**Pacific Judicial Strengthening Initiative**

**Annual Progress Report**

***July 2019 – June 2020***

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***Image:*** Maiana atoll, Kiribati; 2 metres above sea-level, population 2,027. (L. Armytage 2019).

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Abbreviations

|  |  |  |
| --- | --- | --- |
| A2J | - | Access to Justice |
| CJE | - | Centre for Judicial Excellence |
| CJLF | - | Chief Justices’ Leadership Forum |
| CoJ | - | Certificate of Justice |
| DoJ | - | Diploma of Justice |
| FCA | - | Federal Court of Australia |
| FSM | - | Federated States of Micronesia |
| GFV | - | Gender & Family Violence |
| ICT | - | Information Communications and Technology |
| IEC | - | Initiative Executive Committee |
| LIF | - | Leadership Incentive Fund |
| MEF | - | Monitoring and Evaluation Framework |
| MFAT | - | New Zealand Ministry of Foreign Affairs and Trade |
| PICs | - | Pacific Island Countries |
| PJSI | - | Pacific Judicial Strengthening Initiative |
| PNG | - | Papua New Guinea |
| RMI | - | Republic of the Marshall Islands |
| SDGs | - | Sustainable Development Goals |
| UN | - | United Nations |
| USP | - | University of the South Pacific |

Executive Summary

This Annual Report is submitted in satisfaction of Milestone 11 of the contract, as varied on 5 June 2019, between the New Zealand Ministry of Foreign Affairs and Trade (MFAT), and the Federal Court of Australia (FCA) for the management and delivery of the Pacific Judicial Strengthening Initiative (PJSI).

The Report provides a summary of activities delivered and outputs achieved between July 2019 and June 2020. It also provides a formative evaluation of progress towards and the achievement of PJSI’s outcomes.

During the reporting period, 17 scheduled activities were implemented and completed; 25 locally led activities approved and several remote; and ongoing engagements commenced. All activities were delivered on schedule and within budget, prior to the onset of COVID-19 related travel restrictions beginning in February 2020. This brings the total of activities delivered under PJSI Phase I and II to 79 activities (plus 59 LIF activities) involving over 3,000 people.

On 11 March 2020 the World Health Organisation declared COVID-19 as a global pandemic. On 26 March, the PJSI Initiative Executive Committee (IEC) tasked the FCA to review and re‐design PJSI’s activities due to the COVID‐19 pandemic. The process involved consultation with all Partner Court Chief Justices and core technical advisers to assess:

* Activities and outputs that remain needed and possible to implement amidst COVID‐related restrictions;
* Which activities can be re-engineered and delivered remotely, how they can be re-engineered, and the cost-effectiveness of doing so;
* As a result of COVID and changes to court operating realities, what new activities emerge as priorities for Chief Justices ‐ particularly related to PIC Courts’ capacity to continue to deliver essential justice services and the needs of vulnerable citizens;
* The quantum of funds that can be vacated and reallocated to new priorities/activities; and
* Whether and how the reconfiguration of activities and outputs changes anticipated outcomes and targets.

Analysis of the consultation findings has resulted in PJSI undertaking a substantial re-design to pivot resources to address new COVID-related priorities: 50% of activities have been newly designed, changed scope/nature, alignment, scheduling and/or mode of delivery. As a result, 80% of ongoing activities will be delivered remotely with accompanying capacity-building. Details are provided below and in the ‘PJSI 2 Year Extension COVID-19 Re-Design: 2020-2021’ Report, which is also available on the [PJSI website](https://www.fedcourt.gov.au/pjsi/reports/?a=77847).

COVID-19 Re-design

Following an outline of the changes made to PJSIs program of activities as a result of COVID-19, a summary is provided of progress made against each Project during the reporting period. The current *Monitoring and Evaluation Framework* is located in ***Annex C*.**

***COVID-19: rescheduling existing activities*** including:

* Partnering with the US National Judicial College of Reno, Nevada to facilitate participation in a Global COVID‐19 Webinar;
* Developing a Pacific‐specific COVID webinar series and engagement opportunities for Partner Courts to discuss COVID‐19 issues, strategies, and experiences for Courts, delivering two webinars during the reporting period;
* Engaging with several partner courts to support their public reporting / accountability activities; developing case tracking systems to better manage cases/collect necessary court data ‐ noting increasing backlog caused by COVID‐related adjournments;
* Court planning support for the upcoming financial year at the time of COVID‐19/in light of the situation’s impact on court operations; and
* Ongoing support to Leadership Incentive Fund (LIF) activities (local orientation, and Certificate / Diploma of Justice Studies).

***COVID-19: reengineering other existing activities*** including:

* The regional Sustainable Development Goals (SDG) Workshop so that the focus of proposed support in this area is narrowed to target key SDGs of most relevance to vulnerable groups at the time of COVID‐19, and that support can be remotely delivered; and
* A number of technical adviser in‐country visits so that these are re‐structured to enable remote delivery in partnership with local counterparts.

***New activities to address COVID‐specific priorities*** including:

* Remote delivery of court services including e‐filing, video‐conferencing and remote hearings;
* ICT and court data collection/analysis‐related areas to improve the capacity of counterparts to understand and manage courts based on current data‐trends;
* Remote support to judges and court officers through training and toolkits, in particular support to remotely implement orientation/refresher training in partnership with our locally‐based Regional and National Training Team members;
* Support to promoting substantive justice for rights‐holders needing the protection of the courts during this crisis, for example needs of vulnerable groups such as victims of violence, remandees/applicants for bail;
* Development of further topical webinars to exchange courts’ experiences and solutions on areas related to COVID‐19/other current priority needs identified by our partner courts; and
* Delivery of a fortnightly newsletter providing resources and updates to Partner Courts on COVID-19, managing courts during the pandemic and resources from around the world. Four editions of this newsletter have been released within the reporting period

Coordination with Judicial Pacific Participation Fund (JPPF):  we undertake discussions with JPPF periodically (including during the Re-design consultations).  Specific areas where we have coordinated are:

* Identification of New Zealand (NZ) judicial expertise for selected activities - e.g. as apart of our COVID webinar series, Orientation training.
* Work planning so that we do not duplicate efforts - e.g. PJSI discontinued our support in Decision Making training when JPPF commenced activities in this area; and we have discussed upcoming support where PJSI will support remote Orientation/Induction training, while JPPF will focus more on material development and benchbook development support.
* Complementary support - principally supporting participants to undertake the Certificate / Diploma of Justice that PJSI developed with the University of South Pacific.  Both PJSI and JPPF have provided funding support as there is significant/sufficient demand.

Summary of Progress

Thirteen Chief Justices have developed National Improvement Plans (against PJSIs goal of three) and are progressing towards priority changes they wish to accomplish by the end of PJSI’s term (see ***Annex D***).

**PROJECT 1: REGIONAL LEADERSHIP**

Solomon Islands, Niue, Kiribati,

Tonga, PNG and Cook Islands

17 attendees

29.4% female



On 30 August, 2019 the seventh Initiative Executive Committee (IEC) Meeting convened remotely with a full complement of members. Attendees discussed PJSI’s progress, the publication of online materials, re-engagement with the Supreme Court of Fiji, and proposed additional activities.

On 26 March, 2020 the eighth IEC Meeting convened remotely with a full complement of members, but for the region’s Court Officers representative; a currently vacant position. Attendees approved-in-principle draft strategy papers exploring: the Pacific Legal Aid System; Pacific Lawyer Associations; UN’s Sustainable Development Goals (SDGs); Cook Island Indicators; PNG’s Centre for Judicial Excellence; and Courts, Custom and Hybrid Actors.

Further, on 25 June, 2020 the ninth IEC Meeting convened remotely with a full complement of members. Attendees considered the impacts of COVID-19 on PJSI’s programs, the proposed PJSI COVID-19 Re-design, and approved the redesign of activities accordingly.

The postponed Chief Justice’s Leadership Forum is scheduled for implementation on 16 July, 2020, to be delivered remotely.

Following direction of the region’s Chief Justices and approval by MFAT to re-engage with the Fijian Judiciary, PJSI’s Technical Director and Team Leader visited the Acting Chief Justice of Fiji to further discuss collaboration in July, 2019.

**PROJECT 2: NATIONAL LEADERSHIP**

Fiji



His Honour expressed interest in the areas of judicial education, court management (including efficiency), and performance data. No further discussions have to date, been undertaken.

PJSI is reengineering the Project Management and Gender & Family Violence (GFV) workshop in FSM, cancelled in February, 2020 due to COVID-19. The workshop has been restructured and will be delivered remotely. It will further assist the Judiciary to lead, manage and deliver GFV and enabling rights/access to justice related activities.

26 Leadership Incentive Fund (LIF) grants (three large and 23 small) have been approved since the start of PJSI Phase II. The cost of funding these projects totals AUD $286,000.[[1]](#footnote-1)

**PROJECT 3: LEADERSHIP INCENTIVE FUND (LIF)**

PNG, Niue, FSM, Kiribati, Tonga, Vanuatu, Samoa, RMI and Solomon Islands

22 applications approved

10 activities delivered



During the reporting period, 20 applications have been approved (consisting of two large and 23 small grants, totalling 25 grants), 10 activities have been acquitted, and 15 are currently being implemented. See ***Annex F*** for further details about the status, objectives and outcomes of these LIF projects.

At the start of PJSI Phase II, four Pacific Island Countries (PICs) - Kiribati, FSM, Cook Islands and Vanuatu - acknowledged the importance of and had developed plans to improve access to justice, including developing and implementing community outreach strategies. Two PICs - Kiribati and Vanuatu - are continuing to collaborate with PJSI to implement priority changes of increased public outreach and awareness (Kiribati), and the inclusion of access to justice as a strategic priority in 2020 (Vanuatu).

**PROJECT 4: ACCESS TO JUSTICE**

Kiribati

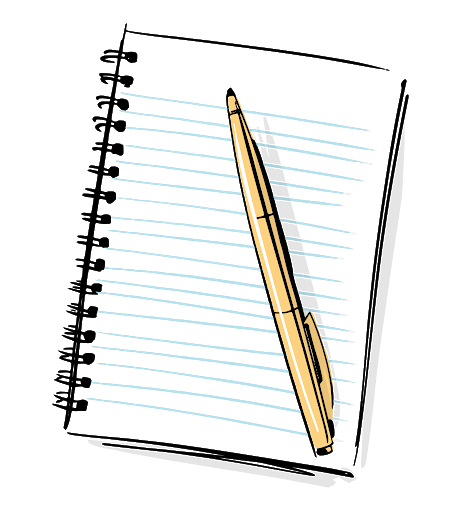
41 participants (workshop)

120 participants (consultations)

94.2% satisfaction

84.7% confidence

108% knowledge gain



A follow-up visit to Kiribati in December, 2019 comprised consultations with 120 community members in South and North Tarawa, and Maiana, and a workshop with 41 court personnel.

Participants and stakeholders perceived improvements in court performance over recent years, which court personnel attribute to training (including USP’s Certificate of Justice program). As a result, Magistrates have more confidence and competence to control court proceedings, and deliver better structured and timely decisions, leading to few appeals and fewer reversal of those decisions. Improvements in Court Officers and registry staff include: professional attire; respectful communication with parties and witnesses; and efficient administration of court procedures.

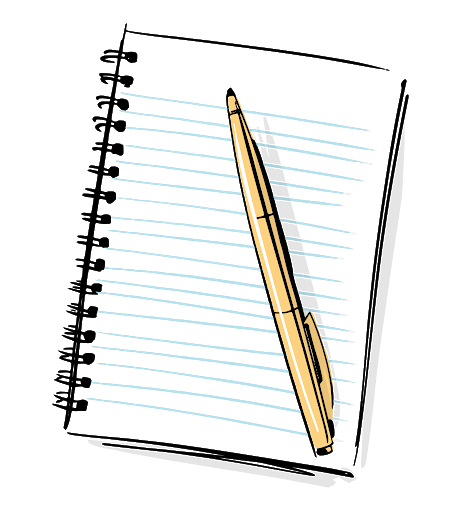
The strategy paper on *Courts, Custom and Hybrid Justice Actors*, was presented and approved in principle at the eighth IEC meeting in March, 2020. Having shared the Paper with MFAT’s evaluation/design team, PJSI will, as circumstances permit, implement approved, related activities.

