



# PACIFIC JUDICIAL STRENGTHENING INITIATIVE

## Milestone 6

### Annual Progress Report

*31 July 2018*



**FEDERAL COURT  
OF AUSTRALIA**



*PJSI is funded by the New Zealand Government and  
implemented by the Federal Court of Australia*

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## Abbreviations

ADD	-	Activity Design Document
CJ	-	Chief Justice
CJE	-	Centre for Judicial Excellence
CJLF#3	-	Third Chief Justices' Leadership Forum
FCA	-	Federal Court of Australia
FSM	-	Federated States of Micronesia
GFV	-	Gender & Family Violence
IEC	-	Initiative Executive Committee
JLC	-	Judicial Liaison Committee
LIF	-	Leadership Incentive Fund
MFAT	-	New Zealand Ministry of Foreign Affairs and Trade
M&E	-	Monitoring and Evaluation
PIC	-	Pacific Island Country
PJDP	-	Pacific Judicial Development Programme
PJSI	-	Pacific Judicial Strengthening Initiative
PNG	-	Papua New Guinea
RRRT	-	Regional Rights Resource Team
USP	-	University of the South Pacific



## Executive Summary

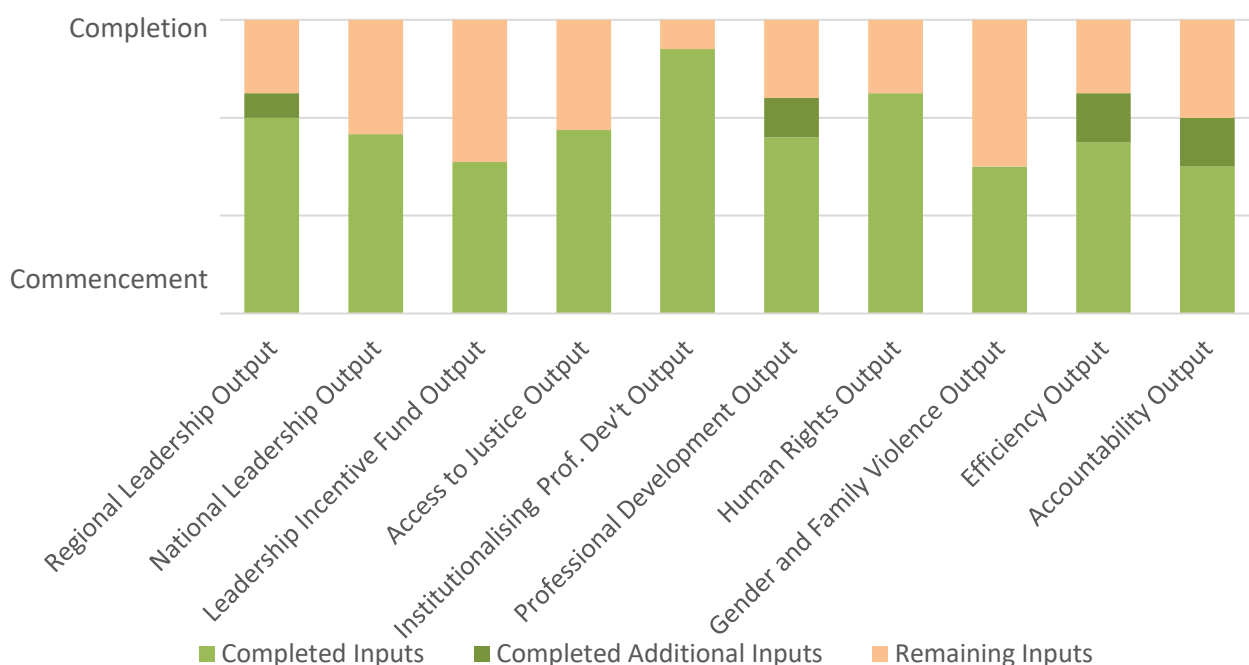
This Annual Report provides a summary of the Pacific Judicial Strengthening Initiative (PJSI) progress during the period 1 July 2017-30 June 2018. The report is submitted in satisfaction of Milestone 6 defined in the grant funding agreement between the New Zealand Ministry of Foreign Affairs and Trade (MFAT) and the Federal Court of Australia (FCA). As the Mid-Term Review is yet to be completed, MFAT approved removal of the Transition and Exit Strategy, and 24-month rolling plan (FY 2018/2019 and 2019/2020) from this Milestone.

## Highlights

1. Successful delivery of 15 activities<sup>1</sup> on time and within budget;
2. Launch and implementation of the new Certificate of Justice program at the University of South Pacific (USP) and the design of Year-2 Diploma of Justice;
3. Launch and implementation of three new Toolkits: Human Rights, Gender & Family Violence (GFV) and Judicial Orientation Session Planning; and
4. Approval of 13 Leadership Incentive Fund (LIF) applications<sup>2</sup>.

## Summary of Progress

PJSI is being implemented on schedule and within budget. During the period, 15 activities were delivered, with several others designed, commenced and/or planned. See below, a summary of progress against each output.



<sup>1</sup> 3<sup>rd</sup> Initiative Executive Committee (IEC) Meeting(remote); 3<sup>rd</sup> Chief Justices' Leadership Forum; 4<sup>th</sup> IEC Meeting; Regional Judicial Leadership Workshop; Access to Justice: Local Visit #2 to Marshall Islands; Regional Lay Judicial Officer Orientation Course; Local Orientation Visits to Marshall Islands, Samoa and Solomon Islands; Career Gateway: Local Visit #3; Career Pathway: Local Visit #2; Regional Substantive Capacity Development Training of Trainers Workshop; Gender & Family Violence Visit to Nauru; Human Rights Visit to Papua New Guinea and Kiribati; and Accountability Visit to Palau.

<sup>2</sup> Vanuatu x4; Tonga; Marshall Islands x3; Cook Islands; Papua New Guinea (large); Kiribati (large); Palau (large); and FSM (large).



## 1. Activity Summary

The following activities were progressed and/or delivered during the reporting period. A full list of activities is contained in **Annex A: 24-month Schedule of Activities**.

### Output 1: Regional Leadership

The regional **Leadership Workshop** was delivered in Nuku'alofa, Tonga from 5-7 September, 2017. The Workshop was led by FCA Deputy Principal Registrar, John Mathieson; PJSI Technical Director, Dr. Livingston Armytage; and FCA Deputy District Registrar, Katie Stride. The aims of the workshop were:

1. explore what judicial leadership means in the South Pacific and globally;
2. consider the drivers of change facing the courts and the impact they may have on values and operations; and
3. discuss leadership approaches and tools in guiding the judiciary successfully through challenging times.

The three-day workshop culminated in participants developing and presenting Leadership Change Plans for their judiciaries. Preparations are presently underway to conduct a follow-up workshop to support and consolidate the implementation of these plans (in Auckland, New Zealand from 19-21 September, 2018).

The workshop was attended by 14 senior judicial and court officers from across the region, six of whom (43%) were female. Upon conclusion, participants assessed their aggregated satisfaction with the training highly at 89.29%. The practical presentation and usefulness of the information was assessed to be 95.24%.

The **3<sup>rd</sup> Initiative Executive Committee (IEC) Meeting**: convened via teleconference on 28 September, 2017. IEC members discussed PJSI progress, confirmed the appointment of Ms Tangianau Taoro as the new representative for Lay Judicial officers and provided strategic direction. The Second Six-Monthly Progress Report includes a copy of the Minutes and Approved Resolutions.

The **3<sup>rd</sup> Chief Justices' Leadership Forum (CJLF#3)**: was held in Auckland, New Zealand from 16-18 April, 2018. Thirteen Pacific Island Countries (PICs) were represented. The objectives of the meeting were to monitor and review the planning of PJSI activities, provide feedback and direction on these activities and facilitate dialogue and networking on judicial development. The meeting made several recommendations for consideration by the IEC.

The **4<sup>th</sup> Initiative Executive Committee (IEC) Meeting**: took place in Auckland, New Zealand on 19 April, 2018. IEC members accepted the PJSI Progress and Financial Reports and endorsed the Chief Justices' Recommendations. The Meeting noted the recent change in government in New Zealand and the impact this will have on the timing and nature of the planned Mid-term Review of PJSI.

The **5<sup>th</sup> Initiative Executive Committee (IEC) Meeting**: is confirmed to be held remotely via teleconference on 27 September, 2018. Preparations are underway for this meeting.

The regional **Judicial Leadership Workshop II**: is scheduled to be held in Auckland, New Zealand from 19-21 September, 2018. The objectives of the Workshop are to:

1. share experience about what judicial leadership means in the Pacific;
2. know and understand key judicial/court leadership concepts;
3. identify and develop strategies to address challenges in implementing leadership action plans; and
4. develop/refine Leadership Action Plans (developed at the first Leadership Workshop in Tonga 2017) that promote partner courts' defined vision and mission.

The Workshop will be led by FCA Deputy Principal Registrar; Mr John Mathieson and PJSI Team Leader & Project Management Adviser; Mr Lorenz Metzner. Attendee nominations have been sought from partner courts and preparations have begun.

## Output 2: National Leadership

The **Local Project Management and Planning Visit #2**: will be conducted in Pohnpei, Federated States of Micronesia (FSM) from 23 July-3 August, 2018. A large LIF grant was approved for the FSM Supreme Court to translate and train judicial and court officers from national, state and local courts across all four States on the PJSI Enabling Rights & Unrepresented Litigants Toolkit. The LIF activity aims to build local capacity and deliver the rights of unrepresented litigants. As Project Management Adviser, Mr Lorenz Metzner will collaborate with FSM counterparts to implement the activity; and promote self-reliance and confidence to lead, design, deliver, monitor and evaluate the activity. Building on the recent Access to Justice Visit, a review of the Access to Justice Plan will identify what M&E activities can feasibly assess change.

The **Local Project Management and Planning Visit #3**: for Papua New Guinea (PNG) has been re-scheduled to the latter half of 2018. Due to the nature and timing of PNG's approved LIF activity - to develop a nation-wide Court Registry Manual and supply training to court staff - the scoping and timing for a project management and planning visit has been undertaken with the Supreme and National Courts of Papua New Guinea and the Centre for Judicial Excellence (CJE). Discussions have progressed to conduct a 'Building Institutional Management Capacity' visit. The aim is to strengthen the CJE's capacity to manage ongoing judicial development activities and to demonstrate results. This visit links with the work delivered under the PJSI Career Pathway Project to enable the cost-effective and sustainable in-region professionalisation of Pacific judicial/court officers.

The use of **remote delivery facilitation modalities** are currently being trialled across a number of the Initiative's activities.

Most recently, during the CJLF#3 in Auckland, a live and interactive presentation by Remote Delivery Expert, Mr Joseph Sawyer provided a progress update on remote delivery strategies suggested to be implemented across PJSI and answered questions from his office in America. The presentation was delivered using Webex, a technology that enables Powerpoint and speakers' video presentations to be shown simultaneously. The presentation and technology worked well; also saving time and money.

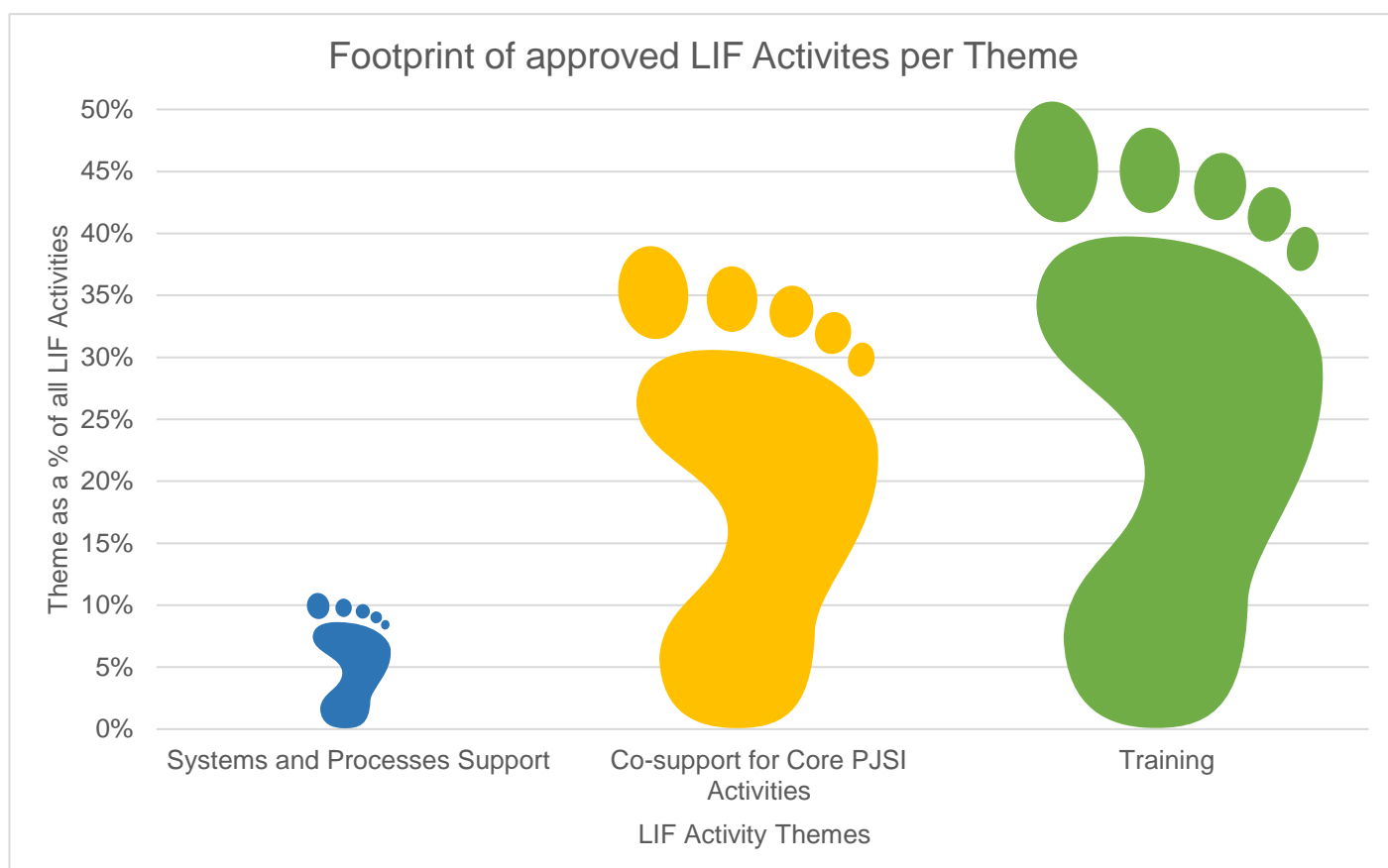
Following Mr Sawyer's presentation, lively discussion focused on potential topics suitable for presentation using Webex and related technology. Delivery of selected presentations remotely is in the process of development and aims to test the feasibility of disseminating information using readily available technologies. As part of this support, additional disaggregation templates and analysis tools were developed for gender, family violence, and youth-related court data. The GFV Advisers, Dr Abby McLeod and Mr Tevita Seruilumi are currently preparing content for a pilot web-/podcast that will be released later in 2018.

## Output 3: Leadership Incentive Fund (LIF)

During the reporting period, 13 LIF applications (9 small and 4 large applications) were received and approved from eight PICs. To date a total of:

1. 18 applications have been approved and implemented, with several additional applications being drafted. See **Annex B**: for a detailed list of all approved LIF applications to date.

