Training in Samoa, Tonga and Vanuatu.
- Further capacity building of members of the RTT and NJDC to develop curriculum, deliver, and manage local training programmes appropriate to meet the capacity needs of their colleagues through the Advanced Curriculum Development and Programme Management Workshop.
- Launching of the online RTT Mentoring Network to share questions, answers, and ideas in the ongoing development and delivery of local activities.
- The ongoing collection, collation and publication of a second year of court performance data across all 14 PICs to inform Partner Court's Annual Reports. Training in data gathering, preparation and presentation of Court Annual Reports was delivered in November to those PICs who requested assistance in this area.

**Gender and Human Rights:** Since 1 July, 2013 to date, a total of 24 women have actively participated in the regional training and management meetings, representing 30% of all participants. Substantively, gender and human rights issues were addressed in the context of: violence against women and children during the Family Violence and Youth Justice Workshops in Samoa, Tonga and Vanuatu; and data gathering and presentation techniques during the sub-regional Court Annual Reporting Workshop. Furthermore, the need to address the implications of relevant cross-cutting issues including gender, human rights and the environment was discussed during the Advanced-level Curriculum Development and Programme Management Workshop, specifically in relation to the need to address these matters in activity designs.

## 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 the ongoing situation with the Chief Justice and Resident Magistrate in Nauru, and this is addressed as follows:

Risk	Result	How Risk will be Addressed
Executive interference with a PJDP partner court(s) and / or PJDP activities.	This can undermine independence of the judiciary in affected partner courts and / or derail PJDP activities and their outcomes.	Team Leader to note the matter with PEC Chair to encourage dialogue and collegial support between judiciaries / chief justices. If a PJDP activity is impacted upon, the Team Leader in consultation with the relevant Chief Justice will assess the situation and consider what action (if any) is required. If an activity is suspend or terminated in a particular PIC, the Team Leader will determine how the affected activity(-ies) can be implemented with other interested partner courts. If an activity is adversely impacted upon, the MSC will inform MFAT of this situation, the likely impact on the activity(-ies), and any action that has been or will be taken to re-allocate activities to other PICs.

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**

A comprehensive analysis of lessons learned from implementing PJDP was drafted and submitted in satisfaction of Milestone 22(b) under the 12-month Extension Phase. These lessons have been continuously reviewed as part of the 24-month Extension Plan design process and again in developing this annual report, and are considered to remain valid and current.

## **7.0 CONCLUSION**

The PJDP Team are grateful for the ongoing support and involvement of the region's senior judicial leadership in steering PJDP in the direction they find most useful. Without that support and involvement it would not be possible for the PJDP Team to continue to implement the approved projects to produce the outputs and outcomes which contribute to PJDPs overarching goal. While there remains much to be done, the PJDP Team is confident that with the continued partnership of participating courts, PJDP will achieve all it has set for itself during the remainder of the Extension Period.

## **Annexes**

- Annex One: Approved Schedule of Activities
- Annex Two: Progress against Monitoring and Evaluation Framework
- Annex Three: Summary of Additional, Un-costed and Pro Bono Support by the Federal Court of Australia to the PJDP
- Annex Four: Responsive Fund Applications
- Annex Five: Expenditure Summary
- Annex Six: Summary of PJDP Website Statistics
- Annex Seven: Self-assessment Against the Quality Indicators in the Contract

## ANNEX ONE - APPROVED SCHEDULE OF ACTIVITIES - AS AT 31 DECEMBER, 2013

### Regional Activities:

Activity	Indicative Timing	Locations
1. 5 <sup>th</sup> National Coordinators' Leadership Workshop	20-22 Oct, 2013	Brisbane
2. 5 <sup>th</sup> Chief Justices' Leadership Workshop	23-25 Oct, 2013	Brisbane
26 <sup>th</sup> LAWASIA Conference (non-PJDP)	27-30 Oct, 2013	Singapore
3. 7 <sup>th</sup> PJDP Phase 2 PEC Meeting (by teleconference)	Nov (TBC)	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 <sup>th</sup> Chief Justices' Leadership Workshop	6-8 Mar, 2014	Auckland
Pacific Judicial Conference (non-PJDP)	10-12 Mar, 2014	Auckland
8. 8 <sup>th</sup> PJDP Phase 2 PEC Meeting	13-15 Mar, 2014	Auckland
9. Regional Lay Judicial Officer Orientation Workshop	12-16 May, 2014 <sup>3</sup> (TBC)	Solomon Is.
10. 6 <sup>th</sup> National Coordinators' Leadership Workshop	20-23 Oct, 2014	Cook Islands
11. 9 <sup>th</sup> PEC Meeting	23-25 Oct, 2014	Cook Islands
12. Regional Capacity Building ToT Workshop	9-20 Feb, 2015	Auckland
13. 7 <sup>th</sup> Chief Justices' Leadership Workshop	20-22 Apr, 2015	Samoa
14. 10 <sup>th</sup> (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)	30 Nov, 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

<sup>3</sup> During discussions at the PEC Meeting on 26 November, 2013 it was approved to accelerate the Regional Lay Judicial Officer Orientation Workshop and re-schedule the activity to occur prior to 30 June 2014.