A visit to Vanuatu is planned for later in the phase to support the development, translation to Bislama, publication and distribution of several *Court Guidance’s for Unrepresented Litigants*. Pending COVID-19 restrictions, this visit can be reengineered to be delivered remotely, if required.

The strategy paper for this project was presented at the eighth IEC meeting in March, 2020 and approved of in principle. The IEC endorsed PJSI to continue to develop and implement activities related to this strategy paper (subject to COVID-19 restrictions), undertake previously approved follow-up activities in coordination with Partner Courts (noting that participants may include non-court actors), and release the strategy paper to MFAT to assist them with their current evaluation and design activities.

**PROJECT 5: INSTITUTIONALISING LEGAL AID**

Strategy paper presented at the IEC



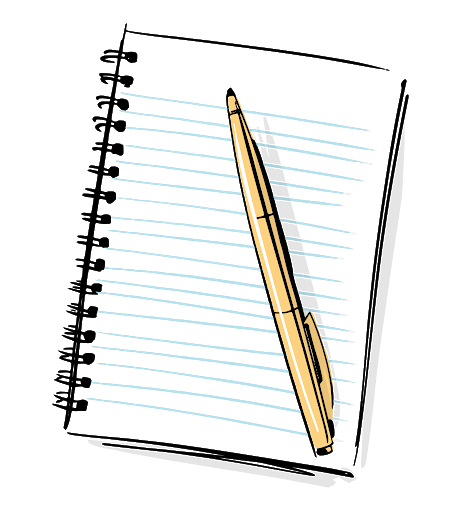
Preliminary findings indicate that despite the critical roles of legal aid in protecting and securing citizens’ rights across the Pacific, most states’ legal aid services are incapable of meeting the known demand for legal aid services. The lack of effective legal representation seriously impedes a fair trial in several jurisdictions. In addition, the need for legal aid exists well before the court door, and is often not available to suspects during questioning at the police station, when they are most vulnerable to mistreatment or forced confessions.

Whilst a regional workshop was scheduled for October, to build capacity in institutionalising legal aid, its implementation has been rescheduled to 22-25 February, 2021, subject to travel restrictions.

Following peer review,[[2]](#footnote-2) refinement, and successful piloting of the [Mentoring Toolkit](https://www.fedcourt.gov.au/__data/assets/pdf_file/0006/58389/Online-Version-Judicial-Mentoring-Toolkit.pdf), it has now been finalised and published on the PJSI website. Three expressions of interest were received from FSM, RMI, and Vanuatu to participate in the pilot. Two of these new judicial appointments were delayed, resulting in the pilot being undertaken in Vanuatu.

**PROJECT 6: PROFESSIONAL DEVELOPMENT**

Piloting of the *Mentoring Toolkit*

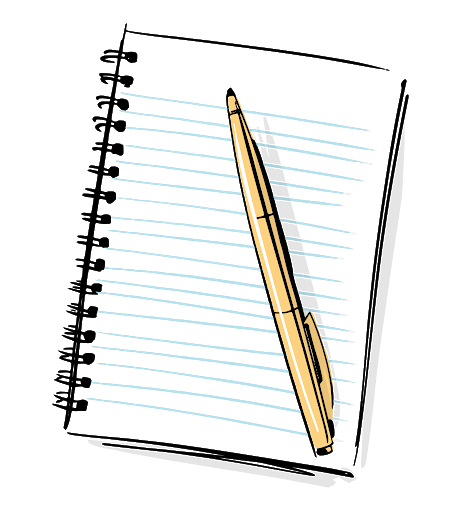


The Chief Justice of Vanuatu confirmed that newly appointed Supreme Court Justice Trief[[3]](#footnote-3) would be suited and available to participate in the mentor programme. Justice Wiltens - a highly experienced New Zealand Judge sitting as a full-time Supreme Court Judge in Vanuatu assumed the role of mentor. The pilot ran for five months. Justice Wiltens reported that as a result of the pilot, the new judge better understood her judicial role and responsibilities, and her rights related to the terms, conditions and administrative requirements related to her appointment.

**PROJECT 7:**

**BAR ASSOCIATIONS**

Strategy paper presented at the IEC



The strategy paper for this project was presented at the eighth IEC meeting in March, 2020 and approved of in principle. Having shared the Paper with MFAT’s evaluation/design team, PJSI will, as circumstances permit, implement approved, related activities.

Preliminary findings indicate that bar associations and law societies are a neglected part of the justice system, despite their importance as the ‘incubator’ for producing each nation’s judges, magistrates, prosecutors, and lawyers. Despite being led by motivated individuals, bar associations and law societies are typically poorly resourced. Most have only annual fees as their source of support. All are heavily reliant on volunteers and often do not have resources to fulfil their statutory roles (including disciplining lawyers). They also struggle to provide crucial services to members, such as regular programs of continuing professional development. Most lack any administrative support and must rely on members of the executive providing meeting space and secretariat functions at their private expense. While several law societies/bar associations have reached out to donors for support, little has been forthcoming, even within large bilateral justice programs.

Whilst a regional workshop was scheduled for October, to build capacity in institutionalising legal aid, its implementation has been rescheduled to 22-25 February, 2021, subject to travel restrictions.

During the reporting period, four webinars aimed at building capacity in court staff across the Pacific took place. In November, 2019, a 1.5 hour Court Data Management Webinarwas presented to PICs. The Webinar was a remote follow-up to the recent regional Court Data Management Workshop (in October, 2019) to refresh key concepts and support counterparts to review progress and address challenges implementing their *Data Management Plans*. It was designed and facilitated by PJSI’s Accountability, Efficiency, ICT and Webinar Advisers, with support from the PJSI Team Leader. 31 participants across 10 Pacific Island Countries participated, with value in the format evident: judiciaries shared their approaches to several common challenges, and, in follow-up communications, continued to share knowledge and approaches between courts.

**PROJECT 8: LOCALISING PROFESSIONAL CAPACITY BUILDING**

Cook Islands, FSM, Kiribati, Nauru,

Palau, PNG, RMI, Samoa, Tonga, Tokelau, Tuvalu, Solomon Islands and Vanuatu

105 participants

46.6% female

77.3% satisfaction

73.7% confidence



A second regional webinar took place on 27 February, 2020. This webinar focused on discussing and understanding the needs and challenges currently faced by Lay Judicial Officers in the region. It was designed and facilitated by the Lay Judicial Officer’s Representative to the IEC, with support from the PJSI Team Leader, and had 22 participants from nine Pacific Island Countries. From the discussions, several highest priority needs for Lay Judicial Officers emerged: balancing the role of a part-time lay judicial officer with external employment and commitments; challenges in managing unrepresented litigants; limited access to resources and training; and legislative barriers.

*Thank you. It’s nice to know we are not alone, nor our problems ours alone.*

***Participant, Lay Judicial Officer’s Webinar***

A third regional webinar took place on 28 May, 2020. The webinar was apart of PJSI’s COVID webinar series and aimed to discuss the challenges, experiences and responses to COVID-19 across the Pacific and between Partner Courts, and to identify lessons learnt from other jurisdictions. The webinar featured guest presentations from two esteemed judges, the Honourable Justice Logan (Federal Court of Australia), and the Honourable Chief Judge LaVerdiere (Maine District Court and The National Judicial College faculty), and 21 people from across 10 Pacific Island countries participated.

A fourth regional webinar took place on 23 June, 2020. The webinar was apart of PJSI’s COVID webinar series and the purpose was to exchange experiences on how Courts across the Pacific are continuing to operate safely during COVID-19 and/or the measures being taken to safely re-open in a timely way. The webinar featured guest presentations from three esteemed judges: the Right Honourable Dame Helen Winkelmann, Chief Justice of New Zealand and Tokelau; the Honourable Justice Forrie Miller, Justice of the New Zealand Court of Appeal; and the Honourable Chief Judge Heemi Taumaunu, Chief Judge of the New Zealand District Court, and 23 people from across 10 Pacific Island countries participated.

The final webinar as part of the PJSI COVID webinar series is scheduled for 6 August, to provide an opportunity for Partner Courts to discuss and exchange experiences, challenges and innovative solutions to promote effective court service delivery in the COVID-19 context, in particular with regards to enabling access to justice for the most vulnerable.

For the Semester 2, 2019 cohort of the University of South Pacific (USP) Certificate of Justice (CoJ), there were 36 recorded registrations for COJ03 / COJ04. Of these, 34 students successfully passed COJ03 (94.4%) and 33 students successfully passed COJ04 (91.6%).

**PROJECT 9: INSTITUTIONALISING PROFESSIONAL DEVELOPMENT**

PNG, Vanuatu, FSM, RMI, Samoa, Solomon Islands, Tonga, Fiji, Nauru, and Kiribati



For the 2020 cohort, PJSI has approved LIF-support to fund 39 DoJ[[4]](#footnote-4) and 27 CoJ[[5]](#footnote-5) students. In addition to these 66 PJSI-supported students, final enrolment figures for Semester 1, 2020 indicate a total of 70 CoJ registrations (60.0% female) and 46 DoJ registrations (65.2% female). Results from this cohort are currently being finalised.

Significant support was provided by PJSI staff in the design and development of the DoJ course materials. For DoJ01 (Professional and Communication in Court Practice), staff provided support in research, concept formulation, writing, editing and formatting. For DoJ02 (Judicial Administration), editorial support and formatting was provided by PJSI staff.

The Pathway Project has continued collaborating with PNGs Centre for Judicial Excellence (CJE). An assessment in November, 2019 notes that in addition to a new training facility with capacity for 50 trainees, its capacity has been substantially built over the past three years, notably in the recruitment of an expanded team (three to 17 officers) and an increase in productivity from five to 25 + activities annually. The strategy paper for this project was presented at the eighth IEC meeting in March, 2020 and approved of in principle. Having shared the Paper with MFAT’s evaluation/design team, PJSI will, as circumstances permit, implement approved, related activities.

**PROJECT 10: HUMAN RIGHTS**

Solomon Islands

51 participants

47.1% female

100% satisfaction

90.5% confidence



At the start of PJSI Phase II, three PICs - Solomon Islands, Tonga and Kiribati - understood the human rights norms applicable to court practices, were demonstrably enthusiastic and had begun implementing changes aligned with Action Plans developed during Phase I. Two PICs have reported progress and the Human Rights Adviser agrees that their plans, actions, outputs and progress are sufficient to achieve their goals.

Workshops for Magistrates and High Court judges in the Solomon Islands in September/October, 2019, sought to enable participants to apply international and constitutional rights/standards. The visit also facilitated the Chief Justice determine the priority changes he wishes to institute in the coming 12 and 24 months. These comprise; developing and implementing Human Rights Rules, and reducing the number of people on remand, and the duration of remand.

Planning is currently underway to reengineer the local Human Rights visit scheduled for Tonga and Kiribati in 2020, in light of the impacts of COVID-19.

At the start of this phase, three PICs - Vanuatu, FSM and Samoa - had Action Plans with goals related to prevention, victim-centred access, safety and fairness, perpetrator accountability, and sectoral collaboration. All three PICs identified a specific priority change they wish to achieve and are taking actions to achieve it.

**PROJECT 11: GENDER & FAMILY VIOLENCE**

Vanuatu

9 participants

66.6% female

100% satisfaction

88.9% confidence



A follow up visit to Vanuatu took place in November, 2019 to review progress and further support the Magistracy to implement its 2019 Domestic Violence Action Plan, developed during the 2018 visit. The visit supported Magistrates to progress the four key outcome areas of their Plan: awareness/prevention, collaboration, victim-centred approaches, and perpetrator accountability. Guidelines for Magistrates and staff dealing with domestic violence cases were drafted, the Magistrates brochure on Domestic Violence and Protection Orders was refined, and a pilot Court User Forum for Domestic Violence Cases was attended by 29 people.

A follow up engagement to assess progress in Samoa with respect to their identified priority change is scheduled to be remotely delivered later in the Phase. Planning is currently underway to reengineer the joint Project Management and Gender & Family Violence (GFV) workshop in FSM, which was cancelled in February, 2020 due to the COVID-19 pandemic.