The below diagram provides a footprint of the type/ theme of approved LIF applications across all partner courts to date.



Recent approved LIF applications include:

#### Vanuatu

1. **Certificate of Justice Semester 1:** a small grant was approved for 8 lay Judicial Officers to complete Courses 1 (Introduction to Law) and 2 (Courts and their Processes) under the USP Certificate of Justice between February-June 2018. The National Coordinator facilitated weekly tutorials with the Judicial Officers to discuss the course/assignment in Bislama and to assist with the printing of materials. At the time of reporting, the Judicial Officers were yet to receive their results and evaluate their participation.
2. **Certificate of Justice Semester 2:** Subject to the 8 Judicial Officers passing Courses 1 and 2 a small application has been approved to cover the cost of the fees for the same participants to study Course 3 (Criminal Law) and Course 4 (Civil Law), between July-November 2018. Weekly tutorials will continue to support the student's understanding/translation of materials and the Supreme Court of Vanuatu will assist in the printing of all course materials.
3. **Judicial education on practices and procedures in the Court of Appeal:** designed specifically for Supreme Court Judges, this activity focuses on strengthening the Supreme/ Court of Appeal processes so as to enhance appellate case management along with judicial skills in judgment writing; sentencing; applying the laws of evidence; managing criminal defended cases; and civil cases. Aiming to reduce the number of expatriate judges presiding over Court of Appeal cases, the workshop will focus on increasing local judicial capacity. The training will be delivered by retired New Zealand Judge, Sir Ronald Young, later in 2018.

**Palau:** a large application was approved as requested by the Chief Justice (CJ). An **Efficiency Follow-Up Visit** by the Efficiency Adviser, Ms Jennifer Akers is scheduled to take place from 13-17 August, 2018. The visit will build on the outcomes of workshops delivered in 2017. It will



introduce the Efficiency Toolkit and Efficiency Review and monitor progress against the previously development improvement plan. The visit will also build on the time goals and backlog and delay reduction workshops previously delivered in Palau by introducing case-flow and case management as a systematic methodology for assuring procedural justice and efficiency in case disposition. The goal is to achieve sustainable improvements in caseload and case management to help the court guarantee a fair trial in a reasonable time and deliver quality procedural justice.

The activity will also include ICT Adviser, Mr Tony Lansdell collaborating with the judiciary to improve efficiency in court operations and to increase trust and confidence in the courts through the **implementation of video conferencing services**. Mr Lansdell will visit between 16-20 July, 2018 enabling court staff to connect video conferencing equipment; develop a procedures manual and train court staff on the use of the system.

**Federated States of Micronesia – Translation and Training of PJSI Enabling Rights & Unrepresented Litigants Toolkit:** see above Output 2: National Leadership activity #2 for further details.

#### Output 4: Access to Justice

The **Access to Justice Local Visit #2:** took place in Majuro, Marshall Islands from 5-16 March, 2018. It was led by the Access to Justice Adviser, Dr Livingston Armytage. The purpose of the visit was to promote improved access to justice and the provision of rights in the Marshall Islands, through a process of community outreach and engagement. Community consultations were conducted between 6-13 March 2018 in Majuro, Ebeye, Ebadon, Mejjatto and Arno. The purpose of these consultations was to gather public perceptions about the quality of justice administered by the courts, and to identify access to justice issues and challenges. The consultations comprised 21 confidential interviews together with a number of community meetings, each of up to 50 men and women, separately, on four remote outer islands. Additionally, a public meeting of about another 50 people, including court users and non-users and court service providers took place in Majuro on 14 March. See **Annex C: Community Access to Justice Consultations: Summary of Findings**.



*Mejjatto, Marshall Islands: Women's consultation, March 2018*

In addition, a three day workshop was held in Majuro which involved members of the public (Day 1) and judicial/court officers (Days 2 & 3). Judges and court staff were:

1. given a copy of the Access to Justice & Enabling Rights Toolkit;
2. trained on enabling and protecting the rights of unrepresented litigants;
3. provided with translated versions of the Courts' Guidance for Pro Se Litigants; and
4. involved in drafting Courts' Access to Justice Action Plans.

Overall satisfaction across all aspects of the Workshop was 94%.

The **Access to Justice Local Visit #3:** Rarotonga, Cook Islands is scheduled for 1-12 October, 2018. Preparations for the visit are well underway.



## Output 5: Professional Development

During the reporting period, a number of professional development activities were delivered. Activities focused on orienting judicial officers to their role.

As with all Orientation Courses, an intensive 2-day Training-of-Trainers Workshop (ToT) is held in advance. The ToT aims to build the competence and confidence of the local faculty of trained judicial trainers to plan, deliver and manage judicial training on an ongoing basis, locally.

The purpose of the Orientation Courses and preceding ToT Workshop is to:

1. promote the competence of newly-appointed non-law trained (lay) judicial officers being judges and magistrates to perform their duties;
2. build the capacity of local trainers to conduct judicial orientation training; and
3. promote excellence in the delivery of justice across the receiving PIC.

A **Regional Lay Judicial Officer Orientation Course** was conducted in Honiara, Solomon Islands between 20-24 November, 2017 as reported in the Second Six-Monthly Progress Report.

The first **Local Orientation Training** course was delivered in Majuro, Marshall Islands from 10-18 August, 2017 as reported in the Second Six-Monthly Progress Report.

The second **Local Orientation Training** was delivered in Apia, Samoa from 10-17 May 2018. At the Chief Justice's request this activity was conducted for the Land and Titles Court (LTC) of Samoa.

Chief Justice Patu Sapolu, President LTC, Fepuleai Attila Ropati, Justice Vaepule Vaai, Judge Fepuleai Roma, Deputy President (R) Fonoivasa Lolesio Ah Ching, Registrar of LTC, and Dr Livingston Armytage facilitated the induction of lay members of Samoa's Land and Titles Court in the fundamentals of judicial knowledge skills and attitudes in order to perform their roles more competently.

As a result of the prominence of customary law applicable within the Court, the Orientation Course was conducted predominantly in Samoan. Participants actively engaged in discussions and expressed their appreciation for the training with an aggregated satisfaction of 88.15%. Participants also acknowledged the utility of the training at 92.59%. There were a total of 24 participants/faculty members of which 3 were female (12.5%).

PJSI undertook pre & post testing of participants' knowledge of fundamental aspects of justice and the role of judges. There was measureable improvement of knowledge in relation to judicial ethics of 37%, however participants remained very weak in their grasp of procedural fairness, indicating the utility of further training. It was agreed that the Samoan Courts would provide further training to the LTC every six months.

The third **Local Orientation Training** course was held in Honiara, Solomon Islands from 20-29 June, 2018. The Course was presented by a faculty of four judicial and clerical officers from the Courts, including the Chief Justice, together with FCA Justice Debbie Mortimer and Magistrate Greg Benn of the Western Australia Magistrates Court and Dr Livingston Armytage. There were a total of 19 participants/faculty members, five of whom were female (26%). Upon conclusion of the course



*Chief Justice Sir Albert Palmer & Justice Debbie Mortimer, Federal Court of Australia:  
Judicial Orientation Course, Honiara, June 2018*

participants assessed their satisfaction with the training at 90.91% and the usefulness of the information supplied at 96.97%.

The **Local Orientation Visit #4** is scheduled to be held in Tarawa, Kiribati from 12-21 September, 2018. Discussions and preparations are well underway.

The **Judicial Orientation Session Planning Toolkit** was officially launched at CJLF#3 in April 2018. This new Toolkit was introduced to assist local faculty members to prepare their sessions as part of the PJSI Judicial Orientation activities. It is based on PJSI's Regional Lay Judicial Officer Orientation Course, conducted in Honiara, Solomon Islands in November 2017. Session Plans are outlines that provide the content to be used in training sessions. They are guides that can be used to create sessions. Hard copies of the Toolkit have been distributed to all partner courts and are also available on the PJSI website [here](#).

The **Judicial Mentoring Toolkit** is currently being developed by Sir Ronald Young, Justice of Courts of New Zealand (R) and will provide a mentoring program to support new judges to acquire the art and science of judging, with the support from experienced judges. The Toolkit is on schedule to be launched later this year.

### Output 6: Localising Professional Capacity Building

The regional **Promoting Substantive Justice Thematic Training of Trainers Workshop** was held in Port Vila, Vanuatu from 12-16 February, 2018. The Workshop aimed to:

1. build the capacity of PIC courts to improve quality of substantive justice;
2. familiarise participants with the content of both the Human Rights Toolkit and the Gender & Family Violence Toolkit;
3. refresh participants' knowledge of the Enabling Rights & Pro-Se Litigants Toolkit; and
4. plan and develop Justice Improvement Plans.

The Workshop was facilitated by PJSI Access to Justice Adviser, Dr Livingston Armytage; Human Rights Adviser, Dr Carolyn Graydon; and GFV Advisers, Dr Abby McLeod and Mr Tevita Seruilumi. Twenty-two participants, of which 55% were female attended this Workshop from 12 PICs.

The Workshop comprised three integrated themes: *human rights, gender and family violence and access to justice: enabling rights and unrepresented litigants*.

The **Human Rights** sessions conducted during the first two days provided an overarching framework for all three thematic areas of the workshop, addressing the multiple ways in which human rights relate to the work of courts. While most participants had some understanding of human rights, providing the 'nuts and bolts' of the international human rights treaty systems and its applicability in Pacific national legal systems, the sessions aimed to increase participants' confidence to use international and constitutional human rights law in their daily work. Participants explored their own understandings of human rights and common community misconceptions of human rights, as well as their experiences in applying international and constitutional human rights standards in their work. A series of case studies highlighted the centrality of human rights to many types of cases that regularly arise in Pacific court practice, including the rights of women, children and people with disabilities to live free from violence and discrimination, and the responsibility of courts to act as the defender of human rights, as provided by law. Several strategies were discussed and agreed, including:

1. harnessing customary values to further imbed human rights standards; and
2. reconciling and approaching 'clashes' between custom and law that arise and ultimately require courts to prioritise human rights protections over particular customary practices.

The later sessions focused on access to justice, and the need for courts to capture the best possible disaggregated data from court records and to undertake wider social inquiries to better understand

and address the different barriers faced by members of disadvantaged social groups when they seek access to justice. Participants each prepared their own personal human rights action plan identifying the particular changes they will make through their roles, upon return to their home countries.

Building upon the Human Rights sessions, participants explored a range of issues relating to **gender and family violence** over one and a half days, including:

1. gender inequality;
2. the causes and consequences of family violence; and
3. good court practice in the provision of services to the victims of family violence.

Participants were introduced to the new Gender and Family Violence Toolkit, exploring content via a range of presentations, group exercises and discussion. Participants engaged with sensitive content in an open and honest way, with a number of participants noting that their understanding of family violence had fundamentally changed as a result of the workshop. The intent of the Gender and Family violence sessions was to familiarise participants with the notion that all family violence is underpinned by inequitable gender relations, as opposed to commonly cited “causes” such as alcohol and infidelity. Lively discussion about the “causes” of family violence included some participants sharing personal stories and reporting improved understanding of their own experiences.

14% of participants accurately identified the underlying cause of family violence prior to the workshop, as opposed to 71% after the workshop, demonstrating the fruitfulness of this discussion.

The Gender and Family violence sessions also sought to shift the lens of participants to that of the victim so that participants would be well placed to think about the ways in which their home jurisdictions could better provide services to the victims of family violence. This was undertaken via a group exercise in which participants mapped victim journeys (current and ideal) through the criminal justice system. Participants reported that they had not previously thought about their services in this way and a number of practical and achievable suggestions for improved victim-responsiveness were made by both judicial and court staff.

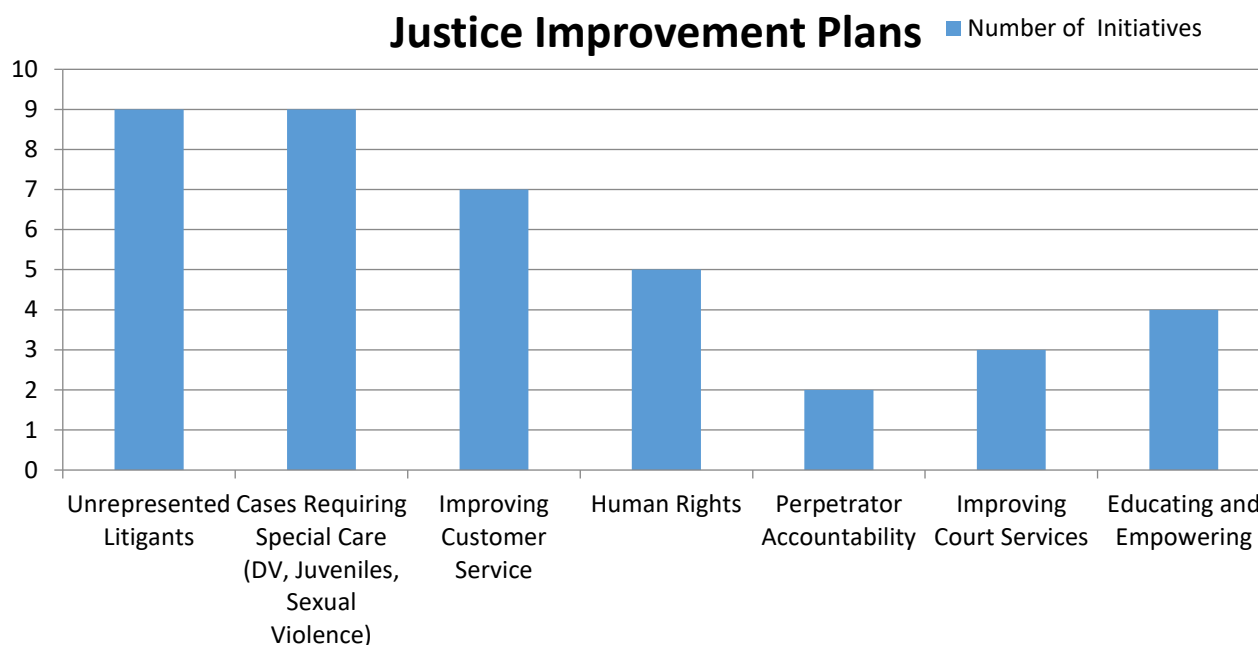
Participants were invited to spend a few minutes at the end of each session recording on a ‘tracking sheet’ their reflections on the most relevant and pertinent ‘takeaways’. These were then used to help prompt participants’ to select two initiatives they could take within their current roles and a further initiative they would advocate for in their court upon their return. Each individual then developed and presented their plans to the plenary for feedback. This methodology worked well in requiring participants to draw on, consolidate and practically apply material covered in the Workshop.

The **Access to Justice: enabling rights and unrepresented litigants** sessions aimed to promote an outward looking orientation for court personnel, with a view to proactively identifying and enabling the *unmet* needs of right-holders in the community for the services of the court to administer justice.



*Participants utilising GFV & Human Rights Toolkits at the Promoting Substantive Justice Thematic Training of Trainers Workshop, Port Vila, February 2018*

All 16 participants developed Justice Improvement Plans, itemising 39 distinct initiatives. The majority of initiatives focused on unrepresented litigants and cases requiring special care. The graph below provides an overview of the various areas the initiatives covered.



