



Pacific Judicial Development Programme

2010-2015
COMPLETION REPORT ANNEXES

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ANNEX ONE: EVALUATION STRATEGY

Objectives

The objectives of the ensuing strategy are to: 1) fulfil the Federal Court's contractual obligations to MFAT as articulated in the Monitoring and Evaluation Framework¹ and beyond that to 2) provide informative and interesting qualitative and quantitative data about the difference PJDP has made to courts, court users and the community; and ultimately 3) to provide a systematic process for reflecting on experience and refining ongoing approach.

Stakeholders

The PJDP interrogated a series of stakeholders within and external to PIC courts. Primary internal stakeholders comprised: Chief Justices (CJs), National Coordinators (NCs) and members of the Regional Training Team (RTT).

The rationale for including each sub-set of external stakeholders is to elicit first hand experiences and anecdotal views about PJDP-inspired changes to their experience of accessing justice services through the courts and the impact that has had on their perception of the judiciary and community wellbeing. It is important to include non-users to interrogate the extent to which they are better informed, equipped and confident to traverse the court process.

Data Sources

1. Survey for internal stakeholders;
2. Survey for external stakeholders;
3. Monitoring and Evaluation tools for the Responsive Fund;
4. MSC self-assessment;
5. Pre-post activity surveys;
6. Advisers' assessments/reports;
7. Baseline/trend reports on the 15 Cook Island Indicators;
8. Regional toolkit usage survey; and
9. Media reports.

Methodology

Data Sources 1 and 2

- A. PJDP team tailored internal surveys according to the bilateral activities each PIC participated in.
- B. Each CJ was briefed provided approval and support to undertake the evaluation.
- C. NCs were briefed at their October 2014 meeting about the need and utility of the data along with what is required to collect it.
- D. PJDP identified several entities within each PIC which use the court or have a vested interest in the efficacy of justice services.
- E. PJDP identified specific individuals within each PIC court to respond to the internal survey.

¹ See Annex Nineteen.

- F. PJDP sent to each NC both internal and external surveys along with a brief about PJDP's activities and the rationale for undertaking the evaluation.
- G. Each NC sent the external survey to the aforementioned entities for completion and return to them or anonymously to the Federal Court of Australia directly.
- H. Each NC provided the external survey to a sample of court users on arrival at court and collected it before departure.
- I. PJDP management/project team and advisers supported NCs during in-country visits to prompt broad and timely completion of all surveys.
- J. Data from internal and external stakeholders was sent to PJDP by NCs for collation, analysis and presentation.

Data Sources - Other

Data from sources 3 to 8 inclusive complemented the aforementioned and were triangulated against it to maximise reliability. Data from source 9 was taken from the wealth of media articles collected by the PJDP team and included analysis of the number of articles on PJDP, their subject and which PICs they refer to.

Resources

NCs required considerable lead time to arrange for both internal and external surveys to be completed. Beyond the provision of a written brief about activities and the surveys and in-country follow up by the PJDP team and advisers, PJDP did not have the resources to provide logistical or financial support to PICs to collect evaluation data.

As there was a significant resource requirement to collate, analyse and present the findings in a report format, a specific voluntary resource with a background in statistical/narrative analysis, data cross-tabulation, triangulation and reporting was recruited by the Federal Court of Australia for a period of three months to support this process. A PJDP Project Officer was assigned for 20 days over three months to coordinate the process internally and maintain communication with NCs and other stakeholders as required.

ANNEX TWO: THEORY OF CHANGE

Where we were in 2010

PJDP serves 14 PICs which range from micro-states like Tokelau with a population of 1,400 to substantial states like PNG with a population of seven million. These PICs are characterised by their diversity replete with enormous variances in terms of capacity and resources. In 2010, when the PJDP commenced, the MSC instigated a design process to address and work with many challenges including:

- Judiciaries comprising significant numbers of lay judges and often comparatively few law trained judges with those in geographically remote locations with little or no access to training;
- The difficulty of sharing the responsibility of judicial leadership in circumstances of few or no qualified judges;
- Many courts lacking the most basic of resources to administer themselves effectively and a lack of local/in-house expertise to address problems or enable progress/development;
- There being no common set of indicators to assess or report on court performance;
- There being no regionally accepted governance model to institutionalise judicial development in the region or manage internal governance/ethics;
- An oft lacking sense of community and robust 'judicial identity' among judicial and court officers, increasing confidence and strengthening judicial independence;
- Administrative systems being characterised as replete with delays and inconsistency;
- The public not being well and regularly informed about the court's work and performance, and there being an unquantified number of marginalised prospective court users, particularly in geographically isolated communities;
- Customary law and practices being prevalent across PICs; often at odds with the formal law, particularly human rights norms and practices; and
- The challenges being compounded by language and dialect and the predominance of oral culture across the region.

Where we said we would be in 2015

In 2010 the PJDP's lifespan was to be two years although, during this time, it was extended twice. The target the MSC established for itself in 2013 was that in 2015 all PIC would report a continuing positive trend in court performance, transparently accounting for performance and routinely using performance data to forward plan and that they are independently implementing tools and methodologies for continued self-improvement, with results shared between the region's Chief Justices.

How we said we would effect change

Through the PJDP's goal, the MSC was provided a theory of change that governance and rule of law in Pacific islands would be strengthened by enhancing access to justice and professionalising judicial officers who act independently and according to legal principles. The MSC did not test this theory but rather the accuracy of its own strategic implementation theory (as shown below) in contributing to the PJDP's goal.

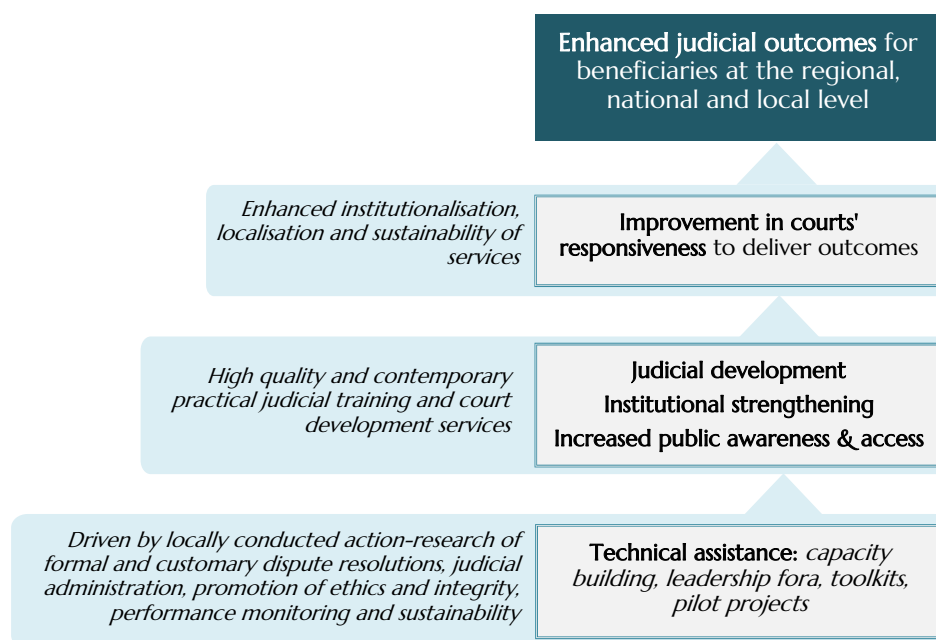


Figure 9: Theory of Change

Improved access to justice and judicial systems are a key outcome of the **New Zealand Aid Programme's Strategic Plan for 2012-15**, under the strategic theme of building safe and secure communities.² This sectoral priority is premised on the primacy of law and accessible, impartial and effective legal systems being critical enablers to support sustainable economic development, underpinned by independent and professionally competent judiciaries.⁴² The PJDP's goal aligns directly with this framework and strategic direction.

In accordance with this framework, the MSC conducted sub-regional **needs assessments** among key stakeholders in 2010 following which an 18-month programme of interventions was designed responding to the region's improvement priorities. Based on analysis of the achievements of that programme a further 12-month programme, followed by an additional two-year programme of interventions were designed, all based on strategic guidance from the PEC and priorities as articulated by the region's Chief Justices. 79% of judicial and court officers agreed that the PJDP had met their expectations.

To ensure that all PJDP's interventions were relevant, a **logical nexus was drawn to the key challenges faced by the region**. Taking into consideration time and budget constraints, the PJDP could not attempt to address all the region's judicial reform needs. Instead it focused on priority issues which would produce the most significant and sustainable results for PICs.

² New Zealand Aid Programme Sector Priorities 2012-15

Robust yet flexible management and institutional arrangements between PICs and the MSC have enabled PJDP to refine designs to ensure they are **relevant for local contexts and address local needs adequately**. This has been bolstered by PJDP being managed by the Federal Court of Australia which understands the challenges its peers face along with appropriate means of addressing them.

PJDP's governance arrangements have enabled the **region's judicial leaders to guide the strategic direction** of the PJDP and operational management of implementation. This is a result of agreeing on a **clear division of responsibilities** between the MSC and PICs and ongoing monitoring of risks.

While a regional programme, the diversity across PIC contexts, resources and needs, has made it important to monitor the **balance between providing regional solutions to local challenges** and local solutions to regional challenges. Also, recognising that one-solution does not address all contexts and needs, PJDP has applied regionally applicable activities which can be nuanced, refined and replicated to be relevant locally.

While the MSC did not have the resources to sample significant numbers of stakeholders in all PICs, it does however consider that the theory of change was correct. Drawing together the outcomes achieved through a number of key projects, a considerable contribution has been made to the PJDP's goal by:

1. Fostering responsiveness to the needs of the public seeking justice;
2. Enabling PICs to be self-sufficient in designing and delivering improvement activities;
3. Promoting internal and external judicial transparency and accountability;
4. Facilitating the expedient disposition of cases; and
5. Strengthening judicial leadership to better administer justice.

In support of the results it has achieved, PJDP has greatly appreciated the **contribution of complementary bilateral and regional programs**; particularly the Pacific Prevention of Domestic Violence Programme, Pacific Ombudsman and Transparency International Pacific Chapters, Pacific Island Law Officers Network, Litigation Skills Training Programme, Judicial Pacific Partnerships Fund, the Vanuatu Law and Justice Partnership - Stretem Rod Blong Jastis (part of the Policing and Justice Support Program), the Solomon Islands Justice Program, the Papua New Guinea Law and Justice Program, Pacific Islands Legal Information Institute, and various activities/support provided by the Commonwealth Secretariat. In particular, the Vanuatu Law and Justice Partnership contributed a significant amount to the achievement of the Supreme Court's case management gains. PJDP was in this theatre chiefly a provider of recommendations.

ANNEX THREE: REGIONAL AND IN-PIC ACTIVITIES

Regional Activities

Activity	Timing	Location(s)
1. Sub-regional Consultation Workshops	August - September, 2010	Samoa, Vanuatu, Palau
2. PEC Meeting	4 - 5 November, 2010	Guam
3. First Training-of-Trainers (ToT) Workshop	30 May - 10 June, 2011	Federated States of Micronesia
4. Joint Judicial and Court Officer Orientation (COO) Workshop	19 - 23 September, 2011	Papua New Guinea
5. Second Training-of-Trainers (ToT) Workshop	5 - 9 December, 2011	New Zealand
6. Regional Capacity Building: ToT Workshop	27 February - 9 March, 2012	Cook Islands
7. Regional Capacity Building ToT Workshop	4 - 15 June, 2012	New Zealand
8. PEC Meetings	20 - 24 June, 2011	Cook Islands
9. National Coordinators' Leadership Workshops	20 - 24 June, 2011	Cook Islands
10. National Coordinators' Leadership Workshops	12 - 14 October, 2011	Vanuatu
11. PEC Meetings	15 - 17 October, 2011	Vanuatu
12. Chief Justices' Leadership Workshops	18 - 20 October, 2011	Vanuatu
13. Lay Decision-Making Workshop	21 - 23 November, 2011	Samoa
14. Law-trained Judicial and Court Officer Decision-making Workshop	28 - 30 November, 2011	Samoa
15. PEC Meetings	25 - 28 March, 2012	Samoa
16. Chief Justices' Leadership Workshops	28 - 31 March, 2012	Samoa
17. National Coordinators' Leadership Workshops	1 - 3 April, 2012	Samoa
18. Advanced Regional Training Team (RTT) Curriculum Development and Programme Management Workshop	17 - 21 September, 2012	Papua New Guinea
19. Chief Justices' Leadership Workshop	3 - 4 November, 2012	Solomon Islands
20. PEC Meetings	4 - 5 November, 2012	Solomon Islands
21. Lay Orientation Workshop	3 - 7 December, 2012	Vanuatu
22. Regional Capacity Building ToT Workshop	25 February - 8 March, 2013	New Zealand
23. Coordinators' Leadership Workshop	10 - 13 March, 2013	New Zealand
24. Chief Justices' Leadership Workshop	13 - 16 March, 2013	New Zealand
25. PEC Meetings	17 - 19 March, 2013	New Zealand
26. Lay Decision-Making Workshop	6 - 10 May, 2013	Cook Islands
27. 5 th National Coordinators' Leadership Workshop	20 - 22 October, 2013	Australia
28. 5 th Chief Justices' Leadership Workshop	23 - 25 October, 2013	Australia
29. 7 th PJDP Phase 2 PEC Meeting (by teleconference)	26 November, 2013	Remote
30. Advanced RTT Curriculum Development & Programme Management Workshop	25 - 29 November, 2013	Palau
31. Lay Decision-making Workshop	5 - 7 February, 2014	Vanuatu
32. Law-trained Decision-making Workshop	10 - 12 February, 2014	Vanuatu
33. 6 th Chief Justices' Leadership Workshop	6 - 8 March, 2014	New Zealand
34. 8 th PJDP Phase 2 PEC Meeting	13 - 15 March, 2014	New Zealand
35. Regional Lay Judicial Officer	7 - 12 July, 2014	Solomon Islands

Orientation/Refresher Workshop		
36. 6 th National Coordinators' Leadership Workshop	20 - 22 October, 2014	Cook Islands
37. 9 th PEC Meeting	23 - 25 October, 2014	Cook Islands
38. Regional Capacity Building ToT Workshop	9 - 20 February, 2015	New Zealand
39. 7 th Chief Justices' Leadership Workshop	20 - 22 April, 2015	Samoa
40. 10 th (Final) PJDP Phase 2 PEC Meeting	23 - 25 April, 2015	Samoa
41. RTT Mentoring Network	July, 2013 - June, 2015	Regional
42. IT Administrators' Network	July, 2013 - June, 2015	Regional
43. Collection of Court Performance Data (14 PICs)	July, 2010 - June, 2015	Regional
44. Enabling Rights Toolkit Pilot Project: Development of Court Guidance Note for Enabling Rights of Unrepresented Litigants	8 June - 30 July, 2015	Regional
45. Project Management Toolkit Pilot Project: Needs / Gap Analysis Framework	8 June - 30 July, 2015	Regional
46. Further Development of the Remote Delivery of Services	8 June - 30 July, 2015	Regional
47. Provision of Publication: Family Group Conferencing Texts	8 June - 30 July, 2015	Regional
48. Development of an Example M&E Framework	8 June - 30 July, 2015	Regional
49. Development of resources to support local training by RTT and NT	8 June - 30 July, 2015	Regional

In-PIC Activities

Activity	Timing	Location(s)
1. Customary Dispute Resolution Regional Research Project	May - November, 2011	Federated States of Micronesia, Marshall Islands, Samoa
2. Institutionalisation of the PJDP Project	June - October, 2011	Cook Islands, Kiribati, Samoa, Vanuatu, Fiji
3. Bench Book Project	July, 2010 - June, 2012	Cook Islands
4. Performance Monitoring & Evaluation	September - November, 2011	Cook Islands, Palau, Papua New Guinea
5. Performance Monitoring & Evaluation Pilot Project	October, 2012	Tokelau
6. Access to Justice Pilot Project	Input 1: 29 October - 14 November, 2012; Input 2: 20 February - 3 March, 2013	Tuvalu
7. Codes of Judicial Conduct Project Visits	May - July, 2011	Kiribati, Niue, Tuvalu
8. Codes of Judicial Conduct Pilot	18 February - 8 March, 2013	Samoa
9. Complaints Handling Project	Visit 1: 30 June - 18 July, 2014 Visit 2: 9 - 13 March, 2015	Vanuatu
10. Family Violence and Youth Justice Workshop	23 - 27 July, 2012	Palau
	11 - 15 February, 2013	Vanuatu
	18 - 20 September, 2013	Tonga
	8 - 11 October, 2013	Samoa
	10 - 14 February, 2014	Cook Islands

	18 - 22 August, 2014	Solomon Islands
	8 - 12 December, 2014	Niue
11. Family Violence and Youth Justice Follow-up	12 - 15 February, 2013	Vanuatu
	28 - 29 April, 2014	Tonga
	9 - 11 September, 2014	Palau
	13 - 15 October, 2014	Cook Islands
	19 - 20 March, 2015	Solomon Islands
	19 - 20 March, 2015	Niue
12. Enabling Rights Project	1 st visit: 18 - 25 May, 2014 2 nd visit: 10 - 23 November, 2014	Kiribati
13. Public Information Project	1 st visit: 9 - 27 June, 2014 2 nd visit: 27 October - 10 November, 2014	Tuvalu
14. National Judicial Development Committee Toolkit Development and Pilot	Input 1: 3 - 16 February 2013 Input 2: 21 - 27 April, 2013	Samoa
15. National Judicial Development Committee Implementation	25 - 31 May, 2014	Cook Islands
16. Project Management Pilot	25 February - 12 March, 2015	Tuvalu
17. Judicial Administration Diagnostic Project (Pilot & Development of Registry Systems and Process Plans)	May, 2011 - March, 2012	Tonga, Vanuatu, Solomon Islands
18. Judicial Administration Pilot Project	Visit 1: 23 September - 8 October, 2012	Kiribati
	Visit 2: 11 - 26 November, 2012	
19. Judicial Administration - Time Standards	14 April - 6 May, 2014	Marshall Islands
	7 - 27 May, 2014	Federated States of Micronesia
	16 June - 4 July, 2014	Samoa
	29 September - 17 October, 2014	Solomon Islands
20. Judicial Administration - Delay Reduction	Visit 1: 25 November - 13 December, 2013	Vanuatu
	Visit 2: 9 - 13 June, 2014	
	Visit 3: 9 - 13 February, 2015	Kiribati
	10 - 28 November, 2014	
21. Court Annual Reporting Sub-regional Workshops	Activity 1: 16 - 18 October, 2013 Activity 2: 23-24 October, 2014	Federated States of Micronesia, Palau, Niue, Papua New Guinea, Tonga, Vanuatu
22. Local Orientation Workshop & Pilot Activity	Activity 1: 9 - 13 February, 2015 Activity 2: 2 - 13 June, 2014	Tokelau Federated States of Micronesia
23. Local Decision-making Pilot Activity	1 - 4 September, 2014	Marshall Islands
24. Remote Delivery of Judicial Support: Concept Paper	18 February - 5 March, 2015	Federated States of Micronesia, Vanuatu, Tuvalu
25. Annual Court Reporting Activity	8 June - 30 July, 2015	Kiribati
		Tonga

ANNEX FOUR: RESPONSIVE FUND ACTIVITIES

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact	People trained/ engaged	Facilitator person days	Local trainers involved	Cost
Cook Islands	Benchbook Chapter on Decision Making	2 - 3 May, 2012	To improve the standard and quality of the services provided by the JPs in relation to their decision-making and judgment writing abilities.	Participants understanding, knowledge and skills in making structured decisions and judgments have been improved. It is a new approach in judgment writing, so some JPs are still adapting to it and there is room for further workshops.	16	2	4	\$10,541.33
Cook Islands	Justices of the Peace Mentoring Activity	24 September 2012 - 22 May, 2013	To provide the JPs with mentoring opportunities by reference to how high performing judicial officers in New Zealand in comparable courts perform their duties.	Judicial and court officers have gained confidence in undertaking their roles, and have made detailed observations and recommendations on how to improve local processes.	13	5	0	\$22,834.09
Cook Islands	Mentoring for Justice of the Peace, Deputy Registrar and Court Officers	March - May, 2014	To provide the participants with mentoring opportunities by reference to how high performing judicial and court offices in New Zealand, in comparable courts, perform their duties.	The attendees have gained exposure to and understanding of judicial and administration aspects. These aspects include administration processes, the delivery of judicial and court services by judges, magistrates, court staff and lawyers. JPs and courts officers strengthened their knowledge, skills, values and confidence in their judicial and court roles.	4	10	0	\$11,279.31
Cook Islands	South Pacific Council of Youth and Children's Courts Conference	30 June - 4 July, 2014	To continue the relationship with the Council and its members, and to facilitate the opportunity for discussion of issues that may assist the Cook Islands in improving the processes that attach to the	Attendance at this meeting has been instrumental in the development of a youth justice system that is best adapted to youth offenders and their families. It provided valuable information and	1	4	0	\$3,510.94

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact	People trained/engaged	Facilitator person days	Local trainers involved	Cost
			Children's Court.	updates on what's happening in youth and family courts around the region, which adds value to the sustainability of the youth courts in the Cook Islands.				
FSM & RMI	Training on the Use of Court Recording	5 - 7 June, 2012	To transfer knowledge from at least five FSM court staff regarding the use of FTR court recording software and hardware.	Following the training a review was undertaken which concluded that all clerk staff are able to operate the court recording equipment satisfactorily.	14	3	0	\$10,053.26
FSM & RMI	Sentencing Training	23 - 26 January, 2012	Achieving relevant and consistent sentencing by the judges. Develop manuals to guide the work of the probation officers before and after trial and conviction.	A significant improvement was reported in the knowledge and skills of the judges, probation officers and Ombudsmen in understanding their roles in relation to sentencing processes.	18	3	2	\$28,600.61
FSM & RMI	International Human Trafficking Conference	22 - 26 July, 2013	To increase the level of awareness about the incidence of and appropriate responses to human trafficking cases.	A Human Trafficking Task Force was established, headed by Congress, to initiate a national awareness campaign about how to deal appropriately with related cases/incidences.	7	4	0	\$13,076.14
FSM	Judicial Administration Workshop on Time Standards	8 - 30 May, 2014	To develop and implement time standard policies throughout the state/national courts.	The National Supreme Court and one state Supreme Court (Yap) developed and implemented time standards as a result of the workshop. The bar and judicial officers were made aware of these standards and have agreed to comply with them.	24	2.5	1	\$12,185.70
Kiribati	Judicial Code of Conduct for Judicial	14 - 16 December, 2011	To enable JOs to better understand their role; to enhance judicial capacity on	Judicial staff are more confident and competent in light of the application of judicial independence	20	3	0	\$10,700.00