***In-PIC Activities:***

Activity	Location(s)	Tentative Timing
<b><i>Family Violence / Youth Justice Project</i></b>		
1. Implementation	Tonga	18-20 Sept, 2013
2. Implementation	Samoa	8-11 October, 2013
3. Implementation	Cook Islands	10-14 Feb, 2014
4. Implementation	Nauru	8-12 Sept, 2014
5. Implementation	Niue	Jan, 2015
1. Follow-up	Vanuatu	12-15 Feb, 2013
2. Follow-up	Cook Islands	Oct, 2014
3. Follow-up	Samoa <sup>4</sup>	18-19 Aug, 2014
4. Follow-up	Palau	15-19 Sept, 2014
5. Follow-up	Tonga	28-29 April, 2014
<b><i>Public Information Project</i></b>		
	Tuvalu	1 <sup>st</sup> visit: May, 2014
<b><i>Enabling Rights Project</i></b>		
	Nauru	1 <sup>st</sup> visit: 3-9 Feb, 2014
<b><i>National Judicial Development Committee Project</i></b>		
	Tuvalu	1 <sup>st</sup> week March, 2014
<b><i>Judicial Administration - Time Standards</i></b>		
1. Activity 1	Samoa	TBC
2. Activity 2	Marshall Is.	7-25 April, 2014
3. Activity 3	FSM	28 Apr-16 May, 2014
4. Activity 4	Solomon Is.	29 Sep-10 Oct, 2014 (TBC)
<b><i>Judicial Administration - Delay Reduction</i></b>		
1. Judicial Administration - Delay Reduction	Vanuatu	Visit 1: 25 Nov-13 Dec, 2013 Visit 2: 17-18 Feb, 2014 (TBC) Visit 3: 29 Sep-10 Oct, 2014 (TBC)
2. Judicial Administration - Delay Reduction	Kiribati	30 Jun-18 Jul, 2014
<b><i>Court Annual Reporting Project</i></b>		
1. Sub-regional Activity	FSM; Palau; Niue; PNG;	16-18 Oct, 2013
2. Follow-up (until first Annual Report developed)	Tonga; Vanuatu	Ongoing
<b><i>Local Orientation Workshop Delivery</i></b>		
	Tokelau	June-Sept, 2014
<b><i>Decision-making Local Peer Review Project</i></b>		
	Marshall Is.	TBC
<b><i>Additional activities - approved November, 2013</i></b>		
<b><i>A1. Pilot of Complaints Handling Toolkit</i></b>	TBC	TBC
<b><i>A2. Development Programme Management Toolkit</i></b>	TBC	TBC

<sup>4</sup> The Chief Justice of Samoa indicated that no follow-up visit was required.



## ANNEX TWO - PROGRESS AGAINST THE APPROVED MONITORING AND EVALUATION FRAMEWORK - AS AT 31 DECEMBER, 2013

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 to June 2013	Progress against baseline December 2013	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
<b>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</b>								
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.	There is a regionally accepted approach to institutionalising judicial development.	PICs have qualitatively and quantitatively assessed and provided court performance data for the second year.	PICs provide year two and four court performance data.	Perceptions of quality, professionalism, accessibility, efficiency and reliability of judicial services.	PIC courts and court users' surveys.	TA
			Three PICs have codes to manage internal governance/ethics; two of which have trained their judges on the code and a toolkit of resources for future revision/drafted of codes has been developed for piloting in 1 PIC.	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.	Courts aware of what court users' needs are.			
			There remain an unquantified number of marginalised prospective court users although needs in Tuvalu have been addressed through the pilot Access to Justice project. The toolkit produced by the pilot is made available to all PICs.	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		Evidence of progress against judicial development and court performance goals in each PIC.	Statistical data collected by PIC courts.	MSC
			A large number of judicial and court officers in all PICs have, and are continuing to receive training in a broad range of legal				Needs Assessment survey / regional discussions at CJ/ NC meetings.	





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 to June 2013	Progress against baseline December 2013	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
			and procedural areas according to their individual needs. 45 local trainers and RTT members have designed, facilitated and/or co-facilitated a significant amount of this training.	training activities.				
<b>Programme Purpose: To support PICs to enhance the professional competence of judicial officers and court officers, and the processes and systems that they use.</b>								
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.	PICs have a common set of indicators to assess court performance and a regional approach to institutionalise judicial development. Three PICs have codes to manage internal governance/ethics. There remain an unquantified number of marginalised prospective court users and some of the significant number of lay judicial officers has received training.	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 practicing 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	Stakeholders' surveys / interviews conducted by NCs.	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 to June 2013	Progress against baseline December 2013	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
						of needs-based training and provision of resources.		
<b>1.0 Access to Justice</b>								
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 manage family/ juvenile cases	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 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	Data is known about informal justice service providers in three PICs but otherwise, low levels of know-how to enable judicial leadership to assess, plan and direct an integrated process for improving access to justice is being addressed in Tuvalu with the development of an Access to Justice plan. From this experience, a toolkit of resources was developed and made available to all PICs enabling them to improve access to justice. There continues to be disharmony between in/formal justice systems in the region, but this is being addressed with the Tuvalu pilot and there is opportunity to address it in all PICs with the Access to Justice Toolkit that was disseminated.	Three PICs have been recipients of workshops and/or monitoring visits to improve their competence to respond to family/juvenile issues.  Implementation of activities in two PICs is being scheduled for early 2014 to address priority issues and broader justice needs - in one PIC through the Enabling Rights Project and in one PIC through the Public Information Project.  There is scope for additional Access to Justice activities and support at the request of individual PICs through the Responsive Fund mechanism.	Access to Justice plan developed in selected PICs (based on demand via the Responsive Fund) enabling the integration of justice services; improved competence to respond to family / juvenile issues and improvements in public awareness of rights/remedies and in judicial responses to priority justice needs.	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 justice needs.	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 to June 2013	Progress against baseline December 2013	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
		justice for vulnerable groups						
<b>1.1 Access to Justice (formerly Customary Dispute Resolution) Project</b>								
To support at selected PICs to systematically address community dispute resolution needs.	One integrated in/formal justice system planning workshop conducted using preliminary research data and providing technical inputs into integrated planning.	No evidence-based strategy exists to integrate in/formal justice systems in the region.	An evidence-based strategy exists which articulates the benefits to governance and the rule of law of stronger linkages between in/formal justice systems in the region. The strategy has been developed by PJDP and approved by the PEC.  The Access to Justice plan and toolkit enabling other PICs to forge stronger links with informal dispute resolution actors and improve access to justice (the strategy) was piloted in Tuvalu, and subsequently made available to all PICs.	Further activities under the Access to Justice Project will be implemented at the request of an individual PIC via the Responsive Fund mechanism, and ongoing support given to the pilot PIC (Tuvalu) to implement the toolkit (as requested).	The <i>Regional Access to Justice Planning Toolkit</i> implemented in interested PICs using the Responsive Fund mechanism enabling Access to Justice Plans to be developed and implemented.	Quality of Access to Justice Plan particularly their incorporation of community dispute resolution needs.  Number of PICs the Toolkit is implemented to.	Access to Justice Plans / RF reports.	TA
<b>1.2 Enabling Rights Project</b>								
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.	NA	Pending - The first visit to Nauru is scheduled to occur in February 2014.	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