Participants were also asked to outline challenges they might have implementing their initiatives. The most commonly identified challenge related to financial resources and fitting the initiatives within their budgets. Other common challenges included lack of adequate technological resources, infrastructure and equipment; as well as a lack of physical resources in the form of lawyers and staff. Participants also identified specific challenges to Gender and Family Violence issues such as parental consent and a lack of a children's court.

Overall, participants rated the quality and satisfaction with the Workshop at 90.20%. Participants rated the information presented at 100%, and its relevance and usefulness of materials at 96.08%.

The regional **Building Capacity in Managing Court Data Workshop** is on track to be delivered from 26-30 November, 2018. The location is currently being confirmed. The objectives of the Workshop are for participants to:

1. know and understand what data is needed to enable efficient management, performance monitoring and accountability;
2. understand the processes and approach to developing systems and procedures to collect integrate and manage quality data; and
3. develop a Court Data Management Plan to collect, analyse and use data.

The Workshop will be facilitated by ICT Adviser, Mr Tony Lansdell; Accountability Adviser, Ms Cate Sumner; and Efficiency Adviser, Ms Jennifer Akers. Discussions and planning are well underway.

**Remote Delivery Expert**, Mr Joseph Sawyer presented a Strategic Overview for remote delivery to the region's Chief Justices in April 2018. The IEC approved the 5 practical recommendations and strategies to bring remote and blended educational delivery to partner courts, including:

1. Web-/podcasts
2. Learning modules



3. Teleconferences
4. Web conferencing/webinars
5. Social Media

The strategies aim to accommodate a number of identified challenges (unbalanced technological infrastructure; education level; technological utilisation; capacity building), as well as the vast differences in technological infrastructure that exist across the region.

Preparations are underway for a regional webcast to be facilitated on gender and family violence for all partner courts participation. It is envisaged that elements of the webcast will then be developed into a podcast to create a remote educational resource. The use of remote delivery will allow PJSI and partner courts to reach greater numbers of judges and court staff with educational content that is tailored to the needs of each court system.

## Output 7: Institutionalising Professional Development

Under the **Career Gateway Project** as reported on in the Six Monthly Progress Report, the USP officially launched the Certificate of Justice in February 2018. The Certificate involves a one-year, part-time program comprising of four courses:

1. Introduction to Law;
2. Courts and their Processes;
3. Criminal Law; and
4. Civil Law.

Through the Leadership Incentive Fund, PJSI supported course fees for 8 students from Vanuatu (Semester 1 and 2); and 18 students from Kiribati (Courses 1 & 2 during Semester 2, 2018).

There was great interest and uptake in the Certificate. Semester 1 (February-June 2018) saw the pilot deliver the Certificate to:

1. a single jurisdiction (Kiribati) with 35 students receiving blended education via both online and face-to-face components; and
2. a regional cohort of 34 students - 8 from Vanuatu; 5 from Tonga; 7 from Niue; 4 from Marshall Islands; 1 from Solomon Islands; 8 from the Fiji High Court Northern Division in Labasa that were taught entirely online. There were additional expressions of interest from the Suva Division of the Fiji High Court; Nauru and Solomon Islands however these did not lead to applications this year.

Utilising a technological application called 'Moodle' - the University's standard platform for online teaching, each course has its own website that contains weekly study guides, readings, prescribed activities and drop boxes for assignments. Moodle's interactive discussion forums provide a means to communicate with lecturers and students. The clear preference however, is for face-to-face teaching. USP has responded to this need by arranging face-to-face tutorials with appropriate judicial/court officers; video tutorials; or special visits by USP staff. Semester 1 has now concluded.

Semester 2 (courses 3 & 4) is on schedule to be delivered from July-November, 2018. Due to the interest in the Certificate, an additional 18 students from Kiribati will participate in courses 1 & 2 during Semester 2. The Certificate Program will be offered again in 2019, with sufficient notice to enable additional jurisdictions to participate.

**Career Gateway Visit #3** was undertaken from 2-6 July, 2018 in Port Vila, Vanuatu. Dr Livingston Armytage had detailed discussions with the USP Dean of Law, Professor Eric Colvin, who advised it may be realistic for a second year leading into a Diploma will be approved by the USP Senate later in 2018. If approved, the Diploma of Justice may be ready for launching in Semester 2 of 2019. It was agreed that the Diploma comprise the following courses:



- COJ05 Professionalism
- COJ06 Judicial Administration
- LW110 Law & Society (*a bridging course from the Law Degree, worth 2 Diploma units, which will be credited for any students wishing to enrol in the Degree*).

PJSI supports this educational staircase design from Certificate to Diploma to Degree for all the lay actors working in the courts across the Pacific to enter a professional career track for the first time. In response to the Certificate of Justice, the Chief Justice of Kiribati has amended recruitment criteria for court officers, requiring staff to complete the Certificate. In due course, PJSI's support for these courses can contribute to transforming the qualification and professionalism of the judicial cadre across the Pacific.

The **Career Pathway Project Local Visit #2** was undertaken in Port Moresby, PNG from 4-8 December, 2017 as reported on in the Second Six Monthly Progress Report. Ongoing remote support is currently being provided. A stocktake of the extent to which PNG CJE confirms to the below 'red lines' and its demonstrated capacity to perform as a judicial training provider at a satisfactory level of proficiency is tentatively scheduled for December 2018. The 'red lines' refer to:

- Appointment of full staff for PNG CJE;
- Confirmation of interim accommodation arrangements;
- Confirmation in writing of Government of PNG's funding for Years 1-3; and
- PNG CJE develop and deliver an updated domestic training plan in PNG in 2018.

Extending collaborations with the leadership of CJE, PJSI will support further capacity building. This will take place through the approved LIF. See Output 2: National Leadership activity #3 above.

## Output 8: Human Rights

The **Human Rights Toolkit** was finalised, published and officially launched on 17 November, 2017. The Toolkit has been distributed to all Chief Justices, National Coordinators and PIC Court libraries. The Toolkit is also available on the PJSI website [here](#).

The **Human Rights Visit #1** was undertaken in Port Moresby, PNG from 20 November-1 December, 2017 as reported on in the Second Six-Monthly Progress Report.

The **Human Rights Visit #2** was delivered in Tarawa, Kiribati from 4-16 June, 2018. The visit was designed to build on the 'Enabling Rights' work previously completed in Kiribati in 2015. The aims of the visit were to:

1. increase the knowledge and skills of judges, single magistrates and court staff on South Tarawa to understand the relevance of human rights to their daily work and to apply human rights standards in their respective roles ; and
2. encourage the court leadership to continue its impressive efforts to professionalise the magistracy and integrate human rights capacity development priorities into regular court planning processes.

During the visit the following six activities were completed:

1. Consultations with court staff, magistrates and judges in South Tarawa to better understand and gauge how each currently perceive the relevance of human rights to their work, and to explore key themes around court approaches to cases involving family and gender-based

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*'The visit was conducted against the backdrop of a highly successful piloting of the Enabling Rights Toolkit in 2015 (PJDP). The activity inspired a major court outreach project to the outer islands of Kiribati to 'roll out' awareness raising focused on assisting unrepresented litigants and providing community access to justice.'*

PJSI Human Rights Adviser, Dr Carolyn Graydon

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- violence, children, and people with disabilities, as well as service provision to other vulnerable groups.
2. Consultations with external justice/human rights actors to discuss how they interact with the courts, their perception of courts' approaches to providing access to justice and protecting human rights of court users, and court approach of engagement with communities.
  3. Two-day workshop for court staff to increase understanding of the relevance of human rights to their roles and to develop skills to apply these in practice, especially in relation to increasing access to justice for vulnerable social groups.
  4. Three-day workshop for Single Magistrates to increase understanding of the relevance of human rights to their roles, and to develop skills to apply these in practice, with a focus on:
    - identifying human rights issues in cases;
    - applying relevant human rights standards and applicable laws (under treaties, constitutional, national and customary law) in procedures and judgements; and
    - resolving conflicts arising between human rights standards/applicable laws and customary practices in cases.
  5. In-depth discussions with the Chief Justice and Chief Registrar to identify capacity development needs and court planning to strengthen application of human rights in Kiribati courts.
  6. One day visit to North Tarawa to visit the Magistrates' Court and to facilitate discussion with five lay magistrates about the application of human rights in cases coming before the Magistrates Court.

At the conclusion of the 2-day Court Staff Workshop, participants assessed their aggregated satisfaction with the workshop at 92.79% and the usefulness of the information presented and materials provided at 94.59%. Participating court staff were asked seven pre and post activity survey questions that demonstrated an average increase in knowledge of 94%.

At the conclusion of the 3-day Magistrates' Workshop, participants assessed their aggregated satisfaction with the workshop at 93.33% and the usefulness of the information presented and materials provided at 90%. The Magistrates were asked four pre and post activity survey questions that demonstrated an average increase in knowledge gained at 47%.

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*'I wish to offer on behalf of the Chief Justice and officers/staff of the Court a deep appreciation and gratitude to PJSI, the NZ Government and Carolyn for the work been done by her with our officers. I must say that the workshop was remarkably and most helpful to the magistrates in particular with the application of human rights international laws and principles in our decision making and judgment writing. Our participants have been made to see human rights in a new perspective and how to apply it effectively in day to day court and out of court activities.'*

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Chief Registrar, High Court of Kiribati

The **Human Rights Visit #3** is scheduled from 4-15 February, 2019 in Nuku'alofa, Tonga. Planning and preparations for this visit will begin in Quarter 3, 2018.

## Output 9: Gender & Family Violence

The **Gender and Family Violence Toolkit** was finalised, published and officially launched on 17 November, 2017. The Toolkit has been distributed to all Chief Justices, National Coordinators and their court's library. The Toolkit is also available on the PJSI website [here](#).

The **Gender and Family Violence Visit #1** was undertaken in Yaren, Nauru from 19-26 November, 2017 as reported on in the Second Six-Monthly Progress Report.

The **Gender and Family Violence Visit #2** is confirmed to be delivered in Port Vila, Vanuatu from 6-17 August, 2018. Discussions and preparations are currently in the final stages.





## Output 10: Efficiency

The **Efficiency Toolkit** was presented at the CJLF#3 and endorsed by the 4<sup>th</sup> IEC Meeting in April, 2018. The Toolkit will be piloted and both hard and electronic copies made available to all partner courts.

The **Efficiency Visit #2** is tentatively scheduled to be held in Alofi, Niue from 5-16 November, 2018. Discussions and preparations are currently underway.

The **Efficiency Visit #3** for Tokelau is currently being discussed with a tentative timeframe in early 2019.

Under the LIF, Palau have sought an Efficiency Follow-Up Visit to be conducted from 13-17 August, 2018. The Visit will follow up from workshops delivered in 2017 and will introduce the Efficiency Toolkit and Efficiency Review and monitor progress against the previously development improvement plan.

### **Information Communications and Technology (ICT) Adviser, Mr Tony**

Lansdell was recruited in December 2017 to take forward the ICT Concept Paper that was presented and accepted at the 3<sup>rd</sup> IEC Meeting in September 2017. Mr Lansdell developed an ICT Road Map to assist PJSI partner courts with:

1. high-level guidance;
2. strategic options about existing ICTs that enable courts to deliver more efficient, accessible, and timely justice services from applicable and appropriate jurisdictions around the world;
3. recommendations on practical and appropriate next steps for courts to consider over the next 3-4 years in order to be more ICT-focussed and capable.

Accepted by the 4<sup>th</sup> IEC Meeting in April 2018, the Road Map recognises the vast differences in population, land size, and internal capacity for introducing technologies and systems. Noting that many technologies and systems have already been introduced or are well underway within partner courts, there is little sharing of related achievements and experiences. It was agreed to undertake a baseline survey across the region to support the process of sharing and leveraging such experiences. The baseline survey was distributed to all Chief Justices and National Coordinators on 22 June 2018. The ICT Adviser will analyse the results both regionally and bilaterally. A regional report will then be drafted identifying the current status of technology implementation and use, and where countries have provided feedback, will provide each country with their own practical summary of findings with recommended considerations. These summaries will be used in each country's ICT planning process and where needed, PJSI may support ongoing needs through the LIF.

In April, 2018 the 4<sup>th</sup> IEC Meeting agreed that the ICT Adviser design and deliver two local activities to further develop partner courts technology implementation and use. **ICT Local Visit #1** will be undertaken in Port Moresby, PNG from 23-24 July, 2018; and **ICT Local Visit #2** will be delivered in Majuro, Marshall Islands later in 2018.

## Output 11: Accountability

**Local Visit #1** was undertaken in Koror, Palau from 21-25 August, 2017 as reported on in the Second Six-Monthly Progress Report.

**Local Visit #2** is scheduled to be delivered in Apia, Samoa from 23-27 July, 2018. The aim of the visit is to assist the Samoa Judiciary to collect, analyse and present information to the public concerning the work of the Family Court since it was established under the Family Court Act 2014 and the Family Violence Court since it was established under the Family Safety Act 2013.

Ongoing **remote assistance** is continuing to be provided through the following activities:

- Following discussions with Chief Justices at the CJLF in Auckland in April 2018, the 3<sup>rd</sup> update to the **Annual Reporting Toolkit** was published. It included new chart creators developed to

assist courts to collect, analyse and present age and sex disaggregated data. The [Annual Reporting Toolkit](#) presented the latest information on the publication of Annual Reports by PJSI jurisdictions.

- **Increasing use of Cook Island Indicators and Chart Creators** in the Annual Reports of PJSI jurisdictions: Nine PJSI jurisdictions refer to the 15 Cook Island Indicators and/or use the Pacific Judicial Development Programme (PJDP) chart creators to present trend data in their latest Annual Reports including the Cook Islands, FSM, Kiribati, Niue, Palau, Republic of Marshall Islands, Tokelau, Tonga, Vanuatu.
- **The collection of data on the Cook Island Indicators** for courts allows Courts to see where things are working well or where some further actions might be needed. Two examples:
  - Palau Juvenile cases: described in December and in the Palau Judiciary Press Release on its website.
  - Palau Court Fee waivers. After the first visit of the Accountability Adviser in 2011, the Palau Judiciary amended the Civil Procedure Rules to allow a party to have the court fee waived, and this was published on the Palau Judiciary website. However, the Micronesian Legal Services Corporation (MLSC) did not know of this court fee waiver provision at the time of the second visit of the Accountability Adviser in August 2017. A simple poster in the registry and notification to the MLSC resulted in seven requests for court fee waivers in the next six months. Six of seven requests were clients of the MLSC and six of the seven requests were from women.
- As endorsed at the 4<sup>th</sup> IEC Meeting in April, 2018 additional activities to support the performance and data gathering strategy were agreed. A high level **Trend Report 2019** will be developed by Accountability Adviser, Ms Cate Sumner and presented at the 4<sup>th</sup> Chief Justices' Leadership Forum in April 2019. The 2019 Trend Report will look to provide:
  1. an overview of partner courts Annual Reports drafted/published from 2011-2018;
  2. an overview of sex, age and disability disaggregated data in PJSI Jurisdiction Annual Reports;
  3. a 2-page traffic light report on the original 15 Cook Island Indicators; and
  4. a detailed analysis of 8 specific Cook Islands Indicators including:
    - a. Cook Island Indicator 1: Clearance rates
    - b. Cook Island Indicator 2: Average duration of a case
    - c. Cook Island Indicator 3: Percentage of Appeals
    - d. Cook Island Indicator 4: Overturn Rate on Appeal
    - e. Cook Island Indicator 5: Percentage of cases that are granted a court fee waiver
    - f. Cook Island Indicator 7: Percentage of cases where a party receives legal aid
    - g. Cook Island Indicator 8: Documented process for receiving and processing a complaint that is publicly available
    - h. Cook Island Indicator 13: Court produces or contributes to an Annual Report that is publicly available for the previous year.

