



PACIFIC JUDICIAL STRENGTHENING INITIATIVE

Annual Progress Report

July 2019 – June 2020



**FEDERAL COURT
OF AUSTRALIA**



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](#).



COVID-19 Re-design

Following an outline of the changes made to PJSI's 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

PROJECT 1: REGIONAL LEADERSHIP



Solomon Islands, Niue, Kiribati, Tonga, PNG and Cook Islands



17 attendees



29.4% female

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

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.

PROJECT 2: NATIONAL LEADERSHIP



Fiji

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.

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.



PROJECT 3: LEADERSHIP INCENTIVE FUND (LIF)



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



22 applications approved
10 activities delivered

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

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.

PROJECT 4: ACCESS TO JUSTICE



Kiribati



41 participants (workshop)
120 participants (consultations)



94.2% satisfaction



84.7% confidence



108% knowledge gain

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).

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.

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.



PROJECT 5: INSTITUTIONALISING LEGAL AID



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. 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.

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.

PROJECT 6: PROFESSIONAL DEVELOPMENT



Piloting of the *Mentoring Toolkit*

Following peer review,² refinement, and successful piloting of the [Mentoring Toolkit](#), 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.

The Chief Justice of Vanuatu confirmed that newly appointed Supreme Court Justice Trief³ 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

² By Chief Justice Sir Hugh Williams, Chief Justice of the Cook Islands.


³ Appointed 15 July, 2019.





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.


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

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 Webinar was 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.

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.

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.

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

Participant, Lay Judicial Officer's Webinar



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.

PROJECT 9: INSTITUTIONALISING PROFESSIONAL DEVELOPMENT



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

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%).

For the 2020 cohort, PJSI has approved LIF-support to fund 39 DoJ⁴ and 27 CoJ⁵ 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 PNG's 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.

⁴ Tonga (five students); RMI (two students) and Kiribati (32 students).

⁵ Vanuatu (seven students); FSM (one student), RMI (one student), Samoa (three students), Solomon Islands (15 students).



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.

PROJECT 11: GENDER & FAMILY VIOLENCE



Vanuatu



9 participants



66.6% female



100% satisfaction



88.9% confidence

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.

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 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.

PROJECT 14: SUSTAINABLE DEVELOPMENT GOALS



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. 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.

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	1 st Chief Justices' Leadership Forum	PNG	14	1	87.5%	NA	91.67%
10 Sep, 2016	1 st Initiative Executive Committee Meeting	PNG	4	2	NA	NA	NA
3-5 Apr, 2017	2 nd Chief Justices' Leadership Forum	Samoa	13	2	90.91%	NA	96.97%
6 Apr, 2017	2 nd 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	3 rd Initiative Executive Committee Meeting	Remote	5	2	NA	NA	NA
16-18 Apr, 2018	3 rd Chief Justices' Leadership Forum	Auckland	13	2	NA	NA	NA
19 Apr, 2018	4 th 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	5 th Initiative Executive Committee Meeting	Remote	5	3	NA	NA	NA
1-3 Apr, 2019	4 th Chief Justices' Leadership Forum	Palau	12	1	NA	NA	88.89%
4-Apr, 2019	6 th Initiative Executive Committee Meeting	Palau	6	3	NA	NA	NA
30 Aug, 2019	7 th Initiative Executive Committee Meeting	Remote	6	2	NA	NA	NA
26 Mar, 2020	8 th Initiative Executive Committee Meeting	Remote	5	1	NA	NA	NA
25 June, 2020	9 th 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	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: <i>Decision-Making</i>)	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: <i>A2J, GFV & HR</i>)	Vanuatu	22	12	82.35%	117%	90.20%

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.



1 Nov, 2018	Gender & Family Violence Webinar	Remote	13	6	74%	117%	74%
26-30 Nov, 2018	Substantive / Capacity Development ToT Workshop (Topic: <i>Data management</i>)	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 caseload 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: The diversity 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 PJSI’s 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	4 PICs appreciate the importance of & have developed plans to improve access to justice. ⁷ Community outreach strategies developed & implemented in 4 PICs. ⁸ 2 PICs are continuing to collaborate with PJSI to implement priority changes as identified	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.	

⁷ Kiribati, FSM, Cook Islands and Vanuatu.