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 to June 2013	Progress against baseline December 2013	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
<b>1.3 Family Violence and Juvenile Justice Project</b>								
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 the region and the poor responses to these issues undermines appropriate access to justice for vulnerable groups.	Family Violence and Youth Justice workshops were held in two PICs to improve their competence to manage family/juvenile issues.  40 participants attended a workshop in Palau and 35 attended a workshop in Vanuatu, both of which were reportedly high quality, practical, relevant and useful. Participants assessed improvements in awareness, knowledge, skills and attitudes related to relevant issues, law, contemporary practice and procedure and inter-agency MOUs were signed at the conclusion of both workshops to promote improvements in family / domestic violence law, practice and procedure and commitment made to develop diversionary processes for juveniles.	Workshops were held in two PICs to improve their competence and response to family/juvenile justice issues. One PIC received a monitoring visit to follow-up on and further strengthen competence to deal with these issues.  48 participants attended a workshop in Tonga and 42 attended a workshop in Samoa. At both workshops participants reported an increase in confidence and demonstrated improvements in awareness, knowledge, skills and attitudes related to the relevant issues, law, contemporary practice and procedure. Both workshops produced a compilation of objectives that organisations in attendance are to pursue to increase their coordination and collaboration, as well as jointly improve their response to family/juvenile justice issues.  Revision of the draft Family Violence and Youth Justice toolkit	Improvements in awareness, knowledge, skills, attitudes relating to relevant issues, law, contemporary practice and procedure in up to two additional PICs and increased cooperation, coordination and collaboration between stakeholder agencies to address relevant issues.	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 to June 2013	Progress against baseline December 2013	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
				is underway, with implementations in three additional PICs schedule to be undertaken in 2014.				
<b>1.4 Public Information Project</b>								
A portfolio of public information resources developed piloted and disseminated in one PIC available for adaption across the region.	NA	NA	Baseline 2013: in most PICs no information is readily available to/accessible by the public about their legal rights/remedies and available court services; thereby preventing them from fully pursuing their rights/remedies and justice.	Pending - implementation scheduled for first half of 2014.	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 <b>not</b> duplicate the work of other initiatives (eg RRRT).  In its approach to implementation, the MSC will explore the possibility of adapting resources developed by other initiatives	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 to June 2013	Progress against baseline December 2013	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
						where appropriate rather than re-inventing the wheel to ensure cost-effectiveness and value for money.		
<b>2.0 Governance</b>								
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.	Three CoJC exist in the region based on internationally recognised principles and a toolkit has been developed for other PICs to develop/revise codes. The toolkit has been piloted in one PIC. Improvements in judicial conducts have been assessed in 3 PICs; the results of which were captured in the activity completion report.	Complaints Handling Toolkit is in the process of being developed, and approval has been received for the piloting of this Toolkit in at least one PIC.	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
			PIC driven and regionally coordinated options to institutionalise judicial development have been developed and endorsed by the PEC. The MSC has analysed its experience implementing the PJDP and produced a lessons learned report which has been approved by the PEC.	A set of leadership meetings for the PEC, CJs and NCs has been held, providing opportunities for engagement and contribution to the strategic direction of activities in the current extension period.		four PEC, three CJs and two NC meetings held, perceptions of quality of engagement by key stakeholders.	Meeting reports and feedback.	MSC
			Evident through feedback, engagement and 33 approved	12 PICs have submitted applications for funding under the RF. There is an increasing opportunity for PICs to manage their own locally-driven development activities, with 15 activities being approved.		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/MS C



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 to June 2013	Progress against baseline December 2013	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
			Responsive Fund activities; is increasing levels of leadership / implementation of local activities. One NC meeting and two PEC and CJ have been held since July 2012.					
<b>2.1 Codes of Judicial Conduct Project</b>								
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, inquire into, and resolve complaints relating to judicial conduct.	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.	Three CoJC exist in the region based on internationally recognised principles. Improvements in judicial conduct in those PICs was assessed, the results of which were captured in the activity completion report. During the 18 month implementation phase, the CoJC TA recommended that it would be disadvantageous to develop a regional strategy for the development of harmonised CoJC, but instead provide a pathway, means and capacity for each PIC to develop its own CoJC based on local realities/ needs. This pathway has been developed and g piloted in 1 PIC. The outcome was a new CoJC in that PIC and a finalised toolkit which was disseminated to all PICs.	A Complaints Handling Toolkit is in the process of being developed. Beyond the original target, approval has been received by the PEC to pilot this Toolkit in at least one PIC.	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 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.	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
<b>2.2 Regional Governance and Leadership Meetings</b>								