### Court Performance Planning and Measurement

International Performance Framework Adviser, Ms Megan O'Brien was recruited in December 2017. A Court Performance Planning and Measurement Strategy Paper and recommendations were developed, presented and approved by the region's Chief Justices and IEC in Auckland. A work plan was developed and approved which outlines the approach and timeframe for implementing the strategy and recommendations. The three recommendations included:

1. Commencing strategic planning;
2. Commencing disaggregation of data for existing Cook Island Indicators; and



### 3. Adopting the five supplementary indicators.

Guidance material on strategic planning will soon be piloted with a partner court to ensure utility and relevance, prior to be distributed to all partner courts.

Implementation will focus on practical steps, approaches and recommendations for PJSI partner courts on how to operationalise the strategy with a particular emphasis on planning guidance, the importance of data collection and analysis and accurate reporting. This work contributes to improving the courts' maturity in operations and governance while strengthening the confidence of the profession and the community in the court.

## Monitoring and Evaluation

Further to the baseline study completed in mid-2017, PJSI has continually monitored and evaluated all its activities. In the Monitoring and Evaluation (M&E) plan developed at the commencement of PJSI it was agreed with stakeholders that Kirkpatrick's Evaluation Model would be the paradigm against which the quality and effectiveness of PJSI's interventions will be assessed. The Model posits four levels of assessment comprising:

1. **Reaction:** participants' satisfaction;
2. **Learning gain:** achieved during training or related inputs;
3. **Behavioural change:** subsequent changes in participants' behaviour and institutional performance; and
4. **Results or impact:** effect of those changes on beneficiaries (ie court users).

PJSI's Advisers have collected information on reaction (Level 1), learning and related change (Level 2), using standard templates that assist analysis and enable comparisons. The templates include what was done during the reporting period and why the approach/input was chosen; who was involved (delivering and receiving); where and when input/s took place; satisfaction with the input/s and the extent to which they achieved desired short-term learning outcomes. The results of these assessments are included in the narrative about the activities above.

PJSI's delivery is now sufficiently mature to commence assessment of the extent to which behavioural change (Level 3) is evident and linked to PJSI's various projects.

An assessment of Level 4 results/impact cannot yet occur as the PJSI is still operating. As Level 4 changes relate to beneficiaries – court users – sufficient time following PJSI's interventions must pass, allowing their effects to impact their behaviour, which in turn, may be felt by court users.

Between now and when the PJSI contract expires in May 2019, PJSI will continue to collect Level 1, 2 and 3 data. See **Annex D:** for the updated Monitoring & Evaluation Framework.

The table below provides the indicators, baseline and targets against each outcome PJSI will report on.

### Short-Term Outcomes

Outcome	Indicator	Baseline	Target
1.1.1 Improved capacity of <i>judicial leadership</i> to assess needs, plan, own and lead judicial development locally.	Extent to which change is driven locally	On average, 18% of change is driven locally	5% increase in locally driven changes.

2.1.1 Marginalised and vulnerable groups better able to <i>access justice</i> in and through courts.	The extent to which the needy understand, and are confident to exercise their rights.	19% of vulnerable & marginalised people have knowledge of & confidence to assert their legal rights.	5% increase in understanding / confidence
2.1.2 Partner courts operate with a higher level of <i>professionalism</i>	Extent to which officers deliver excellent service	32.5% of court users consider PIC courts to be professional.	5% increase in professionalism
2.1.3 Partner courts exhibit more responsive & just behaviour & treatment that is fair & reasonable ( <i>substantive justice</i> ).	Extent to which courts deliver fair results	27% of court users consider courts to be adequately responsive, just, fair and reasonably.	5% improvement in delivering fairer results
2.1.4 Cases are disposed of more efficiently ( <i>procedural justice</i> ).	Number of backlogged / delayed cases backlog in partner courts	82% of court users consider there to be unreasonable case delays	NA (no activities planned for the first two years)

The intention of this evaluative approach is to explore change in the five domains (themes) PJSI focuses on, plus an open-ended domain to capture other changes identified by respondents. Respondents will be asked to consider changes relative to:

1. The leadership of change locally;
2. Understanding of and confidence among court users to pursue their legal rights;
3. Quality of court service delivery;
4. Fairness of court decisions;
5. Case disposition rates; and
6. Any other changes (enabling respondents to supplement or replace behaviours).

PJSI will deploy a semi-structured interview process incorporating a modified '*Most Significant Change*' technique (MSC). The MSC comprises collection of qualitative data about behavioural changes as perceived by respondents, to which PJSI contributed. This data comprises responses to questions about changes in individual behaviour and 'stories' from PJSI activity participants. It will also provide a basis for learning and improvement for participants and the PJSI team. The data will be triangulated with available quantitative data, to report against all outcomes, indicators and targets to key stakeholders including the region's Chief Justices and MFAT.

The table below contains indicative behavioural changes related to the successful achievements of each outcome.

Short-Term Outcome	Associated Project Outputs	Behavioural Change required to consider successful achievement of Outcome
Improved capacity of judicial leadership to assess needs, plan, own and lead judicial development locally	Chief Justices trained in leadership & associated tools provided.	Regional leaders demonstrating more active leadership and guidance of regional and local activities.
	National judicial leaders trained in leadership & change management & associated tools provided.	Individuals within PICs are planning, designing, and/or delivering better quality activities than before.
	Local activities conducted through training & funding provided.	Individuals within PICs are designing/delivering activities locally who were not before.
Marginalised & vulnerable groups better able to <i>access justice</i> in and through courts.	PIC courts committed to improving access to justice, people trained & relevant tools provided.	Guidance Note adapted, translated and circulated.
		Action Plans written and actioned.
		Outcome of select actions.
PICs operate with a higher level of <i>professionalism</i>	Judicial / Court Officers trained in priority areas of knowledge skill & attitude.	Participants demonstrate improved: <ol style="list-style-type: none"> <li>1. Competence: knowledge of key law/procedure</li> <li>2. Professionalism: appropriate attitude, values &amp; treatment of people</li> <li>3. Efficiency: organisation/management of court proceedings/cases</li> </ol>
	PICs trained and equipped with resources to address needs locally.	PICs are using the resources to design and deliver local activities.
	A modality to institutionalise cost-effective / sustainable in-region training.	Interest in & uptake of the USP Certificate of Justice. Viability of PNGs Centre for Judicial Excellence.
PICs exhibit more responsive & just behaviour & treatment that is fair & reasonable ( <i>substantive justice</i> ).	PIC courts committed, trained & equipped with tools to deliver justice aligning with human rights.	PICs using the Human Rights Toolkit.
		Court human rights action plans are written and actioned.
	PICs committed, trained & equipped with tools to better respond to gender & family violence	PICs are using Gender & Family Violence Toolkit. Court family violence action plans are written and actioned.
Cases are disposed of more efficiently ( <i>procedural justice</i> ).	PIC courts trained & equipped with the tools & capacity to improve efficiency in the administration of justice.	More PICs are establishing time goals.
		Tools/processes are being deployed administer justice more efficiently.
	Court performance monitored, evaluated & reported on to improve accountability.	PICs are collecting and reporting more performance data. PICs are acting on performance data.



The behaviours are derived from the theory of change that suggests the types of demonstrable behaviours required to lead to the Medium-Term Outcomes (measurable in year 4). They are indicative and may be challenged, supplemented or replaced with other behaviours described by respondents during interview.

Where data is not provided through the MSC technique about a particular outcome, further investigation about any related change will be conducted. It is noted that some PICs continue to lack the systems and capacity to collect key quantitative data related to all PJSIs indicators. PJSI will include reference to the existence or lack of data by PIC.

Each PJSI Adviser has selected no less than five respondents per **project**, with whom they have collaborated on their inputs to interview. Interviews will be conducted in-person where possible, or remotely. The selection of respondents will be made on the basis of their:

- a. direct involvement/participation in and knowledge of the domain-related activities;
- b. position and responsibility relative to the related outcome/s; and
- c. capacity to clearly articulate their experience, perceived benefits and changes, both personally and having observed others.

Interviewers will ask pre-defined questions enabling collation of responses across all PJSI projects. PJSI Advisers have been supplied with interview guidelines and will submit a one-page report following each interview. Responses will be considered by each Adviser to:

1. connect them to relevant PJSI interventions;
2. ground them in discussion about both political will and capacity in each PIC; and
3. analyse the divergent rates of change that may be anticipated from different PICs given the stance and capacity of local actors.

### Local capacity to monitor & evaluate

Following the Project Management Workshop conducted by PJSI in Vanuatu in February 2017, PJSI has received 18 applications for grants from the LIF. During the reporting period, 13 applications were received and approved. PJSI supported all PICs to draft their applications including the M&E frameworks. Based on the quality of past applications, it is clear that the capacity to design, deliver and evaluate activities is increasing across the region. PICs better understand the need and means to monitor and evaluate their activities, using the data to support the design of further activities to continue to build local capacity. PJSI will continue to support all interested PICs enabling them to further develop their capacity to design and administer evaluative tools and to analyse results in order to report on outcomes and impacts over time.

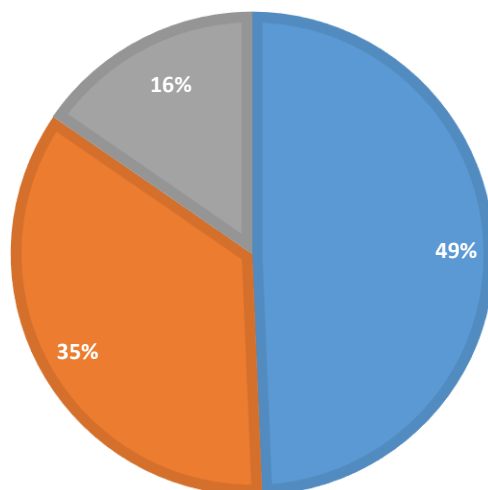
### Reach

Across all **capacity building-related activities** delivered, PJSI has reached 760 judicial and court officers, 311 of whom (or 40.9%) were female. Please see **Annex E** for detailed information.

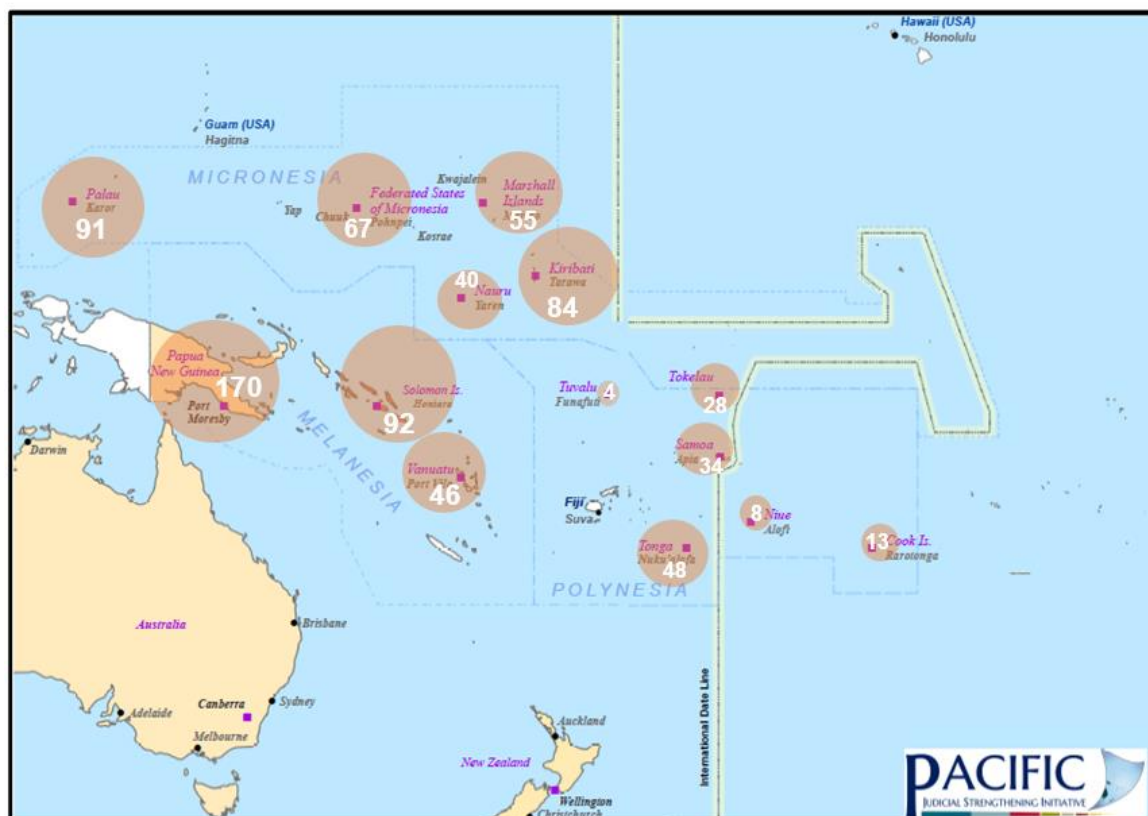


## PJSI REACH ACROSS CAPACITY BUILDING-RELATED ACTIVITIES

■ Judicial Officers ■ Court Officers ■ Other roles



Participant numbers across partner courts involvement in PJSI activities:





In addition, **New Zealand and Australian Judicial Officers** were actively involved in the planning, preparation and delivery of PJSI activities. During the reporting period, three Judicial Officers<sup>3</sup> provided pro bono technical and facilitation support; and two retired Judicial Officers<sup>4</sup> provided technical and facilitation assistance. Unfortunately an additional New Zealand Judicial Officer was unable to participate at the last minute due to medical issues.

As endorsed at the IEC Meeting, the PJSI Chair has communicated with the Chief Justice of **Fiji** to inform him of the next PJSI Chief Justices' Leadership Forum, to seek his participation in that Forum and to welcome the participation of judicial and court officers of the courts of Fiji in PJSI's activities. Whilst not a core PJSI activity, the Certificate of Justice Semester 1 saw the participation of 8 students from the Fiji High Court Northern Division in Labasa.

**Linkages** - The PJSI Team coordinated and worked with a number of regional partners, including: USP, Centre for Judicial Excellence, New Zealand Judicial Pacific Participation Fund, and Australian Federal Police.

## 2. Attributing Success

The successful delivery and uptake of PJSI's programs is attributable to several factors, including:

- the enthusiastic **involvement of local judicial leaders**, whose ownership and oversight of regional and local activities has encouraged other court actors to commit to the uptake of PJSI's programs and support services;
- fostering the **sustainability of project outcomes**, through capacity building and project management, to support PICs to design and deliver locally-developed activities;
- tailoring activities to **address key issues impacting a broad base of court users**, including:
  - improving the understanding of, and confidence to exercise, human and gender-based rights among vulnerable and marginalised groups;
  - increasing public awareness and accountability for judicial performance; and
  - developing judicial professionalism.
- the opportunities provided by the LIF for targeted and significant **attention to local development agendas**; and
- focussing on **achievable local 'wins'**, whose outcomes are scalable and adaptable to other PICs.