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact	People trained/ engaged	Facilitator person days	Local trainers involved	Cost
	Officers		issues of independence, impartiality, integrity, propriety, equality and competence and diligence; to promote community's trust and confidence in the Judiciary; and to introduce a new system in addressing complaints against JOs.	and impartiality.				
Kiribati	Court Clerks National Workshop – Capacity Building	9 - 11 December, 2013	To educate the court clerks on how to improve their systems and work; and going through the new Time Disposition Goals in detail.	Court Clerks are aware of the importance of the filing system, which has resulted in the introduction of changes to improve the filing system.	29	3	1	\$11,689.90
Kiribati	Training on Time Disposition Goals and Annual Reporting for all Presiding Magistrates	10 - 12 February, 2014	For presiding Magistrates to have a clear understanding of the Time Disposition Goals and the concept of annual reporting; to pass on this understanding to the rest of the magistrates on the outer islands so that cases are disposed of within a reasonable time.	There has been an increase in cases meeting their deadlines and less complaints have been received from the Outer Islands against the Presiding Magistrates for incompetency. This indicates that Magistrates have increased their knowledge and recognise the importance of meeting time goals.	18	3	0	\$11,362.66
Niue	Training on Case File Management	17 - 27 April, 2012	Transfer of knowledge to two court clerk staff on the use of FTR court recording software and hardware.	Relevant staff understand how to operate the court recording equipment. There has been some improvement in the case file management system and associated processes/templates. The training has been shared with other stakeholders within the court.	2	10	2	\$5,807.90
Niue	Land Court Benchbook	5 March - 11 June,	To produce a Benchbook for the Niue Land Commissioners.	Training was provided on the content and use of the existing	6	5	0	\$10,780.06

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact	People trained/engaged	Facilitator person days	Local trainers involved	Cost
		2012		Benchbook, thereby improving knowledge of the law, precedents and process.				
Niue	Court Annual Reporting Workshop & Maori Land Court Mentoring Activity	27 - 31 October, 2014	To review progress and challenges from the previous workshop; Niue to plan and draft the 2013 - 2014 Annual Report for Niue High Court to cover all divisions and include data on 15 Cook Island Indicators, including trend data where available.	First draft of the Annual Report was produced for all divisions of the Niue High Court as at March 2014.	2	5	0	\$7,634.49
Niue	Workshop for Commissioners and Justices of the Peace	1 - 6 March, 2015	Professional development for accredited PJDP trainers in Niue through a refresher workshop; introduction for newly appointed Commissioners of the Land Division of the High Court; and further upskilling of Commissioners and JPs of the Criminal and Civil Divisions of the High Court.	Local trainers have successfully identified needs and contributed towards the professional development for newly appointed Commissioners of the Land Division of the High Court and up-skilling of Commissioners and JPs on civil and criminal divisions of the High Court. Monthly follow-up meetings have been organised to discuss issues.	21	6	2	\$12,731.52
Nauru	Advocacy training for Legal Practitioners	24 Nov - 4 Dec, 2011	To improve the expertise and skills of legal practitioners currently practising on the island, in particular of defence lawyers conducting criminal trials, thus addressing the serious deficiency in the legal system in Nauru. Particular attention was given to the issue of the quality and capability of the legal practitioners both in criminal law and civil law.	The practical component of this training was rated extremely valuable by the participants. The workshop allowed for participants to act out roles, prepare submissions and prepare cases from actual litigation. The participants were required to present their submissions.	13	5	0	\$9,004.26

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact	People trained/ engaged	Facilitator person days	Local trainers involved	Cost
Nauru	Training for improved court management and administrative procedures	March - June, 2012	To improve efficiency, consistency, transparency and accessibility of the courts in Nauru by: developing (with local counterparts) and documenting appropriate, efficient and clear systems and processes, including those to deal with lost files, lost, delayed and unpublished judgments and safekeeping exhibits; and providing training to all court staff to ensure they are aware of and understand them.	The training manual, templates and civil and criminal procedure guides enabled staff to have more confidence in their capacity to carry out their roles, as well as greater understanding of their duties and tasks.	6	5	○	\$14,113.73
Nauru	Advocate Training	18 - 27 June, 2012	To improve the expertise and skills of legal practitioners currently practising on the island, thus addressing the serious deficiency in the legal system in Nauru. Particular attention was given to the issue of the quality and capability of the legal practitioners both in criminal law and civil law.	Local practitioners were mentored by an experienced barrister. Practitioners received guidance through the issues to be explored and resolved when conducting their matters in court.	14	5	○	\$8,266.42
Nauru	Training for Legal Practitioners in Nauru	12 - 21 November, 2012	To improve the expertise and skills of legal practitioners currently practising on the island, thus addressing the serious deficiency in the legal system in Nauru. Particular attention was given to the issue of the quality and capability of the legal practitioners both in criminal law	There was a high level of knowledge recorded at the completion of the workshop, averaging at 85%, across areas of case analysis, ADR, appeal process, judicial review, and presenting and preparing submissions. This indicates that the workshop made significant contributions to participant	12	5	○	\$11,019.72

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact	People trained/engaged	Facilitator person days	Local trainers involved	Cost
			and civil law.	understanding and ability to perform their roles as clerks and practitioners.				
Nauru	Advocacy Training and Support	19 - 30 August, 2013	To improve the expertise and skills of legal practitioners currently practising on the island, thus addressing the serious deficiency in the legal system in Nauru. Particular attention was given to the issue of the quality and capability of the legal practitioners both in criminal law and civil law.	Activity not completed due to in-country circumstances.	0	0	0	\$3,174.81
Palau	Palau Supreme Court Mediation System Enhancement Project	13 - 24 January, 2014	To implement an effective court annexed ADR program as an important adjunct to the powers of the Palau Judiciary through a Pilot program.	Since the training there has been an increase in successful mediations as a result of improvement in mediators' specialised skills. The public are more aware of the option to mediate, with more parties asking for referrals to mediation.	16	5	0	\$14,168.10
Palau	Palau Supreme Court Mediation Program Follow-Up Visit	6 - 14 April, 2015	Continuation of training for JOs and COs currently implementing the mediation program; extend training and awareness to additional judges; and reviewing and strategizing the future of the mediation program.	Palau Courts are continuing to establish and streamline more concrete procedures for court-annexed mediation, and consequently reduce the backlog of court cases and reduce costs for litigants.	12	7	0	\$8,799.35
Papua New Guinea	Court Interpreter Training	January - February, 2012	To refresh, improve and enhance the skills of interpreters; to increase interpreters' understanding of the Interpreter's Code of Conduct; and to sensitise the interpreter to	Skills, awareness and confidence of current court interpreters were improved to support the operation of the court.	13	2	2	\$10,700.00

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact	People trained/ engaged	Facilitator person days	Local trainers involved	Cost
			gender equality and human rights.					
Papua New Guinea	Training of Trainers	29 Sept-4 October, 2014	Produce Certified Trainers for PNG CJE Faculty of Trainers.	The workshop resulted in 21 participants meeting the learning outcomes and receiving a Certificate of Training Competence.	23	3	5	\$14,143.26
Marshall Islands	Financial Management Assistance Project	Dec, 2011 - March, 2012	Enable the RMI Judiciary to effectively manage its own financial requirements and responsibilities, and to prepare for annual audits.	The judiciary completed its first audit for FY 2013 which was accepted by the external auditor. Improvements are noted in the skills of the finance officers, and overall improvements in compliance with financial management rules and procedures, updating and maintaining accounts, and orderly keeping of paper records.	3	30	0	\$4,914.87
Marshall Islands	Court Bailiffs Training	March - April, 2012	To build the capacity of court bailiffs to better support the court process by providing training on best practices to improve their knowledge, expertise, and skills.	Bailiff's skills have improved and are more competent to perform security functions at the court. Consequently there has been an improvement in the operation of the court.	9	6	0	\$5,019.33
Marshall Islands	Attendance at Court Annual Reporting Workshop	16 - 18 October, 2013	To enable court clerks to create annual reports with less assistance from the Chief Justice, raise awareness about the 15 Cook Islands Indicators and the IFCE.	The workshop enabled Court Clerks to collate data more efficiently, and use graphs and templates, which allow for quick and accurate production of dates for annual reports. The Court Clerks are able to provide additional resources to the Chief Justice in timely preparation of the Judiciary's Annual Report.	4	3	0	\$16,210.54
Marshall Islands	International Framework	16 - 23 May,	Develop a court improvement plan and associated policies;	The judiciary has finalised and adopted the Court Improvement	35	5	0	\$11,721.21

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact	People trained/engaged	Facilitator person days	Local trainers involved	Cost
	for Court Excellence	2014	conduct a self-assessment according to IFCE criteria; and score 600 or higher in an independent assessment.	Plan. Management policies developed during the activity have been accepted by a member of the International Consortium for Court Excellence.				
Samoa	Drug & Alcohol Court Workshop	31 March - 4 April, 2014	For judicial and court officers to become better informed and equipped to deal with drug and alcohol cases.	A Steering Committee has been set up and has agreed on goals and objectives, strategic plans, and the scope of the Drug and Alcohol Court's jurisdiction.	40	5	0	\$9,536.33
Samoa	Judicial Training on Civil, Criminal and Land Procedure	19 - 23 May, 2014	To provide capacity building training for lay judges to improve their understanding of the law and processes to be followed when dealing with matters of a civil or criminal nature, but also of the cultural importance of matters related to land and title.	Participants have improved knowledge of both the substance of the law and judicial procedure. Judges now make full and better use of the Benchbooks especially on court procedures in the Land and Titles Court.	31	5	4	\$16,432.03
Solomon Islands	Decision-Making & Judgment Writing Workshop, Honiara	16 - 20 April, 2012	To improve the understanding and skills of the justices and clerks of the local court about decision-making and writing judgments in criminal, civil and customary land cases.	There has been significant improvement in the participant's abilities to produce well-reasoned judgments in a reasonable amount of time.	19	4	2	\$8,490.21
Solomon Islands	Decision-Making & Judgment Writing Workshop, Gizo, Western Province	11 - 14 November, 2014	To improve the understanding, abilities and skills of the justices and clerks of the local court on methods for decision-making and writing judgments in criminal, civil and customary land cases. To enhance the competence of the Local Court's processes and systems by providing advanced	There has been a significant improvement in the competence of judges and clerks. There has been an increase in the number of cases heard within a one week timeframe; capacity to identify key issues; and ability to produce short judgments. Also, the number of appeals from the courts in Western and Choiseul	21	4	2	\$13,978.25

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact	People trained/engaged	Facilitator person days	Local trainers involved	Cost
			knowledge and skills in decision-making, to identify issues and analyse evidence in cases.	Provinces have declined based on fewer errors in law and procedure.				
Tokelau	Capacity Building Workshop for Law Commissioners of Tokelau	22 - 25 August, 2011	Law Commissioners are to: understand their roles and responsibilities; understand and adhere to the CoJC; understand the links between their roles and Court Clerks and Police Officers; learn more judiciary's response to cross-cutting issues; develop job descriptions; and develop Action Plans.	Law Commissioners and the Court Clerks meet weekly to discuss cases and procedures. They occasionally also meet with the police. The Law Commissioners acknowledged that there is a need to improve their working relationships; the importance of the police as the first point of contact; and reporting and investigate crimes in the villages which become cases channelled to the Law Commissioner.	3	3	1	\$2,285.40
Tokelau	Capacity Building Workshop for Court and Police Officers	4 - 7 June, 2012	To enable Judicial Officers to: understand their roles and responsibilities; adhere to the CoJC; manage court proceedings efficiently; and write judgements and consider appropriate sentences, including collaboration with custom and the Village Councils. To enable Court Clerks to: to evaluate the use and efficiency of filing and management processes and make improvements to these processes; understanding their role and responsibilities; and write annual reports. To enable Police Officers to: understand their roles; develop position	All judicial officers and police officers have job descriptions. They are now clear about their respective roles and responsibilities.	16	4	1	\$8,414.60

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact	People trained/ engaged	Facilitator person days	Local trainers involved	Cost
			descriptions; conduct interviews and investigate crimes; manage case files; summarise facts and draft charges for presentation in court; and deal with complaints.					
Tokelau	Annual Court Reporting Project	16 - 18 October, 2013	Enhance and improve the knowledge and abilities of Tokelau Judicial Officers and the National Judicial Coordinator to perform their functions and work independently on the Second Tokelau Judicial Annual Report and any other court reports in the future.	The Court Clerks and Law Commissioners are now producing annual data of the work carried out by the Court each year. The Court Clerks now are working independently on the court data for 2013/14 and working towards finalising the type of graphs or tables to explain the data.	3	3	0	\$19,817.47
Tonga	Advanced Workshop for Court Interpreters	17 - 20 February, 2012	To train court interpreters to enable them to work more effectively and professionally, and meet increasing demands for their services.	The training created self-awareness and identified areas of improvement for Court Interpreters. Participants are now able to recognise and discuss their performance issues, as well as identify tools for improvement.	9	2	2	\$1,413.82
Tonga	Advanced Workshop for Court Assessors	21 - 22 February, 2012	To ensure land court assessors are able to perform their role effectively and competently.	Land Assessors' contribution to the Judiciary was acknowledged and they were provided with instructions on their function and roles. They were informed on how matters are dealt with in the Ministry of Lands; how land disputes are processed in the Courts; Court procedures and legal terms used in Court; the Code of Conduct applicable to them; the Judiciary in general; the development in the Land Court to	5	2	2	\$1,963.99

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact	People trained/engaged	Facilitator person days	Local trainers involved	Cost
				date; customary disputes in other jurisdictions; and all Assessors identifying the significance of their role.				
Tonga	Refresher Workshop for Court Support Staff	15 - 16 March & 11 - 12 April, 2012	For participants to value their role and the significance of their contribution to the Judiciary and to maintain high performance standards.	The workshop created new motivation and enthusiasm within the Court Support Staff to address current issues and identify suitable solutions together.	28	2	2	\$4,885.26
Tonga	Advanced Workshop for Court Sentencing	8 - 9 October, 2012	To increase the capacity of each JO to improve their performance by enhancing their skill and knowledge of sentencing. To enable participants to apply best sentencing options with high degree of consistency, clarity and confidence.	JOs now demonstrate a competent and consistent understanding of court sentencing procedures. They recognise the usefulness of the Benchbook in providing good sentencing guidelines, the need to take into account different considerations when dealing with different offenders, and the importance of explaining their reasoning and sentencing decisions.	19	2	1	\$2,983.34
Tonga	Bailiff Officers Training Workshop	6 - 7 December, 2012	To increase the capacity of Bailiff Officers to improve their performance by improving their skills and knowledge of the Bailiff Act.	Bailiffs' skills, confidence and awareness have been improved, supporting a more effective operation of the court.	6	2	2	\$1,117.20
Tonga	Computer Training for Magistrates and Court Support Staff	11 - 13 December, 2012	To engage each JO to improve their performance by introducing each individual to computer basics, internet, case management systems and legal research.	The training has expanded the skills of Magistrates and Court Support staff in using computer technologies and their awareness of the availability of data. This has provided a valuable tool for the operation of the Court.	14	3	1	\$8,204.32

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact	People trained/engaged	Facilitator person days	Local trainers involved	Cost
Tonga	Justices of the Peace Recruitment and Training	November, 2013 - June, 2014	To increase the reach and efficiency of judicial services for Tongans living outside Nuku'alofa to have their disputes judicially resolved or have access to the law, and ensure judicial officers are performing their functions efficiently and competently.	The workshop allowed for both new and previously appointed Justices of the Peace to receive important updates of the law and the procedures that affect their daily duties. Additional JPs introduced into Tonga's legal system will provide for better access to justice.	32	3	2	\$14,285.00
Tuvalu	Code of Conduct & Decision Making Workshops	April & June, 2012	To ensure that all Magistrates of the Island Courts and Land Courts are aware of and understand the new CoJC, and how to make a decision and structure a judgment.	The Code has been continuously referenced in the resolution of issues arising for Magistrates in the course of their duties. Magistrates similarly use the Code to refresh their understanding.	40	2	1	\$8,870.41
Vanuatu	Land Case Management Workshop	12 - 13 April, 2012	Increase knowledge, skills and values towards participants' dealing with land matters, so that they are settled fairly, justly and expeditiously.	Since the training there has been a decline in the number of appeals based on reduction of errors in law and procedure. Many cases have been more efficiently disposed of when compared with previous statistics.	17	2	4	\$3,772.77
Vanuatu	Judicial Officers Training	15 - 16 November, 2012	To revisit areas that judicial officers need to improve their knowledge, skills and professional attitudes on.	Participants' competence regarding judicial and courtroom conduct has improved, along with their effective judgment-drafting skills. Senior Judges have mentored the performance of junior Magistrates.	11	2	1	\$2,996.69
Vanuatu	Secretary and Clerk Workshop	4-5 & 7-8 March, 2013	To improve the ability of court officers to perform their functions competently, so that cases are managed in a more efficient and timely manner.	Procedures which have received mutual recognition have been written and circulated to all participants.	36	2	2	\$10,438.71
Vanuatu	Sheriff	18 - 22	To enable the sheriff and his	There has been an increase in	2	5	0	\$6,263.67

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact	People trained/engaged	Facilitator person days	Local trainers involved	Cost
	Exchange Training	March, 2013	deputy to learn and gain experience from the Australian system to improve efficiency, effectiveness and independence in enforcing court orders and judgment.	participants' skills and knowledge in areas such as the execution of warrants and enforcement orders. Such procedures are being conducted in a more transparent and efficient manner.				
Vanuatu	Consultation forum towards Island Court Justice Manual	23 - 24 May, 2013	To train Island Court lay justices on the Manual once it is ready, and the Manual to be available as a quick tool to refer to for guidance while carrying out judicial functions.	Participants have acquired skills and information about developing a Manual.	10	2	2	\$2,401.15
Vanuatu	Island Court Justices Orientation Workshops & Island Court Manual Production	4 - 8 November, 2013 & 9 - 13 December, 2013	To enable lay Island Court justices to perform their roles and duties more competently.	There have been an increased number of court sittings in which cases are being completed more competently in two of the island courts.	43	10	3	\$13,070.80
Vanuatu	Decision Writing Workshop for Magistrates & Island Court Justices	9 - 11 July, 2014	To provide training to Magistrates and Island Court Justices to enable them to perform their roles and duties in a more efficient, effective, and qualitative manner in the interest of those who seek justice from the courts.	Workshop evaluations revealed significant increase in knowledge (80%), demonstrating that the participants have captured new information and acquired skills with reformed attitudes. This will enable participants who have not had formal training on structuring and writing judgments to perform their judicial functions better. Participants are more confident in their quality and brevity of written decisions.	25	3	1	\$11,482.70
Vanuatu	Island Court	1 - 5	To provide training to Lay	Workshop evaluations revealed a	16	5	4	\$10,132.57

PIC	Activity name	Time Period	Aim / Objective	Key Outcome / Impact	People trained/engaged	Facilitator person days	Local trainers involved	Cost
	Justices Orientation Workshop (Sola)	September , 2014	Justices to enable them to perform their roles and duties in a more efficient, effective, and qualitative manner in the interest of those who seek justice from the courts.	significant increase in knowledge (80%), demonstrating that participants have learned and captured new information, skills and a reformed attitude from all the topics discussed. A majority of the participants have now learnt for the first time that they should treat children who come to their courts differently. The information, skills and values learned from this workshop will be utilised to improve upon past practices.				
Total					801	213.5	57	\$499,022.18

ANNEX FIVE: BASELINE DATA, KEY OUTPUTS AND END-OF-PROGRAMME TARGETS

Project	Baseline data	End-of-Programme Target	Key Outputs
Customary Dispute Resolution / Access to Justice	No evidence-based strategy exists to integrate in/formal justice systems in the region.	To support selected PIC to systematically address community dispute resolution needs.	Strategy to integrate in/formal justice systems in the region Customary Dispute Resolution research in three PICs Access to Justice plan implemented in one PIC Access to Justice Assessment Toolkit
Enabling Rights	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.	Claim(s) of previously unmet legal needs are brought to, and resolved by, the courts in at least one PIC.	Hand out for the public: 'Court Guidance for Unrepresented Litigants' Enabling Rights & Unrepresented Litigant Toolkit
Family Violence & Youth Justice	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.	Up to five PICs responding as a sector, more holistically and competently to family/juvenile justice issues.	Capacity building for justice sector stakeholders in seven PIC Family Violence and Youth Justice Toolkit
Public Information	PIC communities are not informed about the work of the court and how to access it.	A portfolio of public information resources developed, piloted and disseminated in one PIC available for adaption across the region.	A Public Information Toolkit
Codes of Judicial Conduct & Complaints Handling	No Codes of Judicial Conduct exist in the region based on and adapted from internationally recognised principles such as the Bangalore principles of judicial conduct.	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.	Five Codes of Judicial Conduct/guidelines were promulgated One Complaints Handling processes/guidelines were promulgated Codes of Judicial Conduct Toolkit Toolkit for Building Procedures to Handle Complaints about Judicial Conduct
Institutionalisation of the	No PIC driven or regionally coordinated options to enable	Pursue the selected option for institutionalising judicial development in the	Agreed and operationalised options to institutionalise the PJDP based on research paper

Project	Baseline data	End-of-Programme Target	Key Outputs
PJDP	ongoing judicial development regionally or lead/implement activities locally.	region.	
Regional Governance & Leadership	Low levels of judicial leadership of development on national and regional levels.	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.	13 regional meetings for Chief Justices and National Coordinators
Responsive Fund	No Responsive Fund exists and low local capacity to manage improvements activities.	PICs increasingly manage their own locally-delivered development activities.	51 activities implemented in all PICs involving 801 people.
National Judicial Development Committees	NJDCs exist in some but not all PICs with varying membership, roles, focus and levels of engagement in local judicial development.	The capabilities of one PIC to strategically plan and manage local development are strengthened.	National Judicial Development Toolkit
Project Management	PICs have varying capacity to assess needs, design and deliver development activities locally.	A toolkit is available to all PICs enabling them to better manage development activities locally.	Project Management Toolkit
Remote Delivery	There are no options to extend the delivery of improvement activities, advice and guidance remotely.	A concept paper is available including feasible and practical strategies to promote remote delivery of improvement activities.	Concept paper
Judicial Administration	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).	Courts in up to four PICs begin to report an increase in the percentage of cases disposed of within promulgated time standards and more efficient court management through the collection of internal court performance information against selected key performance indicators. Courts in up to two PICs also proactively reducing delay and their IT capabilities to support judicial administration requirements; specifically	Case disposition time goals in five PIC
			Time Goals Toolkit
			Reducing Backlog and Delay Toolkit
			305 judicial/court officers and stakeholders trained in timeliness
			Procedural process mapping in six PIC
			Online Information Technology Forum

Project	Baseline data	End-of-Programme Target	Key Outputs
		relating to time standards and delay reduction, is enhanced.	
Performance Monitoring & Court Annual Reporting	There is no PIC judicial and court baseline data utilising a common set of indicators.	Up to 6 courts publically reporting on performance on an annual basis across the region.	15 court performance indicators – Cook Island Performance Indicators Region-wide baseline data on court performance Four years of region-wide court performance trend data 12 PICs are now regularly publishing Annual Court Reports, up from 2 in 2010 Court Annual Reporting Toolkit
Regional Training Capacity	23 accredited judicial educators in 10 PICs, no Regional Training Team and no PIC-tailored ToT training programme.	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.	86 out of 115 participants from all PIC accredited as trainers Establishment of Local and Regional Training Teams & an online network 38 people in 10 PIC trained in Advanced Curriculum Development and Programme Management Trainer's Toolkit: designing, delivering and evaluating training programmes
Core Judicial Development	Judicial officers in PICs have not received Regional orientation and decision-making training since the cessation of PJDP Phase I in June 2008. Data about links between judicial orientation training and performance do not exist across the region.	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.	138 law-trained and lay judicial/court officers across all PICs received judicial orientation training 79 law-trained and lay judicial/court officers across all PICs received decision-making training 48 law-trained and lay judicial/court officers in FSM, Tokelau/Samoa received judicial orientation training 21 experienced trainers mobilised to co-facilitate the orientation courses 18 experienced trainers mobilised to co-facilitate the decision-making courses. Judicial Orientation Toolkit Judicial Decision-Making Toolkit
Benchbooks	Some benchbooks developed during previous phases of regional interventions will likely be out of date.	1 benchbook developed	New edition of the Justices Benchbook for The Cook Islands

ANNEX SIX: END-OF-PROGRAMME INTERNAL SURVEY

PACIFIC JUDICIAL DEVELOPMENT PROGRAMME (PJDP) 2010-2015 END-OF-PROGRAMME EVALUATION

You have been asked to complete this *confidential* questionnaire as you are an important stakeholder of the PJDP. Your candid responses will provide essential data enabling an assessment of the extent to which the PJDP has contributed to its goal and achieved its purpose. The goal of the PJDP is to strengthen governance and rule of law in Pacific Island Countries (PICs) through enhanced access to justice and professional judicial officers who act independently according to legal principles, and its purpose is to support PICs to enhance the professional competence of judicial officers and court officers, and the processes and systems that they use.