⁸ As above.



				changes as identified during Phase I.	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.	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	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.	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.	
					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.	# people enrolled & successfully completing the USP Certificate & Diploma courses.	USP reports.	
						# local qualified trainers & training activities delivered by local trainers.	NC reports.	



				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.	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.	% 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 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	Identification of a change, committed to be each Chief Justice #, nature & sufficiency of actions taken by each PIC to progress each change.	Documented commitment from each Chief Justice. Reports from each Chief Justice and TA expert analysis.	Human Rights Adviser
	1 priority change achieved its goal in 3 PICs.	2.3 – substantive justice - gender & family	1 priority change progressed in 3 PICs	3 PICs have Action Plans with goals related to prevention, victim-centred access, safety &	3 PICs have Action Plans with goals related to prevention, victim-centred access, safety & fairness,	Identification of a change, committed to by	Documented commitment from each Chief Justice.	Gender & Family Violence Adviser

⁹ Solomon Islands, Tonga and Kiribati.

¹⁰ Solomon Islands and Tonga.



		violence priority change, as agreed by each Chief Justice, progressed		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.	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	each Chief Justice. #, nature & sufficiency of actions taken by each PIC to progress each change. Progress towards achieving the objectives of each change reported.	Reports from each Chief Justice and TA expert analysis.	
	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 PICs 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	4 PICs have identified a priority change & have plans to achieve it (as appraised by the TA). ¹² 9 PICs have case disposal time-standards. ¹³ 4 PICs have moved beyond manual/excel case tracking ¹⁴ & 5 PICs have electronic case management systems. 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	Identification of a change, committed to by each Chief Justice. #, nature & sufficiency of actions taken by each PIC to progress each change. Progress towards achieving the objectives of each change reported.	Documented commitment from each Chief Justice. Reports from each Chief Justice and TA expert analysis.	Efficiency Adviser Efficiency Adviser & ICT Adviser

¹¹ Vanuatu, FSM and Samoa.

¹² Palau, PNG, Tokelau and Nauru.

¹³ RMI, Palau, Tonga, Kiribati, PNG, Samoa, Solomon Islands, FSM and Tokelau.

¹⁴ Tonga, Tuvalu, Tokelau, Cook Islands.

¹⁵ Palau, PNG, Solomon Islands, Vanuatu and RMI.



				indicators & court performance reporting and 3 have introduced regular court performance reporting practices.	performance reporting and 5 have introduced or improved court performance reporting practices. ¹⁶			
	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. 2 PICs periodically conduct Court 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. ¹⁷ One PIC has conducted a Court User Perception Survey during the reporting period. ¹⁸	# PICs presenting comprehensive & relevant data/analysis in Annual Reports, Court Websites or Court Press Releases # PICs conducting User Surveys & publishing summaries in Annual Reports, Court Websites or Court Press Releases.	Annual Reports, Court websites, Court Press Releases and TA expert analysis	Accountability Adviser

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

¹⁶ Tonga (Superior Courts), Tokelau, Vanuatu, FSM and PNG.

¹⁷ Court Trend Report, 2018.

¹⁸ FSM.



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	2.2 - professionalism - Judicial & court officers have access to 'in-region' training. Those participating in PJSI / partner / local capacity building	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	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	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.	



	in all PICs. 17 LIF grants are awarded, associated activities implemented & achieve their objectives.	activities, perform their roles more competently than before participating in those activities.	grants are awarded, associated activities implemented & achieve their objectives.	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%.	# local qualified trainers & training activities delivered by local trainers. % increase in learning following PJSI / partner / local training activities.	NC reports. 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. #, nature & sufficiency of actions taken by each PIC to progress each identified change. Progress towards achieving the objectives of each change reported.	Documented commitment from each Chief Justice. Reports from each Chief Justice and TA expert analysis.	Human Rights Adviser
	1 priority change achieved its goal in 3 PICs.	2.3 - substantive justice - gender & family violence priority change, as agreed by each	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	Identification of a change, committed to by each Chief Justice. #, nature & sufficiency of actions taken by each PIC to	Documented commitment from each Chief Justice. Reports from each Chief	Gender & Family Violence Adviser