**PROJECT 12: EFFICIENCY**

Samoa, PNG, Cook Islands, FSM, Fiji, Kiribati, Nauru, Niue, Palau, RMI, Solomon Islands, Tonga and Vanuatu

62 participants

51.6% female

94.5% satisfaction

87.4% confidence



PJSI hosted its largest regional workshop in Port Vila, Vanuatu from 14-18 October, 2019, with 42 participants from 13 Pacific Island nations. Focusing on Court Data Management, the workshop built on the first workshop delivered in PNG, 11 months prior.

It enabled participants to better plan, manage and analyse cases and court data; develop strategies to better report on courts’ activities and performance; understand their needs to progress towards using case tracking and case management systems to collect accurate data and produce quality reports; develop and present *Court Data Management Plans;* and to integrate data and reporting needs into current court organisational development activities.

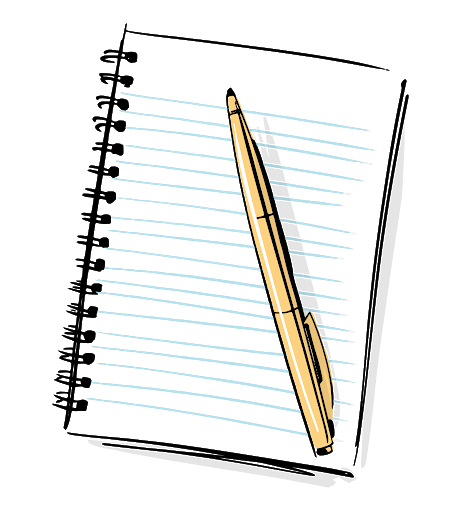
A five-day visit to Nauru in October, 2019 analysed the 2018 ICT baseline and quality of existing, Excel-stored data; implemented a Case Tracker; trained staff to use the Dashboard and to produce Quarterly Reports; and advised the Court about website development. As a result, the judiciary now have the ability to record, track and manage their caseload efficiently and effectively, and present this information visually and statistically.

A further five-day follow-up visit to Nauru in January, 2020 served to refresh and embed knowledge, skills and attitudes learned during an initial visit in January, 2019. Over 20 efficiency improvements were identified as being achieved during 2019, as the court followed through on the Efficiency Improvement Plan developed in January, 2019.

Between June 2019 to April 2020, a remote LIF was undertaken by the ICT Adviser, implementing a case tracking system for the RMI Judiciary. The LIF incorporated the migration of 20,137 case records, 24,171 part records, 535 court events, 1,458 charges and 454 criminal orders from Excel files into the case tracking system. Following this, a five-day online implementation program was held with 12 staff, providing hands-on training and use of the new system. A follow-up visit to RMI is scheduled for later in the Phase, subject to COVID related travel restrictions.

**PROJECT 13: ACCOUNTABILITY**

Strategy paper presented at the IEC



The strategy paper for this project was presented at the eighth IEC meeting in March, 2020 and approved of in principle. Having shared the Paper with MFAT’s evaluation/design team, PJSI will, as circumstances permit, implement approved, related activities.

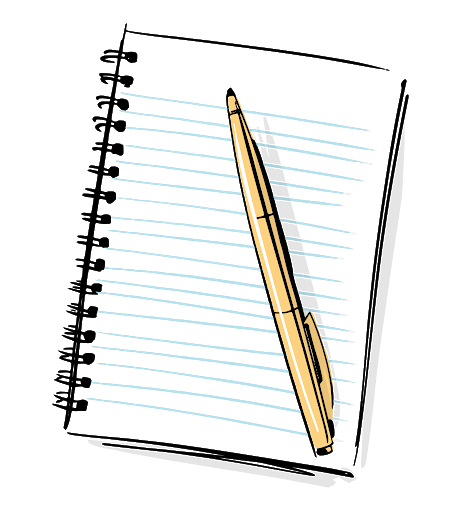
This paper set out to consider global indicator sets in terms of feasible short/long term enhancements to data collection to: better inform court management decision-makers on how to progress positive change that is most important, relevant, meaningful or challenging for them; explore how a regionally homogeneous set of indicators can remain relevant and meaningful to a disparate collection of countries; and explore the mechanism that may be developed to ensure continued relevance of the suite of indicators over time.

Planning is currently underway to reengineer the local Accountability visit scheduled for Samoa in 2020, in light of the impacts of COVID-19. Current discussions indicate that this visit will be undertaken remotely, similarly designed to the currently underway remote engagement with the Solomon Islands.

The strategy paper for this project was presented at the eighth IEC meeting in March, 2020 and approved of in-principle. Having shared the Paper with MFAT’s evaluation/design team, PJSI will, as circumstances permit, implement approved, related activities. It considers how PIC courts might contribute to the achievement of the United Nations (UN) SDGs and targets. Cross referencing the 244 SDG targets against the courts’ and PJSI’s remit, along with an assessment of the data collected through PJSI’s activities, initial findings suggest that: PIC Courts are already undertaking related activities and collecting relevant data that may be repurposed for reporting against relevant SDGs; and there are additional activities PIC Courts could undertake and additional data they might collect to bolster their contribution to relevant SDGs.

**PROJECT 14: SUSTAINABLE DEVELOPMENT GOALS**

Strategy paper presented at the IEC



Whilst a regional workshop was scheduled for July to explore the SDGs and their role in the Pacific, its implementation is being evaluated in light of COVID-19 restrictions.

Conclusion

PJSI remains indebted to the region’s Chief Justices, our Pacific colleagues and MFAT for enabling us to continue contributing to the region’s justice reform and development objectives. We are particularly grateful for the swift, insightful and decisive approach of our key stakeholders enabling us to pivot PJSI so quickly to respond to the region’s need during the pandemic. Testament also to the commitment to change by our partners and the strong relationships between us in the early success of PJSIs re-engineered, remote activities. While we do not know if PJSI will be able to resume ‘in-person’ activities, we are confident that the reconfiguration of PJSI’s program of activities will continue to deliver, share and exchange great benefits to our Partner Courts and the communities they serve.

Annex A: Activities by Theme and Project

**Theme: Judicial Leadership**

**Project 1: Regional Leadership**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Date** | **Activity Name** | **Location** | **PAX** | **Female** | **Confidence** | **Knowledge** | **Satisfaction** |
| 7-9 Sep, 2016 | 1st Chief Justices’ Leadership Forum | PNG | 14 | 1 | 87.5% | NA | 91.67% |
| 10 Sep, 2016 | 1st Initiative Executive Committee Meeting | PNG | 4 | 2 | NA | NA | NA |
| 3-5 Apr, 2017 | 2nd Chief Justices’ Leadership Forum | Samoa | 13 | 2 | 90.91% | NA | 96.97% |
| 6 Apr, 2017 | 2nd Initiative Executive Committee Meeting | Samoa | 5 | 2 | NA | NA | NA |
| 5-7 Sep, 2017 | Judicial Leadership Workshop | Tonga | 14 | 6 | 85.71% | NA | 88.10% |
| 28 Sep, 2017 | 3nd Initiative Executive Committee Meeting | Remote | 5 | 2 | NA | NA | NA |
| 16-18 Apr, 2018 | 3rd Chief Justices’ Leadership Forum | Auckland | 13 | 2 | NA | NA | NA |
| 19 Apr, 2018 | 4th Initiative Executive Committee Meeting | Auckland | 6 | 3 | NA | NA | NA |
| 19-21 Sept, 2018 | Judicial Leadership Workshop #2 | Auckland | 28 | 13 | 96.30% | NA | 96.30% |
| 15-Oct, 2018 | 5th Initiative Executive Committee Meeting | Remote | 5 | 3 | NA | NA | NA |
| 1-3 Apr, 2019 | 4th Chief Justices’ Leadership Forum | Palau | 12 | 1 | NA | NA | 88.89% |
| 4-Apr, 2019 | 6th Initiative Executive Committee Meeting | Palau | 6 | 3 | NA | NA | NA |
| 30 Aug, 2019 | 7th Initiative Executive Committee Meeting | Remote | 6 | 2 | NA | NA | NA |
| 26 Mar, 2020 | 8th Initiative Executive Committee Meeting | Remote | 5 | 1 | NA | NA | NA |
| 25 June, 2020 | 9th Initiative Executive Committee Meeting | Remote | 5 | 2 | NA | NA | NA |

**Project 2: National Leadership**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Date** | **Activity Name** | **Location** | **PAX** | **Female** | **Confidence** | **Knowledge** | **Satisfaction** |
| 20-24 Feb, 2017 | Project Management and Evaluation Workshop | Vanuatu | 18 | 11 | 74.07% | 842% | 93.75% |
| 29 Apr-14 May, 2017 | Local Project Management and Planning Visit #1 | Tokelau | 5 | 5 | 80% | 640% | 93.33% |
| 23 Jul-3 Aug, 2018 | Local Project Management and Planning Visit Large LIF #2 | FSM | 31 | 15 | 88% | 847% | 91.03% |
| 15-19 Oct, 2018 | Local Project Management and Planning Visit Large LIF #3 | PNG | 10 | 5 | 100% | NA | 90.00% |
| 4-15 Feb, 2019 | Local Project Management and Planning Visit Large LIF #4 | Vanuatu | 7 | 5 | 91.67% | 97% | 94.44% |
| 8-9 Jul, 2019 | Assessment and Support Design Visit | Fiji | 1 | 0 | NA | NA | NA |