PART A YOUR BACKGROUND

Question 1: What level is your court? (circle one)

☐ ☐ ☐
Supreme/High/Appeals (superior) *District/Magistrates (subordinate)*
Land/Island/Village/Community (customary)

Question 2: Where is your court? (location and Pacific Island Country)

Question 3: Are you a **Judicial Officer**, a **Court Officer** or **Regional Training Team** member? (circle those that apply)

PART B TRAINING AND ASSISTANCE

Question 4: Please rate the quality of PJDP training activities.

☐ ☐ ☐ ☐
Poor *Low* *Good* *Excellent*

Question 5: Please rate the quality of PJDP adviser-led technical assistance activities.

☐ ☐ ☐ ☐
Poor *Low* *Good* *Excellent*

Question 6: Please rate the quality of training and resources developed for the RTT (such as training materials and toolkits).

☐ ☐ ☐ ☐
Poor *Low* *Good* *Excellent*

Question 7: a) How effective/useful is the regional mentoring network?

☐ ☐ ☐ ☐
Not Aware Of It *Limited Usefulness* *Some Use* *Significant Use*

b) Why is it, or is it not effective?

Question 8: Please rate the quality of the local trainer (Regional or National Trainer) led activities.

☐*Poor*☐*Low*☐*Good*☐*Excellent*

Question 9: Has the quality of locally-led training activities improved?

Yes☐*No*☐

PART C COURT PERFORMANCE

Question 10: a) To what extent is the court better able to respond fairly and appropriately to family and juvenile justice issues?

☐*No Improvement*☐*Limited Improvement*☐*Some Improvement*☐*Significant Improvement*

b) What specifically has changed?

Question 11: a) To what extent is your CoJC /complaint handling procedure complied with?

☐*No Compliance*☐*Limited Compliance*☐*Some Compliance*☐*Significant Compliance*

b) How has this impacted the performance of your court/judiciary?

Question 12: To what extent has the standard of judicial integrity and conduct improved as a result of these procedures?

☐*No Improvement*☐*Limited Improvement*☐*Some Improvement*☐*Significant Improvement*

Question 13: To what extent are time standards for cases and reporting on case disposal rates being implemented?

☐*No Implementation*☐*Limited Implementation*☐*Some Implementation*☐*Significant Implementation*

Question 14: To what extent are cases being disposed of more quickly now than 2 years ago?

☐*No Change*☐*Limited Improvement*☐*Some Improvement*☐*Significant Improvement*

Question 15: To what extent is the court better equipped to collect, use and report on judicial performance data?

☐*No Improvement*☐*Limited Improvement*☐*Some Improvement*☐*Significant Improvement*

Question 16: Please rate the quality and breadth of the data contained in the court's annual report.

☐*No Data*☐*Limited Data/Poor Quality*☐*Some Data/Reasonable Quality*☐*Significant Data/Good Quality*

Question 17: To what extent has there been an increase in the public accessing legal rights/ remedies and court services?

☐
No Change

☐
Limited Increase

☐
Some Increase

☐
Significant Increase

PART D ENGAGEMENT AND MANAGEMENT

Question 18: How do you perceive the quality of the engagement with your peers across the region?

☐
None

☐
Poor

☐
Good

☐
Excellent

Question 19: Has there been adequate opportunity to lead, engage with and contribute input / strategic direction to PJDP activities?

☐
Yes

☐
No

Question 20: To what extent is your NJDC a key mechanism for locally managed judicial development?

☐
No NJDC Exists

☐
Limited NJDC Activity

☐
Some NJDC Activity

☐
Significant NJDC Activity

Question 21: a) Please rate the ability of your court to manage its own locally-delivered development activities without external assistance.³

☐
No Management Ability

☐
Limited Management Ability

☐
Some Management Ability

☐
Significant Management Ability

b) How effective are these activities?

☐
Not Effective

☐
Limited Effectiveness

☐
Effective

☐
Very Effective

Question 22: How effective do you consider PJDP's management of the Programme?

☐
Not Effective

☐
Limited Effectiveness

☐
Effective

☐
Very Effective

Question 23: Do you and your colleagues have a better understanding of cross-cutting issues (gender, human rights, sustainability) as a result of PJDPs activities?

☐
Yes

☐
No

Question 24: What difference has this made to you in your role?

Question 25: Has PJDP met your expectations?

☐
Yes

☐
No

PART E IMPACT

³ Excludes financial assistance

Question 26: a) To what extent has the quality, professionalism, accessibility, efficiency and reliability of judicial services improved?

☐ *No Improvement*
☐ *Limited Improvement*
☐ *Some Improvement*
☐ *Significant Improvement*

b) What specifically has improved and what difference has this made to you?

Question 27: What evidence can you provide to demonstrate that progress has been made against judicial development and court performance goals?

Question 28: Do you consider your judges/staff more competent and confident in performing their roles and duties? *Yes* ☐ *No* ☐

Question 29: To what extent has the professional competence of ALL judicial officers and court officers, and the processes and systems used improved?

☐ *No Improvement*
☐ *Limited Improvement*
☐ *Some Improvement*
☐ *Significant Improvement*

Question 30: a) Has the PJDP contributed to assisting your courts to improve the quality of justice service delivery? *Yes* ☐ *No* ☐

b) If 'yes', please tell us how?

Question 31: a) Has the PJDP contributed to assisting your courts to become more responsive to community justice needs? *Yes* ☐ *No* ☐

b) If 'yes', please tell us how?

Question 32: a) Has the PJDP contributed to assisting your courts to improve human wellbeing? *Yes* ☐ *No* ☐

b) If 'yes', please tell us how?

ANNEX SEVEN: END-OF-PROGRAMME EXTERNAL SURVEY

PACIFIC JUDICIAL DEVELOPMENT PROGRAMME (PJDP) 2010-2015 END-OF-PROGRAMME EVALUATION

This phase of a regional judicial development programme; the Pacific Judicial Development Programme will complete in June 2015, since commencing in July 2010. We would be grateful if you would complete this *confidential* questionnaire as you are an important stakeholder of the PJDP. Your candid responses will provide essential data enabling an assessment of the extent to which the PJDP has contributed to its goal and achieved its purpose. The goal of the PJDP is to strengthen governance and rule of law in Pacific Island Countries (PICs) through enhanced access to justice and professional judicial officers who act independently according to legal principles, and its purpose is to support PICs to enhance the professional competence of judicial officers and court officers, and the processes and systems that they use.

Question 1: Are you aware of the Pacific Judicial Development Programme?

☐ *No Aware Of It* ☐ *Limited Awareness* ☐ *Some Awareness* ☐ *Considerable Awareness*

Over the past five years, to what extent have there been improvements in the:

Question 2: a) Responsiveness to community justice needs:

☐ *No Improvement* ☐ *Limited Improvement* ☐ *Some Improvement* ☐ *Significant Improvement*

c) What specifically has improved? Please provide any additional comments.

Question 3: a) Conduct and professionalism of judicial and court officers:

☐ *No Improvement* ☐ *Limited Improvement* ☐ *Some Improvement* ☐ *Significant Improvement*

b) What specifically has improved? Please provide any additional comments.

Question 4: a) Efficiency, transparency and accountability by the courts:

☐ *No Improvement* ☐ *Limited Improvement* ☐ *Some Improvement* ☐ *Significant Improvement*

b) What specifically has improved? Please provide any additional comments.

Question 5: a) Competence of judicial and court officers and reliability of their services:

☐ *No Improvement* ☐ *Limited Improvement* ☐ *Some Improvement* ☐ *Significant Improvement*

b) What specifically has improved? Please provide any additional comments.

ANNEX EIGHT: COLLATED RESULTS FROM END-OF-PROGRAMME INTERNAL SURVEY

Question	OECD-DAC Criteria	Analysis	Response rate (%)
What level is your court?		60% District/Magistrates; 47% Supreme/High/Appeals; 21% Land/Island/Village	89
Please rate the quality of PJDP training activities?	Effectiveness	91% of respondents rated the quality of PJDP training activities as good or excellent.	92
Please rate the quality of PJDP adviser-led technical assistance activities?	Effectiveness	90% of respondents rated the quality of PJDP adviser-led technical assistance as good or excellent.	91
Please rate the quality of training and resources developed for the RTT (such as training materials and toolkits).	Effectiveness	87% of respondents rated the quality of training and resources developed for the RTT (such as training materials and toolkits) as good or excellent.	90
How effective/useful is the regional mentoring network?	Sustainability	63% of respondents noted some or significant usefulness of the regional mentoring network.	91
Why is it, or is it not effective?	Effectiveness	Provides technical assistance / networking tool (26%); No response (42%); No opportunity to use it (24%); Not aware of it (10%)	NA
Please rate the quality of the local trainer led training programmes?	Sustainability	82% of respondents indicated that the quality of the local trainer led training programmes was good or excellent.	91
Has the quality of locally-led training activities improved?	Sustainability	Four in five internal stakeholders (79%) agree that the quality of locally-led training activities has improved.	88
To what extent is the court better able to respond fairly and appropriately to family and juvenile justice issues?	Impact	87% of respondents indicated that there have been some or significant improvements in the capacity of their court to respond more fairly and appropriately to family and juvenile justice issues.	86
What specifically has changed?	Impact	Increased awareness of issues/law/procedures (20%); Enabled more appropriate response to cases (28%); Inspired youth court initiatives (12%); Other (9%); No response (38%)	NA
To what extent is the court better equipped to collect, use and report on judicial performance data?	Impact	82% of respondents noted some or significant improvements in the ability of their court to collect, use and report on judicial performance data.	94
Please rate the quality and breadth of the data contained in the court's annual report?	Impact	91% of respondents rated the quality and breadth of the data contained in the court's annual report as good or significant.	93
To what extent are cases being disposed of more quickly now than 2 years ago?	Impact	In the PICs where the delay reduction project was implemented, all respondents (100%) noted improvement in the extent to which cases are being disposed of more quickly than 2 years ago.	77
To what extent are time standards for cases and reporting on case disposal rates being implemented?	Impact	93% of respondents noted some or significant improvements in the extent to which time standards for cases and reporting on case disposal rates are being implemented.	88
To what extent is your CoJC /complaint	Impact	65% of respondents indicated that there is some or significant compliance with CoJC /complaint	59

Question	OECD-DAC Criteria	Analysis	Response rate (%)
handling procedure complied with?		handling procedures.	
How has this impacted the performance of your court/judiciary?	Impact	Improved the conduct of judicial officers; more awareness and training/workshop assisted judicial officers to comply with CoJC. (Kiribati)	NA
To what extent has the standard of judicial integrity and conduct improved as a result of these procedures?	Impact	91% of respondents noted some or significant improvement in the extent to which the standard of judicial integrity and conduct has improved as a result of these procedures.	76
To what extent has there been an increase in the public accessing legal rights/remedies and court services?	Impact	All respondents from the Public Information pilot PIC reported an increase in the public accessing legal rights/remedies and court services.	100
How do you perceive the quality of the engagement with your peers across the region?	Effectiveness	68% of respondents perceive the quality of the engagement with peers across the region as good or excellent.	94
Has been adequate opportunity to lead, engage with and contribute input and strategic direction to PJDP activities?	Relevance	58% of internal stakeholders agreed there has been adequate opportunity to lead, engage with and contribute input and strategic direction to PJDP activities.	89
To what extent is your NJDC as key mechanisms for locally managed judicial development?	Sustainability	44% of respondents from PICs where NJDC inputs occurred noted some or significant NJDC activity as a mechanism for locally managed judicial development.	75
Please rate the ability of your court to manage its own locally-delivered development activities without external assistance.	Sustainability	84% of respondents noted that their court has some or significant ability to manage their own locally-delivered development activities without external assistance.	98
How effective are these activities?	Effectiveness	73% of respondents indicated that these activities were effective or very effective.	98
How effective do you consider PJDP's management of the Programme?	Efficiency	83% of respondents consider PJDP's management of the Programme as effective or very effective.	92
Do you and your colleagues have a better understanding of cross-cutting issues (gender, human rights, sustainability) as a result of PJDPs activities?	Efficiency	Three quarters (76%) of respondents agree that they and their colleagues have a better understanding of cross-cutting issues (gender, human rights, sustainability) as a result of PJDPs activities.	90
What difference has this made to you in your role?	Impact	Better knowledge and understanding (28%); Improved skills and new ideas (6%); Improved judgements and decision-making (9%); Improved confidence (3%); Other (7%); No response (37%); Limited difference (7%)	NA
Has PJDP met your expectations?	Relevance	Four in five internal stakeholders (79%) stated that PJDP had met their expectations.	91
To what extent has the quality, professionalism, accessibility, efficiency and reliability of judicial services	Impact	86% of respondents noted some or significant improvement in the quality, professionalism, accessibility, efficiency and reliability of judicial services.	91

Question	OECD-DAC Criteria	Analysis	Response rate (%)
improved?			
What specifically has improved and what difference has this made to you?	Impact	Improved confidence and professionalism (13%); Improved decision making (17%); Improvements in court accessibility and community (13%); More informed staff (7%); Other (5%); Limited improvement (2%); No response (35%).	NA
What evidence can you provide to demonstrate that progress has been made against judicial development and court performance goals?	Impact	Professionalism of the court (32%); Reduced backlog/improved timeliness (17%); Other (9%); No response (42%)	NA
Do you consider your judges/staff more competent and confident in performing their roles and duties?	Impact	Almost all respondents (94%) indicated that judges/staff in their courts are more competent and confident in performing their roles and duties.	86
To what extent has the professional competence of ALL judicial officers and court officers, and the processes and systems used improved?	Impact	91% of respondents noted some or significant improvement in the professional competence of judicial officers and court officers, and the processes and systems they use.	89
Has the PJDP contributed to assisting the courts to improve the quality of justice service delivery, and if so, how?	Impact	The majority of respondents (87%) stated that PJDP has contributed to assisting the courts improve the quality of justice service delivery.	86
Has the PJDP contributed to assisting the courts to become more responsive to community justice needs?	Impact	The majority of respondents (85%) indicated that PJDP has contributed to assisting the courts become more responsive to community justice needs.	82
Has the PJDP contributed to assisting the courts to improve human wellbeing?	Impact	Three quarters of respondents (75%) indicated that PJDP has contributed to assisting the courts improve human wellbeing.	76

ANNEX NINE: COLLATED RESULTS FROM END-OF-PROGRAMME EXTERNAL SURVEY

Question	OECD-DAC Criteria	Analysis	Response rate (%)
QO1 Are you aware of the Pacific Judicial Development Programme?	N/A	54% of responding external stakeholders were aware of PJDP.	100
QO2a Over the past five years, to what extent have there been improvements in the: Responsiveness to community justice needs?	Impact	67% of external stakeholders indicated that there has been some or significant improvements in the responsive to community justice needs.	93
QO2b What specifically has improved? Please provide any additional comments.	Impact	External stakeholders noted the responsiveness to community justice needs has improved most notably as a result of increased judicial capacity, increased disposal of cases and enhanced engagement and accessibility of the courts for the community.	NA
QO3a Over the past five years, to what extent have there been improvements in the: Conduct and professionalism of judicial and court officers?	Impact	77% of external stakeholders indicated that there has been some or significant improvements in the conduct and professionalism of judicial and court officers.	91
QO3b What specifically has improved? Please provide any additional comments.	Impact	External stakeholders noted the conduct and professionalism of judicial and court officers has been enhanced most notably as a result of improved knowledge and understanding of their roles, and a positive change in their communication, organisation, dress and appearance, and manner in which officers approach their work.	NA
QO4a Over the past five years, to what extent have there been improvements in the: Efficiency, transparency and accountability by the courts?	Impact	68% of external stakeholders indicated that there has been some or significant improvements in the efficiency, transparency and accountability by the courts.	92
QO4b What specifically has improved? Please provide any additional comments.	Impact	External stakeholders noted the efficiency, transparency and accountability of the courts has been enhanced most notably as a result of greater public accessibility to court information, communication by the court, and also greater timeliness of case management and disposal.	NA
QO5a Over the past five years, to what extent have there been improvements in the: Competence of judicial and court officers and reliability of their services?	Impact	81% of external stakeholders indicated that there has been some or significant improvements in the competence of judicial and court officers and reliability of their services.	92
QO5b What specifically has improved? Please provide any additional comments.	Impact	External stakeholders noted the competence of judicial and court officers has been enhanced most notably as a result of increased focus on professionalism, organisation, decision-making, approachability and timeliness.	NA

ANNEX TEN: RESULTS BY PROJECT

COMPONENT 1 – ACCESS TO JUSTICE

Project 1 – Customary Dispute Resolution / Access to Justice

2012–2013, Tuvalu

Robust strategy for court/community access planning: Following a piece of PEC-endorsed action-research, PICs have access to a coherent and practical strategy upon which to consult with court users and the community about their justice needs and how they might be better addressed.

Court engages community and plans outreach: Based on this research and an Access to Justice Toolkit, the Tuvaluan judiciary developed an Access to Justice Plan in consultation with the local community.

No PIC sought support or independently initiated activities to implement the Access to Justice Toolkit. While gains have been made relative to addressing community dispute resolution needs elsewhere within the PJDP, the region's Chief Justices did not consider this facet to be a sufficiently high priority. The toolkit though remains current and available for use by PICs on the PJDP website <http://www.fedcourt.gov.au/pjdp/pjdp-toolkits>.

"There is an improvement in the manner that the judicial and court staff interact with the public and users of the court system. The professionalism shown by both the judiciary and court staff is testament to the importance of the program."
Court user, Cook Islands

Project 2 – Family Violence and Youth Justice

2012–2015: Cook Islands, Niue, Palau, Samoa, Solomon Islands, Tonga, Vanuatu

Victims of family violence can seek redress: Knowledge gains and attitudinal shifts⁴ demonstrate that complaints are being taken more seriously and dealt with more appropriately. The passage of family violence legislation in the Pacific over the last two years has been prolific. It has enabled the justice sector to reflect on and improve their approaches to the right to justice and protection and take more seriously, responsibilities in applying the law to protect and enhance rights.

85% of judicial/court officers surveyed stated that the PJDP has assisted their court in becoming more responsive to community justice needs.

67% of court users surveyed indicated that there have been some or significant improvements in court's responsiveness to community justice needs.

Right: Participants from the Judiciary, Police and NGOs in the Cook Islands during a group activity



More creative and restorative means of administering youth justice: Changing the stark formal and intimidating style of the traditional courtrooms, more community focussed and outcomes oriented approach based on the Pasifika and Rangatahi Courts in New Zealand are beginning to be followed in the Pacific. Most notably, the Cook Islands established its own youth court

⁴ Averaged demonstrated increase in knowledge and understanding across seven workshops is 58%.

based on the Pasifika court model. With the availability of a toolkit on the subject, these seven, and other PICs are enabled to continue making progress in this important area.

Collaboration strengthens cross-sectoral treatment of associated issues/cases: Engagement and commitment embodied in cooperative agreements has enabled contemplation about what justice really means beyond the limited craft of decision making. It will also continue to strengthen each link in the justice chain for those seeking and receiving justice and bodes well for future cross-sectoral collaboration about other justice-related issues.

New youth court now a reality

Thursday September 25, 2014 Written by Merita Wi-Katata ((national/crime/itemist/user/83)) Published in Crime ((national/crime))



"The support from the PJDP ... has resulted in an improvement in the manner that the judiciary response to community needs. The recent implementation of "Te Koro Akaau" in the Cook Islands is a result of the support of the PJDP in providing training opportunities for the Cook Islands judiciary and court staff to understand the concept of youth justice and how to address it."

Secretary, Ministry of Justice, Cook Islands

Project 3 - Public Information

2014, Tuvalu

Community is empowered: As a result of the pilot and the toolkit, the community is better informed and Tuvaluans understand what courts do and how they work. Knowing what is expected of them and what to do if they have special needs; individuals are better able to access and use justice services. The public have reported the information to be useful.⁵

Courts are committed and able to keep the public informed: Local stakeholders now have the capacity, tools and commitment to develop and publish further information. Empowered by participation in the pilot, they have developed a new sense of responsibility for the court's image. Magistrates reported that for the first time they understood that they can take action to ensure that their court communicates the message that it is professional and organised.

"Local courts have allowed more space than before to have information about the courts made known to the public and we also more aware on the importance of judicial conduct. Accessibility to court information has improved a lot."

"The programme has also improved the general appearance of court rooms through proper labelling of court rooms and notice boards."

Court user, Tuvalu

Right: Members of the Land Court putting up notices in Nukulaelae, Tuvalu



⁵ As reported by members of the local judiciary.

Project 4 – Enabling Rights

2014–2015, Kiribati

Judicial competence improved: There was a significant, visible increase in the awareness and knowledge of magistrates and court officers to understand the judicial process, conduct a fair hearing for unrepresented litigants and enable the unmet rights to justice of community members. The production of a toolkit to assist courts to enable rights is available to all PICs.

Court introduces public outreach and community engagement: The workshop was the first time the court has formally consulted court users and the community on their satisfaction with court services and for their feedback. There were very high levels of stakeholder engagement in, and satisfaction with, this new outreach process, both by magistrates and court officers, and also court users and members of the public who provided specific constructive criticism of court services.

Noting the recency of this project, the following behavioural changes are realistically anticipated:

Court will conduct fairer hearings: Approval of the Court Guidance for Unrepresented Litigants constitutes a fundamental and substantial step in improving community understanding about (a) how the court works and (b) how claimants can exercise their rights to justice effectively. This Guidance will be given to all unrepresented litigants when they make inquiries at court, and also circulated widely throughout the community.

Court is informing the community better about its rights to justice: The Court has formulated a *Court Enabling Rights Action Plan* that builds on drafts developed in working-groups during the workshop. The Plan has been circulated to all judicial officers and timing and budget allocations determined to embed the plan.