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 to June 2013	Progress against baseline December 2013	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
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.	Increasing levels of judicial leadership of development at national/regional levels as indicated by the nature of feedback provided and levels of engagement at six regional leadership meetings and 33 approved Responsive Fund activities.	Leadership meetings were convened for the PEC, CJs and NCs, providing opportunities for engagement and contribution to the strategic direction of activities in the current extension period, and 17 Responsive Fund activities have been approved throughout 2013.	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
<b>2.3 Responsive Fund</b>								
PICs increasingly manage their own locally-delivered development activities.	90% of Responsive Fund allocated in LoV9 expended, 70% of activities achieve their aims and with less support from the PJDP Team.	No RF activities implemented.	19 RF activities were successfully completed by June 2012 in 12 PICs and 13 more applications approved under the 12mth EP, 12 of which have been implemented and one postponed by the PIC.	13 PICs have submitted applications for funding. 22 applications were received and 17 approved, indicative of increased capabilities within PICs to apply for and implement priority development activities.	All PICs successfully develop their capabilities to formulate cogent applications to support priority development activities and implement	Number of Responsive Fund applications successfully delivered with minimal assistance from the PJDP Team. The Responsive Fund	NC reports / MSC confirmation. MSC 6-monthly and annual progress reports.	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 to June 2013	Progress against baseline December 2013	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
					associated activities which achieve their aims.	managed effectively and efficiently (including financial expenditure) by the MSC.		
<b>2.4 National Judicial Development Committee (NJDC) Project</b>								
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.	A Regional NJDC toolkit has been developed and piloted in Samoa. The toolkit will provide a comprehensive framework, guidance, and support to all PICs seeking to re-enliven / further develop their NJDC and to more effectively plan for ongoing judicial and court development.	Further refinement of the Toolkit has been undertaken following consultations at the leadership meetings. The refined Toolkit is to be disseminated to all PICs for local use.  Pending - implementation of the Toolkit in at least one PIC scheduled for first half of 2014.	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
<b>3.0 Systems and Processes</b>								
Courts' capabilities to dispose of cases efficiently are improved in up to	Two PICs are using PJDP facilitated Registry / Court plans developed to undertake reforms.	Approaches to collecting and using judicial and court administration data for diagnosis	A diagnosis of court administration needs for was completed in three PICs to inform a regional strategy which identifies shortcomings. Based	Further refinements of the Time Standards Toolkit have been completed with implementation due in at least two PICs in the first half of 2014. Delay Reduction	PICs better equipped to collect, use and report on judicial performance data and dispose of cases	The level of progress made by up to three PICs implementing their development plans.	TA 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 to June 2013	Progress against baseline December 2013	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
<p>six PICs, and their ability to regularly report on performance is improved in up to six PICs.</p>	<p>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>(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>thereon, local development plans were developed and approved in those 3 PICs including strategies to address identified shortcomings. Vanuatu is of its own volition progressing to implement its reform plan, with separate assistance from the MSC.</p> <p>Based on the most pressing need common to the diagnoses undertaken, a toolkit has been developed and piloted in one PIC to establish efficient case disposal time standards. The toolkit was disseminated to all PICs.</p> <p>Annual judicial and court baseline data was collected in 14 PICs using a common set of 14 indicators developed for PJDP. The framework was approved by the PEC. There is clarity as to the status quo of court performance across the region with second year trend data presented and published in the 2012 Trend Report. In addition a toolkit has been developed and has been piloted in Tokelau to publish performance data among</p>	<p>Toolkit has been piloted in one PIC.</p> <p>Annual reporting toolkit has been implemented in six PICs via the Court Annual Reporting Workshop, and ongoing support is given to those PICs to publish annual reports.</p> <p>Interaction with 14 PICs occurred remotely at the leadership meeting to continue the collection of court performance data, as part of working towards the 2013-2014 Trend Report.</p>	<p>efficiently.</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>		