**Project 3: Leadership Incentive Fund**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Date** | **Activity Name** | **Location** | **PAX** | **Female** | **Confidence** | **Knowledge** | **Satisfaction** |
| Dec, 2016 | FSM Judicial Conference | FSM | 77 | 19 | NA | NA | 90.5% |
| 15 Feb, 2017 | Enhanced capacity building of Tokelau Judiciary | Tokelau | 19 | 6 | 88% | NA | 76% |
| 22 Feb, 2017 | Workshop on the law of evidence and criminal sentencing | Samoa | 9 | 4 | NA | NA | NA |
| 16 May, 2017 | Attendance at PJSI Regional Certificate Level Training of Trainers Workshop in Rarotonga, Cook Islands (Item Note) | RMI | 1 | 1 | NA | NA | NA |
| 16 May, 2017 | Attendance at PJSI Regional Certificate Level Training of Trainers Workshop in Rarotonga, Cook Islands (Ronna Helkena) | RMI | 1 | 1 | NA | NA | NA |
| 6 Oct, 2017 | Orientation of Island Court Justices | Vanuatu | 19 | 5 | NA | 403% | NA |
| 23 Nov, 2017 | Registry Manual (Toolkit for Court Registry Officers) | PNG | 1 | 0 | NA | NA | NA |
| 24 Oct, 2017 | Mediation Skills Training | Tonga | 6 | 3 | NA | NA | NA |
| 17 Nov, 2017 | Lay Magistrates Training Workshop at Line Islands | Kiribati | 20 | 8 | NA | NA | NA |
| 1 Nov, 2017 | Attendance at the PJSI Regional Lay Judicial Officer Orientation Course (Travis Joe) | RMI | 1 | 0 | NA | NA | NA |
| 24 Jan, 2018 | Attendance at PJSI Substantive ToT Workshop (France Apera) | Cook Islands | 1 | 1 | NA | NA | NA |
| 24 Jan, 2018 | Attendance at PJSI Substantive ToT Workshop (Hainrick Moore) | RMI | 1 | 0 | NA | NA | NA |
| 24 Jan, 2018 | Attendance at PJSI Substantive ToT Workshop (Item Note) | RMI | 1 | 1 | NA | NA | NA |
| 11 Mar, 2018 | Certificate of Justice - Semester 1 in 2019 | Vanuatu | 8 | 3 | NA | NA | NA |
| 23 May, 2018 | Court Video Conferencing & Efficiency Follow-up Visit | Palau | 32 | 24 | 71.93% | 122% | 80.70% |
| 10 May, 18 | Translation of Enabling Rights & Unrepresented Litigants Toolkit into 4 FSM Languages | FSM | 119 | 54 | NA | 34.25% | NA |
| 28 Jun, 2018 | Judicial Case Management | Vanuatu | 6 | 0 | NA | NA | NA |
| 5 Jul, 2018 | Semester 2 - Certificate of Justice Course 1 in 2019 | Kiribati | 18 | 9 | NA | NA | NA |
| 5 Jul, 2018 | Semester 2 - Certificate of Justice Course 2 in 2019 | Kiribati | 18 | 9 | NA | NA | NA |
| 13 Jul, 2018 | Presentation at PJC & ICT Summary | Samoa |  |  | NA | NA | NA |
| 27 Sept, 2018 | Human Rights Workshop (Judges) | PNG | 36 | 7 | 65.56% | 59% | 76.67% |
| 27 Sept, 2018 | Human Rights Workshop (Magistrates) | PNG | 35 | 15 | 77.19% | 36% | 92.98% |
| 14 Sept, 2018 | Implementation of Video Conferencing in the Courts | FSM | 19 | 12 | NA | NA | NA |
| 26 Oct, 2018 | Judiciary Awareness on the Leadership Change Plan in Tonga - the Checklists | Kiribati | 1003 | NA | NA | NA | NA |
| 25 Oct, 2018 | Attendance at Regional Development Workshop (PNG) | Vanuatu | 1 | 0 | NA | NA | NA |
| 27 Nov, 2018 | Legal Research Foundation Conference | Tonga | 1 | 0 | NA | NA | NA |
| 06 Dec, 2018 | Legal Research Foundation Conference | Samoa | 1 | 0 | NA | NA | NA |
| 14 Feb, 2018 | Additional Participant to attend the PJSI Lay Judicial Officer Decision Making Workshop (Rumatiki Alapaki) | Niue | 1 | 0 | NA | NA | NA |
| 17 Jan, 2019 | Additional Participant to attend the PJSI Lay Judicial Officer Decision Making Workshop (Judge Lucky) | RMI | 1 | 0 | NA | NA | NA |
| 12 Feb, 2019 | Additional x2 Outer Island Participants to attend the PJSI Lay Judicial Officer Decision Making Workshop (Ellen Konare & Tuke Panaskai) | Solomon Islands | 2 | 1 | NA | NA | NA |
| 5 Mar, 2019 | Certificate of Justice - Semester 1 2019 | Palau | 5 | 4 | NA | NA | NA |
| 18 Apr, 2019 | Scoping Paper: Preparing to adjudicate SOV disputes | RMI | NA | NA | NA | NA | NA |
| 10 Apr, 2019 | Certificate of Justice (Semester 1) in 2019 | Kiribati | 17 | 10 | NA | NA | NA |
| 12 Jun, 2019 | Implementation of Case Tracking System in Marshall Island courts | RMI | 12 | 5 | NA | NA | 83.30% |
| 4 Jul, 2019 | Client Service and Judicial Protocol Training for Court Staff | PNG | 99 | 40 | 92.18% | NA | 95.50% |
| 12 Sep, 2019 | Annual Court Reporting Workshop | Niue | 4 | 2 | NA | NA | NA |
| 1 Oct, 2019 | Court Data Management Workshop: Sandy Albert | FSM | 1 | 1 | NA | NA | NA |
| 4 Oct, 2019 | PNG Task Force Team: attendance at the Court Data Management Workshop (Judge Dingake) | PNG | 1 | 0 | NA | NA | NA |
| 4 Oct, 2019 | PNG Task Force Team: attendance at the Court Data Management Workshop (Celinia Lualu) | PNG | 1 | 1 | NA | NA | NA |
| 4 Oct, 2019 | PNG Task Force Team: attendance at the Court Data Management Workshop (David Gonol) | PNG | 1 | 0 | NA | NA | NA |
| 4 Oct, 2019 | PNG Task Force Team: attendance at the Court Data Management Workshop (Doris Joseph) | PNG | 1 | 1 | NA | NA | NA |
| 4 Oct, 2019 | PNG Task Force Team: attendance at the Court Data Management Workshop (Theresa Hani) | PNG | 1 | 1 | NA | NA | NA |
| 7 Nov, 2019 | Diploma of Justice (DOJ01 & DOJ02 & LW110) in 2020 | Tonga | 5 | 5 | NA | NA | NA |
| 8 Nov, 2019 | Lexis Advance Subscription | Tonga | 1 | 0 | NA | NA | NA |
| 19 Nov, 2019 | Judicial Management Improvement Plan | Vanuatu | 2 | 1 | 83.33% | NA | 100.00% |
| 19 Nov, 2019 | Judicial Management Improvement Plan |
| 12 Dec, 2019 | Orientation Training for Lay Judges in Ambryn and Pamma Islands | Vanuatu | TBA | TBA | TBA | TBA | TBA |
| 12 Dec, 2019 | Certificate of Justice - 7 students in Malekula in 2020 | Vanuatu | 7 | 1 | TBA | TBA | TBA |
| 12 Dec, 2019 | Certificate of Justice - 7 students in Malekula in 2020 |
| 12 Dec, 2019 | Certificate of Justice in 2020: Ivan Kadannged | FSM | 1 | 0 | TBA | TBA | TBA |
| 12 Dec, 2019 | Diploma of Justice x2 & Certificate of Justice x1 in 2020 | RMI | 3 | 2 | TBA | TBA | TBA |
| 13 Dec, 2019 | Orientation Training for FFC Judges | Samoa | TBA | TBA | TBA | TBA | TBA |
| 13 Dec, 2019 | Orientation Training for FFC Judges |
| 17 Dec, 2019 | Certificate of Justice in 2020 | Samoa | 3 | 3 | TBA | TBA | TBA |
| 12 Dec, 2019 | Diploma of Justice (DOJ01 & DOJ02 & LW110) in 2020 | Kiribati | 32 | 21 | TBA | TBA | TBA |
| 18 Dec, 2019 | Certificate of Justice (Semesters 1 & 2) in 2020 | Solomon Islands | 15 | 9 | TBA | TBA | TBA |
| 18 Dec, 2019 | Certificate of Justice (Semesters 1 & 2) in 2020 |
| 25 May, 2020 | Improving Court Transparency through timely Court Annual Reports | Solomon Islands | TBA | TBA | TBA | TBA | TBA |
| Improving Court Transparency through timely Court Annual Reports |

**Theme: Access to Justice**

**Project 4: Access to Justice**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Date** | **Activity Name** | **Location** | **PAX** | **Female** | **Confidence** | **Knowledge** | **Satisfaction** |
| 15-26 May, 2017 | Local Visit #1 | FSM | 59 | 21 | NA | 294.00% | 90.00% |
| 5-16 Mar, 2018 | Local Visit #2 | Marshall Islands | 14 | 6 | 77.87% | NA | 94.44% |
| 1-12 Oct, 2018 | Local Visit #3 | Cook Islands | 19 | 8 | NA | 384.00% | 100.00% |
| 18-29 Mar, 2019 | Local Visit #4 | Vanuatu | 31 | 21 | 71.79% | 134.00% | 94.87% |
| 2-12 Dec, 2019 | Local Access to Justice Visit #1 and Community Awareness Raising Project (Workshop) | Kiribati | 41[[6]](#footnote-6) | NA | 84.72% | 108% | 94.20% |
| Local Access to Justice Visit #1 and Community Awareness Raising Project (Consultations) | 120 | NA | NA | NA | NA |

**Theme: Professionalisation**

**Project 6: Professional Development**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Date** | **Activity Name** | **Location** | **PAX** | **Female** | **Confidence** | **Knowledge** | **Satisfaction** |
| 9-18 Aug, 2017 | Local Orientation Visit #1 | Marshall Islands | 26 | 7 | NA | 396% | 92.46% |
| Pre-workshop TOT (18-19 Nov) 20-24 Nov, 2017 | Regional Lay Judicial Officer Orientation Workshop | Solomon Islands | 28 | 12 | 78.21% | 96% | 92.31% |
| 9-18 May, 2018 | Local Orientation Visit #2 | Samoa | 23 | 3 | 76.67% | 90% | 96.30% |
| 20-29 June, 2018 | Local Orientation Visit #3 | Solomon Islands | 14 | 4 | 87.88% | 22% | 90.91% |
| 17-25 Jan, 2019 | Local Orientation Visit #4 | Kiribati | 36 | 18 | 78.79% | 90% | 89.52% |
| Pre-workshop TOT (18-19 Feb, 2019) 20-22 Feb, 2019 | Regional Training Workshop (Topic: *Decision-Making*) | Solomon Is. | 15 | 8 | 76.92% | 133% | 95.24% |
| 2019 | Pilot Mentoring Toolkit | Vanuatu | 2 | 1 | NA | NA | NA |

**Project 8. Localising Professional Capacity Building**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Date** | **Activity Name** | **Location** | **PAX** | **Female** | **Confidence** | **Knowledge** | **Satisfaction** |
| 12-23 Jun, 2017 | Regional Certificate-level Training-of-Trainers Workshop | Cook Islands | 18 | 11 | NA | 330% | 84.44% |
| 12-16 Feb, 2018 | Substantive / Capacity Development Training-of-Trainers Workshop (Topic: *A2J, GFV & HR*) | Vanuatu | 22 | 12 | 82.35% | 117% | 90.20% |
| 1 Nov, 2018 | Gender & Family Violence Webinar | Remote | 13 | 6 | 74% | 117% | 74% |
| 26-30 Nov, 2018 | Substantive / Capacity Development ToT Workshop (Topic: *Data management*) | PNG | 35 | 21 | 87.50% | 141% | 93.75% |
| 28 Nov, 2019 | Webinar #1: Court Data Management Follow-up | Remote | 31 | 19 | 58.33% | NA | 75.00% |
| 27 Feb, 2020 | Webinar #2: Lay Judicial Officer’s Webinar | Remote | 22 | 12 | 87.50% | NA | 85.71% |
| 24 Apr, 2020 | Webinar #3: Facilitating Partner Court engagement with NJC Global Lessons Learned from Around the World about Managing Courts in a Pandemic | Remote | - | - | NA | NA | NA |
| 28 May, 2020 | Webinar #4: COVID-19 Webinar series: Pacific Issues, Challenges and Local Solutions; Experience-Sharing Webinar | Remote | 21 | 8 | 73.02% | NA | 77.54% |
| 23 June, 2020 | Webinar #5: COVID-19 Webinar series: Opening the Courts Safely during COVID-19 | Remote | 23 | 10 | 76.03% | NA | 70.96% |

**Project 9: Institutionalising Professional Development**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Date** | **Activity Name** | **Location** | **PAX** | **Female** | **Confidence** | **Knowledge** | **Satisfaction** |
| 31 Oct-4 Nov 2016 | Career Pathway: Local Visit #1 | PNG | 5 | 1 | NA | NA | NA |
| 30 Jan-3 Feb, 2017 | Career Gateway: Local Visit #1 | Vanuatu | 3 | 1 | NA | NA | NA |
| 4-9 June, 2017 | Career Gateway: Local Visit #2 | Vanuatu | 3 | 1 | NA | NA | NA |
| 4-8 Dec, 2017 | Career Pathway: Local Visit #2 | PNG | 18 | 7 | NA | NA | NA |
| 2-6 July, 2018 | Career Gateway: Local Visit #3 | Vanuatu | 2 | 0 | NA | NA | NA |
| 4-8 Mar, 2019 | Career Pathway: Local Visit #3 | PNG | 18 | 8 | 72.22% | NA | 87.04% |
| 20-24 May, 2019 | Career Gateway: Local Visit #4 | Vanuatu | 1 | 0 | NA | NA | NA |
| 11-15 Nov, 2019 | Career Pathway Visit #1 | PNG | 11 | 3 | NA | NA | NA |
| 23-27 Mar, 2020 | Career Gateway: Remote Visit #1 & Options Paper | Vanuatu | 1 | 0 | NA | NA | NA |

**Theme: Substantive Justice**

**Project 10: Human Rights**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Date** | **Activity Name** | **Location** | **PAX** | **Female** | **Confidence** | **Knowledge** | **Satisfaction** |
| 24 Apr-5 May, 2017 | Piloting of HR resource / toolkit | Solomon Islands | 39 | 13 | NA | 348% | 83.33% |
| 20 Nov-1 Dec, 2017 | Local Visit #1 | PNG | 85 | 24 | NA | 44.50% | 84.06% |
| 4-15 June, 2018 | Local Visit #2 | Kiribati | 58 | 31 | 85.95% | 70.50% | 93.06% |
| 4-15 Feb, 2019 | Local Visit #3 | Tonga | 26 | 14 | NA | 88.50% | 95.15% |
| 23 Sep-4 Oct, 2019 | Local Human Rights Visit #1 | Solomon Islands | 51 | 24 | 90.50% | 14.00% | 100.00% |