COMPONENT 2 – GOVERNANCE

Project 5 – Codes of Judicial Conduct and Complaints Handling

2012–2015, Kiribati, Niue, Samoa, Tuvalu, Vanuatu

Judges act appropriately: Judges, particularly those in the superior courts of the five PICs with which PJDP worked have a deeper appreciation of their role and are able to perform them independently, impartially and with integrity, propriety, competence, diligence while treating all before them with equality. 91% of judicial and court officers surveyed noted considerable improvements in the standard of judicial integrity and conduct as a result of these procedures. Similarly, 68% of court users noted some or significant improvements in the efficiency, transparency and accountability.

“There is much more accountability from the bar to the bench, resulting in delivery of better services for the consumer. Rules and deadlines are followed in a manner that provides predictability, consistency and reliability, all of which serve the system well.”

Judicial officer, RMI

Cultural norms conflicting with conduct principles are being addressed: In formulating guidance on conduct, judiciaries have had to address difficult conflicts between internationally accepted principles and their own local practice. Judiciaries in small island communities face a very real challenge when it comes to guidance on the acceptable degree of proximity between the judge and parties. Traditions as to status and practices such as gifting give rise to conflict. These issues are being addressed; in Samoa for example, Land Court judges are no longer accepting gifts. It will take time to change cultural norms.

There is growing awareness and use of the Codes in the region along with acknowledgment that attendant procedures are contributing to improved judicial integrity and conduct. The availability of toolkits to assist the development of conduct codes and complaint guidance will assist PICs to further strengthen their approach in this area.

Project 6 - Regional Governance and Leadership Meetings

Change is being locally driven: Through ongoing liaison between the PJDP team and region's judicial leaders there has been an attitudinal shift towards assumption of responsibility for and ownership of local judicial development. Rather than being recipients of donor/MSD-suggested strategies, the region's leaders are proactively steering PJDP's strategic direction. They are involved in and establishing the requisite enabling capacities and structures. 87% of judicial and court officers surveyed noted that PJDP has contributed to assisting their court to improve the quality of justice service delivery.

"Our strategic planning is more focused, and we are more confident in the steps we have taken. Our annual reports are more comprehensive. Our decision writing is better."

Judicial officer, RMI

Project 7 - National Judicial Development Committees

2012-2013, Cook Islands, Samoa

A toolkit was developed in and for Samoa, followed by a further version for use in all jurisdictions. Subsequently the toolkit was tested in the Cook Islands where it was used by its National Judicial Development Committee in the preparation of a two year judicial development programme.

Project 8 - Responsive Fund

Capacity exists in all PICs to design and implement development projects:

Through collaboration with the PJDP team when designing/implementing Responsive Fund activities, and through provision of the Project Management Toolkit, each PIC has improved capacity to design and manage the delivery of local activities. 84% of judicial and court officers surveyed indicated that their court is able to manage their own locally-delivered development activities without external assistance.

Local needs not otherwise addressed by the PJDP have been addressed:

The Responsive Fund has enabled 51 PIC reform priorities to be addressed, bringing balance between regional and local responses within the context of a regional programme. 92% of PICs confirmed that the objectives of their activities were achieved.⁶


**65% of
Responsive
Fund activities
delivered by
local trainers**

All training activities have involved PJDP-trained trainers, or where local technical expertise does not exist, support was provided by PJDP advisers or external pro bono experts.⁷ This, coupled with all activities being held locally, has maximised value for money. Some of the major changes that occurred as a result of Responsive Fund activities are:


**92% of
partner courts
confirmed
their
Responsive
Fund activity
objectives
were achieved**

⁶ Based on a response rate of 79% to the Responsive Fund Monitoring & Evaluation Tools.

⁷ Detail list of pro bono support provided to the PJDP is located at **Annex Seventeen**.

Cook Islands  Established a <i>Te Koro Aka'au</i> (Pacifika-style court)	Kiribati  140 judicial and court officers supported with training in Judicial Conduct	FSM  Whole-of-government Human Trafficking Taskforce created	RMI  Became a member of the International Consortium for Court Excellence	Nauru  3 courses to improve competence of local legal practitioners	Niue  Training and Benchbook developed for Land Commissioners	Palau  Further developed court-annexed mediation processes
PNG  21 participants received a Certificate of Training Competence	Samoa  Committee established to consider options for a Drug & Alcohol Court	Solomon Is.  23 judges & 11 clerks trained in decision-making judgment writing	Tokelau  18 justice sector actors provided with leadership capacity building training	Tonga  19 Justices of the Peace recruited and given induction training	Tuvalu  40 Island Court Magistrates trained in Code of Conduct & decision-making	Vanuatu  Benchbook developed and published for all (lay) Island Magistrates

Figure 10: Changes resulting from select Responsive Fund activities in each PIC

Project 9 - Institutionalisation of the PJDP

PJDP has become a regional network for discussion about problems, capacity building in strategic planning, and the development of pilot activities as models for the other PICs to apply promoting sustainability, flexibility and inclusiveness.

Project 10 - Project Management

February-March 2015, Tuvalu

Project management capacity improved: There was an almost three-fold knowledge increase during the pilot course in Tuvalu. Understanding of project management concepts, needs identification, project design, activity implementation, monitoring and evaluation, and reporting were thereby significantly strengthened.

Noting the recency of this project, it is realistically anticipated that the **court will more effectively design and manage projects**. This is evidenced by the court's enthusiasm for and commitment to developing a series of project action plans.

Project 11 - Remote Delivery Concept Paper

A concept paper on a developmental strategy and programmatic positioning of IT modalities as a part of PJDP's ongoing support for judicial development across the region has been developed. This advice is based on a situational assessment of conditions, needs and capacities in a sample of three PICs, and integrates world best practices in the use of IT for remote delivery of judicial development across the region. Once considered and adopted by Chief Justices, it is expected that this advice will contribute significantly to the next phase of regional assistance in due course.

"The courts are now very efficient and transparent in dealing with clients; files and such are no longer being misplaced constantly as they now know the importance of proper filing and record keeping."
Court user, Nauru

COMPONENT 3 - SYSTEMS AND PROCESSES

Project 12 - Judicial Administration

2011-2015, Kiribati, Federated States of Micronesia, Republic of Marshall Islands, Samoa, Solomon Islands, Vanuatu

Courts have mechanisms to ensure efficient and timely case resolution: Superior, first instance and land courts have promulgated time goals⁸ for the dispensation of justice within a reasonable time.⁹ Procedural documentation now exists in all six PICs to map the progress of cases and enable identification of constraints and weaknesses in the process that are responsible for case backlog and delay. The toolkits enable other PICs to replicate the processes. 96% of judicial and court officers surveyed indicated that cases are being disposed of more quickly or that time standards are being implemented. 91% reported some or significant improvements in court systems and processes. Respondents cited specific improvements in: case management, timeliness of case disposition, reduction of delay, availability of performance data and production of annual reports.

⁸ 74% of participants attending activities in the Federated States of Micronesia, Solomon Islands and Kiribati, indicated that they are confident in applying the principles and practices related to time standards and delay reduction.

⁹ As articulated in the *International Framework of Court Excellence*.

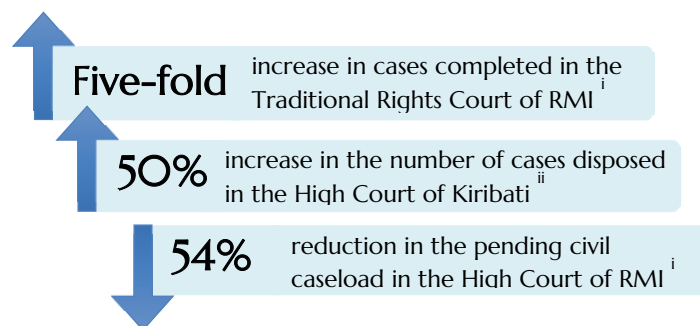


Figure II: Discernible improvements in timeliness in PICs.¹⁰

Timely access to justice for vulnerable individuals: The six PICs have also specifically reviewed processes to ensure timely attention to family/gender violence and juvenile cases. This behavioural change demonstrates an acceptance of the importance of attendant issues.

Regional networking is promoting IT-based administration: The Information Technology Online Forum (ITOF) has enabled problems to be solved and knowledge exchanged about a number of IT issues across several PICs.¹¹ With ongoing commitment and expansion of the ITOF it is realistically anticipated that by better managing, recording and reporting on data, the accuracy and accessibility of information available internally and externally will improve.

Projects 13 & 14 - Performance Monitoring & Evaluation and Court Annual Reporting

2011-2015, Cook Islands, Federated States of Micronesia, Niue, Palau, Papua New Guinea, Tokelau, Tonga, Vanuatu, and through their Responsive Funds: Niue, Republic of the Marshall Islands and Tokelau

Courts are measuring court performance: All 14 PIC Chief Justices developed 15 indicators of court performance known as the 'Cook Island Indicators', and thereafter a Baseline Report measuring court performance against these indicators was developed. The 2012 and 2014 Trend Reports show how the majority of PICs have greatly improved their ability to report each year on their performance.



"Our annual reports have improved compared to previous years – there is a lot more that we report on. ... We are keeping track of more data and see the importance of keeping our data entry accurate and current."

Court Officer RMI

"...the training we had in regards to Annual Reporting with PJDP in Brisbane has given me the opportunity to gain skills to be able to collate judiciary's data for Tokelau in preparations for the annual reporting."

Court Officer Tokelau

"With the assistance of PJDP, for the first time, State and Municipal Courts are willing to provide data on cases filed, closed and pending with their courts."

Court Officer, FSM

Left: Mr. Makea Tinirau Tupa, Court Registrar at Cook Islands High Court reading the 2011 Court Baseline Report

¹⁰ i Statement from Chief Justice Ingram of the Republic of Marshall Islands; ii High Court of Kiribati 2015 Legal Year Opening Address, 6 Feb 2015, Hon Chief Justice Sir John Muria Kt.

¹¹ To date 23 members and mediators from six PICs have interacted across six discussion groups.

Courts are increasingly transparent: In 2011 PICs had very limited understanding of why they should collect performance data and how it may be used to improve justice services. Since then willingness has emerged among the majority of PICs to embrace the idea of Annual Reporting through using the Court Annual Reporting Toolkit and its associated tools. By 2015, 10 more¹² PICs publish Annual Reports with information about their work, the challenges they face in providing justice services and the steps being taken to address those challenges.

COMPONENT 4 - PROFESSIONAL DEVELOPMENT

Project 15 - Regional Training Capacity

Capacity to build professional competence has been established in all PIC: There are 86¹³ certified trainers from all PICs equipped with the competence, confidence and resources to design, deliver and evaluate training activities without external technical assistance. These trainers demonstrated an average knowledge gain of 177%¹⁴ following training-of-trainers workshops and 81%¹⁵ following advanced training workshops.

While external technical expertise may on occasion be required to assist with new technical issues, any deployment will be within parameters set by local trainers, thereby maximising the relevance and utility of their input. It will be necessary to periodically re-group and refresh the RTT and allowing for natural attrition; continue adding to it. However, the current capacity enables all PICs to continue to address highly nuanced needs in a cost-effective, culturally/linguistically appropriate and technically relevant way.

Local professional competence needs are being met locally: Since the first trainers were certified by the PJDP, 69 professional development activities have been designed and delivered by certified trainers in 11 PICs¹⁶ without external technical assistance. These activities are meeting the professional development needs and expectations of local judicial and court officers¹⁷ with four out of five (79%) asserting that the quality of locally-led training has improved. Following the expiration of the PJDP, a network of certified trainers across the region will provide a platform for ongoing collaborative exchange, dialogue and sharing of resources and learning.

“Court officers who attended the train-the-trainer course are confident in better expressing and communicating their views with work colleagues.”

Court officer, PNG

Right: Heinrich Siemsen (Samoa), Nerrie Eliakim (PNG) and Jayson Robert (FSM) engaging in a group activity presentation, ToT Auckland February 2015



¹² Totalling 12; up from 2.

¹³ Comprising 49 Regional Training Team members (12 currently inactive) and 37 National Trainers

¹⁴ Averaged knowledge gain across five Training-of-Trainers workshops where data is available.

¹⁵ Averaged knowledge gain across two Advanced Level Regional Training Team workshops.

¹⁶ A list detailing these activities is located at **Annex Twelve**.

¹⁷ 82% of internal survey respondents rated locally-delivered training as good or excellent.

Project 16 – Core Judicial Development

Project 16a – Judicial Orientation

Judicial and court officers' competence and confidence improved: There was a substantial transfer of knowledge¹⁸ and confidence¹⁹ across the five workshops. This knowledge is realistically anticipated to translate to judicial and court officers performing their roles more proficiently for the benefit of court users.

Technically specific training capacity has been established: Experienced local trainers are more confident and competent to conduct their own training activities.²⁰ Ten RTT members co-facilitated orientation workshops, and 69 courses were conducted in PICs without external technical assistance.²¹

Project 16b – Decision-Making

Judicial competence improved: The capacity of law-trained and lay judicial and court officers to make consistent and fair, concise, logical and timely judgments orally or in writing has improved.

Technically specific training capacity has been established: 18 RTT members supported and co-facilitated the PJDP decision-making training. As a result, those RTT members are more confidently disposed and able to deliver decision-making training locally,²² thus promoting PICs self-sufficiency in providing technically-specific training and strengthening professionalism internally.

Community confidence is improved: Through greater access to and understanding of judicial decisions.

Project 17 – Benchbooks

Cook Islands, Niue, Vanuatu

Access to comprehensive legal and procedural resource: This has enabled judges to apply the rule of law and court officers to adhere to appropriate procedures consistently. Anecdotal evidence from these jurisdictions suggests that as a results of all (mostly lay) judicial and court officers having access to these resources, there has been a reduction in appeals based on errors of law and procedure.

¹⁸ An average knowledge increase of 96%.

¹⁹ An average confidence rating of 85%.

²⁰ As assessed by the lead trainer.

²¹ Details of these activities are located at **Annex Twelve**.

²² As assessed by the lead trainer. Average participant confidence rated at 84% across five workshops.

ANNEX ELEVEN: OECD-DAC CRITERIA RESULTS BREAKDOWN BY DATA SOURCE

Data Source	DAC Criteria	as %	... / 5
<i>End-of-Programme (EoP) Surveys - Internal</i>	Relevance	69%	3.45
<i>Responsive Fund (RF) Applications</i>	Relevance	100%	5.00
<i>Post-workshop surveys</i>	Relevance	85%	4.25
<i>EoP Surveys - Internal</i>	Efficiency	79%	3.95
<i>RF assessments</i>	Efficiency	80%	4.02
<i>% of Budget of Approved Budget Use</i>	Efficiency	99%	4.80
<i>Post-workshop surveys</i>	Efficiency	91%	4.51
<i>EoP Surveys - Internal</i>	Effectiveness	77%	3.85
<i>RF assessments & Regional post-workshop surveys</i>	Effectiveness	90%	4.47
<i>Cook Island Indicators</i>	Effectiveness	100%	5.00
<i>EoP Surveys - Internal</i>	Impact	76%	3.80
<i>EoP Surveys - External</i>	Impact	63%	3.15
<i>RF assessments</i>	Impact	78%	3.90
<i>EoP Surveys - Internal</i>	Sustainability	62%	3.10
<i>RF assessments</i>	Sustainability	86%	4.30

DAC Criteria	as %	... / 5
Relevance	85%	4.24
Efficiency	87%	4.35
Effectiveness	89%	4.46
Impact	72%	3.62
Sustainability	74%	3.70

End-of-Programme Survey – Internal

Question	DAC Criteria
Please rate the quality of PJDP training activities?	Effectiveness
Please rate the quality of PJDP adviser-led technical assistance activities?	Effectiveness
Please rate the quality of training and resources developed for the RTT (such as training materials and toolkits).	Effectiveness
How effective/useful is the regional mentoring network?	Sustainability
Why is it, or is it not effective?	Effectiveness
Please rate the quality of the local trainer led training programmes?	Sustainability
Has the quality of locally-led training activities improved?	Sustainability
To what extent is the court better able to respond fairly and appropriately to family and juvenile justice issues?	Impact
What specifically has changed?	Impact
To what extent is the court better equipped to collect, use and report on judicial performance data?	Impact
Please rate the quality and breadth of the data contained in the court's annual report?	Impact
To what extent are cases being disposed of more quickly now than 2 years ago?	Impact
To what extent are time standards for cases and reporting on case disposal rates being implemented?	Impact
To what extent is your CoJC /complaint handling procedure complied with?	Impact
How has this impacted the performance of your court/judiciary?	Impact
To what extent has the standard of judicial integrity and conduct improved as a result of these procedures?	Impact
To what extent has there been an increase in the public accessing legal rights/remedies and court services?	Impact
How do you perceive the quality of the engagement with your peers across the region?	Effectiveness
Has been adequate opportunity to lead, engage with and contribute input and strategic direction to PJDP activities?	Relevance
To what extent is your NJDC as key mechanisms for locally managed judicial development?	Sustainability
Please rate the ability of your court to manage its own locally-delivered development activities without external assistance.	Sustainability
How effective are these activities?	Effectiveness
How effective do you consider PJDP's management of the Programme?	Efficiency
Do you and your colleagues have a better understanding of cross-cutting issues (gender, human rights, sustainability) as a result of PJDPs activities?	Efficiency
What difference has this made to you in your role?	Impact
Has PJDP met your expectations?	Relevance
To what extent has the quality, professionalism, accessibility, efficiency and reliability of judicial services improved?	Impact
What specifically has improved and what difference has this made to you?	Impact
What evidence can you provide to demonstrate that progress has been made against judicial development and court performance	Impact

goals?	
Do you consider your judges/staff more competent and confident in performing their roles and duties?	Impact
To what extent has the professional competence of ALL judicial officers and court officers, and the processes and systems used improved?	Impact
Has the PJDP contributed to assisting the courts to improve the quality of justice service delivery, and if so, how?	Impact
Has the PJDP contributed to assisting the courts to become more responsive to community justice needs?	Impact
Has the PJDP contributed to assisting the courts to improve human wellbeing?	Impact

End-of-Programme Survey - External

Question	DAC Criteria
Over the past five years, to what extent have there been improvements in the: Responsiveness to community justice needs?	Impact
What specifically has improved? Please provide any additional comments.	Impact
Over the past five years, to what extent have there been improvements in the: Conduct and professionalism of judicial and court officers?	Impact
What specifically has improved? Please provide any additional comments.	Impact
Over the past five years, to what extent have there been improvements in the: Efficiency, transparency and accountability by the courts?	Impact
What specifically has improved? Please provide any additional comments.	Impact
Over the past five years, to what extent have there been improvements in the: Competence of judicial and court officers and reliability of their services?	Impact
What specifically has improved? Please provide any additional comments.	Impact

Toolkit Usage Survey

Question	DAC Criteria
Have you personally accessed (including read and/or used) any of these toolkits:	Relevance
Which toolkit(s) you have looked at:	-
Rate each toolkit toolkits that you have accessed below	Relevance
what improvements would you make (please identify to which toolkit(s) you are referring	Relevance
Have you encouraged others to read the toolkits?	Sustainability
If you selected 'no' in 'Question 2', select your reason why:	Relevance
Are you aware of other members of your judiciary who have accessed the toolkits on their own	Relevance
Have you used any toolkits in the court	Relevance
If yes to 'Question 9', please tick (ü) which toolkit(s) list which toolkit(s) have been use in your court	Relevance

Please describe how they have been useful to you / your court	Impact
Do you recommend that PJDP extend the production of additional toolkits in future	Relevance
If 'yes' to 'Question II', please specify which topics should be covered	-

Other Data Sources

Composite ratings from all Regional Workshop Post-workshop Evaluations:	
· Achievement of the workshop's aims and objectives:	Relevance
· Presentation, participation and effectiveness of the facilitators:	Effectiveness
· Relevance and usefulness of the resources/materials received	Relevance
· Overall satisfaction with the Advanced RTT Workshop:	Efficiency
Responsive Fund Surveys	
· Assessment criteria for addressing local development needs/priorities	Relevance
· Objective achieved as confirmed by PIC	Effectiveness
· Subjective assessment of investment vs return	Efficiency
· Enhanced professional competence of court staff or court processes and systems as confirmed by PIC	Impact
· PIC demonstrates ownership of and commitment to the activity (ongoing training/knowledge exchange, production of materials, implementation of processes)	Sustainability
Expenditure as a % of budget used	Efficiency
Cook Island Indicators - difference between Baseline and final Trend Report --> red vs green traffic lights..	Effectiveness

ANNEX TWELVE: LOCALLY-DELIVERED PROFESSIONAL DEVELOPMENT ACTIVITIES WITHOUT TECHNICAL SUPPORT FROM PJDP

Ref No.	Country	Date	RTT Member/ Trainers Name	Position	Workshop/Training Delivered
1.	Cook Islands	2-3 May, 2012	Tangi Taoro, John Kenning, Tinirau Tupa	National Coordinator, Senior Justice of the Peace,	Decision Making and Judgment Writing Workshop
2.	Cook Islands	24 September, 2012; 22 May, 2013	Tangi Taoro, John Kenning	National Coordinator, Senior Justice of the Peace,	Justices of the Peace Mentoring Activity at Manukau District Courts, NZ
3.	FSM	August, 2012	Kapilly Capelle	Director, FSM National Court	Performance Management Training for FSM Supreme Court Supervisors
4.	FSM	3-7 September, 2012	Kapilly Capelle	Director, FSM National Court	Judicial Training Workshop
5.	FSM	January, 2013	Daniel Rescue Jr.	Staff Attorney, FSM Supreme Court	Training for Court Staff in Chuuk on FSM Supreme Court Five Year Strategic Plan
6.	FSM	23-26 January, 2013	Judge Johnny, Mr Keller	Judge of Pohnpei Supreme Court; Chief Clerk of Court	Sentencing Training
7.	FSM	August, 2013	Daniel Rescue Jr.	Staff Attorney, FSM Supreme Court	Training for Newly Hired Staff Attorneys
8.	FSM	November, 2013	Daniel Rescue Jr.	Staff Attorney, FSM Supreme Court	Training for FSM Supreme Court Staff on newly approved Employee Code of Ethics
9.	FSM	December, 2013	Daniel Rescue Jr.	Staff Attorney, FSM Supreme Court	Presentation for the Investment Division and State Chief Justices on Timeline Standards
10.	FSM	January, 2014	Daniel Rescue Jr.	Staff Attorney, FSM Supreme Court	Presentation on Eminent Domain as a topic for 2014 FSM National Law Day Debate
11.	FSM	February 13-18, 2014	Pohnpei Supreme Court	Sapwuafik local court, Pohnpei Supreme Court	Training on misdemeanour and small claim procedures
12.	FSM	November 2014	Kapilly Capelle, Judge Johnny, Danny Rescue Jr., Mr Keller	Director, FSM National Court, Judge of Pohnpei Supreme Court; Staff Attorney, Chief Clerk of Court	Workshop for Municipal Justices and Judges in Chuuk on Self-Represented Litigants
13.	FSM	January 2015	Kapilly Capelle, Danny Rescue Jr., Mr Keller	Director, FSM National Court, Staff Attorney, FSM Supreme Court, Chief Clerk of Court	Workshop for Court Clerks (Registry staff) and Justices Judicial Assistants
14.	FSM	January 2015	Pohnpei Supreme Court	Pohnpei Supreme Court	Training (3 times a week for 4 weeks) for Nukuoro Local Judges on Jurisdiction and Alcohol