## 3. Primary Changes & Capacity Improvements

Without wishing to pre-empt the outcomes of the aforementioned evaluative strategy (most significant change technique) being deployed by PJSI a number of changes and improvements are evident, notably:

- **access to affordable accredited legal education** among all PICs, through the commencement of USP's Certificate of Justice;
- **ongoing institutional strengthening of the CJE**, by supporting its development into a self-sufficient regional provider of in-service training for judicial and court officers across the Pacific;
- **adoption of important change strategies by judicial leaders**, including:

<sup>3</sup> Justice Debbie Mortimer of Federal Court of Australia; Judge Jane Patrick of County Court Victoria; Magistrate Greg Benn of Magistrates Court in Western Australia

<sup>4</sup> Sir Ronald Young, retired New Zealand Judge; Mr John Mansfield, retired Federal Court of Australia Judge



- The commitment of the **judicial leadership in PNG** to:
  - implement a blanket fee waiver for indigent court users;
  - assess court compliance with human rights norms;
  - prevent premature juvenile criminal liability;
  - provide better protection to complainants in cases involving violence.
- The **Republic of Marshall Islands Judiciary** have committed to oversee the production of an Access to Justice Plan for the courts, and its inclusion in the strategic plan for the courts.
- The **Supreme Court of Samoa** agreed that the Courts would resume and extend a process of orientation training for the Land & Titles Court on an ongoing 6-monthly basis.
- The **High Court of Kiribati** has developed policies and procedures to establish case time goals and priorities of certain kinds of cases, particularly cases involving children, victims of sexual abuse and domestic violence, and people with disabilities. The Court aims to hear prioritised cases from beginning to end within a two month period and collect data related to gender, age and legal representation. The Court is strengthening legal enforcement of human rights by:
  - drafting rules and an application form for claimants;
  - waive court fees for disadvantaged groups;
  - provide specialised training to court staff and facilities for people with disabilities;
  - developing mobile courts for larger outer islands; and
  - investing in further outreach efforts including by using radio as a key media and developing radio dramas providing information about the legal system and legal rights.

#### 4. Risks and Opportunities

The risks identified in the Activity Design Document (ADD) have been reviewed. Of note in this reporting period, PJSI has taken active steps towards addressing several existing risks, including:

- **inaccessibility and lack of resources** in partner courts and their communities, by rolling out remote delivery facilitation modalities as a cost-effective and efficient means of service delivery;
- **loss of engagement and lack of sustainability of program outcomes** in affected communities, by creating materials for use outside a formal training environment, such as the GFV, Human Rights and Judicial Orientation Session Planning Toolkits; and upcoming GFV web-/podcast, as a means of providing accessible and ongoing information dissemination; and
- **lack of support from stakeholders** for the core issues identified in the ADD by providing participants with post-activity surveys, not just to track learning outcomes, but to ensure end-user satisfaction with the relevance and quality of program delivery. To date, the responses to these surveys have been extremely positive.

One additional risk has been identified:

- **late confirmation of PJSIs continuation with the Federal Court, beyond May 2019.** If insufficient time is available to design PJSIs final 2 years and secure the involvement of relevant expertise, it will likely cause a hiatus in activities and therefore, a loss of important momentum and stakeholder engagement.



## 5. Refinements to PJSI Contracting or Approach

**PJSI Leadership changes:** the 3<sup>rd</sup> IEC Meeting confirmed the new appointment of Ms Tangianau Taoro (Cook Islands, Senior Justice of the Peace) as the new lay-judiciary representative on the IEC.

**Approval of additional activities/support:** activity savings and contingency funding enabled a number of additional activities and support to be added to the implementation schedule. These comprise:

1. Hold one additional 3-day Regional Workshop - scheduled for 19-21 September, 2018 in Auckland, for up to 2 participants per PJSI partner court.
2. Develop the ICT Options Paper and selected ICT support to partner courts.
3. Develop and pilot a Mentoring Toolkit, including training.
4. Undertake a visit to Wellington (TBC) to give a presentation to the Minister on PJSI and opportunities to develop and extend MFAT's support of law and justice across the region.
5. Provide additional support to selected Chief Justices' Leadership Forum endorsed activities, including:
  - performance and data gathering strategy, through the production of a slim-line 2019 Trend Report
  - the remote delivery strategy, through a web-/podcast on GFV;
  - increase of participant numbers at the Building Capacity in Managing Court Data Workshop;
  - an additional visit under the Career Pathway Project;
  - an additional visit under the Career Gateway Project;
  - development of 3x Benchbook Guidelines and follow-up visit to Kiribati under the Human Rights Project;
  - training on public and media relations and/or harassment; and
  - selected additional support to the PNG CJE.
6. Any balance of underspends to be allocated to contingency or additional LIF activities (as appropriate).

## 6. Human Rights and Gender

Human rights and gender issues have been addressed throughout PJSI's design, processes and systems, and activity delivery. In this reporting period, PJSI's notable achievements in tackling these issues include:

- the publication (and distribution to partner courts) of the *Human Rights Toolkit* and the *Gender and Family Violence Toolkit*. These Toolkits are designed to improve gendered and human rights outcomes for people using PIC courts. Electronic versions of the Toolkits are also available [online](#);
- the preparation and upcoming release (in late 2018) of a Gender and Family Violence podcast. This initiative came about following consultations with PJSI's Remote Delivery Expert, and is being spearheaded by Dr Abby McLeod and Mr Tevita Seruilumi; and

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These Toolkits were used in the *Promoting Substantive Justice ToT Workshop* in Vanuatu, from 12–16 February 2018. Participants rated the usefulness of the materials at an impressive **96.08%**.

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- since the publication of the *Human Rights* and *Gender and Family Violence* toolkits, PJSI has completed three Human Rights/Gender and Family Violence visits (in Nauru, Kiribati and PNG), and has confirmed a further two related visits.<sup>5</sup>

## 7. Sustainability

Sustainability is an integral feature of PJSI's design. A number of PJSI's projects focus on strengthening local institutional and individual capacities to design and deliver future development activities. This capacity building will reduce partner courts' and institutions' dependence on support from external actors.

The projects completed in this reporting period delivered the following sustainability outcomes:

Sustainability outcome	Project
Building local capacity to design and manage projects	Lay Magistrates Training Workshop at Line Islands, <b>Kiribati</b>
	Registry Manual for the National Court, <b>PNG</b>
	Training: Island Court Lay Justices from the Malekula Island Court, <b>Vanuatu</b>
	Local Orientation Training, <b>Marshall Islands</b>
	Local Orientation Training, <b>Samoa</b>
	Local Orientation Training, <b>Solomon Islands</b>
Institutionalising the progressive development of regional judicial competence	Certificate of Justice: Career Gateway Project
	Centre for Judicial Excellence <b>PNG</b> : Career Pathway Project
Addressing nuanced and priority local needs	Lay Magistrates Training Workshop at Line Islands, <b>Kiribati</b>
	Registry Manual for the National Court, <b>PNG</b>
	Training for Island Court Lay Justices from the Malekula Island Court, <b>Vanuatu</b>
	Local Orientation Training, <b>Marshall Islands</b>
	Human Rights Training, <b>PNG</b>
	Gender & Family Violence Training, <b>Nauru</b>
	Access to Justice Training, <b>Marshall Islands</b>
	Local Orientation Training, <b>Samoa</b>
	Local Orientation Training, <b>Solomon Islands</b>
	Human Rights Training, <b>Kiribati</b>
Fostering local capacity to deliver substantive activities	Lay Magistrates Training Workshop at Line Islands, <b>Kiribati</b>
	Registry Manual for the National Court, <b>PNG</b>
	Training for Island Court Lay Justices from the Malekula Island Court, <b>Vanuatu</b>
	Regional Lay Judicial Officer Orientation Course
	Local Orientation Training, <b>Marshall Islands</b>
	Local Orientation Training, <b>Samoa</b>

<sup>5</sup> Human Rights visit in Tonga from 14–15 February 2019, and Gender and Family Violence visit in Vanuatu from 6–17 August 2018.

	Local Orientation Training, <b>Solomon Islands</b>
	Regional Promoting Substantive Justice Thematic Training of Trainers Workshop
Generating materials for future reference (both locally and regionally)	Lay Magistrates Training Workshop at Line Islands, <b>Kiribati</b>
	Registry Manual for the National Court, <b>PNG</b>
	Training for Island Court Lay Justices from the Malekula Island Court, <b>Vanuatu</b>
	Regional Lay Judicial Officer Orientation Course
	Local Orientation Training, <b>Marshall Islands</b>
	Local Orientation Training, <b>Samoa</b>
	Local Orientation Training, <b>Solomon Islands</b>
	Human Rights Toolkit
	Gender & Family Violence Toolkit
	Efficiency Toolkit
	Judicial Orientation Session Planning Toolkit
	Judicial Mentoring Toolkit
Building competence to perform functionary duties	Lay Magistrates Training Workshop at Line Islands, <b>Kiribati</b>
	Training for Island Court Lay Justices from the Malekula Island Court, <b>Vanuatu</b>
	Regional Lay Judicial Officer Orientation Course
	Local Orientation Training, <b>Marshall Islands</b>
	Human Rights Training, <b>PNG</b>
	Gender & Family Violence Training, <b>Nauru</b>
	Local Orientation Training, <b>Samoa</b>
	Local Orientation Training, <b>Solomon Islands</b>
Developing and embedding systems to increase efficiency, consistency and adherence to the law	Mediation Skills Training for the Supreme Court, <b>Tonga</b>
	Registry Manual for the National Court, <b>PNG</b>
	Human Rights Training, <b>PNG</b>
Building consensus, capacity and tools to collect disaggregated case data	Human Rights Training, <b>Kiribati</b>
	Accountability Visit, <b>Palau</b>

With the intention of further strengthening sustainability, activities related to many of the aforementioned will occur during the remainder of the PJSI. PJSI will also analyse the sustainability of competence gains over time.

## 8. Initiative Management

**Judicial Liaison Committee:** remote meetings of the JLC committee were held on 25 July, 2017 and 9 February, 2018. The PJSI team provided activity summary progress reports and discussed future activities. Future JLC meetings will only be held if there are issues members wish to discuss pursuant to periodic reports made to the Committee in writing.

**Mid-term Review & Extension Phase:** due to the change in Government in New Zealand, MFAT are currently undergoing reprogramming of its development policy approach. It was further **noted** that



this change in focus will impact on the timing and nature of the planned Mid-Term Review of PJSI. Once the Mid-Term Review is complete, and if approval is extended to exercise the 2-year extension phase, the PJSI Team aim to develop implementation plans for years 4 and 5 in early 2019 to seek feedback and approval at the 4<sup>th</sup> Chief Justices' Leadership Forum in April, 2019.

**Milestone Deliverables:** All agreed milestones were submitted on or before the date agreed:

Milestone Report	Due	Submitted
M. 1: Signed Arrangement between Recipient and MFAT. Submission of a claim	30 June, 2016	✓
M. 2: Inception Period Completion Report, including Leadership Incentive Fund Guidelines, updated 24-month plan, and costed workplan	31 August, 2016	✓
M. 3: Summary of progress report for the period date of signing the GFA to 31 January 2017 covering: outputs delivered to date and actual expenditure	15 February, 2017	✓
M.4: Annual Progress Report, including 24-month rolling plan, updated activity results framework and costed workplan	31 July, 2017	✓
M.5: Six-Monthly Progress Report, including national and regional court user perception report, costed workplan and expenditure forecast	31 January, 2018	✓
M.6: Annual Progress Report, including costed workplan and expenditure forecast	31 July, 2018	✓

**Recruitment:** during the reporting period a number of additional Advisers were internally recruited as detailed in the Six-Monthly Progress Report.

**Expenditure Summary:** Commercial – in confidence

**Counterpart communication:** The following communication with counterparts has taken place:

- **Newsletter:** Issue 2 was distributed to all partner courts and counterparts in July 2017. A copy of all PJSI newsletters are available here <http://www.fedcourt.gov.au/pjsi/news>.
- **Newsflash:** the following newsflash communications were distributed to all partner courts and counterparts:
  - Launch of two new Toolkits: Human Rights Toolkit and Gender & Family Violence Toolkit (17 November, 2017)
  - Launch of Certificate of Justice (4 December, 2017)
- **Website Statistics:** The [PJSI website](#) provides access to key documentation, as well as background and progress information on the Initiative. During the reporting period the PJSI website recorded a total of 3,161 'page views'.<sup>6</sup>

<sup>6</sup> Note: the 'Total Page Views' statistic counts multiple visit to the one page by the same user.



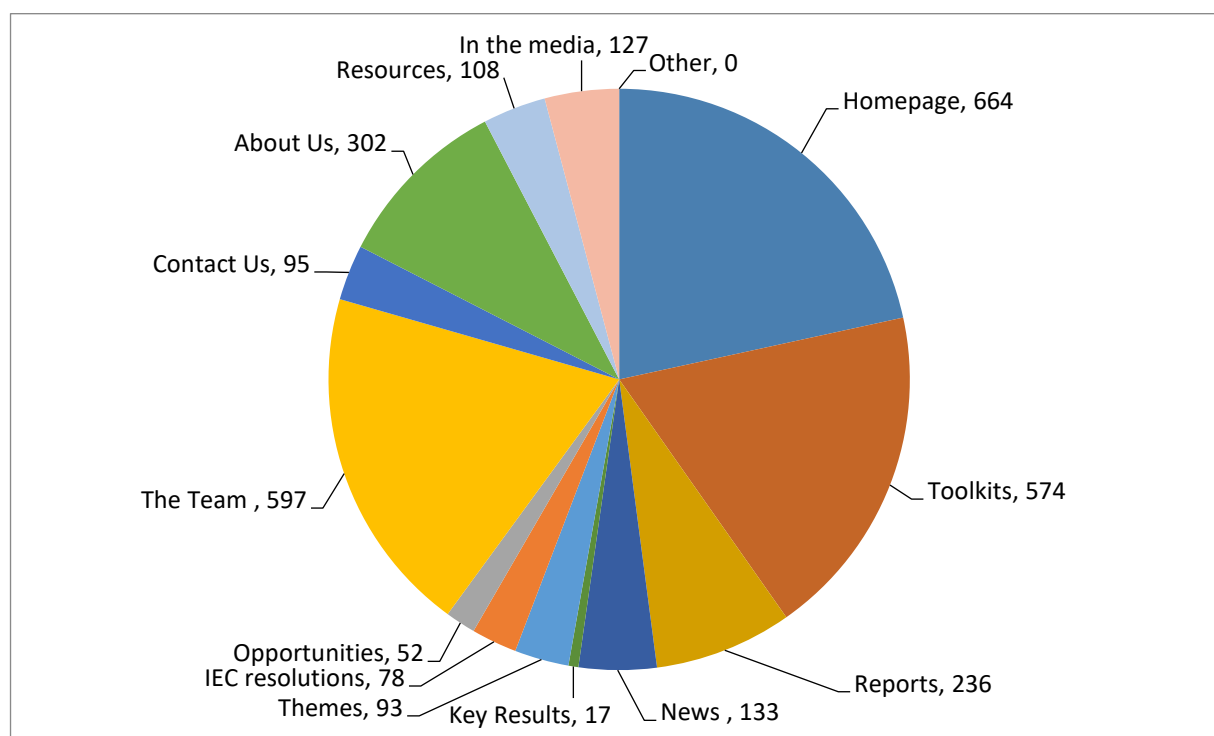


Figure 1: Breakdown of total page views

## 9. Lessons and Recommendations

The following lesson has been identified:

- Ongoing coordination with partners across the region:** acknowledging that our partner courts may be receiving other external funding, the PJSI team will continue to liaise and coordinate closely with partners across the region.