**Project 11: Gender and Family Violence**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Date** | **Activity Name** | **Location** | **PAX** | **Female** | **Confidence** | **Knowledge** | **Satisfaction** |
| 12-23 June, 2017 | Piloting of GFV resource / toolkit | Tonga | 41 | 24 | 77.78% | 71.00% | 94.44% |
| 19-26 Nov, 2017 | Local Visit #1 | Nauru | 33 | 18 | 69.70% | 77.00% | 91.67% |
| 6-17 Aug, 2018 | Local Visit #2 | Vanuatu | 18 | 13 | 92.59% | 60.00% | 93.75% |
| 12-23 Nov, 2018 | Local Visit #3 | Palau | 49 | 23 | 76.92% | 212.00% | 89.74% |
| 7-18 Jan, 2019 | Local Visit #4 | FSM | 38 | 20 | 74.51% | 350.00% | 96.49% |
| 20-31 May, 2019 | Local Visit #5 | Samoa | 60 | 43 | 91.67% | 414.00% | 95.83% |
| 4-8 Nov, 2019 | Local GFV Visit #1 | Vanuatu | 9 | 6 | 88.9% | 32.00% | 100.00% |

**Theme: Procedural Justice**

**Project 12: Efficiency**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Date** | **Activity Name** | **Location** | **PAX** | **Female** | **Confidence** | **Knowledge** | **Satisfaction** |
| 12-22 Jun, 2017 | Local Visit #1 | Palau | 33 | 24 | 68.34% | 858.00% | 86.25% |
| 23-24 July, 2018 | ICT Support #1 | PNG | 5 | 1 | NA | NA | NA |
| 16-19 Oct, 2018 | ICT Support #2 | Marshall Islands | 9 | 4 | NA | NA | NA |
| 18-26 Jan, 2019 | Local Visit #2 | Nauru | 23 | 10 | 68.75% | 112.00% | 90.20% |
| Mar, 2019 | Local Visit #4 | Tokelau | 5 | 4 | 75.00% | 175.00% | 100.00% |
| 29 Apr-10 May, 2019 | Local Visit #3 | PNG | 23 | 11 | 80.95% | 263.00% | 95.40% |
| 24-28 June 2019 | Local Efficiency Visit #1 | Niue | 18 | 12 | 77.78% | 407.00% | 92.59% |
| 24-28 June | Local ICT Visit #1 | Niue |
| 14-18 Oct, 2019 | Court Data Management Workshop | Vanuatu | 42 | 25 | 94.87% | 95.00% | 95.73% |
| 21-25 Oct, 2019 | Local ICT Visit #2 | Nauru | 11 | 4 | NA | NA | NA |
| 13-17 Jan, 2020 | Local Efficiency Visit #2 | Nauru | 9 | 3 | 80.00% | 84.00% | 93.33% |

**Project 13: Accountability**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Date** | **Activity Name** | **Location** | **PAX** | **Female** | **Confidence** | **Knowledge** | **Satisfaction** |
| 20-24 Feb, 2017 | M&E Visit #1 | Vanuatu | 20 | 8 | NA | NA | NA |
| 19Jun,2017 | M&E Visit #2 | Niue | 10 | 6 | NA | NA | NA |
| 21-25 Aug, 2017 | Accountability Visit #1 | Palau | 43 | 27 | 100.00% | 74.00% | 94.44% |
| 23-27 Jul, 2018 | Accountability Visit #2 | Samoa | 9 | 3 | NA | NA | NA |
| 5-6 Apr, 2019 | M&E Visit #3 | Palau | 12 | 1 | NA | NA | NA |

Annex B: Attribution & Risk

PJSI continues to attribute the successful achievement of its outputs to a collection of interrelated factors:

Sustainability

* **Strong professional relationship:** PJSI continues to build strong professional relationships with key stakeholders and between counterparts in different PICs. Once built, these relationships are maintained through in-person and remote activities.
* **Building transparent and accountable courts:** Among the region’s leaders it is accepted that courts should be transparent and accountable to the public for the work that they do – a pre-requisite to sustainability of outcomes and ongoing progress. PJSIs support to planning, capacity building and implementation of changes is translating that commitment into results. There is an increased ownership by PIC leadership, and the capacity to identify and rectify court performance deficiencies. The PJSI team have also observed a change in mindsets and approaches of the region’s leaders in acknowledging and addressing efficiency gaps.
* **Increased access to justice, and action on gender and family violence, and human rights:** The combination of PJSI activities has bolstered sustained progress in access to justice, gender and family violence; and human rights through the establishment of a ‘community of practice’ bringing court actors together at a regional level to: present related court developments and case law from their countries; discuss common challenges and practical approaches to address them; and identify common projects to work on such as implementing measures to ensure courts are physically and procedurally accessible; agree on some common indicators, and sharing materials/templates that could be adapted and used for court outreach efforts.

Relevance

PJSI ensures the Initiative’s relevance by:

* Being responsive to positively changing attitudes towards access to justice, gender and family violence, human rights, efficiency, transparency/accountability.
* Maximising engagement with non-court actors, both institutional and community, which has informed a better understanding of the specific local access to justice, gender/family violence and human rights challenges.
* Engaging in targeted advocacy among justice sector agency heads, which has enabled discussion about particular laws, access to justice, gender and family violence, and human rights issues, as well as options/appetite for change.
* Supporting the collection and analysis of court performance data in order to (i) reflect internally on areas that could be improved, and (ii) publish certain court performance to engage with the public on the efficient and effective use of resources in the delivery of justice.

Effectiveness

PJSI ensures effectiveness through the approach and delivery of its activities. For example:

* The delivery of remote webinars provides a cost and time effective means of reaching a significant number of people, while not compromising on participatory/interactive approach. The delivery of regional workshops provides a cost and time effective means of producing a large number of trained people across the region, in addition to providing opportunities for cross-country collaboration and learning.
* The Train-the-Trainer program produced a large number of trained people. This has not however translated into a large amount of high quality training and professional development occurring locally.

Impact

* **Transparency and accountability:** The 2018 Annual Report for the Tonga Family Protection Legal Aid Centre together with the 2018 Courts of Tonga Annual Report, presents a picture of significant improvement in terms of transparency of court and legal aid data. It also shows the critical role of leadership from a Chief Justice on the importance of legal aid and court fee waiver for clients facing financial hardship to enable them to bring their family law matters to court.  These changes are directly attributable to PJSIs interventions.
* **Efficiency:** In addition, as a result of the Efficiency Project there is:
  + Increased knowledge of procedural justice, case management and caseflow management that supports the achievement of the conduct of a fair trial in a reasonable time;
  + A pathway to improve efficiency in the processes and procedures that support efficient case disposal; and
  + Increased visibility, transparency and knowledge of the necessity to manage and monitor court performance-reporting systems.

Efficiency

PJSI’s approach to blend regional, local and remote activities has maximised the efficient use of time and resources, and the necessary intensity of bilateral assistance.

Coherence

During its design, PJSI consulted broadly with other justice-related interventions operating within PICs, sub-regionally, and regionally. It has since continued to collaborate and create links with complementary entities – such as the Institute of Judicial Studies; the University of the South Pacific; Regional Rights Resource Team and, various in-country NGOs, particularly those active in the areas of human rights/gender and family violence. PJSI has also continued to collaborate with complementary programs – such as DFAT’s bilateral justice programs in PNG, Vanuatu and Solomon Islands. These collaborations enable PJSI to ensure consistency among interventions, while ameliorating duplication of support and focusing assistance in areas where external support is limited.

Risks, Mitigation & Opportunities

***Risk 1:*** The COVID-19 pandemic presents major threats to the health and economic prosperity of the Pacific region. To minimise these threats, all PICs across the region have closed their borders, imposing major restrictions on travel and movement, which in turn have severely restricted the capacity of PJSI to deliver previously endorsed activities among the region’s courts. Whilst this challenge has affected immediate activities, and poses significant risk to future in-country inputs, it has provided opportunity to engage remotely and to re-design activities for online, remote engagement. This further grows the capacity of PJSI to implement broader, regionally-focused remote inputs, and allows development of PJSI to engage in sustainable justice development.

***Risk 2:*** With the increased prevalence of contagious diseases in the region (COVID-19 in particular) there is a risk of PJSI Team Members and/or participants travelling to PICs, to contract these illnesses. To mitigate the risk, all those eventually travelling for the purpose of PJSI activities will be made aware of the current situation and required to take appropriate precautions. We will continue to monitor these and other health risks, taking appropriate action to ensure the health and wellbeing of our team and other stakeholders.

***Risk 3:*** Devolution of technical and managerial responsibility for ongoing judicial / court development may not align with counterparts’ expectations in light of the changes caused by the COVID-19 pandemic, resulting in an inability to effectively transfer responsibility to PICs. To mitigate this risk, ongoing communication with Partner Courts and Chief Justice’s on their needs in light of the pandemic occurs, to ensure that support and outcomes are tailored in accordance with the identified needs, capacities, and progress to-date of Partner Courts.

***Risk 4:***  Due to the extraneous circumstances caused by the COVID-19 pandemic, PICs may have insufficient capacity, resources or commitment to assume responsibility for their own development resulting in ongoing ‘donor dependence’. To mitigate this risk, PJSI has developed the need for leaders to identify priority changes to focus on for the duration of PJSI. These changes are ‘follow-ups’ to achievements previously accomplished, to embed learning and change. This approach bolsters local ownership and investment, focuses on an issue that matters to them. This is complemented with engagement among PJSI team members and a focus on capacity building to sustain in-country momentum.

***Risk 5:*** Inaccessibility and non-responsiveness of PICs during the COVID-19 pandemic impacts on PJSI’s ability to organise and deliver activities (remote or in-country). To mitigate this risk, PJSI continues to build relationships and strengthen commitment and channels of communication within PICs, including ongoing communication with the regions Chief Justices throughout the COVID-19 pandemic.

***Risk 6:***Thediversity of needs among PICs during this unprecedented global crisis could stretch PJSI resources too thinly and impact upon its strategic focus. This could result in limited change among PICs. To mitigate this risk, PJSI will build on prior accomplishments that address priority needs within PJSIs strategic framework, including the supply of LIF grants, and will focus not on service and product provision outside of its mandate during the COVID-19 pandemic, but on its existing strategic frameworks, re-designed to fit within the context of this global crisis.