Ref No.	Country	Date	RTT Member/ Trainers Name	Position	Workshop/Training Delivered
15.	Kiribati	14-16 December, 2011	Tetiro Semilota Mate	Chief Registrar	Launch of and Training on Judicial Code of Conduct for Judicial Officers
16.	Kiribati	10-16 May, 2013	Teanneki Nemta	Single Magistrate	Training for Judiciary Staff on Nikunau Island
17.	Kiribati	9-11 December, 2013	Tetiro Semilota Mate	Chief Registrar	Court Clerks National Workshop
18.	Kiribati	January 2014	Taibo Tebaobao	Senior Magistrate	Training for Presiding Magistrates for Outer Islands
19.	Kiribati	10-12 February, 2014	Sister Bernadette Eberi	Chief Registrar (Acting)	Introduction of the Time Disposition Goals and the concept of Annual Reporting to presiding magistrates
20.	Kiribati	August 2014	Taibo Tebaobao	Senior Magistrate	Training for Magistrates Residing in the Line Islands
21.	Niue	September, 2012	Valentine Mautama	Court Administrator	Land Court Staff Training & Benchbook
22.	Palau	Early 2012	Hasinta Tabelual	Human Resource Specialist	Land Procedures
23.	PNG	2012	Mark Pupaka	Deputy Chief Magistrate, land Court Division, Magisterial Service of PNG	Land Court Magistrates & Land Court Clerks Training (Standardizing File Management in the Land Court Jurisdiction)
24.	PNG	30 January - 1 February, 2012	Regina Sagu	Director, PNG Court Excellence	Court Interpreters Training
25.	PNG	February 2012	PngCJE	Papua New Guinea Centre for Judicial Excellence (PngCJE)	Judicial Ethics Training for Judges
26.	PNG	July 2012	PngCJE	Papua New Guinea Centre for Judicial Excellence (PngCJE)	Election Petition Review training for Judges
27.	PNG	August 2012	PngCJE	Papua New Guinea Centre for Judicial Excellence (PngCJE)	Election Petition File Management training for Court Registry Clerks
28.	PNG	May 2014	PngCJE	Papua New Guinea Centre for Judicial Excellence (PngCJE)	Court Practice and Procedures training for Judges, Magistrates & Lawyers
29.	PNG	August 2014	PngCJE	Papua New Guinea Centre for Judicial Excellence (PngCJE)	Basic Mediation skills training for Magistrates
30.	PNG	November 2014	PngCJE	Papua New Guinea Centre for Judicial Excellence (PngCJE)	Court Digital FTR, CDS & PNGSD training for Judges, Associates, ARs and Clerks
31.	PNG	1-5 December 2014	PngCJE	Papua New Guinea Centre for Judicial Excellence (PngCJE)	Personal Development Course: IBBM for Executive and Personal Assistants

Ref No.	Country	Date	RTT Member/ Trainers Name	Position	Workshop/Training Delivered
32.	PNG	15-19 December 2014	PngCJE	Papua New Guinea Centre for Judicial Excellence (PngCJE)	Personal Development Course: Customer Service for front line officers
33.	PNG	19-23 January 2015	PngCJE	Papua New Guinea Centre for Judicial Excellence (PngCJE)	Personal Development Course: Supervising Skills for Managers
34.	PNG	26-30 January 2015	PngCJE	Papua New Guinea Centre for Judicial Excellence (PngCJE)	Personal Development Course: Time Management for selected staff
35.	PNG	23-30 February 2015	PngCJE	Papua New Guinea Centre for Judicial Excellence (PngCJE)	Judicial Orientation for newly appointed Magistrates
36.	PNG	March 2015	PngCJE	Papua New Guinea Centre for Judicial Excellence (PngCJE)	Fraud & Corruption, Proceeds of Crime training for Judges and Magistrates
37.	PNG	Regional & on-going training	PngCJE	Papua New Guinea Centre for Judicial Excellence (PngCJE)	Finance Procedure training on Impress Accounts for ARs and Admin. Officers
38.	Samoa	19-23 May, 2014	Charles Kerslake, Judge Vaepule Vaemoa Vaai, Justice Lesatele Rapi Vaai, Justice Vui Clarence Nelson, Fonoivasa Lolesio Ah Ching,	President (LTC), District Court Judge, Supreme Court Judge, Supreme Court Judge, Deputy President LTC,	Capacity Development Training for Faamasino Fesoasoani (Assistant Judges) on Civil and Criminal Procedure, and for Land and Titles Court Judges on Identified Aspects of Court Proceedings
39.	Samoa	March 2014 - March 2015	Judge Vui Nelson	Supreme Court Justice	Capacity Development Workshop on Civil and Criminal Procedure in the Court (Faamasino Fesoasoani Court)
40.	Samoa	February 2014 - March 2015	Judge Vui Nelson	Supreme Court Justice	Identified Problem Areas of Substance & Procedure in the Land and Title Court
41.	Solomon Islands	16-20 April, 2012	Leonard Maina	High Court Judge	Decision Making & Judgment Writing Workshop, Honiara
42.	Solomon Islands	4-6 February, 2013	Jim Seuika	Magistrate	Newly Appointed Local Justices - Choiseul
43.	Solomon Islands	11-14 November, 2013	Leonard Maina	High Court Judge	Decision Making & Judgment Writing Workshop, Gizo
44.	Solomon Islands	2015	Leonard Maina	High Court Judge	Magistrate Orientation
45.	Solomon	In planning stages	Leonard Maina	High Court Judge	Training for newly appointed Magistrates on

Ref No.	Country	Date	RTT Member/ Trainers Name	Position	Workshop/Training Delivered
	Islands				customary land appeal court matters
46.	Tonga	2012	Manakovi Pahulu, Salesi Mafi	Chief Registrar, Principal Magistrate	Court Interpreters Training
47.	Tonga	2012	Manakovi Pahulu, Salesi Mafi, Salote Koloamatangi	Chief Registrar Principal Magistrate, Court Interpreter	Court Support Staff Training
48.	Tonga	Feb-12	Manakovi Pahulu, Salesi Mafi	Chief Registrar, Principal Magistrate	Land Assessors Training
49.	Tonga	April, 2012	Manakovi Pahulu, Salesi Mafi	Chief Registrar, Principal Magistrate	Court Support Staff Training - second intake
50.	Tonga	26-27 April, 2012	Manakovi Pahulu, Salesi Mafi	Chief Registrar, Principal Magistrate	Sentencing for Judicial Officers
51.	Tonga	6-7 December 2012	Salesi Mafi, Salote Koloamatangi	Principal Magistrate/Court Interpreter	Bailiff Officers training workshop
52.	Tonga	17-18 June 2014	Salesi Mafi	Principal Magistrate	Justices of the Peace Recruitment & Training
53.	Tuvalu	April & June, 2012	Afele Vagalia Kitiona	Senior Magistrate	Training on the Code of Judicial Conduct
54.	Vanuatu	12-13 April, 2012	John Alillee, Edwin Macreveth, Joel Shemi	Chief Registrar, Training Coordinator, Senior Administrator of the Islands Court	Land Case Management Workshop
55.	Vanuatu	15-16 November 2012	Edwin Amblus	National Training & Development Coordinator	Second Judicial Training
56.	Vanuatu	4,5,7 & 8 March, 2013	Edwin Amblus, John Alillee	National Training & Development Coordinator/Chief Registrar	Secretary and Clerk Workshop
57.	Vanuatu	April, 2013	Joel Shemi	Senior Administrator of Island Court, Supreme Court	Newly Appointed Island Court Clerk Orientation Program
58.	Vanuatu	23-24 May, 2013	Edwin Amblus, Joel Shemi	National Training & Development Coordinator/Senior Administrator of Island Court, Supreme Court	Forum on Island Court Manual
59.	Vanuatu	June, 2013	Joel Shemi	Senior Administrator of Island Court, Supreme Court	Island Court Clerk Orientation Program
60.	Vanuatu	July, 2014	Edwin Amblus, Stephen Felix	National Training & Development Coordinator/Senior Administrator of Island Court, Supreme Court	Decision Making & Judgment Writing Workshop

Ref No.	Country	Date	RTT Member/ Trainers Name	Position	Workshop/Training Delivered
61.	Vanuatu	12-20 August, 2013	Joel Shemi, Edwin Amblus, Stephen Felix	Senior Administrator of Island Court, Supreme Court; National Trainer; Registrar	Clerk Orientation Program, Supreme Court
62.	Vanuatu	4-8 November, 2013	Joel Shemi, Edwin Amblus, Stephen Felix	Senior Administrator of Island Court, Supreme Court; National Trainer;	Island Court Justices Orientation Program: Isangel Tanna
63.	Vanuatu	4-8 November, 2013; & 9-13 December, 2013	Stephen Felix, Edwin Ambuse Macreveth, Shemi Joel	Chief Magistrate, Training Coordinator, Senior Administrator of the Island Court	Island Court Justices Orientation Workshops
64.	Vanuatu	2-6 December, 2013	Joel Shemi, Edwin Amblus, Stephen Felix	Senior Administrator of Island Court, Supreme Court; National Trainer;	Island Court Justices Orientation Program: Morua, Tongoa
65.	Vanuatu	2014	John Alillee	Chief Registrar	Professional Day Out
66.	Vanuatu	May 2014	John Alillee	Chief Registrar	Law-trained Training Program and non-Law-trained Training Program in Port Villa
67.	Vanuatu	July-August 2014	Stephen Felix	Chief Magistrate	Magistrate Orientation Program
68.	Vanuatu	22 - 23 August 2014	Joel Shemi	Senior Administrator of Island Court	Training of Island Court Clerks
69.	Vanuatu	1-5 September, 2014	Joel Shemi, Edwin Amblus, Stephen Felix	Senior Administrator of Island Court, Supreme Court; National Trainer; Registrar	Island Court Justices Orientation Workshop in Sola Island

ANNEX THIRTEEN: MEDIA PUBLICATIONS

Date	Source	Title
May, 2015	Radio New Zealand	"Big development changes ahead for Pacific judiciary" (pdf - 99.8 kb) – full coverage
April, 2015	Cook Islands News	"Justice in the Pacific improved" (pdf - 167.9 kb)
April, 2015	Radio New Zealand	"Judge calls for further development of internet training in the Pacific"
April, 2015	Radio New Zealand	"Big development changes ahead for Pacific judiciary"
April, 2015	Newsline Samoa	"Pacific Courts Administer Better Justice"
April, 2015	Island Times Palau	"Court mediation program follow-up visit"
March, 2015	Solomon Star	<u>"More cases of family violence" & "68% of women suffer from family, sexual violence"</u>
February, 2015	South Pacific Lawyers Association	<u>"10th PJDP Phase 2 Programme Executive Committee Meeting" announcement</u>
February, 2015	South Pacific Lawyers Association	<u>"7th Chief Justices' Leadership Workshop (PJDP)" announcement</u>
February, 2015	Pacific Island Report	<u>"Judicial Delivery Workshop Conducted for Tokelau"</u>
February, 2015	Radio New Zealand	<u>"Pacific judiciary looks to tech development"</u>
February, 2015	Radio New Zealand	<u>"Technology sought to improve justice in Pacific"</u>
February, 2015	Samoa Observer	<u>"Promoting judicial competence for Tokelau"</u>
February, 2015	PPDVP Newsletter	<u>"PJDP delivered a Family Violence and Youth Justice Workshop in Niue"</u>
February, 2015	Radio New Zealand	<u>"Lawschool for Tokelau Judges"</u>
January, 2015	South Pacific Lawyer Association 'newSPLash' Issue II	<u>"In brief...Pacific Judicial Development"</u>
September, 2014	Island Times Palau	<u>"Family Violence and Youth Justice Follow-up Workshop Held"</u>
September, 2014	ICCE Newsletter	<u>"The Judiciary of the Republic of the Marshall Islands"</u>
September, 2014	Cook Islands News	<u>"New Youth Court Now a Reality"</u>
August, 2014	Solomon Star	<u>"Family violence seminar ends"</u>
August, 2014	Solomon Star	<u>"Sir Albert hails frankness of seminar participants"</u>
August, 2014	Solomon Star	<u>"Head of care centre hails seminar"</u>
August, 2014	Solomon Star	<u>"Top government officials failed to attend workshop"</u>
August, 2014	Solomon Star	<u>"Workshop on Family Violence, Youth Justice Underway Here"</u>
August, 2014	Solomon Star	<u>"Government Urged to Pass Family Bill"</u>
August, 2014	Seeds Theatre Group Inc.	<u>"Workshop on Family Violence and Youth Justice"</u>
July, 2014	Marshall Islands Journal	<u>"Court Training" & "Judiciary pushes to meet global standards"</u>
July, 2014	Solomon Island Sun	<u>"Chief Justice hosts Regional Judges' Conference"</u>
July, 2014	Solomon Star	<u>"Regional Judges' Conference Underway"</u>
July, 2014	The Government of Nauru	<u>"Pro Bono Assistance from the Australian Legal Profession for Criminal Proceedings in Nauru"</u>
June, 2014	Matangi Tonga	<u>"Tonga's first Justices of the Peace"</u>
June, 2014	Samoa Observer	<u>"Samoa's Justice System targets improved efficiency of services"</u>
April, 2014	Samoa Newsline	<u>"Treatment Court Option For Alcohol and Drugs"</u>
April, 2014	Samoa Observer	<u>"Drug and Alcohol Court plan in the pipeline"</u>

April, 2014	Kaselehlle Press	<u>"Honourable Dennis K. Yamase, Senior Associate Justice Supreme Court of the FSM resigns"</u>
March, 2014	Cook Island News	<u>"JP training to improve outcomes in court"</u>
March, 2014	Solomon Islands Broadcasting Corporation	<u>"Justice Palmer and three other judges to NZ"</u>
February, 2014	Vanuatu Daily Post	<u>"Public confidence in the judiciary?"</u>
February, 2014	Cook Island News	<u>"New police obligations to come with bill"</u>
February, 2014	Cook Island News	<u>"Police attitudes need to change"</u>
February, 2014	Cook Island News	<u>"Family violence meet for key stakeholders"</u>
February, 2014	Cook Island News	<u>"Youth court to get major shakeup"</u>
February, 2014	Cook Island News	<u>"Joint effort cuts youth offending"</u>
February, 2014	Cook Island News	<u>"Family law bill on parliament's list"</u>
February, 2014	Supreme Court of Palau	<u>"Advanced Mediation Workshop conducted by Mr. Chuan Ng"</u>
February, 2014	Island Times Palau	<u>"Advanced Mediation workshop conducted"</u>
February, 2014	Tia Belau Newspaper (Palau)	<u>"Advanced Mediation workshop conducted"</u>
February, 2014	Vanuatu Daily Post	<u>"NIS Project Update: Judiciary"</u>
January, 2014	Supreme Court of Palau	<u>"Three Judges to attend trainings in Vanuatu funded by PIDP"</u>
December, 2013	Palau Island Times	<u>"PCS hosts regional judicial development workshop"</u>
December, 2013	Samoa Observer	<u>"Courts improve accountability"</u>
November, 2013	Cook Island News	<u>"Report shows Pacific courts improving"</u>
November, 2013	Radio Australia	<u>"Marshall Islands shows the way with the transparency of its court operations"</u>
November, 2013	Marshall Islands Journal	<u>"RMI's court system rated best in the region"</u>
November, 2013	Samoa Observer	<u>"Access Improved for Court Annual Reports"</u>
November, 2013	Cook Island News	<u>"More wardens needed to ease prison tension"</u>
October, 2013	NZ Aid Programme	<u>"Strengthening justice across the Pacific"</u>
October, 2013	Samoa Observer	<u>"Family Court Plan"</u>
October, 2013	Media Release, PJDP	<u>"Courts in the Pacific improve access to court annual reports"</u>
September, 2013	Pacific Islands Report	<u>"Tonga Judiciary Discussing Family Justice, Youth Violence"</u>
September, 2013	Matangi Tonga	<u>"Judiciary tackles problems of family violence and youth justice"</u>
September, 2013	PPDVP Newsletter	<u>"PJDP Workshop in Tonga"</u>
July, 2013	Island Times	<u>"Family Violence and Youth Justice Conference Held"</u>
July, 2013	Radio Australia	<u>"Tokelau premier visits Canberra"</u>
July, 2013	Brisbane Times	<u>"Australia likely to pay asylum seekers' Nauru legal costs"</u>
July, 2013	Law Institute Victoria	<u>"LIV Criminal Law Chair to help Asylum Seekers in Nauru"</u>
May, 2013	Cook Islands News	<u>"Justice staff 'overworked and underpaid'"</u>
May, 2013	Cook Islands News	<u>"Justice system our highest priority: PM"</u>
May, 2013	Pacific Islands News Association (PINA)	<u>"Administration of justice system requires highest priority: PM Puna"</u>

April, 2013	Barron Training and Consulting	<u>"Pacific Judicial Development Programme (PJDP)"</u>
March, 2013	Pacific Islands News Association	<u>"Marshall Islands reappoints judges for 10-year terms"</u>
February, 2013	Vanuatu Daily Post	<u>"Chief Justice re-emphasizes appeal for new courts"</u>
February, 2013	PacLii	<u>"Annual Address by the Honourable Chief Justice Sir (Gilbert) John Baptist Muria Kt"</u>
February, 2013	Kaselehlle Press	<u>"Sentencing training for judges and probation officers"</u>
January, 2013	Government of FSM	<u>"Sentencing training for judges and probation officers"</u>
January, 2013	South Pacific Lawyers Association Newsletter 'NewSPLash' Issue 7	<u>"...In Profile"</u>
December, 2012	Buzz 96FM Vanuatu	<u>"Lay Orientation Workshop"</u>
September, 2012	Cook Islands news	<u>"JP wants change to come to fruition"</u>
September, 2012	2HB Alotau, PNG	<u>"Advanced RTT & Program Management Workshop"</u>
September 2012	South Pacific Lawyers Association 'newSPLash' Issue 5	<u>"In the spotlight... Pacific Judicial Development Programme extended to 2013"</u>
July, 2012	Island Times - Palau	<u>Family Violence and Youth Justice Conference Held</u>
July 2012	Nauru Bulletin	<u>"Legal practitioners undergo advocacy training"</u>
May, 2012	The Marshall Islands Journal	<u>"RMI Tops in Judicial Ranks"</u>
May, 2012	Marianas Variety (FSM)	<u>"Marshall Islands leads Pacific judiciaries in transparency"</u>
May, 2012	Pacific Island Reports	<u>"Marshalls' judiciary scores high marks for transparency"</u>
May, 2012	AusAid	<u>"Vanuatu Law and Justice Partnership Milestone Inception Report"</u>
April, 2012	Solomon Star	<u>"Court presidents and clerks told to perform professionally"</u>
March, 2012	Cook Islands News	<u>"New JP on the Bench"</u>
February, 2012	Cook Islands News	<u>"Judicial Training for Pacific Region"</u>
October, 2011	Vanuatu Daily Post	<u>"Vanuatu hosts regional meeting of chief justices"</u>
July, 2011	Pacific Islands Law Officers' Network (PILON)	<u>"Commonwealth Law Ministers' Meeting"</u>
June, 2011	Cook Island News	<u>"Pacific workshop draws court leaders"</u>
June, 2011	Cook Island News	<u>"Pacific court officials meet"</u>
May, 2011	Pacific Island Report	<u>"Niue anticipates first judicial code of conduct"</u>
March, 2011	AusAid	<u>"Vanuatu Australia Police Project Design Document"</u>
December, 2010	PILON	<u>"29th annual PILON meeting (2010)"</u>
December, 2010	AusAid	<u>"Australia's Regional Aid Program to the Pacific: 2011-2015"</u>
August, 2010	AusAid	<u>"Tonga Development Cooperation Report"</u>

ANNEX FOURTEEN: COLLATED RESULTS FROM TOOLKIT USAGE SURVEY

Q Analysis of Responses (National Coordinators)	
1	75% of respondents personally accessed the toolkits. <i>Based on a response rate of 100%.</i>
2	The most commonly stated reason for not accessing the toolkits is not being aware of them (75%) and poor internet access (25%). <i>Based on a response rate of 44%.</i>
3	Of those who have accessed the toolkits, the breakdown of individual toolkit access is as follows: Producing Court Annual Reports Toolkit (23%); Training-of-Trainers Toolkit (19%); Setting Time Standards for Case Management Toolkit (14%); Developing Codes of Judicial Conduct Toolkit (12%); Judges' Orientation Toolkit (9%); Establishing and Running NJDCs Toolkit (9%); Piloting Access to Justice Toolkit (9%); Conducting Family Violence and Youth Justice Workshops Toolkit (5%)
4	Respondents who have accessed individual toolkits rated their usefulness and relevance as follows: Producing Court Annual Reports Toolkit (90%); Training-of-Trainers Toolkit (83%); Setting Time Standards for Case Management Toolkit (87%); Developing Codes of Judicial Conduct Toolkit (87%); Judges' Orientation Toolkit (83%); Establishing and Running NJDCs Toolkit (75%); Piloting Access to Justice Toolkit (67%); Conducting Family Violence and Youth Justice Workshops Toolkit (67%)
5	65% of respondents encouraged others to read the toolkits. <i>Based on a response rate of 100%.</i>
6	50% of respondents are aware of other members of their judiciary who have accessed the toolkits on their own. <i>Based on a response rate of 100%.</i>
7	58% of respondents have used the toolkit(s) in their court. <i>Based on a response rate of 95%.</i>
8	Of those who have used the toolkit(s) in their court, the breakdown of toolkits used is as follows: Producing Court Annual Reports Toolkit (28%); Training-of-Trainers Toolkit (16%); Setting Time Standards for Case Management Toolkit (16%); Developing Codes of Judicial Conduct Toolkit (8%); Judges' Orientation Toolkit (8%); Establishing and Running NJDCs Toolkit (8%); Piloting Access to Justice Toolkit (8%); Conducting Family Violence and Youth Justice Workshops Toolkit (8%)
9	94% of respondents recommend that PJDP extends the production of additional toolkits. <i>Based on a response rate of 85%.</i>
10	When asked to comment on improvements that they would make to the toolkits, responses included: No response (x13); No improvements (x7); More focus on changes in attitudes (x1); Re-adjustment to local circumstances (x1)
11	When asked to describe how the toolkits have been useful to them/their Courts, responses included: No response (x10); Provide guidance (x8); Improve processes (x4)
12	When asked what other topics should be covered in future toolkits, responses included: No response (x9); All topics (x6); Registry policies and practices (x5); Leadership management (x1); Procedures for court clerks and file management (x1)
Q Analysis of Responses (other court actors)	
1	62% of respondents personally accessed the toolkits. <i>Based on a response rate of 91%.</i>
2	The most commonly stated reason for not accessing the toolkits is not being aware of them (38%) and poor internet access (31%). <i>Based on a response rate of 64%.</i>
3	Of those who have accessed the toolkits, the breakdown of individual toolkit access is as follows: Training-of-Trainers Toolkit (16%); Setting Time Standards for Case Management Toolkit (15%); Producing Court Annual Reports Toolkit (14%); Piloting Access to Justice Toolkit (14%); Judges' Orientation Toolkit (13%); Developing Codes of Judicial Conduct Toolkit (13%); Conducting Family Violence and Youth Justice Workshops Toolkit (9%); Establishing and Running NJDCs Toolkit (6%).