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 to June 2013	Progress against baseline December 2013	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
			other information in annual court reports. The toolkit has been disseminated to all PICs.					
<b>3.1 Judicial Administration Project</b>								
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;	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).	A research-based diagnoses of needs for improvement in judicial administration was completed in three PICs as representative of the region to inform a regional strategy which identifies and solves problems. Based thereon, local development plans were developed have approved in those three PICs. Vanuatu is of its own volition progressing to implement its reform plan, with separate assistance from the MSC.  Based on the most pressing need common to the diagnoses undertaken, a toolkit has been developed and piloted in one PIC to establish efficient case disposal time standards. The toolkit has been disseminated to all PICs.	The Time Standards Toolkit was made available to all PICs, and further refinements are underway to incorporate additional key court performance information. Implementation of the updated Toolkit is due to take place in at least two PICs in 2014.  The first in-country visit for the Delay Reduction Toolkit pilot has been completed (Vanuatu), and assistance given to implement and document changes related to the case backlog in the Supreme Court.  A concept paper for the regional network of IT administrators has been submitted, with implementation expected in early 2014.	Courts in up to four PICs introduce time standards for cases and commence reporting on case disposal rates.  Courts in up to three PICs introduce delay reduction practices and procedures.  A regional network of IT administrators established and supported.	Time standards as promulgated and the number of PICs reporting on case disposal rates.  Quality, comprehensiveness and feasibility of the practices and procedures as implemented.  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.	TA report.	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 to June 2013	Progress against baseline December 2013	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
specifically relating to time standards and delay reduction, is enhanced.								
<b>3.2 Court Annual Reporting (formerly Performance Monitoring &amp; Evaluation) Project</b>								
Up to 6 courts publically reporting on performance on an annual basis across the region.	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.	There is no PIC judicial and court baseline data utilising a common set of indicators.	Annual judicial and court baseline data was collected in 14 PICs using a common set of 14 indicators developed for PJDP using a research-based approach to judicial performance monitoring. The framework was approved by the PEC. There is clarity as to the status quo of court performance across the region with second year data presented and published in the 2012 Trend Report. This data will be considered to enable PICs to reflect on what further developments can be undertaken to improve performance in order to provide better justice services for court users. Coupled with the outcome of the Access to Justice pilot, at least 1 PIC will better understand what actual/potential court users need.	Refinement of the piloted Court Reporting Toolkit is underway to include support for implementing, collating and analysing court users' surveys on barriers to accessing, satisfaction with, and confidence in the courts.	Timely, accurate and comprehensive annual court reports 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.	Number of PICs producing an annual report published and the quality of the data contained therein.	TA report & PEC/CJ assessment minuted.	TA/ MSC
			In addition a toolkit has been	The Annual Reporting Toolkit has been implemented in six PICs during the Court Annual Reporting Workshop, and ongoing support is given to those PICs to publish annual reports.	Year two and four court performance trend data reported by PICs.	Quality and breadth of data reported.	TA report.	TA
				Regional data on court reporting for Year 2 has been produced and published (2012 Trend Report published in 2013), and interaction with 14 PICs remotely at the leadership meeting occurred to continue the collection of court performance data.		Frequency and nature of references to performance data in court administrative and planning documents.	NCS / PIC Courts.	



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			developed and piloted in Tokelau to publish performance data among other information in annual court reports. The piloted toolkit has been disseminated to all PICs.					
<b>4.0 Professional Development</b>								
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 within the region to build professional competence. 75% of Judicial and court officers report increased confidence following training workshops.	Every PIC has: access to a certified (national or regional) trainer to assess needs, design and deliver training to judicial and court officers; and judicial officers report 25% increase in competence as a result of attending workshop.	As at July 2010 there are 23 accredited judicial educators in 10 PICs, no Regional Training Team and no PIC-tailored ToT 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.	Four ToT and one refresher programmes have been conducted for 73 people. 18 of those people received training since July 2012. A PIC-specific ToT was designed. To date, 35 participants have been certified competent to become members of the Regional Training Team and 20 have been certified competent to deliver training locally. 35 members of the RTT have been mobilised to co-facilitate 5 workshops. 11 of 13 capacity building RF activities were facilitated by members of the RTT and one PIC independently conducted a capacity building activity facilitated by a member of the RTT.  75 Judicial/court officers have received training as follows: 34 orientation; 41 decision-making	20 RTT members received advanced-level training to improve their ability to assess needs, design and deliver training regionally and locally within their own court.  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.  The next round of Decision-Making Training will be completed in February 2014 (Vanuatu), with 31 judicial/court officers expected to attend.  Orientation Training will also be held in the first half of 2014.	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.  Perceptions of the quality of the local trainer/RTT lead training.	TA reports, trainers'/RTT members reports.  Feedback from workshop participants as included in local trainer/RTT reports provided to the MSC.	TAs  RTT/local trainers



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 to June 2013	Progress against baseline December 2013	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
			training and assessment of improvements in performance following the training are scheduled.					
<b>4.1 Regional Training Capacity</b>								
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.	Five ToT programmes have been conducted (one more than anticipated) for 55 people in addition to 1 refresher workshops (as anticipated). 18 of those receiving training since July 2012. A tailor-made ToT was designed for the Pacific.  Acknowledging changes in skill and knowledge attributable to the training, 35 participants were certified as competent to become members of the Regional Training Team and 20 were certified	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. Each of the 20 RTTs that attended will deliver training programs within their courts before March 2014 as a one-day training activity to reinforce their ability to assess needs, design and deliver training to judicial and court officers.	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,  RTT reports including participants'	TA/RTT
						Number of local trainer-led training programmes		



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 to June 2013	Progress against baseline December 2013	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
			competent to deliver training locally. 35 members of the RTT have co-facilitated five workshops. Eleven of 13 capacity building RF activities were facilitated by members of the RTT (demonstrating behavioural change attributable to ToT training). One PIC independently conducted a capacity building activity facilitated by a member of the RTT.	RTT members have shared training resources and methodologies, and have an ongoing opportunity to sustain this exchange, as well as receive additional support via the regional mentoring network that was established for RTT members.	Capacity of the RTT to manage and conduct regional and local training is built. RTT members have an opportunity to share training resources and methodologies. RTT members more confident disposed and able to deliver training locally. A regional network of RTT members established and supported.	designed/delivered locally and participants' perception of quality. Frequency of interaction between RTT members to share resources and methodologies. Quality and quantity of interaction between network members.	evaluations and TA reports,	TA
<b>4.2 Core Judicial Development Project</b>								
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	75 Judicial/court officers have received orientation (34) and decision-making training (41) and assessment of improvements in performance following the training will be undertaken progressively.	Pending - The next round of Decision-Making Training will be completed in February 2014 (Vanuatu), with 18 lay and 13 law judicial officers undertaking training. 5 RTT members are co-facilitating the training.	Enhanced competence of 20-30 newly-appointed lay judicial officers.	Perceptions of the quality of the training. 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.	Participants' / TA evaluation	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 to June 2013	Progress against baseline December 2013	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
		not exist across the Region.			RTT members more confidently disposed and able to deliver orientation training locally.	Quality of training, toolkit and materials/resources developed for the RTT.	Programme/tool kit and participants' evaluations.	
					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.				
<b>5.0 Programme Management</b>								
All PJDP activities are delivered and +90% of funds	PJDP provides high quality products and services which are	NA	100% of approved activities along with seven additional activities <sup>5</sup> were completed during the 18	A small underspend has been identified, however PEC approval has been granted to reallocate	Effective management of all aspects of the PJDP,	PEC/ regional leadership's perceptions of quality	PEC assessment minuted.	MSC

<sup>5</sup> One additional ToT workshop, one additional NC workshop, four toolkits developed, NJDC survey/concept paper developed.