		Chief Justice, progressed		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.	progress each identified change. Progress towards achieving the objectives of each change reported.	Justice and TA expert analysis.	
	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. #, nature & sufficiency of actions taken by each PIC to progress each identified change. Progress towards achieving the objectives of each change reported.	Documented commitment from each Chief Justice. Reports from each Chief Justice and TA expert analysis.	Efficiency Adviser Efficiency Adviser & ICT Adviser
	7 PICs annually presenting information	2.4 - procedural justice - accountability - PIC presenting	4 PIC annually presenting information publicly about	6 PICs presented accurate/reliable court performance information publicly about some/all CILs	# PICs presenting comprehensive & relevant data/analysis in Annual	Annual Reports, Court websites, Court Press	Accountability Adviser



	publicly about court performance against the CII, including 4 presenting gender/GFV data. 4 PICs periodically conduct User Perception Surveys.	information publicly about court performance against the CII, plus gender/GFV disaggregated data	court performance against all the CII, including 2 presenting gender/GFV data. 3 PIC periodically conduct User Perception Surveys.	in their latest Annual Report. 1 PIC presented gender/GFV data.	Reports, Court Websites or Court Press Releases	Releases and TA expert analysis	
				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: <ul style="list-style-type: none"> 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 Leadership¹⁹	Regional Leadership	12	0	3	15
	National Leadership	5	0	1	6
	Leadership Incentive Fund ²⁰	33	1	25	59
Access to Justice	Access to Justice	4	0	1	5
Professionalisation	Professional Development	7	0	0	7
	Localising Professional Capacity Building	4	0	5	9
	Institutionalising Professional Development	7	0	2	9
Substantive Justice	Human Rights	4	0	1	5
	Gender & Family Violence	6	0	1	7
Procedural Justice	Efficiency	6	2	3	11
	Accountability	5	0	0	5
Total		93	3	42	138

¹⁹ Please note this figure includes the nine Initiative Executive Committee Meetings and all LIF approved applications.

²⁰ These figures list LIFs that have been approved in the respective reporting period.



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
	Tonga	Judicial Management Improvement Plan	Small	1	0%	Ongoing
Access to Justice	Tonga	Lexis Advance Subscription	Small	1	0%	Ongoing
	FSM	Translation of & training on the Enabling Rights Toolkit (4 languages)	Large	119	45%	May 2018
	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
Professionalisation	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
		Participants in Semester 2 - Certificate of Justice Course 1	Small	18	50%	July 2018
	Kiribati	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		-	Ongoing
	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	-	-	Ongoing
	Samoa	Certificate of Justice	Small	3	100%	Ongoing



Substantive Justice: Human Rights	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			
		Human Rights Workshop (Judges)	Small	36	19%	Sept 2018
	PNG	Human Rights Workshop (Magistrates)	Small	35	43%	Sept 2018
	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
Procedural Justice: Efficiency	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
	Niue	Annual Court Reporting Workshop	Small	4	50%	Oct, 2019
Procedural Justice: Accountability	Solomon Islands	Court Annual Reporting	Small	TBC	TBC	Ongoing



Annex G: 36-Month Activity Schedule

Activity	Location	Date	Project
2016			
1 st Chief Justices' Leadership Forum	PNG	7-9 Sep, 2016	Regional Leadership
1 st 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
2 nd Chief Justices' Leadership Forum	Samoa	3-5 Apr, 2017	Regional Leadership
2 nd Initiative Executive Committee Meeting	Samoa	6 Apr, 2017	Regional Leadership
Piloting of HR resource / toolkit	Solomon Islands	24 Apr-5 May, 2017	Human Rights
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
3 rd 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
3 rd Chief Justices' Leadership Forum	Auckland	16-18 Apr, 2018	Regional Leadership



4 th 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
Local Visit #3	Cook Islands	1-12 Oct, 2018	Access to Justice
5 th Initiative Executive Committee Meeting	Remote	15 Oct, 2018	Regional Leadership
Local Project Management and Planning Visit Large LIF #3	PNG	15-19 Oct, 2018	National Leadership
ICT Support #2	Marshall Islands	16-19 Oct, 2018	Efficiency
Gender & Family Violence Webinar	Remote	1 Nov, 2018	Localising Prof. Capacity
Local Visit #3	Palau	12-23 Nov, 2018	G&FV
Substantive / Capacity Development ToT Workshop (Topic: <i>Data mgmt</i>)	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: <i>Decision-Making</i>)	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
4 th Chief Justices' Leadership Forum	Palau	1-3 Apr, 2019	Regional Leadership
6 th 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
7 th 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
8 th 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
9 th 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.