4	Respondents who have accessed individual toolkits rated their usefulness and relevance as follows: Producing Court Annual Reports Toolkit (96%); Setting Time Standards for Case Management Toolkit (88%); Judges' Orientation Toolkit (87%); Developing Codes of Judicial Conduct Toolkit (83%); Training-of-Trainers Toolkit (82%); Conducting Family Violence and Youth Justice Workshops Toolkit (80%); Piloting Access to Justice Toolkit (80%); Establishing and Running NJDCs Toolkit (72%).
5	50% of respondents encouraged others to read the toolkits. <i>Based on a response rate of 60%.</i>
6	45% of respondents are aware of other members of their judiciary who have accessed the toolkits on their own. <i>Based on a response rate of 84%.</i>
7	36% of respondents have used the toolkit(s) in their court. <i>Based on a response rate of 91%.</i>
8	Of those who have used the toolkit(s) in their court, the breakdown of toolkits used is as follows: Producing Court Annual Reports Toolkit (19%); Setting Time Standards for Case Management Toolkit (18%); Training-of-Trainers Toolkit (14%); Developing Codes of Judicial Conduct Toolkit (14%); Piloting Access to Justice Toolkit (13%); Judges' Orientation Toolkit (8%); Conducting Family Violence and Youth Justice Workshops Toolkit (7%); Establishing and Running NJDCs Toolkit (5%).
9	88% of respondents recommend that PJDP extends the production of additional toolkits. <i>Based on a response rate of 73%.</i>
10	When asked to comment on improvements that they would make to the toolkits, responses included: No response (x42); No improvements (x4); Invalid/misinterpreted (x15); More materials and training plans (x4); Other (x2).
11	When asked to describe how the toolkits have been useful to them/their Courts, responses included: No response (x42); Invalid/misinterpreted (x5); Provides guidance/instructions (x6); Helped identify areas for improvement (x4); Useful materials (x4); Other (x6).
12	When asked what other topics should be covered in future toolkits, responses included: No response (x31); Any topic (x11); Invalid/ misinterpreted (x7); Guidelines of judicial ethics/discipline/protocol (x3); Criminal matters (x3); Other (x12).

ANNEX FIFTEEN: WEBSITE USAGE

The statistics below show views of the website from PICs only.

	Sept-Dec 2012	2013	2014	2015 to date	Total views Sep 12-Feb 15
Homepage	152	1306	2004	1166	4628
Toolkits	0	873	1117	648	2638
Materials	102	610	757	372	1841
Contact Us	26	305	271	88	690
Opportunities	64	296	307	129	796
Activities	36	297	363	122	818
Newsletter	70	279	366	152	867
Media	33	299	306	81	719
PEC	16	158	150	80	404
Total Views	499	4423	5641	1293	13401

Total Website Views Sept 2012 - Feb 2015

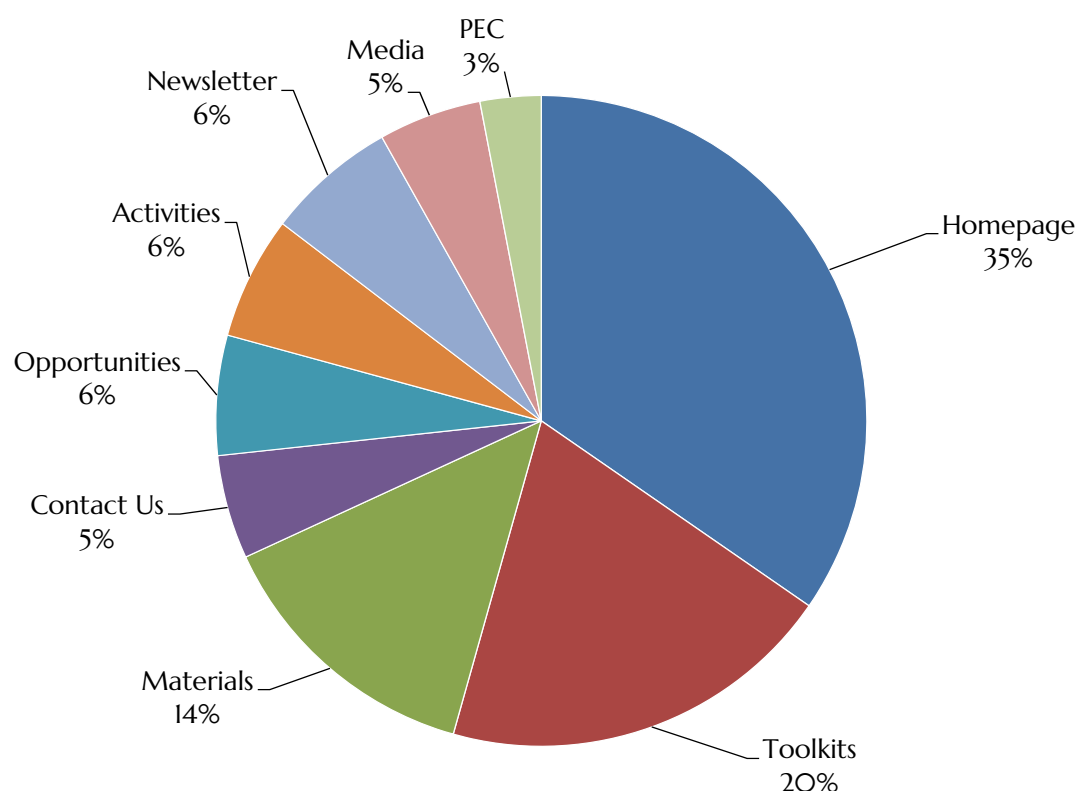


Figure 12: Breakdown of Website Views September 2012 to February 2015

ANNEX SIXTEEN: EVIDENCE OF ACHIEVEMENTS BY INDICATOR

Programme area	Indicator	Evidence of Achievement
Goal	Perceptions of quality, professionalism, accessibility, efficiency and reliability of judicial services.	86% of judicial/court officers surveyed reported some or significant improvements in the quality, professionalism, accessibility, efficiency and reliability of judicial services.
		87% of judicial/court officers surveyed agreed that PJDP has contributed to assisting the courts to improve the quality of justice service delivery.
		77% of court users surveyed report there has been some or significant improvement in the conduct and professionalism of judicial and court officers.
	Evidence of progress against judicial development and court performance goals in each PIC.	12 PIC can report on 10 or more of the 15 court performance indicators, up from 2 countries in 2011.
		2 PIC presents court performance standards and data on whether these have been achieved in the annual report (up from 0 of 14 countries in 2011)
		3 PIC have independently undertaken court user surveys since 2011.
Purpose	Quality/perceptions of benefit of: 1. PIC court coordinating with informal justice systems. 2. Communication and sharing of experience with other PICs through PJDP activities. 3. Judicial conduct structures. 4. Performance monitoring and programming actions to improve performance. 5. Case process re-engineering and documentation of process. 6. Planning and delivery by local actors of needs-based training and provision of resources.	85% judicial/court officers surveyed agreed PJDP contributed to assisting the courts to become more responsive to community justice needs.
		67% of court users indicated that there has been some or significant improvement in the responsiveness to community justice needs.
Purpose	Quality/perceptions of benefit of: 1. PIC court coordinating with informal justice systems. 2. Communication and sharing of experience with other PICs through PJDP activities. 3. Judicial conduct structures. 4. Performance monitoring and programming actions to improve performance. 5. Case process re-engineering and documentation of process. 6. Planning and delivery by local actors of needs-based training and provision of resources.	91% of judicial/court officers surveyed reported some or significant improvement in the professional competence of judicial officers and court officers, and the processes and systems they use.
		81% of court users surveyed reported that there has been some or significant improvement in the competence of judicial and court officers and reliability of their services.
Access to Justice	Quality of Access to Justice Plan particularly their incorporation of community dispute resolution needs.	The Tuvaluan judiciary developed an Access to Justice Plan tailored to local community needs based on consultation with local community groups.

Programme area	Indicator	Evidence of Achievement
	Number of PICs the toolkit is implemented to.	The toolkit has been implemented in Tuvalu.
Enabling Rights	Quality of toolkit for promoting justice for beneficiaries.	The toolkit was tailored to local community needs and used as the basis for discussion, training and feedback with participants at the <i>Court-Community Access to Justice & Outreach Workshop</i> .
	Percentage increase in claims made to courts for remedies focussed on during the pilot.	Given the recency of this project there is no data to demonstrate percentage change in claims made to courts, however the Tuvaluan judiciary is well positioned to continue to provide information to the public regarding their rights to justice, through the 'Enabling Rights & Unrepresented Litigants Toolkit' including the Court Guidance for Unrepresented Litigants and 'Court Enabling Rights Plans'.
Family Violence and Youth Justice	Number of judicial officers trained and quality of training, including relevance, usefulness, skills and knowledge gained.	91 judicial officers and 64 court officers received training in family violence and youth justice issues. 87% of judicial/court officers surveyed reported that their court has experienced some or significant improvement in being able to respond fairly and appropriately to family and juvenile justice issues.
Public Information	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 local magistrates in Funafuti report that the public had noticed the information developed as a result of the toolkit and expressed the view that it was useful. In addition all responding internal stakeholders from the pilot country (Tuvalu) indicated there has been some or significant increase in the public accessing legal rights/remedies and court services.
Codes of Judicial Conduct	Quality of CoJC and of local participation in their development.	65% of judicial/court officers surveyed reported there is some or significant compliance to CoJC and complaint handling procedures.
	Heightened awareness of judicial integrity and complaints regarding judicial conduct are logged and dealt with in reasonable time.	91% of judicial/court officers surveyed reported that their court has experienced some or significant improvement in the standard of judicial integrity and conduct as a result of CoJC and complaint handling procedures. 68% of court users surveyed reported there has been some or significant improvement in the efficiency, transparency and accountability by the courts.
Regional Governance and Leadership	Number of meetings conducted (scheduled: four PEC, three CJ, two NC).	IO PEC meetings; 7 Chief Justices' meetings; and 6 National Coordinators' Meetings have been held during Phase 2.
	Participants' perceptions of the quality of the workshop and engagement with PJDP and regional counterparts.	A weighted overall workshop satisfaction score of 90% and 88% was provided respectively by National Coordinators and Chief Justices across the suite of workshops held. 68% judicial/court officers surveyed reported the quality of engagement with their

Programme area	Indicator	Evidence of Achievement
		peers across the region is good/excellent.
Responsive Fund	Number of Responsive Fund applications successfully delivered with minimal assistance from the PJDP Team.	51 RF activities implemented across all PICs involving the participation of 801 people.
		84% of judicial/court officers surveyed reported their court had either some or significant ability to manage its own locally-delivered development activities without external assistance.
		73% of judicial/court officers surveyed reported locally-delivered development activities as being effective or very effective.
	The Responsive Fund managed effectively and efficiently (including financial expenditure) by the MSC.	The RF has been managed effectively and efficiently demonstrated by the fact that 98.42% of the approved Responsive Fund budget has been allocated and all approved activities are being delivered according to schedule.
National Judicial Development Committees	MSC assistance to strengthen NJDCs is tailored to local context and needs.	A toolkit was developed to support planning of development programmes for judges, magistrates and lay justices. While the toolkit was developed initially in Samoa, a subsequent version was tested in the Cook Islands. During this process it was possible to assess whether the toolkit was of value when applied in a smaller jurisdiction, or whether a separate toolkit should be used for smaller jurisdictions and, most importantly, what changes should be made to ensure it reflected the local context of the Cook Islands.
	The number NJDCs operating and the quality of their contribution as key mechanisms for locally managed judicial development.	Two PICs (Cook Islands and Samoa) have active NJDCs. The Cook Islands NJDC has been the driving force in the successful planning, management and implementation of a one year Professional Development Plan for Justices of the Peace.
Project Management	Indicative PIC feedback on toolkit from pilot PIC.	Feedback on the draft toolkit was positive. Participants rated its relevance and usefulness at 87%. Given the recency of this project it is premature to evidence improvements in project management capabilities. However, post-activity feedback indicates that 90% of participants rated themselves as being ' <i>More Confident</i> ' or ' <i>Much More Confident</i> ' in managing projects within their court.
Judicial Administration	Time standards as promulgated and the number of PICs reporting on case disposal rates.	All superior courts, first instance courts and customary courts of five PICs have agreed and promulgated time goals (standards) for case processing to assist PICs meet their international treaty and constitutional obligations to conduct a fair trial in a reasonable time.
		92% of judicial/court officers surveyed reported that there has been some or significant implementation in time standards for cases and for reporting on case disposal rates.
		9 PICs can report data on the Cook Island Indicator of case finalisation/clearance rates

Programme area	Indicator	Evidence of Achievement
		(as reported in the 2012 Trend Report). All judicial/court officers from Kiribati and Vanuatu reported that there has been some or significant improvement in the rate cases are being disposed of compared to two years ago.
	Quality, comprehensiveness and feasibility of the practices and procedures as implemented.	Procedural process documentation (mapping), including targets for the time it takes for cases to progress from one procedural event to another now exist in each of the five PICs. This enables the identification of constraints and weaknesses in process that are responsible for case backlog and delay. All courts appear to have moved from an organisational culture that felt powerless to reform, to one that is pro-active and determined to improve justice services at all levels to their citizens by taking control of case progression, supported by a number of individuals willing to champion change.
	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.	The relatively high number of members and level of activity on the platform so far, demonstrates an interest and ability of PICs to use electronic platforms for knowledge transfer and capacity building. There is a genuine sense that ITOF brings PICs closer together through a legitimate means of work related communication and that the technology needs of PICs are not being ignored.
Performance Monitoring and Court Annual Reporting	Number of PICs producing an annual report published and the quality of the data contained therein.	12 countries produce or contribute to an annual report that is publicly available in the following year (up from 2 of 14 countries in 2010)
	Quality and breadth of data reported.	82% of judicial/court officers surveyed reported that their court has experienced some or significant improvement court in being equipped to collect, use and report on judicial performance data 91% of judicial/court officers surveyed reported the quality and breadth of data contained in the court's annual report as some data/reasonable quality or significant data/good quality.
	Frequency and nature of references to performance data in court administrative and planning documents.	Anecdotal evidence suggests that PICs are beginning to cross-reference performance data against perceived needs to inform annual development plans.

Programme area	Indicator	Evidence of Achievement
Regional Training Capacity	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.	There are 86 ²³ certified trainers from across the 14 PICs equipped with the competence, confidence and resources to design, deliver and evaluate training activities without external technical assistance
	Number of local trainer-led training programmes designed/delivered locally and participants' perception of quality.	69 professional development activities have been designed and delivered by certified trainers in 11 PICs ²⁴ without external technical assistance.
		82% of judicial/court officers surveyed reported the quality of the local trainer led training programmes as either good or excellent.
		79% of judicial/court officers surveyed agreed that the quality of locally-led training activities has improved.
	Frequency of interaction between RTT members to share resources and methodologies.	RTT members are to a very limited extent sharing resources/methodologies.
	Quality and quantity of interaction between network members.	While the infrastructure has been put in place to support the online interaction between RTT network members, uptake of this medium to share resources and methodologies has not yet emerged.
Core Judicial Development Project	Perceptions of the quality of the training.	91% of judicial/court officers surveyed reported the quality of PJDP training activities as either good or excellent.
		90% of judicial/court officers surveyed reported the quality of PJDP adviser-led technical assistance activities as either good or excellent.
	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.	94% of judicial/court officers surveyed agreed that judges/staff in their courts are more competent and confident in performing their roles and duties.
	Quality of training, toolkit and materials/resources developed for the RTT.	87% of judicial/court officers surveyed reported the quality of training and resources developed for the RTT (such as training materials and toolkits) as either good or excellent.

²³ Comprising 49 Regional Training Team members (12 currently inactive) and 37 National Trainers

²⁴ Details of these activities is located at **Annex Twelve**.

Programme area	Indicator	Evidence of Achievement
	Perceptions of the quality of the training including RTT co-facilitation of it.	IO RTT members co-facilitated orientation workshops.
		Participants attending those activities provided a weighted rating of their overall satisfaction with the Decision-Making and Orientation Workshops of 87% and 88% respectively.
Benchbooks	Number and quality of existing Benchbook updated and new Benchbook produced.	One Benchbook was developed and published in the Cook Islands and training provided on its content/use.

ANNEX SEVENTEEN: ADDITIONAL, COST-NEUTRAL AND PRO BONO SUPPORT

Ref. No.	Date	Individual Providing Support	Organisation Providing Support	Nature of Support Mobilised	Phase	Comp.	Recipient
1.	17-23 September, 2011	Justice Peter Gray	Federal Court of Australia	Pro bono support to the <i>Lay and Law-trained Judicial and Court Officer Orientation Training</i> .	18-mth	4.2	Regional
2.	17-23 September, 2011	Judge Peter Boshier	New Zealand Family Court	Pro bono support to the <i>Lay and Law-trained Judicial and Court Officer Orientation Training</i> .	18-mth	4.2	Regional
3.	17-23 September, 2011	-	New Zealand Institute of Judicial Studies	Resources for the <i>Lay and Law-trained Judicial and Court Officer Orientation Training</i> (via Judge Peter Boshier).	18-mth	4.2	Regional
4.	17-23 September, 2011	-	Supreme and National Courts of Papua New Guinea	Co-funding support to the <i>Orientation Training</i> .	18-mth	4.2	Regional
5.	17-23 September, 2011	Regional Training Team and / or National Trainers	PJDP Partner Courts	1. Co-facilitation at the <i>Orientation Workshop</i> : Deputy Chief Justice Gibbs Salika, Justice Nicholas Kirriwom, Principal Magistrate Stephen Oli, Ms Tangi Taoro, Mr Edwin Ambuse Macreveth.	18-mth	4.2	Regional
6.	4 October, 2011-21 April, 2012	Mr Simon O'Connor	-	Pro bono assistance to the <i>PM&E Project</i> to collect and collate baseline data for the 2011 Court Baseline Data Report.	18-mth	3.2	Regional
7.	13 October, 2011-30 April, 2012	Ms Bethany Charlton	-	Pro bono assistance to the <i>PM&E Project</i> to collect and collate baseline data for the 2011 Court Baseline Data Report.	18-mth	3.2	Regional
8.	19 October, 2011	Ms Lenore Hamilton	Director, PacLII	Presentation to the <i>Chief Justices' Leadership Workshop</i> .	18-mth	2.3	Regional
9.	20 October, 2011	Ms Milena Stefanova	World Bank Justice for the Poor Program	Presentation to the <i>Chief Justices' Leadership Workshop</i> .	18-mth	2.3	Regional
10.	20 November-18 December, 2011	Mr Ian Hill	Barrister, Victorian Bar	Pro bono support to the <i>Legal Practice Training</i> under the Responsive Fund.	18-mth	5.3	Nauru
11.	20 November-18 December, 2011	Ms Nadia Kaddeche	Barrister, Victorian Bar	Pro bono support to the <i>Legal Practice Training</i> under the Responsive Fund.	18-mth	5.3	Nauru

Ref. No.	Date	Individual Providing Support	Organisation Providing Support	Nature of Support Mobilised	Phase	Comp.	Recipient
12.	21-23 November, 2011 ; and 28-30 November, 2011	Regional Training Team and / or National Trainers	PJDP Partner Courts	2. Co-facilitation at the <i>Decision Making Workshops</i> : Preseident Tagaloa Kerslake, Justice Lesatele Vaai and Justice Dennis Yamase, Senior Magistrate Afele Kitona, Chief Magistrate Leonard Maina, and Ms Tangi Taoro.	18-mth	4.2	Regional
13.	5-9 December, 2011	Judge Boshier	New Zealand Family Court	Pro bono support to the <i>ToT3 Workshop</i> .	18-mth	4.1	Regional
14.	4-7 March, 2012; and 3-13 June, 2012	Mr Guillaume Bailin	Associate to Chief Judge Rozenes AO, County Court of Victoria	Pro bono support to the <i>Court Management Training</i> under the Responsive Fund.	18-mth	5.3	Nauru
15.	5 March-11 June, 2012	Ms Tina Pope	-	Pro bono support to the <i>Development and Publishing of the Niue Land Court Bench Book</i>	18-mth	5.3	Niue
16.	29 March-31 March, 2012	Justice John Mansfield	Federal Court of Australia	Pro bono leadership support and involvement in the <i>Chief Justices' Leadership Workshop</i> .	18-mth	2.3	Regional
17.	17-27 April, 2012	Various	Maori Land Court in Rotorua, New Zealand	Pro bono support to the <i>Registry Development Attachment / Planning Activity</i> under the Responsive Fund.	18-mth	5.3	Niue
18.	6-20 May, 2011	Ms Tina Pope	-	Pro bono support to the support the <i>Publishing of the Niuean Code of Judicial Conduct</i> .	18-mth	2.1	Niue
19.	1-27 June, 2012	Mr Ashley Halphen	Barrister	Pro bono support to the <i>Advocates' Training</i> under the Responsive Fund. (Note: a contribution of approx. 5.2 days' fees was made.) ²⁵	18-mth	5.3	Nauru
20.	4-13 June, 2012	Mr Benjamin Franklin	Sales Coordinator, Innovation and Business Skills Australia	Pro bono support to the <i>Court Management Training</i> under the Responsive Fund.	18-mth	5.3	Nauru
21.	4-15 June, 2012	Mr Cam Ronald	New Zealand Police and PPDVP	Pro bono support to the <i>ToT4 Workshop</i> .	18-mth	4.1	Regional

²⁵ Contribution rates are based on an assumed rate of AUD 1,000/day.

Ref. No.	Date	Individual Providing Support	Organisation Providing Support	Nature of Support Mobilised	Phase	Comp.	Recipient
22.	4-15 June, 2012	Regional Training Team and / or National Trainers	Supreme & Magistrates Court of Vanuatu	Co-facilitation at the <i>Second ToT4 Workshop</i> : Chief Magistrate Stephen Felix	18-mth	4.1	Regional
23.	3-13 June, 2012	Mr Mark D'Arcy	FTR Pty Ltd	Pro bono support to the <i>For the Record (FTR) Training</i> under the Responsive Fund. (Note: a contribution of approx. 1.5 days' fees was made.) ²⁶	18-mth	5.3	FSM / RMI
24.	Various	Regional Training Team and / or National Trainers	PJDP Partner Courts	3. Support to implementing <i>Responsive Fund activities</i> : Deputy Chief Justice Gibbs Salika, Chief Magistrate Leonard Maina, Senior Magistrate Afele Kitiona Mr John Kenning, Ms Tangi Taoro, Chief Registrar Tetiro Semilota Mate, Mr Kapilly Capelle, Chief Registrar Temaleti Manakovi Pahulu, Ms Ingrid Kabua, Mr Darren Tohovaku and Mr Edwin Ambuse Macreveth.	18-mth	5.3	Regional
25.	24-27 July, 2012	Judge Peter Boshier	New Zealand Family Court	Pro bono support to the <i>FV / YJ Workshop</i> .	12-mth	1.2	Palau
26.	24 -27 July, 2012	Judge Christopher Harding	New Zealand District Court	Pro bono support to the <i>FV / YJ Workshop</i> .	12-mth	1.2	Palau
27.	24 -27 July, 2012	Inspector Samasoni Malaulau	New Zealand Police and PPDVP	Pro bono inputs and travel support for the <i>FV / YJ Workshop</i> .	12-mth	1.2	Palau
28.	23-27 July, 2012	Mr Warwick Soden	Federal Court of Australia	Support provided with alternate funding to further develop: logic; detail; and sequencing of the Judicial Administration Plan developed under the <i>JAD Project</i> .	12-mth	3.1	Vanuatu
29.	13-15 August 2012	Chief Justice Patu Sapolu	Supreme Court of Samoa	Pro bono support and funding for in-NZ consultations with Chief Justice Elias and MFAT seeking ongoing support for the PJDP further to PEC Meeting <i>Resolution 9</i> (Apia, 1-3 April 2012).	12-mth	-	Regional
30.	13-15 August 2012	Justice Annabelle Bennett	Federal Court of Australia	Pro bono support and funding for in-NZ consultations with Chief Justice Elias and MFAT seeking ongoing support for the PJDP further to PEC Meeting <i>Resolution 9</i> (Apia, 1-3 April 2012).	12-mth	-	Regional

²⁶ Contribution rates are based on an assumed rate of AUD 1,000/day.