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 to June 2013	Progress against baseline December 2013	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
expended	owned by, delivers tangible benefits to PIC courts and which expends 90% of the approved budget.		month implementation period. 100% of approved activities along with three additional activities <sup>6</sup> All activities under the 12-month Extension Phase were completed to a high standard with 93.7% of the budget expended.	funds to other activities. Formalisation of this reallocation is pending.  Expenditure projections for the whole contract period indicate that all activities will be delivered with 90% of funds likely to be expended by June 2015.	the promotion of collaborative and responsive programming and implementation, and the transparent administration of PJDP resources.	of TA personnel.		
						Quality of logistics and progress reporting to enable activities to be implemented on time and within budget.	Progress reports.	MSC
						Quality of incorporation of cross-cutting issues (gender, human rights, sustainability) into appropriate activities.	Strategies to incorporate cross-cutting issues.	MSC
						Comprehensive and accurate, evidence-based reporting (narrative and financial reporting) completed and submitted by MSC to MFAT on time.	TA progress and completion reports. MSC Reports (narrative and financial)	All TAs MSC

<sup>6</sup> NJDC Re-enlivenment Project, design of the 24-Month Implementation Plan, additional Family Violence and Youth Justice Workshop.



### Annex Three - Summary of Additional, Un-costed and Pro Bono Support Mobilised by the Federal Court of Australia for the PJDP in 2013

Ref. No.	Date	Individual Providing Support	Organisation Providing Support	Nature of Support Mobilised	Phase	Comp.	Recipient
<i>Please note:</i> a total of 51 individual areas of pro bono support has been previously provided (from 2011-2012) to PJDP by various individuals and organisations.							
52.	9-15 February, 2013 18-22 March, 2013 29 April-3 May, 2013, 20-23 May, 2013	-	Manukau District Courts, Auckland, New Zealand	Pro bono support to the <i>Justice of the Peace Monitoring Activity</i> under the Responsive Fund.	12-mth	2.4	Cook Islands
53.	9-15 February, 2013 18-22 March, 2013 29 April-3 May, 2013	-	Pacifika Youth Court, Auckland, New Zealand	Pro bono support to the <i>Justice of the Peace Monitoring Activity</i> under the Responsive Fund.	12-mth	2.4	Cook Islands
54.	11-15 February 2013	Mr Soni Malaulau	New Zealand Police and PPDVP	Pro bono support to the <i>Family Violence / Youth Justice (FV/YJ) Workshop</i> .	12-mth	1.3	Vanuatu
55.	25 February- 8 March, 2013	Mr Cam Ronald	New Zealand Police and PPDVP	Pro bono support to the <i>Capacity Building Training-of-Trainers Workshop</i> .	12-mth	4.1.1	Regional
56.	25 February- 8 March, 2013	Regional Training Team and / or National Trainers	All PJDP Partner Courts	Co-facilitation at the <i>Capacity Building Training-of-Trainers Workshop</i> : Principle Magistrate Stephen Veleke Oli and Ms. Allison Sengebau	12-mth	4.1.1	Regional
57.	13-16 March, 2013	Justice John Mansfield	Federal Court of Australia	Pro bono leadership support and involvement in the <i>Chief Justices' Leadership Workshop</i> .	12-mth	2.3.2	Regional
58.	18-22 March, 2013	-	South Australian Sheriff Department, Adelaide	Pro bono support to the <i>Sheriffs' Training and Observation Visit</i> under the Responsive Fund.	12-mth	2.4	Vanuatu
59.	6-10 May, 2013	Regional Training	All PJDP Partner	Co-facilitation at the <i>Lay Decision-making Workshop</i> : Justice	12-mth	4.2.2	Regional