Annex C: Monitoring and Evaluation Framework (MEF) (Pre COVID-19)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| End Of Initiative Outcome (EOI) | EOI Target | Intermediate Outcome (IO) | IO Target | Baseline (at June, 2019) | As at June, 2020 | Indicators | Data Source | Responsibility for Data Collection |
| 1 - Judicial leaders are leading & managing change locally | 1 priority change achieved its goal in each PIC. | **1.1 - leadership -** priority change, as agreed to by each Chief Justice, progressed. | 1 priority change progressed by each PIC. | 3 Chief Justice have court improvement plans inclusive of priority reforms they wish to implement. | 13 Chief Justice have court improvement plans inclusive of priority reforms they wish to implement, and are progressing towards completion. See ***Annex D*** for a full description of progress. | Identification of a change, committed to by each Chief Justice. | Documented commitment from each Chief Justice. | Technical Director supported by the Team Leader / Program Manager |
| #, nature & sufficiency of actions taken by each PIC to progress each change. | Reports from each Chief Justice and TA expert analysis. |
| Progress towards achieving the objectives of each change reported. |
| 2 - Court services are more accessible, professional, responsive, just, efficient & transparent | 1 priority change achieved its goal in 3 PICs. | **2.1 – accessibility** – priority change, as agreed to by 3 Chief Justices, progressed. | 1 priority change progressed by 3 PICs. | 4 PICs appreciate the importance of & have developed plans to improve access to justice. Community outreach strategies developed & implemented in 4 PICs. 3 PICs are planning &/or taking steps to implement priority changes as identified during Phase I. | 4 PICs appreciate the importance of & have developed plans to improve access to justice.[[7]](#footnote-7) Community outreach strategies developed & implemented in 4 PICs.[[8]](#footnote-8) 2 PICs are continuing to collaborate with PJSI to implement priority changes as identified during Phase I, including public outreach and awareness (Kiribati) and inclusion of access to justice as a strategic priority (Vanuatu). Initial research has commenced on the relationship between the courts, custom and hybrid justice actors. | Identification of a change, committed to by each Chief Justice. | Documented commitment from each Chief Justice. | Access to Justice Adviser |
| #, nature & sufficiency of actions taken by each PIC to progress each change. | Reports from each Chief Justice and TA expert analysis. |
| Progress towards achieving the objectives of each change reported. |
| 2 in-region training providers are sustainable & offer 6 foundational and/or advanced courses to judicial & court officers in all PICs. 17 LIF grants are awarded, associated activities implemented & achieve their objectives. | **2.2 – professionalism** – Judicial & court officers can access ‘in-region’ training. Those participating in PJSI/partner/local capacity building activities, perform their roles more competently than before participating. | PNGCJE confirms funding for yrs1-3 & conducts / evaluates 10 local activities. 3 additional PICs enrol participants in the USP Certificate & the Diploma is launched. 7 LIF grants awarded, associated activities implemented & achieve their objectives. | PNG CJE appointed a Director, management & training capacity has improved & is adequate to manage the Centre & local activities. It is not yet ready to offer training regionally as it is unclear whether it has committed, ongoing, adequate funding. Also, it has not established its regional training capacity/offering. 10 courses / resources have been developed & delivered to local judicial/court officers. 85-90 people are anticipated to complete the USP Certificate of Justice. The Diploma of Justice is currently being designed and its launch is anticipated in early 2020. In the past 12 months, 25 LIF grants have awarded & the activities completed. 85% of MSC respondents cited improved competence as the most significant change. | PNG CJE appointed a Director, management & training capacity has improved & is adequate to manage the Centre & local activities. It is not yet ready to offer training regionally as it is unclear whether it has committed, ongoing, adequate funding.  For the 2020 cohort, PJSI has approved LIF-support to fund 39 DoJ and 27 CoJ students. In addition to these 66 PJSI-supported students, final enrolment figures for Semester 1, 2020 indicate 70 CoJ registrations and 48 DoJ registrations.  In the past 12 months, 28 LIF grants have awarded (3 large, 25 small) & 21 activities have been approved, eight activities acquitted and 10 of the activities delivered. | PNG CJE has sufficient funding, management & training capacity & quality/range of courseware to expand its local portfolio of training services & to contemplate offering courses to the region. | Reports of TA expert analysis. | Career Pathway/Gateway Adviser with M&E Adviser leading on LIF activities. |
| # people enrolled & successfully completing the USP Certificate & Diploma courses. | USP reports. |
| # local qualified trainers & training activities delivered by local trainers. | NC reports. |
| % increase in learning following PJSI / partner / local training activities. | NC reports, pre/post-activity competence assessments incl. in PJSI TA (follow-up) reports / PNG CJE report / LIF completion reports. |
| 1 priority change achieved its goal in 3 PICs. | **2.3 – substantive justice** - **human rights –** priority change, as agreed by each Chief Justice, progressed | 1 priority change progressed in 3 PICs | 3 PICs understand human rights norms applicable to court practices, are demonstrably enthusiastic & have begun implementing changes aligned with Action Plans during Phase 1. 2 PICs have reported progress towards the achievement of their goals, with the TA suggesting their actions/outputs are sufficient to achieve their goals. | 3 PICs understand human rights norms applicable to court practices, are demonstrably enthusiastic & have begun implementing changes aligned with Action Plans during Phase 1.[[9]](#footnote-9) 2 PICs have reported progress towards the achievement of their goals, with the TA suggesting their actions/outputs are sufficient to achieve their goals.[[10]](#footnote-10) | Identification of a change, committed to be each Chief Justice | Documented commitment from each Chief Justice. | Human Rights Adviser |
| #, nature & sufficiency of actions taken by each PIC to progress each change. | Reports from each Chief Justice and TA expert analysis. |
| Progress towards achieving the objectives of each change reported. |
| 1 priority change achieved its goal in 3 PICs. | **2.3 – substantive justice - gender & family violence** priority change, as agreed by each Chief Justice, progressed | 1 priority change progressed in 3 PICs | 3 PICs have Action Plans with goals related to prevention, victim-centred access, safety & fairness, perpetrator accountability & sectoral collaboration. 3 PICs have identified a specific priority change they wish to achieve. 3 PICs are actively taking actions to achieve the change, no PICs are reporting on their progress. | 3 PICs have Action Plans with goals related to prevention, victim-centred access, safety & fairness, perpetrator accountability & sectoral collaboration. 3 PICs have identified a specific priority change they wish to achieve. 3 PICs are actively taking actions to achieve the change.[[11]](#footnote-11) | Identification of a change, committed to by each Chief Justice. | Documented commitment from each Chief Justice. | Gender & Family Violence Adviser |
| #, nature & sufficiency of actions taken by each PIC to progress each change. | Reports from each Chief Justice and TA expert analysis. |
| Progress towards achieving the objectives of each change reported. |
| 1 priority change achieved its goal in 5 PICs. | **2.4 – procedural justice - efficiency** priority change, as agreed to by each of the 3 Chief justices, progressed. | Incremental progress made towards 1 priority change in 3 PICs | 4 PICs have identified a priority change & have plans to achieve it (as appraised by the TA). 9 PIC have case disposal time-standards. 11 PICs have implemented 45% of available technologies to improve efficiency/reliability. 8 PICs have moved beyond manual/excel case tracking & 7 PICs have electronic case management systems. No PICs periodically review efficiency. PIC’s understand the importance of efficiency indicators & court performance reporting and 3 have introduced regular court performance reporting practices. | 4 PICs have identified a priority change & have plans to achieve it (as appraised by the TA).[[12]](#footnote-12) 9 PIC have case disposal time-standards.[[13]](#footnote-13) 4 PICs have moved beyond manual/excel case tracking[[14]](#footnote-14) & 5 PICs have electronic case management systems.[[15]](#footnote-15) One PIC (Nauru) has reviewed its efficiency and developed an improvement plan two years in a row. All PIC’s understand the importance of efficiency indicators & court performance reporting and 5 have introduced or improved court performance reporting practices.[[16]](#footnote-16) | Identification of a change, committed to by each Chief Justice. | Documented commitment from each Chief Justice. | Efficiency Adviser |
| #, nature & sufficiency of actions taken by each PIC to progress each change. | Reports from each Chief Justice and TA expert analysis. | Efficiency Adviser & ICT Adviser |
| Progress towards achieving the objectives of each change reported. |
| 7 PICs annually presenting information publicly about court performance against the CII, including 4 presenting gender/GFV data. 4 PICs periodically conduct User Perception Surveys. | **2.4 - procedural justice - accountability** - PIC presenting information publicly about court performance against the CII, plus gender/GFV disaggregated data | 4 PIC annually presenting information publicly about court performance against all the CII, including 2 presenting gender/GFV data. 3 PIC periodically conduct User Perception Surveys. | 11 PICs presented accurate/reliable court performance information publicly about some/all CIIs in their 2018 Annual Report. 1 PIC presented gender/GFV data. | 11 PICs presented accurate/reliable court performance information publicly about some/all CIIs in their 2018 Annual Report. 1 PIC presented gender/GFV data.[[17]](#footnote-17) | # PICs presenting comprehensive & relevant data/analysis in Annual Reports, Court Websites or Court Press Releases | Annual Reports, Court websites, Court Press Releases and TA expert analysis | Accountability Adviser |
| 2 PICs periodically conduct Court User Perception Surveys. | One PIC has conducted a Court User Perception Survey during the reporting period.[[18]](#footnote-18) | # PICs conducting User Surveys & publishing summaries in Annual Reports, Court Websites or Court Press Releases. |

**Monitoring and Evaluation Framework (MEF) (Post COVID-19)**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| End of Initiative Outcome (EOI) | EOI Target | Intermediate Outcome (IO) | IO Target | Baseline (at June 2019) | Indicators | Data source | Responsibility for data collection |
| 1 - Judicial leaders are leading & managing change locally | 1 priority change achieved its goal in each PIC. | **1.1 - leadership -** priority change, as agreed to by each Chief Justice, progressed. | 1 priority change progressed by each PIC. | 3 Chief Justices have court improvement plans inclusive of priority reforms they wish to implement. | Identification of a change, committed to by each Chief Justice. | Documented commitment from each Chief Justice. | Technical Director supported by the Team Leader / Program Manager |
|  |  |  |  |  | #, nature & sufficiency of actions taken by each PIC to progress each identified change. | Reports from each Chief Justice and TA expert analysis. |  |
|  |  |  |  |  | Progress towards achieving the objectives of each change reported. |  |  |
| 2 - Court services are more accessible, professional, responsive, just, efficient & transparent | 1 priority change achieved its goal in 3 PICs. | **2.1 - accessibility** - priority change, as agreed to by 3 Chief Justices, progressed. | 1 priority change progressed by 3 PICs. | 4 PICs appreciate the importance of & have developed plans to improve access to justice. Community outreach strategies developed & implemented in 4 PICs. 3 PICs are planning &/or taking steps to implement priority changes as identified during Phase I. | Identification of a change, committed to by each Chief Justice. | Documented commitment from each Chief Justice. | Access to Justice Adviser |
|  |  |  |  |  | #, nature & sufficiency of actions taken by each PIC to progress each identified change. | Reports from each Chief Justice and TA expert analysis. |  |
|  |  |  |  |  | Progress towards achieving the objectives of each change reported. |  |  |
|  | 2 in-region training providers are sustainable & offer 6 foundational and/or advanced courses to judicial & court officers in all PICs. 17 LIF grants are awarded, associated activities implemented & achieve their objectives. | **2.2 - professionalism** - Judicial & court officers have access to ‘in-region’ training. Those participating in PJSI / partner / local capacity building activities, perform their roles more competently than before participating in those activities. | PNGCJE confirms funding for years 1-3 & conducts/evaluates 10 local activities. 3 additional PICs enrol participants in the USP Certificate & the Diploma is launched. 7 LIF grants are awarded, associated activities implemented & achieve their objectives. | PNG CJE has appointed a Director management & training capacity has improved, and is adequate to manage the Centre & training of local activities. It is not yet ready to offer training regionally because it is not clear whether it has committed, ongoing, adequate funding. Also, it has not established its regional training capacity/offering. 10 courses / resources have been developed & delivered to local judicial/court officers. 85-90 people are anticipated to complete the USP Certificate of Justice. The Diploma of Justice is currently being designed and its launch is anticipated in early 2020. In the past 12 months, 25 LIF grants have awarded & the activities completed. Aggregate knowledge gained from PJSI activities (incl. LIFs) is 222%. | PNG CJE has sufficient committed, ongoing funding, management & training capacity & quality/range of courseware to expand its local portfolio of training services & to contemplate offering courses to the region. | Reports of TA expert analysis. | Career Pathway/Gateway Adviser with M&E Adviser leading on LIF activities. |
|  |  |  |  |  | # people enrolled & successfully completing the USP Certificate & Diploma courses. | USP reports. |  |
|  |  |  |  |  | # local qualified trainers & training activities delivered by local trainers. | NC reports. |  |
|  |  |  |  |  | % increase in learning following PJSI / partner / local training activities. | NC reports, pre/post-activity competence assessments incl. in PJSI TA (follow-up) reports / PNG CJE report / LIF completion reports. |  |
|  | 1 priority change achieved its goal in 3 PICs. | **2.3 - substantive justice** - **human rights -** priority change, as agreed by each Chief Justice, progressed | 1 priority change progressed in 3 PICs | 3 PICs are aware of human rights norms applicable to court practices, are demonstrably enthusiastic & have begun implementing positive changes aligned with Human Rights Action Plans during Phase 1. PICs have reported progress towards the achievement of their goals. | Identification of a change, committed to by each Chief Justice. | Documented commitment from each Chief Justice. | Human Rights Adviser |
|  |  |  |  |  | #, nature & sufficiency of actions taken by each PIC to progress each identified change. | Reports from each Chief Justice and TA expert analysis. |  |
|  |  |  |  |  | Progress towards achieving the objectives of each change reported. |  |  |
|  | 1 priority change achieved its goal in 3 PICs. | **2.3 - substantive justice - gender & family violence** priority change, as agreed by each Chief Justice, progressed | 1 priority change progressed in 3 PICs | 3 PICs have Action Plans with goals related to prevention, victim-centred access, safety & fairness, perpetrator accountability & sectoral collaboration. 3 PICs have identified a specific priority change they wish to achieve. 3 PICs are actively taking actions to achieve the change, no PICs are reporting on their progress. | Identification of a change, committed to by each Chief Justice. | Documented commitment from each Chief Justice. | Gender & Family Violence Adviser |
|  |  |  |  |  | #, nature & sufficiency of actions taken by each PIC to progress each identified change. | Reports from each Chief Justice and TA expert analysis. |  |
|  |  |  |  |  | Progress towards achieving the objectives of each change reported. |  |  |
|  | 1 priority change achieved its goal in 5 PICs. | **2.4 - procedural justice - efficiency** priority change, as agreed to by each of the 3 Chief Justices, progressed. | 1 priority change progressed by 3 PICs | 4 PICs have identified a priority efficiency change, and have comprehensive/feasible plans to achieve its objectives (as appraised by the TA). 9 PIC have developed case disposal time-standards. 11 PICs have implemented 45% of available technologies to improve efficiency/reliability. 8 PICs have moved beyond manual/excel case tracking systems & 7 PICs have electronic case management systems. No PICs independently/periodically review efficiency. PIC’s with which PJSI has worked understand the importance of efficiency indicators & court performance reporting and 3 have introduced regular court performance reporting practices. | Identification of a change, committed to by each Chief Justice. | Documented commitment from each Chief Justice. | Efficiency Adviser |
|  |  |  |  |  | #, nature & sufficiency of actions taken by each PIC to progress each identified change. | Reports from each Chief Justice and TA expert analysis. | Efficiency Adviser & ICT Adviser |
|  |  |  |  |  | Progress towards achieving the objectives of each change reported. |  |  |
|  | [7 PICs annually presenting information publicly about court performance against the CII, including 4 presenting gender/GFV data. 4 PICs periodically conduct User Perception Surveys.](file:///C:\\Users\\burrow0h\\Desktop\\Federal%20Court\\PJSI\\Phase%20II\\PJSI%20PhaseII%20MEF%20MASTER%205Jun19.xlsx" \l "RANGE!A25) | **2.4 - procedural justice - accountability -** PIC presenting information publicly about court performance against the CII, plus gender/GFV disaggregated data | 4 PIC annually presenting information publicly about court performance against all the CII, including 2 presenting gender/GFV data. 3 PIC periodically conduct User Perception Surveys. | 6 PICs presented accurate/reliable court performance information publicly about some/all CIIs in their latest Annual Report. 1 PIC presented gender/GFV data. | # PICs presenting comprehensive & relevant data/analysis in Annual Reports, Court Websites or Court Press Releases | Annual Reports, Court websites, Court Press Releases and TA expert analysis | Accountability Adviser |
|  |  |  |  | 2 PICs periodically conduct Court User Perception Surveys. | # PICs conducting User Surveys & publishing summaries in Annual Reports, Court Websites or Court Press Releases. |  |  |