Ref. No.	Date	Individual Providing Support	Organisation Providing Support	Nature of Support Mobilised	Phase	Comp.	Recipient
31.	13-15 August 2012	Dr. Livingston Armytage	Federal Court of Australia	Pro bono support and funding for in-NZ consultations with Chief Justice Elias and MFAT seeking ongoing support for the PJDP further to PEC Meeting <i>Resolution 9</i> (Apia, 1-3 April 2012).	12-mth	-	Regional
32.	4 September, 2012	Justice Annabelle Bennett	Federal Court of Australia	Pro bono support and funding for consultations in Canberra with AusAID seeking ongoing support for the PJDP further to PEC Meeting <i>Resolution 9</i> (Apia, 1-3 April 2012).	12-mth	-	Regional
33.	4 September, 2012	Mr Warwick Soden	Federal Court of Australia	Pro bono support and funding for consultations in Canberra with AusAID seeking ongoing support for the PJDP further to PEC Meeting <i>Resolution 9</i> (Apia, 1-3 April 2012).	12-mth	-	Regional
34.	4 September, 2012	Dr. Livingston Armytage	Federal Court of Australia	Pro bono support and funding for consultations in Canberra with AusAID seeking ongoing support for the PJDP further to PEC Meeting <i>Resolution 9</i> (Apia, 1-3 April 2012).	12-mth	-	Regional
35.	17-21 September, 2012	Regional Training Team and / or National Trainers	All PJDP Partner Courts	Co-facilitation of participants at the <i>Advanced RTT Curriculum Development / Programme Management Workshop</i> : Chief Justice Sir Albert Palmer, Deputy Chief Justice Gibbs Salika, President Tagaloa Kerslake, Justice Nicholas Kirriwom, Justice Dennis Yamase, Chief Magistrate Leonard Maina, Chief Magistrate Stephen Felix, Principal Magistrate Stephen Oli, Senior Magistrate Afele Kitiona, Ms Tangi Taoro, Ms Regina Sagu, Mr Kapilly Capelle, Mr Edwin Amblus, Ms Allison Sengebau, Mr Darren Tohovaka, Ms Salote Koloamatangi, Mr Makea Tupa, Mr Tongia Keke.	12-mth	4.1.2	Regional
36.	24-28 September, 2012	-	South Auckland District Courts (particularly the Manukau Court)	Pro bono support to the <i>Mentoring and Observation Visits for Justices of the Peace</i> (for the visit of Ms Tangi Taoro) under the Responsive Fund.	12-mth	2.4	Cook Islands
37.	29 October-1 November, 2012	-	South Auckland District Courts (particularly the	Pro bono support to the <i>Mentoring and Observation Visits for Justices of the Peace</i> (for the visit of Mr John Kenning) under the Responsive Fund.	12-mth	2.4	Cook Islands

Ref. No.	Date	Individual Providing Support	Organisation Providing Support	Nature of Support Mobilised	Phase	Comp.	Recipient
			Manukau Court)				
38.	3-4 November, 2012	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	Regional
39.	3-4 November, 2012	Justice Anthony Randerson	New Zealand Court of Appeal	Pro bono travel support to the <i>Chief Justices' Leadership Workshop</i> .	12-mth	2.3	Regional
40.	11-19 November, 2012	Mr Guy William Gilbert	Barrister	Pro bono support for the <i>Civil Advocacy Training</i> under the Responsive Fund. (Note: a contribution of approx. 1.92 days' fees was made.) ²⁷	12-mth	2.4	Nauru
41.	11-19 November, 2012	Mr Robert Lancy	Barrister	Pro bono support for the <i>Civil Advocacy Training</i> under the Responsive Fund. (Note: a contribution of approx. 1.92 days' fees was made.) ²⁸	12-mth	2.4	Nauru
42.	22 November, 2012	-	Federal Court of Australia	Policy on Record Filing and Destruction.	12-mth	3.1	Kiribati
43.	22 November, 2012	-	Federal Court of Australia	Record Archive Policy.	12-mth	3.1	Kiribati
44.	22 November, 2012	-	Federal Court of Australia	Records Disposal Authority.	12-mth	3.1	Kiribati
45.	October 2011 – April 2012; 3-19 December, 2012	Ms Bethany Charlton	-	Pro bono assistance to the <i>PM&E Project</i> to collect and collate baseline data for 2012.	12-mth	3.2	Regional
46.	October 2011– April 30 2012	Mr Simon O'Connor	-	Pro bono assistance to the <i>PM&E Project</i> to collect and collate baseline data for 2012.	12-mth	3.2	Regional
47.	3-7 December, 2012	Justice Peter Gray	Federal Court of Australia	Pro bono support to the <i>Lay Judicial and Court Officer Orientation Training</i> .	12-mth	4.2.1	Regional
48.	3-7 December, 2012	Judge Peter Boshier	New Zealand Family Court	Pro bono support to the <i>Lay Judicial and Court Officer Orientation Training</i> .	12-mth	4.2.1	Regional
49.	3-7 December, 2012	-	New Zealand Institute of Judicial	Resources for the <i>Lay Judicial and Court Officer Orientation Training</i> (via Judge Peter Boshier).	12-mth	4.2.1	Regional

²⁷ Contribution rates are based on an assumed rate of AUD 1,000/day.

²⁸ Contribution rates are based on an assumed average rate of AUD 1,000/day.

Ref. No.	Date	Individual Providing Support	Organisation Providing Support	Nature of Support Mobilised	Phase	Comp.	Recipient
			Studies				
50.	3-7 December, 2012	Regional Training Team and / or National Trainers	All PJDP Partner Courts	Co-facilitation at the <i>Orientation Training</i> : Deputy Chief Justice Gibbs Salika, Chief Magistrate Stephen Felix, Ms Tangi Taoro, and Mr John Alilee.	12-mth	4.2.1	Regional
51.	9-14 December, 2012	Ms Joanna Fear	Federal Court of Australia	Pro bono support to the <i>Computer and Legal Research Training</i> under the Responsive Fund.	12-mth	2.4	Tonga
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 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 Team and / or National Trainers	All PJDP Partner Courts	Co-facilitation at the <i>Lay Decision-making Workshop</i> : Justice Clarence Nelson, Mrs. Tangi Taoro, and Mr. Leonard Maina.	12-mth	4.2.2	Regional

Ref. No.	Date	Individual Providing Support	Organisation Providing Support	Nature of Support Mobilised	Phase	Comp.	Recipient
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>Family Violence and Youth Justice 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>Family Violence and Youth Justice Project</i> .	24-mth	1.2	Samoa
65.	8-11 October, 2013	Penelope Ginnen	Brainwave Trust	Pro bono support to the <i>Family Violence and Youth Justice Project</i> .	24-mth	1.2	Samoa
66.	16 May – 31 October, 2013	Emmanuel Tupua	-	Pro Bono Support to the 2012 Court Trend Report	24-mth	3.2	Regional
67.	16-18 October, 2013	Leisha Lister	Family Court of Australia	Co-facilitated the <i>Court Annual Reporting Workshop</i> 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 Kerslake, Mrs Claudine Henry-Anguna, Mr John Kenning, Mr Daniel Rescue Jr., Ms Tetiro Mate, Mr Taibo Tebabobao, Ms Allison Sengebau, Ms Hasinta Tabelaual, 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
71.	10-13 February 2014	Cam Ronald	New Zealand Police and PPDVP	Pro bono support to the <i>Family Violence / Youth Justice Workshop</i> .	24-mth	1.2	Cook Islands

Ref. No.	Date	Individual Providing Support	Organisation Providing Support	Nature of Support Mobilised	Phase	Comp.	Recipient
72.	10-13 February 2014	Kevin Kneebone	New Zealand Police and PPDVP	Pro bono support to the <i>Family Violence / Youth Justice Workshop</i> .	24-mth	1.2	Cook Islands
73.	10-13 February 2014	Regional Training Team and / or National Trainers	High Court of the Cook Islands	Co-facilitation at the <i>Family Violence / Youth Justice Workshop</i> : Tangi Taoro and John Kenning	24-mth	1.2	Cook Islands
74.	3-12 February 2014	Justice Michael Barker/Regional Training Team	Federal Court of Australia	Pro bono support to the <i>Lay and Law-trained Judicial and Court Officer Decision Making Training</i> . John Alilee, Stephen Felix, Edwin Amblus, Grace Leban, Leonard Maina.	24-mth	4.2c	Vanuatu
75.	31 March – 4 April 2014	Judge Ema Aitken and Dr David Galler	Auckland District Court	Pro bono support to the <i>Drug and Alcohol Court Workshop</i> under the Responsive Fund.	24-mth	2.3	Samoa
76.	3-7 March; 31 March-4 April; 28 April-9 May 2014	-	Manukau District Courts, Auckland, New Zealand	Pro bono support to the <i>Mentoring Activity for Justices of the Peace, Deputy Registrar and Court Officers</i> under the Responsive Fund.	24-mth	2.3	Cook Islands
77.	3 June 2014 – 30 June 2015	IT Department	Federal Court of Australia	Pro bono support to the <i>Information Technology Online Forum</i> .	24-mth	3.1c	All PICs
78.	30 June – 3 July 2014	-	Cook Islands Ministry of Justice	Co-contribution to the cost of John Kenning's attendance at <i>South Pacific Council of Youth and Children's Courts Conference</i> under the Responsive Fund.	24-mth	2.3	Cook Islands
79.	30 June – 3 July 2014	Justice Tony Pagone	Federal Court of Australia	Co-facilitation of participants at the <i>Regional Orientation Workshop for Lay Judicial Officers</i> :	24-mth	4.2a	Regional
80.	7-12 July 2014	Regional Training Team and / or National Trainers	All PJDP Partner Courts	Co-facilitation of participants at the <i>Regional Orientation Workshop for Lay Judicial Officers</i> : Deputy Chief Justice Sir Gibbs Salika, Judge Leonard Maina, Ms Tangi Taoro and Deputy Registrar Myonnie Samani.	24-mth	4.2a	Regional
81.	29 September – 3 October 2014	-	Papua New Guinea Supreme and National Court	Co-contribution to the <i>Training of Trainer's Activity</i> under the Responsive Fund Activity.	24-mth	2.3	Papua New Guinea
82.	17-18 June 2014	Acting Solicitor-	Crown Law	Pro bono support to <i>Justices of the Peace Recruitment</i>	24-mth	2.3	Tonga

Ref. No.	Date	Individual Providing Support	Organisation Providing Support	Nature of Support Mobilised	Phase	Comp.	Recipient
		General Sione Sisifa/Senior Crown Counsel James Lutui		<i>and Training</i> as trainers funded under the Responsive Fund.			
83.	19-22 August 2014	Tracy Calder, Lance Tebbutt & Ged Byers	Royal Solomon Islands Police Force	Pro bono support to the <i>Family Violence and Youth Justice Workshop</i>	24-mnth	1.2	Solomon Islands
84.	29 – 31 October 2014	-	Maori Land Court, Wellington, New Zealand	Pro bono support to the <i>Niue High Court mentoring activity</i> under the Responsive Fund.	24-mnth	2.3	Niue
85.	14 October 2014	Ms Catherine Evans & Ms Kairangi Samuela	Crown Counsel – Crown Law Office & Punanga Tauturu	Presented during the <i>FV/YJ follow-up meetings</i> in the Cook Islands	24-mth	1.2	Cook Islands
86.	14 October 2014	Ms Tangi Taoro & Mr John Kenning	Cook Islands Judiciary	Co-facilitated at the <i>FV/YJ follow-up meeting</i> in the Cook Islands	24-mth	1.2	Cook Islands
87.	23-24 October 2014	Leisha Lister	Family Court of Australia	Co-facilitated the <i>Court Annual Reporting Workshop</i> in Cook Islands with PJDP adviser Cate Sumner.	24-mth	3.2	Regional
88.	9-11 December 2014	Justice Sarah Reeves	Maori Land Court, Te Waipounamu	Contribution to the <i>Family Violence and Youth Justice Workshop</i> in Niue	24-mth	1.2	Niue
89.	9-11 December 2014	High Commissioner Ross Arden	New Zealand High Commission, Niue	Contribution to the <i>Family Violence and Youth Justice Workshop</i> in Niue	24-mth	1.2	Niue
90.	9-13 February 2015	Justice Clarence Nelson	Supreme Court of Samoa	Co-facilitated the <i>Local Orientation Training and Pilot Toolkit Workshop</i> in Tokelau	24-mth	4.2	Tokelau
91.	9-13 February 2015	Judge Vaepule Va'ai	District Court of Samoa	Co-facilitated the <i>Local Orientation Training and Pilot Toolkit Workshop</i> in Tokelau	24-mth	4.2	Tokelau
92.	9-13 February 2015	Ms Salote Kaimacuata (retired Magistrate)	UNICEF	Guest presenter at the <i>Local Orientation Training and Pilot Toolkit Workshop</i> in Tokelau	24-mth	4.2	Tokelau
93.	9-13 February 2015	Mr Masinalupe Masinalupe (CEO)	MJCA Samoa	Guest presenter at the <i>Local Orientation Training and Pilot Toolkit Workshop</i> in Tokelau	24-mth	4.2	Tokelau
94.	9-13 February 2015	Mr Murray Lewis (retired)	New Zealand Police	Guest presenter at the <i>Local Orientation Training and Pilot Toolkit Workshop</i> in Tokelau	24-mth	4.2	Tokelau
95.	18-22 March 2015	Inspector Phil	A/NZ Contingent	Pro bono support to the <i>Family Violence and Youth</i>	24-mth	1.2	Solomon

Ref. No.	Date	Individual Providing Support	Organisation Providing Support	Nature of Support Mobilised	Phase	Comp.	Recipient
		Paratene	Commander, PPC Honiara	<i>Justice Follow-Up Visit</i> in Solomon Islands			Islands
96.	2010-2015	-	116 Part-time Project Officer Volunteers	Supporting the MSC implementation team with research and drafting	-	-	-
97.	Jan-Apr 2015	Catherine Hall	Evaluation Volunteer	Assisted the MSC management team to collate and report on data sources for inclusion in the Completion Report	24-mth	-	-

ANNEX EIGHTEEN: BREAKDOWN OF PARTICIPANT NUMBERS

	Activity	Total No. of Participants	Male	Female
July 2010-June 2012	Governance & Leadership Activities:	89	-	-
	Regional Training Activities:	177	-	-
	In-country (bilateral + RF Activities):	245	-	-
	RTT / Local Trainers as Co-Facilitators:	24	-	-
July 2012-June 2013:	Governance & Leadership Activities:	52	44	8
	Regional Training Activities:	76	50	26
	In-country (bilateral + RF Activities):	209	123	86
	RTT / Local Trainers as Co-Facilitators:	12	9	3
July 2013-June 2015:	Governance & Leadership Activities:	83	65	18
	Regional Training Activities:	132	78	54
	In-country (bilateral + RF Activities):	1384	787	597
	RTT / Local Trainers as Co-Facilitators:	51	42	9
TOTAL (Jul 10-Jun 15):		2534	1198	801

Total participant days: 8972

For period July 2012 - Jun 2015, 40% of participants were female, 60% were male.

ANNEX NINETEEN: PROGRESS AGAINST THE MONITORING & EVALUATION FRAMEWORK

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 date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
Programme Goal: Strengthened governance and rule of law in Pacific Island Countries through enhanced access to justice and professional judicial officers who act independently according to legal principles.							
All PICs report a continuing positive trend in court performance, transparently accounting for performance and routinely using performance data to forward plan.	All PICs have court and judicial performance feedback from court users and demonstrate a positive trend in internal court performance data.	PICs have: no common set of indicators to assess court performance or performance enhancement models to transpose, no regional governance mechanisms to institutionalise judicial development or manage internal governance / ethics, an unquantified number of marginalised prospective court users and a significant number of lay judicial officers.	<p>PICs continue (now in its fourth year) to qualitatively and quantitatively assess and provided court performance data.</p> <p>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.</p> <p>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</p>	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
				Courts aware of what court users' needs are.			
				Participating PICs have qualitatively and quantitatively assessed court performance and judicial development and participated in self-improvement activities to strengthen governance, access to justice, judicial administration and professionalism.	Evidence of progress against judicial development and court performance goals in each PIC.	<p>Statistical data collected by PIC courts.</p> <p>Needs Assessment survey / regional discussions at CJ/ NC meetings.</p>	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 date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
			members are continuously engaged in designing, facilitating and/or co-facilitating local and regional training activities.				
Programme Purpose: To support PICs to enhance the professional competence of judicial officers and court officers, and the processes and systems that they use.							
PICs are independently implementing tools and methodologies for continued self-improvement, with results shared between the region's Chief Justices.	PICs have tools and methodologies to continue self-improvement and preliminary results are presented to the PEC.	PICs have: no common set of indicators to assess court performance or performance enhancement models to transpose, no regional governance mechanisms to institutionalise judicial development or manage internal governance / ethics, an unquantified number of marginalised prospective court users and a significant number of lay	Pilot PICs are, with some assistance, implementing and practicing the use of tools and methodologies, and independent implementation of these tools is yet to be realised.	Pilot PICs are developing, implementing or practising the use of tools and methodologies to continue self-improvement efforts.	Quality/perceptions of benefit of: 1. PIC court coordinating with informal justice systems. 2. Communication and sharing of experience with other PICs through PJDP activities. 3. Judicial conduct structures. 4. Performance monitoring and programming actions to improve performance. 5. Case process re-engineering and documentation of process. 6. Planning and delivery by local actors of needs-based	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 date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
		judicial officers.			training and provision of resources.		
I.O Access to Justice							
Up to two PICs better addressing broader justice needs, and up to five PICs responding more competently to family/ juvenile justice issues	Preliminary results in at least one PIC about: strengthened planning for improving accessibility of justice and improved competence to 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	Seven PICs have received workshops and/or monitoring visits to improve their competence to respond to family/juvenile issues. Implementation of activities in two PICs was undertaken to address priority issues and broader justice needs - in one PIC through the Enabling Rights Project and in one PIC through the Public Information Project.	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 other priority 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 date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
		pervasive across the region. A poor response to these issues undermines appropriate access to justice for vulnerable groups					
Access to Justice (formerly Customary Dispute Resolution) Project							
To support selected PICs to systematically address community dispute resolution needs.	One integrated in/formal justice system planning workshop conducted using preliminary research data and providing technical inputs into integrated planning.	No evidence-based strategy exists to integrate in/formal justice systems in the region.	Further activities under the Access to Justice Project will be implemented at the request of an individual PIC via the Responsive 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
Enabling Rights Project							
Claim(s) of previously unmet legal needs are brought to, and resolved by, the courts in at least one PIC.	NA	Baseline 2013: courts do not promote equal access to or focus on being responsive to the needs of the citizens they	Two in-country visits have been undertaken (Kiribati) to assess the needs of the Judiciary; legal sector and community at large; and pilot the <i>Enabling Rights Toolkit</i> . The <i>Enabling Rights Toolkit</i>	A methodology enabling those seeking justice to access available remedies is developed, piloted and adopted in one	Quality of toolkit for promoting justice for beneficiaries. Percentage increase in claims made to courts for remedies focussed on during	Toolkit and TA/PIC reports.	TA/PI 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 date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
		serve. As a result, there is a plethora of unmet justice needs within the community.	has been finalised and made available electronically to all Partner Courts and stakeholders.	PIC.	the pilot.		
Family Violence and Juvenile Justice Project							
Up to five PICs responding as a sector, more holistically and competently to family/juvenile justice issues.	Improvements in competence to manage family/juvenile issues in two PICs.	2012 Baseline: Judicial and court officers are not aware of and/or not appropriately responding to family violence and juvenile justice issues which are pervasive across the region and the poor responses to these issues undermines appropriate access to justice for vulnerable groups.	Workshops have been held in seven PICs to improve competence and responses to family/juvenile justice issues. Five PICs received a follow-up visit to bolster these outcomes. On average 50 participants attended each workshop. All participants reported increased confidence and demonstrated improved competence related to the relevant issues, law, contemporary practice and procedure. Workshops produced a compilation of objectives that organisations in attendance are to pursue to increase coordination and collaboration, as well as jointly improve their	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 date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
			<p>response to family/juvenile justice issues.</p> <p>The <i>Family Violence and Youth Justice Workshop Toolkit</i> has been distributed to all Partner Courts and stakeholders.</p>				
Public Information Project							
A portfolio of public information resources developed, piloted and disseminated in one PIC available for adaption across the region.	NA	NA	<p>The draft <i>Public Information Toolkit</i> was introduced and piloted in Tuvalu (June and November, 2014 visits) during which, consultations with a wide range of justice sector and community representatives took place. Brochures and public awareness materials have been developed, translated, published and distributed.</p> <p>Subsequently, the <i>Public Information Toolkit</i> was finalised and made available electronically to all Partner Courts and stakeholders.</p>	Improved access to public information on legal rights/remedies and court services.	<p>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.</p> <p>The MSC ensures that this initiative does not duplicate the work of other initiatives (e.g. RRRT).</p> <p>In its approach to</p>	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 date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
					implementation, the MSC will explore the possibility of adapting resources developed by other initiatives where appropriate rather than re-inventing the wheel to ensure cost-effectiveness and value for money.		
2.0 Governance							
Greater judicial ownership of professional development across the region.	Improvements in: judicial conduct and leadership; and local management and implementation of judicial development activities in up to four PICs.	No CoJCs exist in the region based on and adapted from internationally recognised principles. No PIC driven or regionally coordinated options exist to enable ongoing judicial development regionally or lead/implement activities locally.	<i>Complaints Handling Toolkit</i> has been piloted in Vanuatu and amended in light of lessons learned. It has been made available electronically to all Partner Courts and stakeholders. Nine PEC meetings; 6 CJs meetings; and 6 NCs meetings have been held under the 24-month EP. 14 PICs submitted applications for RF funding in 2014. 21 activities have been approved since commencement of the 24-month EP.	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
					Four PEC, three CJs and two NC meetings held, perceptions of quality of engagement by key stakeholders.	Meeting reports and feedback.	MSC
					All approved Responsive Fund activities achieve their objectives; are implemented on time and within budget with minimal assistance from the PJDP Team.	NC reports and MSC confirmation.	NC/ MSC