Ref. No.	Date	Individual Providing Support	Organisation Providing Support	Nature of Support Mobilised	Phase	Comp.	Recipient
		Team and / or National Trainers	Courts	Clarence Nelson, Mrs. Tangi Taoro, and Mr. Leonard Maina.			
60.	6-10 May, 2013	Justice Neil McKerracher	Federal Court of Australia	Pro bono support to the <i>Lay Decision-making Workshop</i> .	12-mth	4.2.2	Regional
61.	19-30 August, 2013	Sam Norton	Barrister - Robert Stary Lawyers	Pro bono support to the <i>Advocacy Training and Support</i> under the Responsive Fund.	24-mth	2.3	Nauru
62.	18-20 September	Cam Ronald	NZ Police & PPDVP	Pro bono support to the <i>FV/YJ Project</i> .	24-mth	1.2	Tonga
63.	8-11 October, 2013	Craig Kitto	NZ Police & PPDVP	Pro bono support to the <i>Family Violence and Youth Justice Project</i> .	24-mth	1.2	Samoa
64.	8-11 October, 2013	Ian MacCambridge	NZ Police & PPDVP	Pro bono support to the <i>FV/YJ Project</i> .	24-mth	1.2	Samoa
65.	8-11 October, 2013	Penelope Ginnen	Brainwave Trust	Pro bono support to the <i>FV/YJ Project</i> .	24-mth	1.2	Samoa
66.	16 May-31 October, 2013	Emmanuel Tupua	-	Pro Bono Support to the <b>2012 Court Trend Report</b>	24-mth	3.2	Regional
67.	16-18 October, 2013	Leisha Lister	Family Court of Australia	Co-facilitated the <b>Court Annual Reporting Workshop</b> in Brisbane with PJDP adviser Cate Sumner	24-mth	3.2	Regional
68.	23-25 October, 2013	Chief Justice Allsop	Federal Court of Australia	Pro bono leadership support and involvement in the <i>Chief Justices' Leadership Workshop</i> .	24-mth	2.2.1	Regional
69.	23-25 October, 2013	Warwick Soden	Family Court of Australia	Pro bono leadership support and involvement in the <i>Chief Justices' Leadership Workshop</i> .	24-mth	2.2.1	Regional
70.	25-29 November, 2013	Regional Training Team and / or National Trainers	All PJDP Partner Courts	Co-facilitation of participants at the <i>Advanced Curriculum Development / Programme Management Workshop</i> : Deputy Chief Justice Gibbs Salika, Justice Clarence Nelson, Judge Lesatele Rapi Vaai, Associate Justice Nickontro Johnny, President Tagaloa Kerlake, Mrs Claudine Henry-Anguna, Mr John Kenning, Mr Daniel Rescue Jr., Ms Tetiro Mate, Mr Taibo Tebabobao, Ms Allison Sengebau, Ms Hasinta Tabelaul, Mr Jovan Isaac, Ms Regina Sagu, Mr Jim Seuika, Ms Myonnie Samani, Mr Dayson Boso, Mr Salesi Mafi, Mr Sala Tapu, Mr John Obed Alilee	24-mth	4.1.b	Regional



#### Annex Four - Responsive Fund Applications approved from January - December 2013

PIC	Activity	Budget	Approved	Implementation date/s
<i>Cook Islands</i>	Mentoring activity for Justices of the Peace, Deputy Registrar and Court Officers	Submitted to MFAT	Yes	February/March 2014
	Mentoring activity for Justices of the Peace (outer islands JPs)		Yes	May 2013
	Ministry of Justice delegation visit to Youth Court in Auckland		Yes	May 2013
<i>FSM</i>	Orientation Workshop		No	April 2014
	Workshop on Time Standards and Court Reporting		No	TBC
<i>Kiribati</i>	Court Clerks National Workshop - Capacity Building		Yes	December 2013
	Introduction of the Time Disposition Goals and The Concept of Annual Reporting to all Presiding Magistrates		Yes	February 2014
<i>Marshall Islands</i>	Attendance at Court Annual Reporting Workshop		Yes	October 2013
	Implementation of International Framework of Court Excellence		Yes	May 2014
<i>Nauru</i>	Advocacy Training and Support		Yes	August 2013 - ongoing
<i>Palau</i>	Mediation System Enhancement Project		Yes	January 2014
<i>PNG</i>	Training of Trainers		Yes	April 2014
<i>Samoa</i>	Drug and Alcohol Court		Yes	February 2014
	Judicial Training on Civil/ Criminal and Land Procedure		No	May 2014
<i>Solomon Islands</i>	Decision Making and Judgment Writing Workshop		Yes	November 2013
<i>Tonga</i>	Recruitment and training of Magistrates and Magisterial Candidates		Yes	November-June 2014
<i>Tokelau</i>	Court Annual Reporting Project		Yes	October 2013
<i>Vanuatu</i>	Printing and Binding of Island Court Manual		Yes	October 2013
	Island Court Justices' Orientation Training	Yes	November/December 2013	
	Island Court Justices' Orientation Training - Sola	Yes	March 2014	



## Annex Five - Expenditure Summary of the 24-month Extension Phase (as at 31 December 2013)

(Submitted to MFAT separately)



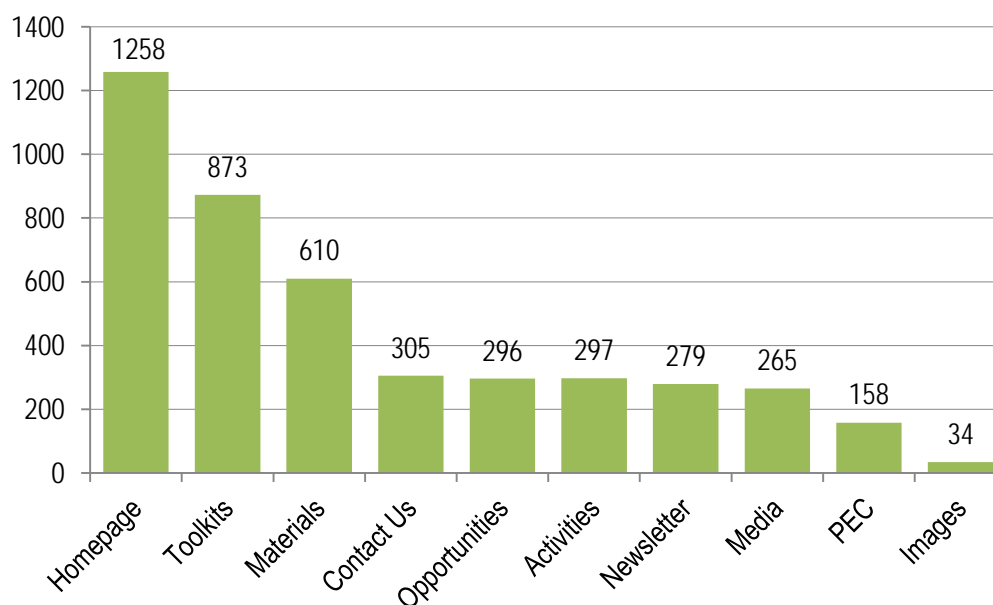
## Annex Six - Summary of Statistics from the Federal Court of Australia-hosted PJDP Website