Annex D: Priority Changes

|  |  |  |
| --- | --- | --- |
| Nation | Priority Change | Progress |
| Cook Islands | Video Link the Court and Development of a New Land Court Bench Book | Progress underway, awaiting updated report |
| FSM | Human Resource Improvement Plan: the 5-year Supreme Court of FSM Strategic Plan incorporates specific action areas to:   * Promote professionalism in the Judiciary and the Legal Profession; * Complete regular performance evaluations to review productivity of Court staff and make recommendations for awards and other incentives; and * Develop effective communications among Court personnel. | Progress underway, awaiting updated report |
| Kiribati | Implementation of the Separation Decision: this refers to splitting the Judiciary into three divisions – the High Court, Magistracy and Judicial Technical Unit | Progress underway |
| Nauru | Electronic Filing | Worked with the ICT Adviser to migrate to an Excel Case Tracker |
| Niue | Increase Efficiency with All Court Functions | Progress underway, awaiting updated report |
| Palau | ICT Plan | Worked with the ICT Adviser to develop ICT & Video Conference capacity |
| PNG | Execution & Enforcement of Bench Warrants | Establishment of PNG Task Force. Further progress underway, awaiting updated report |
| RMI | Judiciary Radio Program and Meeting the Legal Needs of the Outer Islands | Progress underway, awaiting updated report |
| Samoa | Judicial Planning and Support Program | Progress underway, awaiting updated report |
| Solomon Islands | National Judiciary Autonomy | Currently being implemented with wider support from the Federal Court of Australia |
| Tokelau | Providing Quality Justice for the People | Progress underway, awaiting updated report |
| Tonga | Adoption of Legitimate Children | Progress underway, awaiting updated report |
| Vanuatu | Fair, Just & Timely Disposition of Cases | Progress underway, awaiting updated report |

Annex E: PJSI Activities completed since commencement

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Theme | Project | July 2016 – May 2019 (Phase 1) | June 2019 (commencement of Phase II, not the reporting period) | July 2019 – June 2020 (reporting period) | Total | |
| Judicial Leadership[[19]](#footnote-19) | Regional Leadership | 12 | 0 | 3 | 15 | **80** |
| National Leadership | 5 | 0 | 1 | 6 |
| Leadership Incentive Fund[[20]](#footnote-20) | 33 | 1 | 25 | 59 |
| Access to Justice | Access to Justice | 4 | 0 | 1 | 5 | **5** |
| Professionalisation | Professional Development | 7 | 0 | 0 | 7 | **25** |
| Localising Professional Capacity Building | 4 | 0 | 5 | 9 |
| Institutionalising Professional Development | 7 | 0 | 2 | 9 |
| Substantive Justice | Human Rights | 4 | 0 | 1 | 5 | **12** |
| Gender & Family Violence | 6 | 0 | 1 | 7 |
| Procedural Justice | Efficiency | 6 | 2 | 3 | 11 | **16** |
| Accountability | 5 | 0 | 0 | 5 |
| Total | | **93** | **3** | **42** | **138** | |

Annex F: Leadership Incentive Fund Activities Overview

|  |
| --- |
| Phase 1: Dec 2016 – June 2019 |
| Phase 2: July 2019 – June 2020 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Theme** | **PIC** | **Title** | **Grant Size** | **Participants** | **% female** | **Completion** |
| **Leadership** | FSM | Judicial Conference | Small | 77 | 24% | Dec 2016 |
| Kiribati | Judiciary Awareness on the Leadership Change Plan | Small | 1,003 | - | Oct 2018 |
| Tonga | Attendance at Legal Research Foundation Conference NZ | Small | 1 | 0% | Nov 2018 |
| Samoa | Attendance at Legal Research Foundation Conference NZ | Small | 1 | 0% | Nov 2018 |
| RMI | Scoping Paper: Preparing to adjudicate crypto-currency disputes | Small | NA | NA | April 2019 |
| Vanuatu | Judicial Management Improvement Plan | Small | 2 | 50% | Nov, 2019 |
| Judicial Management Improvement Plan | Small |
| Tonga | Lexis Advance Subscription | Small | 1 | 0% | Ongoing |
| **Access to Justice** | FSM | Translation of &training on the Enabling Rights Toolkit (4 languages) | Large | 119 | 45% | May 2018 |
| **Professionalisation** | Tokelau | Court Clerks workshop and Orientation workshop | Large | 19 | 31% | Feb 2017 |
| Samoa | Evidence & Criminal Sentencing workshop | Small | 9 | 44% | Feb 2017 |
| RMI | Attendance at PJSIs Regional TOT workshop | Small | 1 | 100% | May 2017 |
| RMI | Attendance at PJSIs Regional TOT workshop | Small | 1 | 100% | May 2017 |
| Vanuatu | Island Court Justices Orientation workshop | Small | 19 | 26% | Oct 2017 |
| Tonga | Mediation Skills Training | Small | 6 | 50% | Oct 2017 |
| Kiribati | Outer Island Lay Magistrates Training | Large | 20 | 40% | Nov 2017 |
| RMI | Attendance at PJSIs Regional Lay Orientation workshop | Small | 1 | 0% | Nov 2017 |
| Cook Islands | Attendance at PJSIs Substantive (Court Plans) TOT | Small | 1 | 100% | January 2018 |
| RMI | Attendance at PJSIs Substantive (Court Plans) TOT | Small | 1 | 0% | January 2018 |
| RMI | Attendance at PJSIs Substantive (Court Plans) TOT | Small | 1 | 100% | January 2018 |
| Vanuatu | Participants in Certificate of Justice - Semester 1 | Small | 8 | 38% | March 2018 |
| Kiribati | Participants in Semester 2 - Certificate of Justice Course 1 | Small | 18 | 50% | July 2018 |
| Participants in Semester 2 - Certificate of Justice Course 2 | Small | 18 | 50% | July 2018 |
| Participants for Certificate of Justice - Semester 1 | Large | 17 | 58% | April 2019 |
| Palau | Participants for Certificate of Justice - Semester 1 | Small | 5 | 80% | March 2019 |
| RMI | Participant attended PJSIs Lay Judicial Officer Decision Making Workshop | Small | 1 | 0% | January 2019 |
| Niue | Participant attended PJSIs Lay Judicial Officer Decision Making Workshop | Small | 1 | 0% | January 2019 |
| Solomon Islands | Participants attended PJSIs Lay Judicial Officer Decision Making Workshop | Small | 2 | 50% | Feb 2019 |
| PNG | Client Service and Judicial Protocol Training for Court Staff | Large | 99 | 40% | Nov, 2019 |
| Tonga | Diploma of Justice (DOJ01 & DOJ02 & LW110) | Small | 5 | 100% | Ongoing |
| Vanuatu | Orientation Training for Lay Judges in Ambryn and Pamma Islands | Small |  | - | Ongoing |
| Vanuatu | Certificate of Justice - 7 students in Malekula | Small | 7 | - | Ongoing |
| Certificate of Justice - 7 students in Malekula | Small |
| FSM | Certificate of Justice: Ivan Kadannged | Small | 1 | 0% | Ongoing |
| RMI | Diploma of Justice x2 & Certificate of Justice x1 2020 | Small | 3 | 66% | Ongoing |
| Samoa | Orientation Training for FFC Judges | Small | - | - | Ongoing |
| Orientation Training for FFC Judges | Small |
| Samoa | Certificate of Justice | Small | 3 | 100% | Ongoing |
| Kiribati | Diploma of Justice (DOJ01 & DOJ02 & LW110) | Large | 32 | 65% | Ongoing |
| Solomon Islands | Certificate of Justice (Semesters 1 & 2) | Small | 15 | 60% | Ongoing |
| Certificate of Justice (Semesters 1 & 2) | Small |
| **Substantive Justice: Human Rights** | PNG | Human Rights Workshop (Judges) | Small | 36 | 19% | Sept 2018 |
| Human Rights Workshop (Magistrates) | Small | 35 | 43% | Sept 2018 |
| **Procedural Justice: Efficiency** | PNG | Developing a Registry Procedures Manual | Large | 1 | 0 | Nov 2017 |
| Palau | Implement Video-Conferencing capability | Large | 22 | 77% | May 2018 |
| Efficiency follow up visit | 32 | 75% | May 2018 |
| Vanuatu | Judicial Case Management training | Small | 6 | 0% | June 2018 |
| Samoa | Presentation at PJC & ICT Summary | Small | NA | NA | July 2018 |
| FSM | Implementation of Video Conferencing in the Courts | Small | 19 | 63% | Sept 2018 |
| Vanuatu | Attendance at PJSIs 'Building Capacity in Managing Court Data Workshop' | Small | 1 | 0 | Oct 2018 |
| FSM | Court Data Management Workshop: Sandy Albert | Small | 1 | 100% | Oct, 2019 |
| PNG | PNG Task Force Team: attendance at the Court Data Management Workshop (Judge Dingake) | Small | 1 | 0% | Oct, 2019 |
| PNG | PNG Task Force Team: attendance at the Court Data Management Workshop (Celinia Lualu) | Small | 1 | 100% | Oct, 2019 |
| PNG | PNG Task Force Team: attendance at the Court Data Management Workshop (David Gonol) | Small | 1 | 0% | Oct, 2019 |
| PNG | PNG Task Force Team: attendance at the Court Data Management Workshop (Doris Joseph) | Small | 1 | 100% | Oct, 2019 |
| PNG | PNG Task Force Team: attendance at the Court Data Management Workshop (Theresa Hani) | Small | 1 | 100% | Oct, 2019 |
| RMI | Implementation of Case Tracking System | Large | 12 | 41.6% | April 2020 |
| **Procedural Justice: Accountability** | Niue | Annual Court Reporting Workshop | Small | 4 | 50% | Oct, 2019 |
| Solomon Islands | Court Annual Reporting | Small | TBC | TBC | Ongoing |
| Court Annual Reporting | Small |