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 date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
Scoping for the Institutionalisation of the PJDP (IPJDP) Project							
NA as completed prior to the commencements of the 24 month EP.	Pursue the selected option for institutionalising judicial development in the region.	No options existed to institutionalise judicial development in the Pacific region.	An options paper was researched through visits to several PICs and presented to the PEC. It endorsed the option to enable the PJDP to provide a regional network for discussions of problems and models, capacity building in strategic planning, and the development of pilot activities as models for the other PICs to apply [and] that this emphasis should promote the sustainability of the Programme, flexibility and inclusiveness, and should also retain the Responsive Fund mechanism.	The options paper was finalised and endorsed prior to the commencement of the 24 month EP.	Quality of the options paper	IPJDP Options Paper	PJDP IPJDP TA
					Quality of the framework for the institutionalisation of sustainable programme governance and management mechanisms IPJDP.	PEC agenda and minutes of IPJDP Options Paper.	PJDP IPJDP TA
Codes of Judicial Conduct Project							
Interested PICs develop local statements regarding judicial integrity, appropriate judicial conduct, and strategies to	Improvements in judicial conduct emerging in four PICs attributable to the existence and use of a	No CoJCs exist in the region that are based on and adapted from internationally recognised principles such as the Bangalore	A <i>Complaints Handling Toolkit</i> has been piloted in Vanuatu and amended in light of lessons learned. It has been made available electronically to all Partner Courts and stakeholders.	Up to four PICs have a heightened awareness of judicial integrity, with the judiciary overall demonstrating	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	Self-assessment by JO and CO user surveys.	NC

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline to date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
address the growing demand for transparency and accountability; and establish procedures to receive, record, inquire into, and resolve complaints relating to judicial conduct.	CoJC	principles of judicial conduct.		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.	complaints regarding judicial conduct are logged and dealt with in reasonable time.		
Regional Governance and Leadership Meetings							
Stakeholders increasingly actively participate in and direct judicial development across the region through ongoing	80% of key stakeholders engage with PJDP, consider it relevant to the development needs of their court and that	Low levels of judicial leadership of development on national and regional levels.	Nine PEC meetings; 6 CJs meetings; and 6 NCs meetings have been held. and 21 Responsive Fund activities approved since commencement of the 24-month EP	Adequate opportunities are provided for key stakeholders to lead, engage with, and contribute input and strategic	Number of meetings conducted (scheduled: four PEC, three CJ, two NC). Participants' perceptions of the quality of the workshop and	Reports including participants' evaluations x nine.	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 date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
support to networks of Chief Justices and their delegates for dialogue and sharing experience about thematically-focused aspects of judicial development, including programme management.	it facilitates sharing solutions to common challenges			direction to PJDP Projects.	engagement with PJDP and regional counterparts.		
Responsive Fund							
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.	14 PICs have submitted applications for funding under the 24mth EP. 22 applications were received and 21 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 associated activities which achieve their aims.	Number of Responsive Fund applications successfully delivered with minimal assistance from the PJDP Team. The Responsive Fund managed effectively and efficiently (including financial expenditure) by the MSC.	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 date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
National Judicial Development Committee (NJDC) Project							
The capabilities of one PIC to strategically plan and manage local development are strengthened.	One PIC has established NJDCs as a local mechanism to plan; assess, prioritise; and direct / lead local judicial development activities.	NJDCs exist in some but not all PICs with varying membership, roles, focus and levels of engagement in local judicial development.	Refinement of the toolkit has been undertaken following implementation in the Cook Islands. The toolkit is available on the PJDP website and hard copies have been distributed to all Partner Courts and stakeholders.	A PIC can strategically plan and manage their local development programmes by operating development committees more effectively.	MSC assistance to strengthen NJDCs is tailored to local context and needs. The number NJDCs operating and the quality of their contribution as key mechanisms for locally managed judicial development.	TA reports.	TA
Project Management Toolkit							
A toolkit is available to all PICs enabling them to better manage development activities locally.		2014 Baseline: PICs have varying capacity to assess needs, design and deliver development activities locally.	A <i>Project Management Toolkit</i> has been developed and piloted in Tuvalu. It has been made available electronically to all Partner Courts and stakeholders.	PICs consider themselves better able to manage development activities locally with the guidance/resources contained in the <i>Project Management Toolkit</i> .	Indicative PIC feedback on toolkit from pilot PIC.	Toolkit and TA report.	TA
Remote Delivery of Judicial Support: Concept Paper							
A Remote Delivery Concept Paper is produced,		2015 Baseline: PICs have varying capacity to adopt ICT applications / solutions for the purpose of the	Situation assessment to identify the needs, capacities and opportunities for information technology (IT)-based remote delivery of services was completed	The Remote Delivery Concept Paper provides stakeholders with practical, realistic, and contextualised	Stakeholder feedback and endorsement at the 7 th Chief Justice's Leadership Meeting, April 2015.	Remote Delivery Concept Paper.	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 date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
		delivery of distance-learning.	in three PICs.	recommendations for the development of remote delivery options across the Pacific region.			
3.O Systems and Processes							
Courts' capabilities to dispose of cases efficiently are improved in up to six PICs, and their ability to regularly report on performance is improved in up to six PICs.	Two PICs are using PJDP facilitated Registry / Court plans developed to undertake reforms. All PICs have: increased capacity to assess court performance; and have access to the tools need to enable them to increase transparency and	Approaches to collecting and using judicial and court administration data for diagnosis (problem identification) and treatment (local development plans) are inconsistent across the region. There is no judicial and court baseline data utilising a	Further refinements of the <i>Time Standards Toolkit</i> have been completed with implementation in four PICs. The <i>Delay Reduction Toolkit</i> has been piloted in two PICs. Ongoing monitoring of the ITOF to facilitate interaction between court IT personnel. The <i>Annual Court Reporting Toolkit</i> has been implemented in six PICs via two Court Annual Reporting Workshop/s, and ongoing support has been provided to support	PICs better equipped to collect, use and report on judicial performance data and dispose of cases efficiently.	The level of progress made by up to three PICs implementing their development plans. The comprehensiveness of court data across multiple indicators being collected and reported on annually and the number of participating PICs.	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 date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
	accountability through the development of Annual Court Reports	common set of indicators, regional strategy or local development plans in PICs to improve court operations (including registry systems and processes).	publication of those PICs annual reports. Planned interaction with 14 PICs remotely and at the NCs Meeting in October 2014 has informed the collection of court performance data for the planned 2014 Trend Report. Further data gathering is underway for completion of the 2014 Trend Report.		Promulgation of case disposal time standards and the number of PICs they are promulgated in.		
Judicial Administration Project							
Courts in up to four PICs begin to report an increase in the percentage of cases disposed of within the promulgated time standards and more efficient court management through the collection of internal court performance	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	The <i>Time Goals Toolkit</i> has been refined in line with implementation in four PICs and distributed, electronically and in hard copy. The <i>Delay Reduction Toolkit</i> has been piloted in Vanuatu and Kiribati. It has been made available electronically to all Partner Courts and stakeholders, and will be distributed in hard copy later in 2015.	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.	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.	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 date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
information against selected key performance indicators. Courts in up to two PICs also proactively reducing delay and their IT capabilities to support judicial administration requirements; specifically relating to time standards and delay reduction, is enhanced.		strategy or local development plans in PICs to improve court operations (including registry systems and processes).	The ITOF continues to be monitored with currently 13 members taking part. Ongoing monitoring and support are being provided by the MSC.	A regional network of IT administrators established and supported.	Quality and quantity of dialogue between IT administrators in participating PIC. Feedback from IT administrators as to whether this network mechanism is actually helping PICs to resolve relevant IT issues.		
Court Annual Reporting (formerly Performance Monitoring & Evaluation) Project							
Up to 6 courts publically reporting on performance on an 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	There is no PIC judicial and court baseline data utilising a common set of indicators.	Refinement of the piloted <i>Annual Court Reporting Toolkit</i> has been completed, to include support for implementing, collating and analysing court users' surveys on barriers to accessing, satisfaction with, and confidence in the courts. <i>The Annual Court</i>	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	Number of PICs producing an annual report published and the quality of the data contained therein.	TA report & PEC/CJ assessment minuted.	TA/ MSC

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12- mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline to date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
	accountability through the development of Annual Court Reports.		<p><i>Reporting Toolkit</i> has been implemented in six PICs during the Court Annual Reporting Workshop/s, and ongoing support has been provided to those PICs to publish annual reports. The Toolkit has been distributed, electronically and in hard copy, to all Partner Courts and stakeholders.</p> <p>Regional data has been gathered at the recent NCs Workshop in October, 2014 to support the year four court performance trend data publication.</p>	<p>accessing, satisfaction with, and confidence in the courts.</p> <p>Year two and four court performance trend data reported by PICs.</p>	<p>Quality and breadth of data reported.</p> <p>Frequency and nature of references to performance data in court administrative and planning documents.</p>	<p>TA report.</p> <p>NCs / PIC Courts.</p>	TA
4.O Professional Development							
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	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	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	20 RTT members have received advanced-level training and 15 people were trained in the ToT workshop 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	PICs have greater capacity and ability to deliver their own professional development training locally and regionally.	<p>The number of local trainers/RTT members leading training locally without PJDP support/ intervention.</p> <p>Perceptions of the quality of the local trainer/RTT lead training.</p>	<p>TA reports, trainers'/RTT members reports.</p> <p>Feedback from workshop participants as included in</p>	<p>TAs</p> <p>RTT/ local trainers</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 date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
professional competence. 75% of Judicial and court officers report increased confidence following training workshops.	25% increase in competence as a result of attending workshop.	have not received regional orientation and decision-making training since the cessation of PJDP Phase I in June 2008. Data about links between judicial orientation training and performance do not exist across the region.	sharing of resources and training methodologies, as well as to provide additional support to the trainers. Regional and Local Decision making and Orientation Training Workshops have been delivered			local trainer/RTT reports provided to the MSC.	
Benchbook Publishing Project							
NA as completed before commencement of the 24 month EP	1 benchbook was developed / published, no others were requested.	Some benchbooks developed during previous phases of regional judicial reform interventions will likely be out of date.	As requested by PICs, a Benchbook was developed, published and training provided on its content/use.	A benchbook was developed for the Cook Islands and later, through the Responsive Fund a chapter on decision-making added to the publication. Benchbooks were not requested by other PICs.	Number and quality of existing BenchBook updated and new BenchBook produced.	BenchBook published / reproduced (x4).	PJDP Team /advis or reports

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

24-month EP: Year 4.5 Target (June 2015)	18-mth Plan + 12-mth EP: Year 2.5 Target (June 2013)	Baseline 2010	Progress against baseline to date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
			69 local training activities have been delivered to date, with no technical support from PJDP. 15 participants were trained in the ToT workshop, with seven becoming certified National Trainers, six receiving Regional Trainer certification and two receiving certificates of participation.	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.	trainer-led training programmes 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.	including participants' evaluations and TA reports,	TA
Core Judicial Development Project							
75% of judicial and court officers report increased confidence following training workshops, and RTT members are more	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	The Regional Orientation Training was held in Solomon Islands with a team of four RTT members supporting training of newly-appoint non-law trained judicial officers to perform their duties. 31	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	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 date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
experienced and able to deliver training regionally and locally.		Phase I in June 2008. Data about links between judicial orientation training and performance do not exist across the region.	participants attended.		assessment of whether they perform their functions more competently as a result of the training.		
			The <i>Judges' Orientation Toolkit</i> was developed and piloted in FSM and Tuvalu with the inclusion of a three-day ToT and the support of 11 local trainers / facilitators. It has been made available electronically and in hard copy to Partner Courts and stakeholders.	RTT members more confidently disposed and able to deliver orientation training locally.	Quality of training, toolkit and materials/resources developed for the RTT.	Programme/toolkit and participants' evaluations.	
			The <i>Judicial Decision-making Toolkit</i> has been piloted in RMI and amendments have been incorporated in light of lessons learned. It has been made available electronically to all Partner Courts and stakeholders, and will be distributed in hard copy later in 2015.	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.			

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 date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
				RTT members more confidently disposed and able to provide peer-based support and training in decision-making at the local level.			
5.O Programme Management							
All PJDP activities are delivered and +90% of funds expended	PJDP provides high quality products and services which are owned by, delivers tangible benefits to PIC courts and which expends 90% of the approved budget.	NA	<p>PEC approval has been granted to reallocate a small underspend to other 'additional activities'. Formalisation was completed in December pursuant to LOV#14.</p> <p>Expenditure projections for the whole contract period indicate that all initially approved activities will be delivered, that a further 5 additional activities will also be delivered, and that over 90% of funds will be expended by June 2015 (estimates of total projected PJDP expenditure for the 24-month period are in the order of +95%).</p>	Effective management of all aspects of the PJDP, the promotion of collaborative and responsive programming and implementation, and the transparent administration of PJDP resources.	PEC/ regional leadership's perceptions of quality of TA personnel.	PEC assessment minuted.	MSC
					Quality of logistics and progress reporting to enable activities to be implemented on time and within budget.	Progress reports.	MSC
					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-	TA progress and completion reports. MSC Reports (narrative and	All TAs 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 date	Output(s) (for 24-mth EP)	Indicator	Verification / Source	Who
					based reporting (narrative and financial reporting) completed and submitted by MSC to MFAT on time.	financial)	

ANNEX TWENTY: SELF-ASSESSMENT AGAINST CONTRACTED QUALITY INDICATORS

Outcome: Effective management of the Programme and MSC contract.

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

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

Indicator	Measure	Self-assessment
		for streamlining the process for reallocating underspends was not ultimately approved, the 'Additional activities' that have been developed and approved on an ongoing basis by the PEC throughout the 24-month Extension Period have been implemented in line with Letter of Variations (LoVs#12, #13, and #14). Further 'additional activities' have recently been approved by NZ MFAT under LoV#14.
5. Monitoring systems and processes	<ul style="list-style-type: none"> Comprehensive monitoring system implemented to meet Contract and Programme requirements. 	<ul style="list-style-type: none"> The Programme has an MEF in place which is approved by the PEC and reviewed and updated on a regular basis. In late 2012, the MSC conducted an internal review of its management of the PJDP. The Programme also undertakes ongoing monitoring of leadership and training activities with post-activity surveys being conducted and reported on to assess quality of, satisfaction with, and knowledge gained as a result of the services provided by the Programme. The PJDP also undertook a comprehensive mid-Programme assessment of: <ol style="list-style-type: none"> <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. <i>The Programme's former participants</i> - assessments what impact / performance improvements had resulted from PJDP activities. <p>The outcomes of these assessments were fully reported on as part of Milestone Eighteen - Second Six Monthly Progress Report (January-June 2012). Furthermore, the PJDP Team undertakes ongoing liaison with counterparts to monitor progress, obtain feedback, and identify whether any further monitoring activities are required. As part of this Phase 2 End-of-Programme Evaluation Report, the PJDP provided informative and valuable qualitative and quantitative data on the contribution that PJDP has made its partner courts, court users, and the community, and the Programme's Relevance, Efficiency, Effectiveness, Impact and Sustainability.</p>
	<ul style="list-style-type: none"> Systematic, proactive, risk sensitive, timely, and to agreed specifications. 	<ul style="list-style-type: none"> Monitoring of activities and inputs is undertaken continually from both management and counterpart perspectives to ensure they adhere to agreed parameters in terms of activity design and the MEF. Each activity undertaken has standard monitoring activities incorporated into it. With regards to monitoring participants of PJDP training activities, monitoring activities have included: immediate post-training knowledge improvement assessments; participant post-training assessments (at least 3-6 months after the completion of training workshops); court leadership/supervisors surveys to

Indicator	Measure	Self-assessment
		<p>identify any changes in work approach, and whether any improvement in performance has occurred subsequent to the PJDP activities.</p> <p>Furthermore, as noted above, the MSC undertook a comprehensive End-of-Programme Evaluation based on a broad range of data sources, including:</p> <ul style="list-style-type: none"> - End-of-Programme surveys for internal stakeholders. - End-of-Programme surveys for external stakeholders. - M&E tools for the Responsive Fund. - MSC's self-assessment. - Pre-/post-activity surveys and Advisers' assessments/reports. - Baseline/trend reports on the 15 Cook Island indicators. - Regional toolkit usage survey. - Available PIC-driven assessments.
6. Reporting and Evaluation systems	<ul style="list-style-type: none"> • Timely, comprehensive, risk identified and management of the information is analytical and evaluative. 	<ul style="list-style-type: none"> • Risks are assessed regularly with all mobilised advisers and addressed on an ongoing basis throughout implementation. A travel risk management plan for each PIC has been developed to support the PJDP team should an emergency situation occur whilst in-country. Reporting on identified/emerging risks is undertaken as part of all progress reporting, as well as in selected milestone reports.
7. Recruiting, contracting, deploying and managing procurement of goods & services, including technical assistance	<ul style="list-style-type: none"> • All goods & services are procured in accordance with NZ Government Procurement Guidelines and other value for money guidance. 	<ul style="list-style-type: none"> • Pursuant to agreement with MFAT, the MSC procures goods and services in line with Australian Commonwealth Government Procurement Guidelines. All advisers were identified based on a comprehensive competitive regional / international recruitment process which aligned with the MSC's Commonwealth obligations. All goods and services otherwise required by PJDP have, and will continue to be procured in accordance with the MSC's Commonwealth obligations.
8. Stakeholder engagement	<ul style="list-style-type: none"> • Appointees to lead roles must show demonstrated experience in having highly developed communication and mediation skills for addressing professional differences, to effectively resolve issues that may arise and maintain relationships with a vast and diverse range of stakeholders in the 	<ul style="list-style-type: none"> • As a prerequisite, all team members interacting with constituents have demonstrably advanced communication, dispute resolution and relationship management skills. A key requirement included in all terms of reference for external advisers and experts contracted by the MSC was high level interpersonal and communication skills, which was confirmed as part of the assessment and selection process. See also the PJDP's comprehensive mid-Programme assessment (Milestone Eighteen – Second Six Monthly Progress Report), where counterparts assessed the <i>participatory nature</i> of Adviser activities undertaken in-country at over 86%. Engagement with stakeholders is further

Indicator	Measure	Self-assessment
	course of managing a complex, regional programme of this nature.	maintained through regular website updates and distribution of newsflashes to advise stakeholders of new website content.
9. MSC sub-contractor management	<ul style="list-style-type: none"> Effective management of sub-contractors to ensure sufficient capacity and capability to carry out services to the standards required. 	<ul style="list-style-type: none"> Following the identification and selection preferred candidates for each advertised role, all identified individuals accepted appointment and contract negotiations were successfully completed. To date nine advisers and several judicial officers as resource persons have been mobilised with the PJDP Management Team undertaking ongoing liaison with each while in-country to ensure: proactive management of adviser resources; and the best quality outputs are achieved for each partner court. Feedback received to date from counterparts (both from PJDP's comprehensive mid-Programme assessment [Milestone Eighteen - Second Six Monthly Progress Report], as well as End-of-Programme Evaluation) rated the <i>quality of individual Advisers and the outcomes achieved</i> by the adviser at over 90%. MFAT and the MTA has uniformly been positive on the quality and capacity of the Programme's technical advisers.

ANNEX TWENTY-ONE: RISK ANALYSIS AND MANAGEMENT

The PJDP team progressively assessed programmatic risks that might adversely impact PJDPs ability to implement activities and/or achieve anticipated outcomes. The PJDP team also developed and then applied strategies to manage these risks. Risk assessment comprised: analysis of emerging and/or prevailing legal and political issues across the region; assessment of logistical processes; and ongoing consultation with local stakeholders and advisers. These strategies enabled the MSC to manage risks effectively resulting in *no substantive interruption* to activity implementation during the course of the PJDP.

Risk	Result	Addressing Risk
PICs do not commit sufficient or appropriate resources to lead, manage, facilitate or participate in PJDP activities.	Activity/project outcomes will be undermined / unachievable and it will not be possible to devolve implementation to local actors thereby maintaining external dependence.	The PJDP provided each Chief Justice and National Coordinator with a detailed outline of what each activity involves including a clear articulation of respective roles and responsibilities. This included a commitment by those involved to taking some action to progress related developments/reforms following the activity. PJDP sought explicit agreement from Chief Justices that they can allow judicial and court officers' sufficient time away from their other functions to complete the necessary work within normal working hours.
Accredited educators and members of the RTT cannot access ongoing/refresher training after the cessation of PJDP and/or do not conduct training locally.	Local training capacity/motivation will diminish over time as will the quality and quantity of the training they deliver. This will impact the competence of judicial and court officers and as a result the justice they administer.	The PJDP sought to promote sustainability in ongoing judicial and court development within the region over the course of the Programme. PJDP played a key role in facilitating this through greater localisation of support, direct mentoring, network, curriculum development and programme management support to RTT and National Trainers, and the provision of a suite of resources (toolkits) to be used to support ongoing judicial and court development at the local level.
PJDP attempts to address too many problems across too many thematic areas, spreading itself too thinly.	PJDPs ability to deliver meaningful change in any area is reduced.	PJDP adopted a tighter focus to address specific problems that will improve the courts' capacity, systems and procedures to deliver services that contribute improvements to the wellbeing of citizens and communities they serve locally and across the region.
Substantial ongoing capacity-building support across the region is required to enable devolution and transfer of programme management responsibilities and functions	PICs will remain dependent on external providers to address their development needs, which inherently foster donor dependence and undermine motivation to lead change	The 24 Month Extension Plan focused more than before in PJEP/PJDPs history on building the capacity and motivation of those who will manage, lead and deliver change locally.

Risk	Result	Addressing Risk
locally	locally.	
Lack of motivation / capacity by in-country stakeholders to undertake the work required to monitor progress and/or achieve identified PJDP outcomes.	Activities will not improve performance or governance at the local level and PICs will not achieve the outcomes they seek and PJDP will not be able to achieve identified outputs / outcomes	<ol style="list-style-type: none"> 1. Consultation throughout implementation to further refine activities (in particular through the Responsive Fund mechanism) to promote relevance of intervention and provide motivation for PICs to engage with the Programme. 2. CJs/NCs were requested to sign letters of exchange defining activity-related responsibilities, acknowledging the local court's ability to mobilise the necessary resources to support or undertake the proposed activity and the commitment of senior leaders to provide necessary motivation to other stakeholders. 3. During activities, ownership and accountability for outcomes was promoted by sharing frameworks amongst leaders to demonstrate how focus areas can be dealt with at the local level. 4. Ongoing technical and management support was provided to stakeholders along with additional funding opportunities (the Responsive Fund mechanism or other donor resources) to support the localisation of regional activities. 5. PIC stakeholders, particularly NCs were guided and supported to monitor, evaluate and report on activities/projects to ensure that this useful data can be collected and analysed by the Programme.
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.	<p>Team Leader noting the matter with PEC Chair to encourage dialogue and collegial support between judiciaries / chief justices.</p> <p>If a PJDP activity is impacted upon, the Team Leader in consultation with the relevant Chief Justice was to 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 was to determine how the affected activity(-ies) can be implemented with other interested partner courts.</p> <p>If an activity is adversely impacted upon, the MSC was to 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.</p>

In addition to the aforementioned risks, the PJDP team dealt with possible risks associated with logistical processes by strengthening internal operational procedures and developing a travel risk management plan.



Pacific Judicial Development Programme

2010-2015

COMPLETION REPORT ANNEXES