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



## 10. Conclusion

The second year of PJSI has now been completed with all Outputs currently being implemented. The past year has seen several key results delivered, including:

- five Toolkits published and/or currently under development;
- the Certificate of Justice successfully launched and currently under pilot with maximum participation; and
- approval of 13 LIF activities at various stages of implementation.

The PJSI Team is grateful for the direction and support of the region's leadership, without which it would not be possible for the PJSI Team to implement the Initiative.



## Annexures

- Annex A - 24-month Schedule of Activities
- Annex B - Approved Leadership Incentive Fund Activities to date
- Annex C - Community Access to Justice Consultations: Summary of Findings
- Annex D - Monitoring & Evaluation Framework as at June 2018
- Annex E - PJSI reach across capacity-building activities
- Annex F - Costed Workplan - Expenditure Projection Summary (as at 30 June 2018)
- Annex G - Costed Workplan - Actual Expenditure Summary (as at 30 June, 2018)
- Annex H - Self-assessment against Quality indicators



## Annex A: 24-month Schedule of Activities

### Pacific Judicial Strengthening Initiative

#### Activity Schedule

as at 12 July 2018

Activity	Location	Tentative Timing	Output
<b>2016</b>			
1 <sup>st</sup> Chief Justices' Leadership Forum	PNG	7-9 Sep, 2016	Regional Leadership Output
1 <sup>st</sup> Initiative Executive Committee Meeting	PNG	10 Sep, 2016	Regional Leadership Output
Career Pathway: Local Visit #1	PNG	31 Oct-4 Nov 2016	Institutionalising Prof. Dev't Output
<b>2017</b>			
Career Gateway: Local Visit #1	Vanuatu	30 Jan-3 Feb 2017	Institutionalising Prof. Dev't Output
Project Management and Evaluation Workshop	Vanuatu	20-24 Feb, 2017	National Leadership Output
M&E Visit #1	Vanuatu	20-24 Feb, 2017	Accountability Output
Local Project Management and Planning Visit #1	Tokelau	29 Apr-14 May, 2017	National Leadership Output
2 <sup>nd</sup> Chief Justices' Leadership Forum	Samoa	3-5 Apr, 2017	Regional Leadership Output
2 <sup>nd</sup> Initiative Executive Committee Meeting	Samoa	6 Apr, 2017	Regional Leadership Output
Piloting of HR resource / toolkit	Solomon Islands	24 Apr-5 May, 2017	Human Rights Output
Local Visit #1	FSM	15-26 May, 2017	Access to Justice Output
Career Gateway: Local Visit #2	Vanuatu	4-9 June, 2017	Institutionalising Prof. Dev't Output
Regional Certificate-level Training-of-Trainers Workshop	Cook Islands	12-23 Jun, 2017	Prof. Development Output
Piloting of GFV resource / toolkit	Tonga	12-23 June, 2017	G&FV Output
Local Visit #1	Palau	12-22 Jun, 2017	Efficiency Output



M&E Visit #2	Niue	19 June, 2017	Accountability Output
Local Orientation Visit #1	Marshall Islands	9-18 Aug, 2017	Prof. Development Output
Accountability Visit #1	Palau	21-25 August, 2017	Accountability Output
Leadership Workshop	Tonga	5-7 Sep, 2017	Regional Leadership Output
3 <sup>rd</sup> Initiative Executive Committee Meeting (Remote)	Remote (2pm Honiara; 3pm Majuro & Wellington; 4pm Nuku'alofa; 1pm Sydney time)	28 Sep, 2017	Regional Leadership Output
Local Visit #1	Nauru	19-26 Nov, 2017	G&FV Output
Regional Lay Judicial Officer Orientation Workshop	Solomon Is.	Pre-workshop TOT (18-19 Nov) 20-24 Nov, 2017	Prof. Development Output
Local Visit #1	PNG	20 Nov-1 Dec, 2017	Human Rights Output
Career Pathway: Local Visit #2	PNG	4-8 Dec, 2017	Institutionalising Prof. Dev't Output
<b>2018</b>			
Substantive / Capacity Development Training of Trainers Workshop (Topic: AJJ, GFV & HR)	Vanuatu	12-16 Feb, 2018	Localising Prof. Capacity Output
Local Visit #2	Marshall Islands	5-16 Mar, 2018	Access to Justice Output
3 <sup>rd</sup> Chief Justices' Leadership Forum	Auckland	16-18 Apr, 2018	Regional Leadership Output
4 <sup>th</sup> Initiative Executive Committee Meeting	Auckland	19 Apr, 2018	Regional Leadership Output
Local Orientation Visit #2	Samoa	9-18 May, 2018	Prof. Development Output
Local Visit #2	Kiribati	4-15 June, 2018	Human Rights Output
Local Orientation Visit #3	Solomon Islands	20-29 June, 2018	Prof. Development Output



Career Gateway: Local Visit #3	Vanuatu	2-6 July, 2018	Institutionalising Prof. Dev't Output
ICT Support #2	PNG	23-24 July, 2018	Efficiency Output
Accountability Visit #2	Samoa	23-27 July, 2018	Accountability Output
Local Project Management and Planning Visit Large LIF #2	FSM	23 Jul-3 Aug, 2018	National Leadership Output
Local Visit #2	Vanuatu	6-17 Aug, 2018	G&FV Output
Local Project Management and Planning Visit Large LIF #3	PNG	Sept/Oct, 2018 (TBC)	National Leadership Output
Judicial Leadership Workshop #2	Auckland	19-21 Sept, 2018	Regional Leadership Output
Local Orientation Visit #4	Kiribati	12-21 Sept, 2018	Prof. Development Output
5 <sup>th</sup> Initiative Executive Committee Meeting	Remote	27 Sep, 2018	Regional Leadership Output
Pilot Mentoring Toolkit	TBC	Jun-Oct, 2018	Prof. Development Output
Local Visit #3	Cook Islands	1-12 Oct, 2018	Access to Justice Output
Local Visit #2	Niue	5-16 Nov, 2018	Efficiency Output
ICT Support #1	Marshall Islands	16-19 Oct, 2018	Efficiency Output
Local Visit #3	Palau	12-23 Nov, 2018	G&FV Output
Substantive / Capacity Development ToT Workshop (Topic: <i>Data collection</i> )	PNG (TBC)	26-30 Nov, 2018	Localising Prof. Capacity Output
M&E Visit #3	TBC	TBC	Accountability Output
<b>2019</b>			
Local Visit #4	Nauru	28 Jan-8 Feb, 2019	Efficiency Output
Local Visit #5	Cook Islands	4-15 Feb, 2019 (TBC)	G&FV Output
Regional Training Workshop (Topic: <i>Decision-Making</i> , TBC)	Solomon Is.	Pre-workshop TOT (18-19 Feb, 2019)	Prof. Development Output



		20-22 Feb, 2019	
Local Visit #3	Tonga	4-15 Feb, 2019	Human Rights Output
Local Visit #3	Tokelau	Feb/Mar, 2019 (TBC)	Efficiency Output
Local Visit #4	Samoa	11-22 Mar, 2019	G&FV Output
4 <sup>th</sup> Chief Justices' Leadership Forum	Palau	1-3 Apr, 2019	Regional Leadership Output
6 <sup>th</sup> Initiative Executive Committee Meeting	Palau	4 Apr, 2019	Regional Leadership Output
Local Visit #4	Vanuatu	29 April-10 May, 2019	Access to Justice Output
Local Project Management and Planning Visit Large LIF #4	TBC	TBC	National Leadership Output
Local Project Management and Planning Visit Large LIF #5	TBC	TBC	National Leadership Output

**Leadership Incentive Fund Activities:**

Activity	Deadline
<i>LIF Applications available for all PICs (depending on availability of funds – assessed on a 'first-in-first served' basis)</i>	<i>Round 7: 1 August – 30 September, 2018</i>

**Remote activities:**

Activity	Location	Tentative Timing	Output
<b>2016-2017</b>			
Remote Delivery Facilitation #1	Remote / Regional	Sept 2016– May 2017	National Leadership Output
Mentoring / resource sharing with local trainers	Remote / Regional	Sept 2016– May 2017	Localising Prof. Capacity Output
<b>2017-2018</b>			
Remote Delivery Facilitation #2	Remote / Regional	Jun 2017– May 2018	National Leadership Output
Mentoring / resource sharing with local trainers	Remote / Regional	Jun 2017– May 2018	Localising Prof. Capacity Output
<b>2018-2019</b>			
Remote Delivery Facilitation #3	Remote / Regional	Jun 2018– May 2019	National Leadership Output



Mentoring / resource sharing with local trainers	Remote / Regional	Jun 2018- May 2019	Localising Prof. Capacity Output
Mentoring Toolkit	Remote/ Regional	June – Oct, 2018	Prof. Development Output
ICT Scoping Paper & Survey	Remote / Regional	Jan- Dec, 2018	Efficiency Output
<b>Ongoing</b>			
Collection, analysis & publication of court performance data	Remote	Ongoing	Accountability Output
Expand collection of data	Remote	Ongoing	Accountability Output
Court User Perception Surveys	Remote	Ongoing	Accountability Output
Data Management: collection, collation, analysis & reporting (IFCE)	Remote	Dec 2017- April 2019	Accountability Output



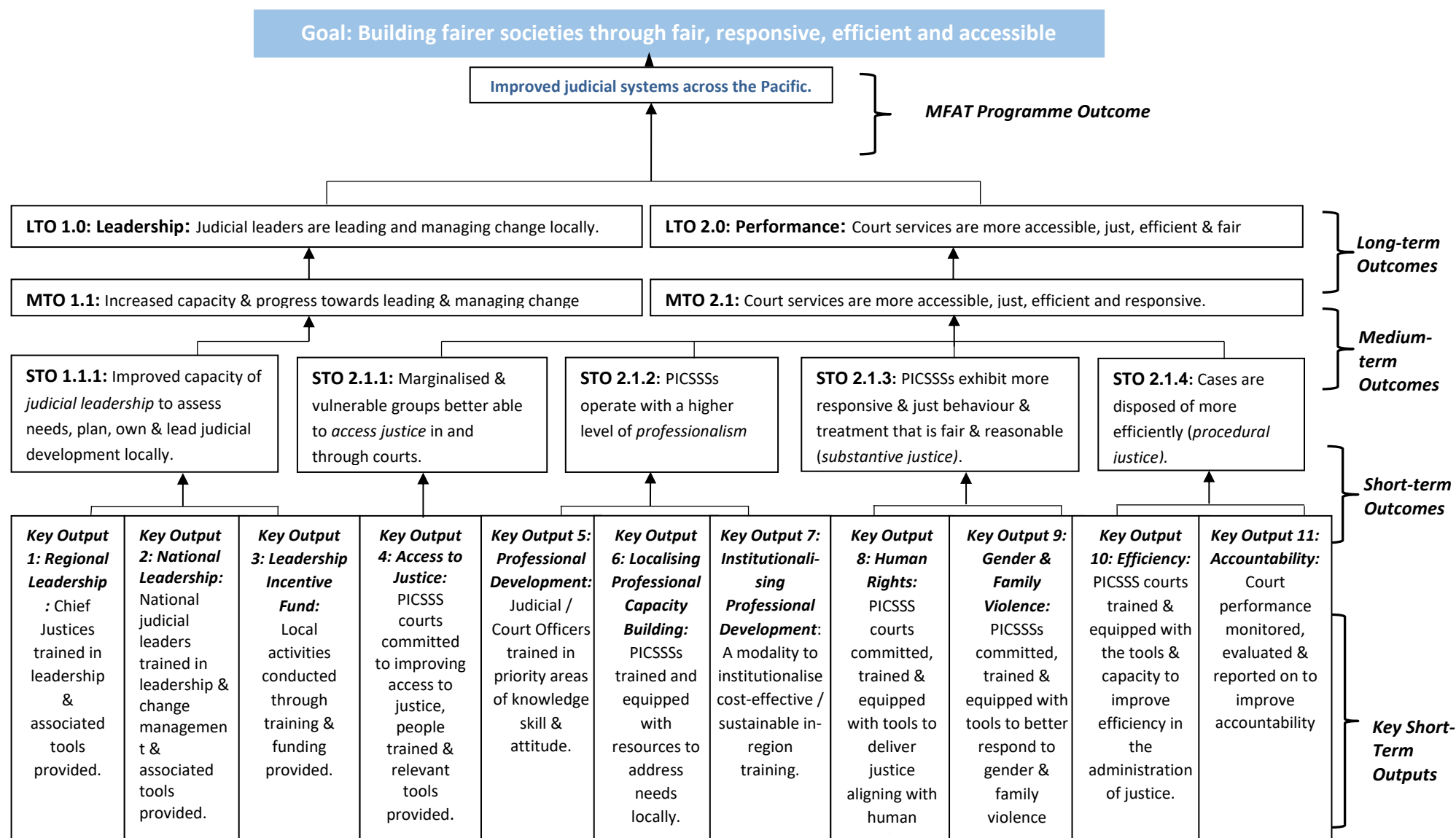
## Annex B: Approved Leadership Incentive Fund Activities to date

LIF Application Title	Small / Large Application	Date
1. Federated States of Micronesia: Judicial Conference	Small	Feb 2017
2. Tokelau: Enhanced capacity building of Tokelau Judiciary	Large	Nov 2017-Mar 2018
3. Samoa: Workshop on law of evidence and criminal sentencing	Small	Mar 2017
4. Marshall Islands: Attendance at PJSI Regional Certificate Level Training of Trainers Workshop (Item Note)	Small	Jun 2017
5. Marshall Islands: Attendance at PJSI Regional Certificate Level Training of Trainers Workshop (Ronna Helkena)	Small	Jun 2017
6. Vanuatu: Orientation of Island Court Justices	Small	Nov 2017
7. Papua New Guinea: Registry Manual	Large	Dec 2017 -
8. Tonga: Mediation Skills Training	Small	Mar 2018
9. Kiribati: Lay Magistrates Training Workshop at Line Islands	Large	Dec 2017
10. Marshall Islands: Attendance at PJSI Regional Lay Judicial Officer Orientation Course (Travis Joe)	Small	Nov 2017
11. Cook Islands: Attendance at PJSI Substantive Justice ToT Workshop (France Apera)	Small	Feb 2018
12. Marshall Islands: Attendance at PJSI Substantive Justice ToT Workshop (Hainrick Moore)	Small	Feb 2018
13. Marshall Islands: Attendance at PJSI Substantive Justice ToT Workshop (Item Note)	Small	Feb 2018
14. Vanuatu: Certificate of Justice Semester 1	Small	Feb-Jun 2018
15. Palau: Efficiency Follow-Up Visit & Video Conferencing	Large	Jul-Aug 2018
16. Federated States of Micronesia: Translation and Training of PJSI Enabling Rights and Unrepresented Litigants Toolkit	Large	Jun 2018 -
17. Vanuatu: Judicial Case Management	Small	Oct 2018
18. Vanuatu: Certificate of Justice Semester 2	Small	Jul-Sept 2018

## **Annex C: Community Access to Justice Consultations: Summary of Findings**

Commercial-in-confidence, supplied to MFAT separately.