Annex G: 36-Month Activity Schedule

|  |  |  |  |
| --- | --- | --- | --- |
| **Activity** | **Location** | **Date** | **Project** |
| **2016** | | | | |
| 1st Chief Justices’ Leadership Forum | PNG | 7-9 Sep, 2016 | Regional Leadership |
| 1st Initiative Executive Committee Meeting | PNG | 10 Sep, 2016 | Regional Leadership |
| Career Pathway: Local Visit #1 | PNG | 31 Oct-4 Nov 2016 | Institutionalising Prof. Dev’t |
| **2017** | | | | |
| Career Gateway: Local Visit #1 | Vanuatu | 30 Jan-3 Feb 2017 | Institutionalising Prof. Dev’t |
| Project Management and Evaluation Workshop | Vanuatu | 20-24 Feb, 2017 | National Leadership |
| M&E Visit #1 | Vanuatu | 20-24 Feb, 2017 | Accountability |
| Local Project Management and Planning Visit #1 | Tokelau | 29 Apr-14 May, 2017 | National Leadership |
| 2nd Chief Justices’ Leadership Forum | Samoa | 3-5 Apr, 2017 | Regional Leadership |
| 2nd Initiative Executive Committee Meeting | Samoa | 6 Apr, 2017 | Regional Leadership |
| Piloting of HR resource / toolkit | Solomon Islands | 24 Apr-5 May, 2017 | Human Rights |
| 1. Local Visit #1 | FSM | 15-26 May, 2017 | Access to Justice |
| Career Gateway: Local Visit #2 | Vanuatu | 4-9 June, 2017 | Institutionalising Prof. Dev’t |
| Regional Certificate-level Training-of-Trainers Workshop | Cook Islands | 12-23 Jun, 2017 | Localising Prof Capacity Building |
| Piloting of GFV resource / toolkit | Tonga | 12-23 June, 2017 | G&FV |
| Local Visit #1 | Palau | 12-22 Jun, 2017 | Efficiency |
| M&E Visit #2 | Niue | 19 June, 2017 | Accountability |
| Local Orientation Visit #1 | Marshall Islands | 9-18 Aug, 2017 | Prof. Development |
| Accountability Visit #1 | Palau | 21-25 August, 2017 | Accountability |
| Leadership Workshop | Tonga | 5-7 Sep, 2017 | Regional Leadership |
| 3nd Initiative Executive Committee Meeting (Remote) | Remote | 28 Sep, 2017 | Regional Leadership |
| Local Visit #1 | Nauru | 19-26 Nov, 2017 | G&FV |
| Regional Lay Judicial Officer Orientation Workshop | Solomon Is. | 18-24 Nov, 2017 | Prof. Development |
| Local Visit #1 | PNG | 20 Nov-1 Dec, 2017 | Human Rights |
| Career Pathway: Local Visit #2 | PNG | 4-8 Dec, 2017 | Institutionalising Prof. Dev’t |
| **2018** | | | | |
| Substantive / Capacity Development Training-of-Trainers Workshop | Vanuatu | 12-16 Feb, 2018 | Localising Prof. Capacity |
| Local Visit #2 | Marshall Islands | 5-16 Mar, 2018 | Access to Justice |
| 3rd Chief Justices’ Leadership Forum | Auckland | 16-18 Apr, 2018 | Regional Leadership |
| 4th Initiative Executive Committee Meeting | Auckland | 19 Apr, 2018 | Regional Leadership |
| Local Orientation Visit #2 | Samoa | 9-18 May, 2018 | Prof. Development |
| Local Visit #2 | Kiribati | 4-15 June, 2018 | Human Rights |
| Local Orientation Visit #3 | Solomon Islands | 20-29 June, 2018 | Prof. Development |
| Career Gateway: Local Visit #3 | Vanuatu | 2-6 July, 2018 | Institutionalising Prof. Dev’t |
| ICT Support #1 | PNG | 23-24 July, 2018 | Efficiency |
| Accountability Visit #2 | Samoa | 23-27 July, 2018 | Accountability |
| Local Project Management and Planning Visit Large LIF #2 | FSM | 23 Jul-3 Aug, 2018 | National Leadership |
| Local Visit #2 | Vanuatu | 6-17 Aug, 2018 | G&FV |
| Judicial Leadership Workshop #2 | Auckland | 19-21 Sept, 2018 | Regional Leadership |
| 1. Local Visit #3 | Cook Islands | 1-12 Oct, 2018 | Access to Justice |
| 1. 5th Initiative Executive Committee Meeting | Remote | 15 Oct, 2018 | Regional Leadership |
| 1. Local Project Management and Planning Visit Large LIF #3 | PNG | 15-19 Oct, 2018 | National Leadership |
| 1. ICT Support #2 | Marshall Islands | 16-19 Oct, 2018 | Efficiency |
| 1. Gender & Family Violence Webinar | Remote | 1 Nov, 2018 | Localising Prof. Capacity |
| 1. Local Visit #3 | Palau | 12-23 Nov, 2018 | G&FV |
| Substantive / Capacity Development ToT Workshop (Topic: *Data mgmt*) | PNG | 26-30 Nov, 2018 | Localising Prof. Capacity |
| **2019** | | | | |
| Local Visit #4 | FSM | 7-18 Jan, 2019 | G&FV |
| Local Orientation Visit #4 | Kiribati | 17-25 Jan, 2019 | Prof. Development |
| Local Visit #2 | Nauru | 18-26 Jan, 2019 | Efficiency |
| Local Visit #3 | Tonga | 4-15 Feb, 2019 | Human Rights |
| Local Project Management and Planning Visit Large LIF #4 | Vanuatu | 4-15 Feb, 2019 | National Leadership |
| Regional Training Workshop (Topic: *Decision-Making*) | Solomon Is. | 18-22 Feb, 2019 | Prof. Development |
| Career Pathway: Local Visit #3 | PNG | 4-8 Mar, 2019 | Institutionalising Prof. Dev’t |
| Local Visit #4 | Vanuatu | 18-29 Mar, 2019 | Access to Justice |
| Local Visit #4 | Tokelau | Mar, 2019 | Efficiency |
| 4th Chief Justices’ Leadership Forum | Palau | 1-3 Apr, 2019 | Regional Leadership |
| 6th Initiative Executive Committee Meeting | Palau | 4 Apr, 2019 | Regional Leadership |
| M&E Visit #3 | Palau | 5-6 Apr, 2019 | Accountability |
| Local Visit #3 | PNG | 29 Apr-10 May, 2019 | Efficiency |
| Pilot Mentoring Toolkit | Vanuatu | Late April | Prof. Development |
| Career Gateway: Local Visit #4 | Vanuatu | 20-24 May, 2019 | Institutionalising Prof. Dev’t |
| Local Visit #5 | Samoa | 20-31 May, 2019 | G&FV |
| Local Efficiency Visit #1 | Niue | 24-28 June, 2019 | Efficiency |
| Local ICT Visit #1 | Niue | 24-28 June, 2019 | Efficiency |
| Assessment and Support Design Visit | Fiji | 8-9 July, 2019 | National Leadership |
| 7th Initiative Executive Committee Meeting | Remote | 30 Aug, 2019 | Regional Leadership |
| Local Human Rights Visit #1 | Solomon Islands | 23 Sep-4 Oct, 2019 | Human Rights |
| Court Data Management Workshop | Vanuatu | 14-18 Oct, 2019 | Efficiency |
| Local ICT Visit #2 | Nauru | 21-25 Oct, 2019 | Efficiency |
| Local GFV Visit #1 | Vanuatu | 4-8 Nov, 2019 | G&FV |
| Career Pathway Visit #1 | PNG | 11-15 Nov, 2019 | Institutionalising Prof. Dev’t |
| Webinar #1: Court Data Management Follow-up | Remote | 28 Nov, 2019 | Localising Prof. Capacity Building |
| Local Access to Justice Visit #1 and Community Awareness Raising Project | Kiribati | 2-12 Dec, 2019 | Access to Justice |
| **2020** | | | | |
| Local Efficiency Visit #2 | Nauru | 13-17 Jan, 2020 | Efficiency |
| Webinar #2: Lay Judicial Officers Webinar | Remote | 27 Feb, 2020 | Institutionalising Prof. Dev’t |
| Career Gateway Visit #1 | Remote | 23-27 Mar, 2020 | Institutionalising Prof. Dev’t |
| 8th Initiative Executive Committee Meeting | Remote | 26 Apr, 2020 | Regional Leadership |
| Webinar #3: Facilitated Partner Court engagement with NJC Global Lessons Learned from Around the World about Managing Courts in a Pandemic | Remote | 24 Apr, 2020 | Institutionalising Prof. Dev’t |
| Webinar #4: COVID-19: Pacific Issues, Challenges and Local Solutions; Experience-Sharing Webinar | Remote | 28 May, 2020 | Institutionalising Prof. Dev’t |
| Webinar #5: Opening the Courts Safely during COVID-19 Webinar | Remote | 23 June, 2020 | Institutionalising Prof. Dev’t |
| 9th Initiative Executive Committee Meeting | Remote | 25 June, 2020 | Regional Leadership |
| **Leadership Incentive Fund (LIF) – see previous Annex** | | | | |

Annex H: Expenditure Projection Summary (as at 30 June, 2020)

Commercial-in-confidence, supplied to MFAT separately.

Annex I: Costed Workplan – Actual Expenditure Summary (as at 30 June, 2020)

Commercial-in-confidence, supplied to MFAT separately.

1. As approved at the seventh IEC Meeting, an additional AU$120,000 was reallocated from activity savings due to the significant demand for LIFs. [↑](#footnote-ref-1)
2. By Chief Justice Sir Hugh Williams, Chief Justice of the Cook Islands. [↑](#footnote-ref-2)
3. Appointed 15 July, 2019. [↑](#footnote-ref-3)
4. Tonga (five students); RMI (two students) and Kiribati (32 students). [↑](#footnote-ref-4)
5. Vanuatu (seven students); FSM (one student), RMI (one student), Samoa (three students), Solomon Islands (15 students). [↑](#footnote-ref-5)
6. This visit comprised of a workshop with 41 court personnel and community consultations with 120 members of the local community. Pre and post-workshop surveys were only undertaken with the workshop for court personnel. A gender breakdown was not provided for the workshop nor the consultations. [↑](#footnote-ref-6)
7. Kiribati, FSM, Cook Islands and Vanuatu. [↑](#footnote-ref-7)
8. As above. [↑](#footnote-ref-8)
9. Solomon Islands, Tonga and Kiribati. [↑](#footnote-ref-9)
10. Solomon Islands and Tonga. [↑](#footnote-ref-10)
11. Vanuatu, FSM and Samoa. [↑](#footnote-ref-11)
12. Palau, PNG, Tokelau and Nauru. [↑](#footnote-ref-12)
13. RMI, Palau, Tonga, Kiribati, PNG, Samoa, Solomon Islands, FSM and Tokelau. [↑](#footnote-ref-13)
14. Tonga, Tuvalu, Tokelau, Cook Islands. [↑](#footnote-ref-14)
15. Palau, PNG, Solomon Islands, Vanuatu and RMI. [↑](#footnote-ref-15)
16. Tonga (Superior Courts), Tokelau, Vanuatu, FSM and PNG. [↑](#footnote-ref-16)
17. *Court Trend Report*, 2018. [↑](#footnote-ref-17)
18. FSM. [↑](#footnote-ref-18)
19. Please note this figure includes the nine Initiative Executive Committee Meetings and all LIF approved applications. [↑](#footnote-ref-19)
20. These figures list LIFs that have been approved in the respective reporting period. [↑](#footnote-ref-20)