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

Types of views	Jan-Mar	Apr-May	Jun-Jul	August	Sep-Oct	Nov-Dec	Total Views
Total Pageviews	348	703	957	333	1267	815	4,423
Total unique views	240	440	572	233	753	590	2,828

**Views by Page:** The below graph provides a summary of the number of pageviews received per page on the PJDP website. Since the Toolkits have been published on the PJDP website in June 2013, the page has recorded a total of 873 pageviews from new and repeat users which is the second most frequently visited page on the website following the homepage (which received 903 pageviews).

Views by Page (Jan-Dec, 2013)





## Annex Seven - Self-assessment Against the Quality Indicators in the Contract

**Outcome:** Effective management of the Programme and MSC contract.

Indicator	Measure	Self-assessment
<p><b>1. Appropriately skilled staff and adequate resources.</b></p>	<ul style="list-style-type: none"> <li>Adequate number of staff with sufficient capacity and capability to carry out the services to meet the standards required</li> </ul>	<ul style="list-style-type: none"> <li>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 Programmes approved activities.</li> </ul>
	<ul style="list-style-type: none"> <li>All functions are delivered efficiently and effectively in relation to provision of services and outputs (including reporting/submissions and milestones outlined in this Contract).</li> </ul>	<ul style="list-style-type: none"> <li>For the current implementation period (January-December 2013), 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.</li> </ul>
<p><b>2. Administration system and processes</b></p>	<ul style="list-style-type: none"> <li>Comprehensive administration systems and processes used to meet MFAT's acquittal requirements.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>
	<ul style="list-style-type: none"> <li>All systems documented, transparent, records up to date and accurate, accessible.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>
	<ul style="list-style-type: none"> <li>Information facilitates analysis and reporting.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>



Indicator	Measure	Self-assessment
<p><b>3. Management systems and processes (programme)</b></p>	<ul style="list-style-type: none"> <li>All systems documented, transparent, records are up to date, accurate, and accessible.</li> <li>Information facilitates analysis and reporting.</li> </ul>	<ul style="list-style-type: none"> <li>Reporting recruitment, contracting, finance and other management systems are up to date and accessible for viewing and use by authorised individuals.</li> <li>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.</li> </ul>
<p><b>4. Management system and processes (finance)</b></p>	<ul style="list-style-type: none"> <li>Comprehensive management systems and processes used to meet Contract requirements.</li> <li>Systems facilitate efficient disbursement of payments.</li> </ul>	<ul style="list-style-type: none"> <li>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 also provides 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.</li> <li>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.</li> </ul>
	<ul style="list-style-type: none"> <li>Provides for efficient and cost-effective use of taxpayers' funds.</li> </ul>	<ul style="list-style-type: none"> <li>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 are anticipated for the 12-month and 24-month Extension Plans.</li> </ul>
	<ul style="list-style-type: none"> <li>All reasonable steps must be undertaken by the MSC to ensure PJDP underspends (if any) during the implementation period are utilised promptly to undertake PEC and</li> </ul>	<ul style="list-style-type: none"> <li>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 2013, the Programme has adopted additional financial management</li> </ul>





Indicator	Measure	Self-assessment
	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 'Reserve Fund' activities developed were approved and a formal Letter of Variation (LoV 10) to implement these activities was finalised between MFAT and the FCA in January 2013.
5. Monitoring systems and processes	<ul style="list-style-type: none"> <li>Comprehensive monitoring system implemented to meet Contract and Programme requirements.</li> </ul>	<ul style="list-style-type: none"> <li>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:               <ol style="list-style-type: none"> <li><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.</li> <li><i>The Programme's former participants</i> - assessments what impact / performance improvements had resulted from PJDP activities.</li> </ol> <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> </li> </ul>
	<ul style="list-style-type: none"> <li>Systematic, proactive, risk sensitive, timely, and to agreed specifications.</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>



Indicator	Measure	Self-assessment
		any changes in work approach, and whether any improvement in performance has occurred subsequent to the PJDP activities. Furthermore, the Programme is trialling an approach to use advisers - when in-country at the same time as an activity lead by one of the RTT members - to undertake a brief (confidential) assessment of the trainer's performance.
<b>6. Reporting and Evaluation systems</b>	<ul style="list-style-type: none"> <li>Timely, comprehensive, risk identified and management of the information is analytical and evaluative.</li> </ul>	<ul style="list-style-type: none"> <li>Risks are assessed regularly with all mobilised advisers and addressed on an ongoing basis throughout implementation. Reporting on identified/emerging risks is undertaken as part of all progress reporting, as well as in selected milestone reports.</li> </ul>
<b>7. Recruiting, contracting, deploying and managing procurement of goods &amp; services, including technical assistance</b>	<ul style="list-style-type: none"> <li>All goods &amp; services are procured in accordance with NZ Government Procurement Guidelines and other value for money guidance.</li> </ul>	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>8. Stakeholder engagement</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>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%.</li> </ul>
<b>9. MSC sub-contractor management</b>	<ul style="list-style-type: none"> <li>Effective management of sub-contractors to ensure sufficient capacity and capability to carry out services to the standards required.</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>



Indicator	Measure	Self-assessment
		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.