## Annex D: Monitoring & Evaluation sFramework (as at June, 2018)



Aim <sup>7</sup>		Indicators	Baseline (Jul 2017)	Target	Progress (June 2018)	Methodology & Data Source
Goal	Building fairer societies through more accessible, just, efficient and responsive court services.	% of public trust and confidence in partner courts <sup>8</sup>	27.5% of court users have trust/ confidence in PIC courts.	10% increase in public trust and confidence	To be measured on completion of the 5-year initiative	Court user perception survey conducted by partner courts, supported by FCA.
		Improvement in rankings in World Bank's Governance Indicators (Rule of Law & Voice and Accountability)	Spans from <i>moderate</i> (Tuvalu, Palau and Vanuatu) to <i>low</i> in the other PIC. <sup>9</sup>	Improvement in overall score	To be measured on completion of the 5-year initiative	WGI Annual Reports.
Long-term outcome (YR5)	1: Judicial leaders are leading and managing change locally	The extent to which change is driven locally <sup>10</sup>	On average, 18% of change is driven locally	15% increase in locally driven change <sup>11</sup>	To be measured on completion of the 5-year initiative	PICs & MEA assessment against defined measures.

<sup>7</sup> The term 'Aim' is provided by MFAT, but refers to 'Outcomes' as defined in the Results Diagram.

<sup>8</sup> MFAT's strategic Results Framework Indicators – Law and Justice, supplementary indicator.

<sup>9</sup> See Annex A for a table of latest rankings from 2015 and the concepts measured.

<sup>10</sup> Indicative measures include; existence and active operation of National Judicial Development Committees (however named), existence and active implementation of local strategic development plans (however named), number of local trainers and the extent to which they are encouraged/able to conduct training, number of local training/development activities conducted, number of locally inspired/led changes implemented, capacity to assess needs, design, implement, monitor and evaluate local activities. Success is measured by internal assessment of the following 5 OECD-DAC: 1) Did the project address the identified need? [relevance & effectiveness] 2) Did it demonstrably achieve its stated objective/s and (overtime) deliver its intended result/s? [impact] 2) Was it delivered on time and within budget? [efficiency] 3) Will the outcomes and results live on over time? [sustainability].

<sup>11</sup> As above.



Aim <sup>7</sup>		Indicators	Baseline (Jul 2017)	Target	Progress (June 2018)	Methodology & Data Source
Medium-term outcome (YR3-4)	2: Court services are more accessible, just, efficient and responsive.	% of court users who are satisfied with courts or consider them accessible, just, efficient and responsive	25% of court users are satisfied with the courts / consider courts to be adequately responsive, just, fair and reasonably.	10% increase in court users' satisfaction	To be measured on completion of the 5-year initiative	Court user perception survey conducted by partner courts in concert with FCA
		Number of people trained/supported to strengthen PICs courts <sup>12</sup>	No people have been trained by PJSI	1,139 people trained / supported, 30% of whom are women (YR5: 153, YR4: 203, YR3: 271, YR2: 276, YR1: 236)	To be measured on completion of the 5-year initiative	Collated figures from all PJSI and local training / advisory activities.
	1.1 Increased capacity & progress towards leading / managing change locally	Extent to which change is driven locally <sup>13</sup>	On average, 18% of change is driven locally	15% increase in locally driven change <sup>14</sup>	To be measured at the end of year 4	PICs & MEA assessment against defined measures.

<sup>12</sup> MFAT's Strategic Results Framework Indicators – Law and Justice, indicator 8.1D. This data will comprise in-person days, the number of people successfully completing the training both provided by PJSI and locally by partner courts (where the latter data is available), gender-disaggregating and distinguishing the types of court actors (eg judicial and court officers). The figures will be presented as a percentage of total population. This also addresses MFAT Strategic Results Framework Indicators – supplementary indicators.

<sup>13</sup> Indicative measures include; the existence and active operation of National Judicial Development Committees (however named), the existence and active implementation of local strategic development plans (however named), number of local trainers and the extent to which they are encouraged/able to conduct training, the number of local training/development activities conducted, the number of locally inspired/led changes underway, implemented and embedded, capacity to assess needs, design, implement, monitor and evaluate local activities. Success is measured by internal assessment of the following 5 OECD-DAC: 1) Did the project address the identified need? [relevance] 2) Did it demonstrably achieve its stated objective/s [effectiveness] and overtime, deliver its intended result/s? [impact] 2) Was it delivered on time and within budget? [efficiency] 3) Will the outcomes and results live on over time? [sustainability].

<sup>14</sup> Ibid.



Aim <sup>7</sup>	Indicators	Baseline (Jul 2017)	Target	Progress (June 2018)	Methodology & Data Source
2.1 Court services are more accessible, just, efficient and responsive	Extent to which court users consider that PIC courts exhibit responsive and just behaviour and treat people fairly and reasonably.	19% of vulnerable and marginalised people have knowledge of & confidence to assert their legal rights.	10% increase in understanding / confidence <sup>15</sup>	To be measured at the end of year 4	Court user perception survey conducted by partner courts in concert with FCA
		32.5% of court users consider PIC courts to be professional.	15% increase in excellent service <sup>16</sup>	To be measured at the end of year 4	Self-assessment against action plans <sup>17</sup>
		27% of court users consider courts to be adequately responsive, just, fair and reasonably.	15% improvement in delivering fairer results	To be measured at the end of year 4	Court user perception survey conducted by partner courts in concert with FCA
	Number of backlogged / delayed cases in partner courts ( <i>procedural justice</i> )	82% of court users consider there to be	12.5% decrease in case backlog and delay <sup>18</sup>	To be measured at the end of year 4	PICs case management records

<sup>15</sup> Ibid, refer to Table 3.

<sup>16</sup> Ibid.

<sup>17</sup> Action plans will be developed during all training activities and used to assess incremental improvement over time.

<sup>18</sup> Ibid.



Aim <sup>7</sup>		Indicators	Baseline (Jul 2017)	Target	Progress (June 2018)	Methodology & Data Source
			unreasonable case delays			
Short-term outcomes (YR1-2)	1.1.1 Improved capacity of <i>judicial leadership</i> to assess needs, plan, own and lead judicial development locally.	Extent to which change is driven locally <sup>19</sup>	On average, 18% of change is driven locally	5% increase in locally driven changes.	It is premature to re-assess the response of court users given the baseline was completed in July 2017. The PJSI Team has though started interviewing activity participants to assess the Most Significant Change for them, following PJSIs interventions.	PICs & MEA assessment against defined measures.
	2.1.1 Marginalised and vulnerable groups better able to <i>access justice</i> in and through courts.	The extent to which the needy understand, and are confident to exercise their rights.	19% of vulnerable and marginalised people have knowledge of & confidence to assert their legal rights.	5% increase in understanding / confidence		Court User perception survey

<sup>19</sup> Indicative measures include; the existence and active operation of National Judicial Development Committees (however named), the existence and active implementation of local strategic development plans (however named), number of local trainers and the extent to which they are encouraged/able to conduct training, the number of local training/development activities conducted, the number of locally inspired/led changes underway, implemented and embedded, capacity to assess needs, design, implement, monitor and evaluate local activities. Success is measured by internal assessment of the following 5 OECD-DAC: 1) Did the project address the identified need? [relevance] 2) Did it demonstrably achieve its stated objective/s [effectiveness] and overtime, deliver its intended result/s? [impact] 2) Was it delivered on time and within budget? [efficiency] 3) Will the outcomes and results live on over time? [sustainability].





Aim <sup>7</sup>	Indicators	Baseline (Jul 2017)	Target	Progress (June 2018)	Methodology & Data Source
2.1.2 Partner courts operate with a higher level of <i>professionalism</i>	Extent to which officers deliver excellent service	32.5% of court users consider PIC courts to be professional.	5% increase in professionalism		Post-training satisfaction/learning surveys (completed by pax/TA) & learning application surveys completed 6 & 12 months after the training (completed by pax/CJ/Registrar or nominee).
2.1.3 Partner courts exhibit more responsive & just behaviour & treatment that is fair & reasonable ( <i>substantive justice</i> ).	Extent to which courts deliver fair results	27% of court users consider courts to be adequately responsive, just, fair and reasonably.	5% improvement in delivering fairer results		PICs/TA documented assessment of relevant reforms
2.1.4 Cases are disposed of more efficiently ( <i>procedural justice</i> ).	Number of backlogged / delayed cases backlog in partner courts	82% of court users consider there to be unreasonable case delays	N/A (no activities planned for the first two years)	One activity has been undertaken in this thematic area at present.	PICs case management records
Outputs	1_ Regional Leadership - Chief Justices trained in leadership & associated tools provided.  The number of: • people trained / supported in leadership • people satisfied with training / support	N/A	• 2 x regional activities in years 1-4 and 1 x regional activity in year 5 each attended by 14 pax (=14 pax)	• 3 regional activities conducted in 2016, 2017, 2018 each attended by an average of 12.67 pax	FCA/TA reports



Aim <sup>7</sup>		Indicators	Baseline (Jul 2017)	Target	Progress (June 2018)	Methodology & Data Source
		<ul style="list-style-type: none"> <li>inter-courts links established</li> </ul>		<ul style="list-style-type: none"> <li>80% satisfaction rating</li> <li>5 inter-court links established</li> </ul>	<ul style="list-style-type: none"> <li>92.24% mean satisfaction rating</li> <li>Bilateral and multilateral inter-court linkages established<sup>20</sup></li> </ul>	
	2 - National Leadership - National judicial leaders trained in leadership & change management & associated tools provided.	The number of: <ul style="list-style-type: none"> <li>people trained / supported in change management</li> <li>people satisfied with the training / support</li> </ul>	NA	<ul style="list-style-type: none"> <li>1 x regional activity attended by 14 pax (= 14 pax)</li> <li>8 x local activities each training / supporting x 10 pax (=80pax)</li> <li>5 x remote activities each training / supporting x 5 pax (=5 pax)</li> <li>80% mean satisfaction rating</li> </ul>	<ul style="list-style-type: none"> <li>1 regional activity conducted attended by 14 pax</li> <li>1 local activity conducted attended by 5 pax</li> <li>96.88% mean satisfaction rating</li> </ul>	FCA/TA reports & PICs reports
	3 - Leadership Incentive Fund -Local activities conducted through training & funding provided.	The number of grants awarded and activities implemented	NA	<ul style="list-style-type: none"> <li>Equitable portion of 35 grants provided over 5 years</li> <li>All activities implemented</li> </ul>	<ul style="list-style-type: none"> <li>18 LIF applications have been approved and implemented, with several additional</li> </ul>	FCA records & PICs grant reports

<sup>20</sup> Links: 1) across all PICs established with the New Zealand judiciary through the JLC and the involvement of individual judges in specific activities; and 2) Between the apex courts in PNG and the Solomon Islands to promote mutual support.



Aim <sup>7</sup>	Indicators	Baseline (Jul 2017)	Target	Progress (June 2018)	Methodology & Data Source
				applications being drafted. <ul style="list-style-type: none"> <li>82% of the available LIF budget has been allocated.</li> </ul>	
4 - Access to Justice - PICs courts committed to improving access to justice, people trained & relevant tools provided.	Number of: <ul style="list-style-type: none"> <li>people trained / supported</li> <li>people satisfied with training / support</li> <li>local resources developed and used/delivered</li> </ul>	NA	<ul style="list-style-type: none"> <li>1 x regional activity attended by 14 pax (=14 pax)</li> <li>4 x local activities each training / supporting x 10 pax (=40 pax)</li> <li>80% mean satisfaction rating</li> </ul>	<ul style="list-style-type: none"> <li>2 local activities have been conducted, supporting 73 pax</li> <li>92% mean satisfaction rating</li> </ul>	FCA/TA reports & PICs reports
5 - Professional Development - Judicial / Court Officers trained in priority areas of knowledge skill & attitude.	Number of: <ul style="list-style-type: none"> <li>people trained</li> <li>people satisfied with training</li> <li>local resources developed and used/delivered</li> </ul>	NA	<ul style="list-style-type: none"> <li>5 x regional activity attended by 14 pax (=70 pax)</li> <li>4 x local activities each training / supporting x 10 pax (=40 pax)</li> <li>80% mean satisfaction rating</li> </ul>	<ul style="list-style-type: none"> <li>1 regional activity has been conducted for 28 pax.</li> <li>3 local activities have been conducted for 58 pax</li> <li>91.09% mean satisfaction rating</li> <li>Judicial Orientation Session Planning Toolkit published</li> <li>Resources developed,</li> </ul>	FCA/TA reports



Aim <sup>7</sup>	Indicators	Baseline (Jul 2017)	Target	Progress (June 2018)	Methodology & Data Source
				disseminated & used	
6 - Localising Professional Capacity Building - PICs judicial / court officers trained to address needs locally.	Number of: <ul style="list-style-type: none"> <li>people trained / supported</li> <li>people satisfied with training / support</li> <li>local resources developed and used/delivered</li> </ul>	NA	<ul style="list-style-type: none"> <li>3 x regional activity attended by 14 pax (=42 pax)</li> <li>5 x remote activities each training / supporting x 5 pax (=25 pax)</li> <li>80% mean satisfaction rating</li> </ul>	<ul style="list-style-type: none"> <li>2 regional activities have been conducted for 40 pax</li> <li>87.32% mean satisfaction rating</li> <li>Resources developed, disseminated &amp; used</li> </ul>	FCA/TA reports & PICs activity reports
7 - Institutionalising Professional Development - A modality to institutionalise cost-effective / sustainable in-region training.	<ul style="list-style-type: none"> <li>Options paper completed</li> <li>Inter-agency linkages established / operating</li> </ul>	NA	<ul style="list-style-type: none"> <li>2 x regional activities supporting x 10 pax (=20 pax)</li> <li>80% mean satisfaction rating</li> </ul>	<ul style="list-style-type: none"> <li>Options paper completed</li> <li>Inter-agency linkages explored but not required</li> <li>4 local consultation activities conducted (satisfaction ratings NA)</li> </ul>	Options paper & FCA/TA reports
8 - Human Rights - PICs courts committed, trained & equipped with tools to deliver justice aligning with human rights.	Number of: <ul style="list-style-type: none"> <li>people trained / supported</li> <li>people satisfied with training / support</li> </ul>	NA	<ul style="list-style-type: none"> <li>2 x regional activity attended by 14 pax (=28 pax)</li> <li>4 x local activities each training / supporting x 10 pax (=40 pax)</li> </ul>	<ul style="list-style-type: none"> <li>3 local activities conducted for 175pax</li> <li>92.51% mean satisfaction rating</li> <li>Human Rights Toolkit published</li> </ul>	FCA/TA reports & PICs activity reports



Aim <sup>7</sup>	Indicators	Baseline (Jul 2017)	Target	Progress (June 2018)	Methodology & Data Source
	<ul style="list-style-type: none"> <li>local resources developed and used/delivered</li> <li>NGO/CBO linkages established</li> </ul>		<ul style="list-style-type: none"> <li>80% mean satisfaction rating</li> </ul>	<ul style="list-style-type: none"> <li>Resources developed, disseminated &amp; used</li> <li>NGO/CBO linkages established in both PICs</li> </ul>	
9 - Gender & Family Violence - PICs courts committed, trained & equipped with tools to better respond to gender & family violence issues.	Number of: <ul style="list-style-type: none"> <li>people trained / supported</li> <li>people satisfied with training / support</li> <li>local resources developed and used/delivered</li> <li>NGO/CBO linkages established</li> </ul>	NA	<ul style="list-style-type: none"> <li>2 x regional activity attended by 14 pax (=28 pax)</li> <li>5 x local activities each training / supporting x 10 pax (=50 pax)</li> <li>80% mean satisfaction rating</li> </ul>	<ul style="list-style-type: none"> <li>2 local activities conducted for 62 pax</li> <li>93.06% mean satisfaction rating</li> <li>Gender &amp; Family Violence Toolkit published</li> <li>Resources developed, disseminated &amp; used</li> <li>NGO/CBO linkages established in both PICs</li> </ul>	FCA/TA reports & PICs activity reports
10 - Efficiency - PICs courts equipped with the tools and capacity to improve efficiency in the administration of justice.	<ul style="list-style-type: none"> <li>New toolkit developed</li> <li>Number of people trained to implement the toolkit</li> <li>Number of PICs implementing new</li> </ul>	NA	<ul style="list-style-type: none"> <li>5 x local activities each training / supporting x 10 pax (=50 pax)</li> <li>80% mean satisfaction rating</li> </ul>	<ul style="list-style-type: none"> <li>1 local activity conducted for 33 pax</li> <li>86.25% mean satisfaction rating</li> <li>Efficiency Toolkit approved</li> </ul>	FCA/TA reports & PICs activity reports



Aim <sup>7</sup>		Indicators	Baseline (Jul 2017)	Target	Progress (June 2018)	Methodology & Data Source
		policies, standards, systems, processes to improve administration			<ul style="list-style-type: none"> <li>New policies etc. developed &amp; being implemented</li> </ul>	
	11 - Accountability - Court performance monitored, evaluated & reported on to improve accountability.	Number of PICs: <ul style="list-style-type: none"> <li>routinely producing annual reports</li> <li>developing systems / methodologies to expand data collection</li> <li>collecting IFCE, gender &amp; GFV compliant disaggregated data</li> </ul>	NA	<ul style="list-style-type: none"> <li>5 x regional activity attended by 14 pax (=70 pax)</li> <li>5 x local activities each training / supporting x 10 pax (=50 pax)</li> <li>15 days remote, training/supporting x 5 pax (=5 pax)</li> <li>80% mean satisfaction rating</li> </ul>	<ul style="list-style-type: none"> <li>1 local activities conducted for 51 pax</li> <li>Policies &amp; systems developed &amp; being implemented to expand data collection including disaggregated gender/GFV data</li> <li>Guidance material on strategic planning</li> </ul>	FCA/TA reports & PICs activity reports



## Annex E: PJSI reach across capacity-building activities

Activity	Judicial Officers	Court Officers	Other Roles	Total No. of Participants
<b>2016/2017</b>				
1 <sup>st</sup> Chief Justices' Leadership Forum	12	-	-	12
Regional Project Management & Evaluation Workshop	1	17	-	18
Local Project Management & Planning Visit (Tokelau)	4	1	-	5
2 <sup>nd</sup> Chief Justices' Leadership Forum	12	1	-	13
Piloting of Human Rights Toolkit Visit	15	15	9	39
Access to Justice Local Visit #1	23	36	-	59
Regional Certificate-level Training-of-Trainers Workshop	4	15	2	21
Piloting of Gender & Family Violence Toolkit	10	6	13	29
Efficiency Local Visit #1	11	22	-	33
LIF Activity: FSM Judicial Conference	24	37	19	80
LIF Activity: Samoa Sentencing Workshop	9	-	-	9
<b>2017/2018</b>				
Orientation Local Visit #1 (incl. Pre-ToT Workshop)	5	4	17	26
Accountability Local Visit #1	13	25	13	51
Regional Judicial Leadership Workshop	9	5	0	14
Gender & Family Violence Local Visit #1	0	3	30	33
Regional Lay Judicial Officer Orientation Workshop (incl. Pre-ToT Workshop)	22	6	0	28



Human Rights Local Visit #1	75	10	0	85
Career Pathway: Local Visit #2	1	0	1	2
Regional Promoting Substantive Justice Thematic Training of Trainers Workshop	9	13	0	22
Access to Justice Local Visit #2	7	7	0	14
3 <sup>rd</sup> Chief Justices' Leadership Forum	12	1	1	14
Orientation Local Visit #2	12	0	6	18
Human Rights Local Visit #2	10	41	0	51
Orientation Local Visit #3	14	0	0	14
LIF Activity: Tokelau Enhanced Capacity Building of the Judiciary	14	3	0	17
LIF Activity: Vanuatu Orientation of Island Court Justices	19	0	0	19
LIF Activity: Tonga Mediation Skills Training	0	0	6	6
LIF Activity: Kiribati Lay Magistrates Training Workshop at Line Islands	20	0	0	20
LIF Activity: Vanuatu Certificate of Justice Semester 1	8	0	0	8
<b>TOTAL</b>				<b>760</b>

## **Annex F: Expenditure Projection Summary (as at 30 June, 2018)**

Commercial-in-confidence, supplied to MFAT separately.



## **Annex G: Costed Workplan - Actual Expenditure Summary (as at 30 June, 2018)**

Commercial-in-confidence, supplied to MFAT separately.



## Annex H: Self-assessment against Quality Indicators

Indicator	Measure	Self-assessment
1. Appropriately skilled staff and adequate resources.	<ul style="list-style-type: none"> <li>Adequate number of staff with sufficient capacity and capability to carry out the services to meet the standards required</li> </ul>	<ul style="list-style-type: none"> <li>An adequate number of logistical and administration staff manage the Initiative. At times of significant workload, the FCA provides additional backstopping support from internal resources including its Director, International Programs.</li> </ul>
	<ul style="list-style-type: none"> <li>All functions are delivered efficiently and effectively in relation to provision of services and outputs (including reporting/submissions and milestones outlined in this Arrangement).</li> </ul>	<ul style="list-style-type: none"> <li>To date, all activities have been delivered on time and within budget. Milestones and related invoicing have been submitted prior to, or in line with the reporting schedule agreed with MFAT. Responses to all MFAT queries have been provided expeditiously.</li> </ul>
2. Administration system and processes	<ul style="list-style-type: none"> <li>Comprehensive administration systems and processes used to meet MFAT's acquittal requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Combined progress and financial reporting processes used by the Initiative aim to provide a transparent, accountable and clear reporting and acquittal process. Ongoing liaison with relevant MFAT representatives facilitates effective communication to enable the FCA to meet MFAT's acquittal requirements.</li> </ul>
	<ul style="list-style-type: none"> <li>All systems documented, transparent, records up to date and accurate, accessible.</li> </ul>	<ul style="list-style-type: none"> <li>A comprehensive Procedures Manual has been developed for PJSI operations and is consistently used to administer it. Administrative systems are up to date and accessible for authorised individuals. As part of the FCA's commitment to continually improving systems and processes the Initiative's Procedures Manual is regularly reviewed and updated to promote consistency and quality in administrative service provision.</li> </ul>
	<ul style="list-style-type: none"> <li>Information facilitates analysis and reporting.</li> </ul>	<ul style="list-style-type: none"> <li>The systems in place have facilitated the development of clear and concise progress and other reporting. Feedback received on reporting submissions to date has been positive.</li> </ul>
3. Management systems and processes (project)	<ul style="list-style-type: none"> <li>All systems documented, transparent, records are up to date, accurate, and accessible.</li> </ul>	<ul style="list-style-type: none"> <li>Reporting recruitment, contracting, finance and other management systems are up to date and accessible for viewing and use by authorised individuals.</li> </ul>
	<ul style="list-style-type: none"> <li>Information facilitates analysis and reporting.</li> </ul>	<ul style="list-style-type: none"> <li>The systems in place have facilitated the development of clear and concise progress and other reporting. Feedback received on reporting submissions to date has been positive.</li> </ul>
4. Management system and processes (finance)	<ul style="list-style-type: none"> <li>Comprehensive management systems and processes used to meet Arrangement requirements.</li> </ul>	<ul style="list-style-type: none"> <li>The Initiative's budget is aligned with the FCA's internal finance system, and this allows for more efficient tracking and financial reporting to MFAT. The Initiative has provided a 'Costed Workplan' which details the projected expenditure. This information provides a summary of the Initiatives' financial position at a given point in time against approved budget allocations/sub-projects and provides a narrative review of disparities from the allocated budget for any line-</li> </ul>



Indicator	Measure	Self-assessment
		item. The FCA also provides the following: projected expenditure for the remaining Agreement period; and total anticipated expenditure estimates (actual expenditure to-date plus projected remaining expenditure) for the Agreement period.
	<ul style="list-style-type: none"> <li>Systems facilitate efficient disbursement of payments.</li> </ul>	<ul style="list-style-type: none"> <li>Close liaison with in-country counterparts (in particular National Coordinators); disbursement of per diem allowances directly into bank accounts; as well as the approach of having a PJSI team member providing in-country support to the implementation of regional activities, has proved an effective way of facilitating efficient disbursement of payments for in-country activities. Furthermore, financial management systems are in place to identify potential under-spends in approved activities for subsequently re-allocation to alternate / new activities.</li> </ul>
	<ul style="list-style-type: none"> <li>Provides for efficient and cost-effective use of taxpayers' funds.</li> </ul>	<ul style="list-style-type: none"> <li>The approach adopted by the FCA, promotes cost-efficiency by ensuring the highest quality goods and services are procured at the lowest possible prices. In addition, the FCA as a government entity has been able to claim back all Australian GST, where activities were held outside of Australia. Furthermore, the FCA is also able to claim back all goods and services tax on Australian based Advisers. This has resulted in more than AUD \$142,000 being re-allocated to support additional approved activities.</li> <li>If there are no existing suppliers in place, in line with Australian Commonwealth procurement obligations, three quotes are sourced to identify the best value for money.</li> <li>During the adviser recruitment processes both technical and financial assessment elements were taken into consideration.</li> </ul>
	<ul style="list-style-type: none"> <li>All reasonable steps must be undertaken by the FCA to ensure PJSI underspends (if any) during the implementation period are utilised promptly to undertake PJSI Executive Committee and MFAT approved activities.</li> </ul>	<ul style="list-style-type: none"> <li>Upon completion of an activity, the Initiative promptly identifies any activity underspend and re-allocates these funds to IEC and MFAT approved additional activities. The IEC and MFAT meet biannually which includes a review of underspend and a reassessment of the additional activities which may be implemented to expend it. The FCA takes all reasonable steps to ensure that available underspends are re-allocated to generate the greatest impact for the Pacific.</li> </ul>
5. Monitoring systems and processes	<ul style="list-style-type: none"> <li>Comprehensive monitoring system implemented to meet Arrangement and Activity requirements.</li> </ul>	<ul style="list-style-type: none"> <li>The Initiative has an extensive Monitoring and Evaluation Framework in place which was approved by the IEC and is reviewed and updated regularly.</li> <li>The Initiative undertakes ongoing monitoring of leadership and training activities with post-activity surveys being conducted and reported to assess quality of, satisfaction with, and knowledge gained as a result of the services provided by the Initiative.</li> <li>The FCA has also collected extensive region-wide baseline data, with 198 participants consulted on their experience as users of the judicial system.</li> </ul>



Indicator	Measure	Self-assessment
		<ul style="list-style-type: none"> <li>Furthermore, the PJSI Team undertakes ongoing liaison with counterparts to monitor progress, obtain feedback, and identify whether any further monitoring activities are required.</li> </ul>
	<ul style="list-style-type: none"> <li>Systematic, proactive, risk sensitive, timely, and to agreed specifications.</li> </ul>	<ul style="list-style-type: none"> <li>Monitoring of activities and inputs is undertaken continually from both management and counterpart perspectives to ensure they adhere to agreed parameters in terms of activity design and the MEF. Each activity undertaken has standard monitoring activities incorporated into it. With regards to monitoring participants of PJSI training activities, this includes: immediate post-training knowledge improvement assessments; participant post-training assessments (6 months after the completion of training workshops); court leadership/supervisors surveys to identify any changes in work approach, and whether any improvement in performance has occurred subsequent to the PJSI activities.</li> </ul>
6. Reporting and Evaluation systems	<ul style="list-style-type: none"> <li>Timely, comprehensive, risk identified and management of the information is analytical and evaluative.</li> </ul>	<ul style="list-style-type: none"> <li>Risks are assessed regularly and addressed. A travel risk management plan for each PIC has been developed to support the PJSI team should an emergency situation occur whilst in-country. Reporting on identified/emerging risks is undertaken as part of all progress reporting, as well as in selected milestone reports.</li> </ul>
	<ul style="list-style-type: none"> <li>All progress reports must be high quality and submitted in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>All progress reports to date have been submitted prior or on the due date. Progress reports are produced to a high-quality through internal review processes.</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure that expenditure updates on the approved budget contain accurate and comprehensive information (year-to-date expenditure and projections for cashflow required by FY) – estimates should be within a 10% variation, but cannot exceed the approved fees for FCA core personnel or the approved budget total. Updates should contain an explanation for anomalies.</li> </ul>	<ul style="list-style-type: none"> <li>The Initiative's budget is aligned with the FCA's internal finance system, and this allows for efficient tracking and financial reporting to MFAT. Expenditure updates are performed regularly based on clear and transparent activity acquittals which allow for underspends to be identified and immediately re-allocated to IEC and MFAT approved additional activities. After 24 months, the underspend is minimal at less than 2% due to the team proactively reallocating funds and efficient service delivery.</li> </ul>
7. Recruiting, contracting, deploying and managing procurement of goods & services,	<ul style="list-style-type: none"> <li>All goods &amp; services are procured in accordance with NZ Government Procurement Guidelines and other value for money guidance.</li> </ul>	<ul style="list-style-type: none"> <li>Pursuant to agreement with MFAT, the FCA procures goods and services in line with Australian Commonwealth Government Procurement Guidelines. PJSI Technical Advisers were recruited through one of the following two processes: 1) approved via the competitive tender assessment and evaluative process undertaken by MFAT prior to signing of the Agreement; or 2) identified based on a comprehensive competitive regional / international recruitment process which aligned with the FCA's Commonwealth obligations.</li> </ul>



Indicator	Measure	Self-assessment
including technical assistance		<ul style="list-style-type: none"> <li>All goods and services otherwise required by PJSI have, and will continue to be procured in accordance with the FCA's Commonwealth obligations.</li> </ul>
8. Stakeholder engagement	<ul style="list-style-type: none"> <li>Appointees to lead roles must show demonstrated experience in having highly developed communication and mediation skills for addressing professional differences, to effectively resolve issues that may arise and maintain relationships with a vast and diverse range of stakeholders in the course of managing a complex, regional activity of this nature.</li> </ul>	<ul style="list-style-type: none"> <li>As a prerequisite, all team members interacting with counterparts have demonstrably advanced communication, dispute resolution and relationship management skills. A key requirement included in all terms of reference for external advisers and experts contracted by the FCA was high level interpersonal and communication skills, which was confirmed as part of the assessment and selection process. Engagement with stakeholders is further maintained through regular website updates and distribution of newsletters.</li> </ul>
9. FCA sub-contractor management	<ul style="list-style-type: none"> <li>Effective management of sub-contractors to ensure sufficient capacity and capability to carry out services to the standards required.</li> </ul>	<ul style="list-style-type: none"> <li>Following the identification and selection of preferred candidates for each advertised role, all identified individuals accepted appointment and Agreement negotiations were successfully completed. To date 13 advisers and several judicial officers as resource persons have been mobilised with the PJSI Management Team undertaking ongoing liaison with each while in-country to ensure: proactive management of adviser resources; and the best quality outputs are achieved for each partner court.</li> </ul>

