

PACIFIC JUDICIAL STRENGTHENING INITIATIVE

Fifth Six-Monthly Progress Report

July - December 2020



FEDERAL COURT
OF AUSTRALIA



Livingston Ar...



Greg Benn



Justice Debbie M...

Ask to Unmute



Pacific Judicia...



Cancel the Spotlight Video



Unmute

Start Video

Security

Participants

Chat

Share Screen

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Reactions

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Abbreviations

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

This Six-Monthly Progress Report is submitted in satisfaction of Milestone 12 of the contract, as varied on 5 June 2019, between the New Zealand Ministry of Foreign Affairs and Trade (MFAT), and the Federal Court of Australia (FCA) for the management and delivery of the Pacific Judicial Strengthening Initiative (PJSI).



Executive Summary

This Six-Monthly Progress Report provides a summary of PJSI's activities and outputs between July and December 2020. During the reporting period, 26 activities were delivered, 14 locally-led activities were approved - 10 of which were implemented and four acquitted.

Since its commencement, PJSI has delivered 159 activities to over 4,000 people, 43% of whom were female. This comprises 7,767 days of participants' time and consultations with 2,824 people. Activities have continued to span capacity-building training; systemic developments; and community, access to justice and awareness raising consultations. In addition, 73 locally-led activities have been approved.

As a result of COVID-19, PJSI was rapidly re-designed to respond to the challenges of delivering justice and the Initiative, remotely. This has resulted in 195% more activities being delivered remotely than pre-COVID. All Partner Courts have participated in remote activities, and at least 80% of activities will be delivered remotely in the PJSI's final months of operation. Since April 2020, remote activities include:

- **10 regional webinars** including: 'The Pacific Courts and the COVID-19 Pandemic'; three-part webinar series on the Sustainable Development Goals & Judicial Reform; and 'Remote Court Proceedings' – delivered by 10 Advisers to 104 participants.
- **Nine workshops** with support from in-country trainers and PJSI Advisers;
- **Two Case Tracking Systems** have been installed and tested in two Partner Courts;
- **Three rounds of meetings with three Partner Courts** have been convened to support case data analysis and capacity building;
- **One Partner Court** has been supported to design, develop and deliver a revised *Access to Justice Plan*, with in-country community consultations reaching 300 Court users; and
- **Sixteen Leadership Incentive Fund activities** have been approved supporting training, COVID-19 response and Court Annual Reporting.



Diagram 1: Activities delivered during reporting period

In PJSIs closing 12 months

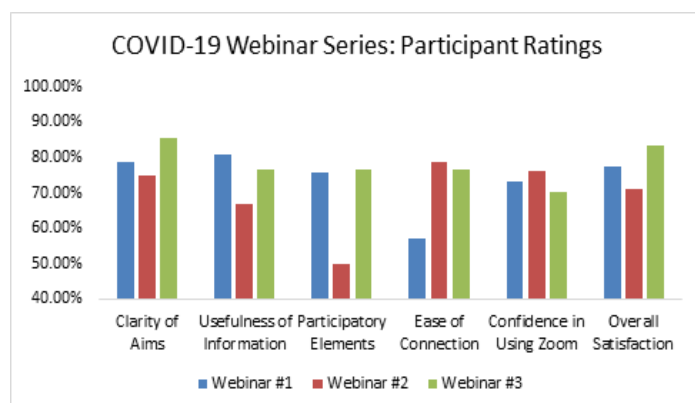
80% of activities

**will be
delivered
remotely**



Transition to Remote Learning & Engagement

As a result of COVID-19 travel restrictions, PJSI re-engineered many activities to be delivered remotely and brought forward pilots and delivery of many online activities. Most Partner Courts have access to online communication facilities and their capacity to navigate and use the software has improved with the support of local IT departments. Due to the rapid and necessary uptake of online/remote activities, the PJSI has increased engagement with Partner Courts *more than ever*.



PJSI piloted several methods and formats for remote activities including regional webinars; intensive Adviser-led and co-facilitated training activities; pre-recorded interviews; meetings and ongoing support. A suite of online learning and training resources were also developed and [published](#), including:

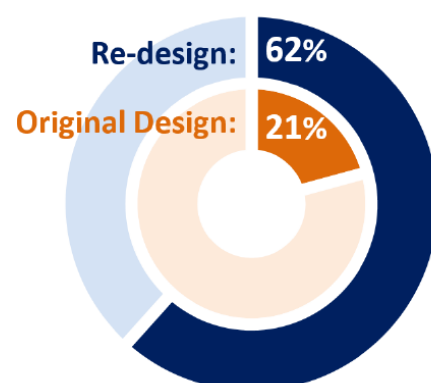
- Judicial Orientation and Ethics training templates;
- Gender and family violence training templates;
- Decision Making training templates;
- Training of Trainers resources and templates;
- Customer service training templates;
- Court Guidance on 'Promoting Access to Justice through Community Consultations';
- COVID-19 webinar series recordings;
- Judicial Officer's Survival Guide Handbook;
- Judicial Ethics and Conduct interview with Dr Livingston Armytage;
- Sustainable Development Goals webinar series recordings;
- Introduction to using Zoom instructional video and step-by-step guide; and
- Comparison of online engagement and training platforms.

In addition, the PJSI team was required to adapt, while themselves working more remotely from each other. At a practical level this required:

- Expedient exploration of, and learning to use online delivery platforms and modalities;
- Experimenting and refining various delivery methods and formats;
- Trialling different means of refining activity content designed for in-person delivery to be suitable for online delivery while maintaining quality, satisfaction and learning gain levels;
- Devolving on-the-ground activity logistics to in-country counterparts;
- Pivoting Officer support from logistics to prepare, plan, support and host remote activities; and
- Providing more LIF funds enabling local actors to design and implement activities themselves.

This significant pivot from in-person to online, remote delivery has been successful and effective in delivering activities, producing outputs and achieving outcomes. The uptake and engagement among Partner Courts is extremely encouraging for PJSIs remaining activities to be delivered remotely.

Remote Delivery in:



Summary of Progress

Below is a summary of progress made against each Project during the reporting period.¹

PROJECT 1 REGIONAL LEADERSHIP

All Partner Courts
13 attendees
8% female

The region's Chief Justices determined a number of priority changes they wish to accomplish by the end of PJSI's term. These are articulated under the specific projects below and included in national improvement plans. Thirteen Chief Justices have developed such plans, and/or objectives against PJSI's goal of three.²

On 16 July, the 5th *Chief Justice's Leadership Forum* (CJLF) convened remotely. Partner Courts were represented by 12 Chief Justices, the Acting Chief Justice of Fiji and one Chief Registrar. Attendees discussed furthering justice and leadership across the Pacific regions during the COVID-19 pandemic, and endorsed and approved the PJSI COVID-19 re-design. In lieu of an additional ninth Initiative Executive Committee (IEC) and sixth CJLF, a report was submitted to the IEC and the region's Chief Justices summarising PJSI's activities since the commencement of the COVID-19 pandemic. The final and seventh CJLF and 10th IEC Meeting are planned for April 2021.

A series of 12 '*COVID Resource*' Newsletters were also created and disseminated to all Partner Courts. They provide updates about COVID-related impacts on courts and justice issues to support courts' responses to COVID so that access to justice during the pandemic can be maintained. New on-line *resources pages and materials on eight topic-areas* were also developed and launched on the [PJSI website](#).

Additional, unanticipated outcomes of PJSI's support to regional capacity-building and leadership included a proposal from *University of Sydney* to the CJLF for law students to spend up to three weeks in a Partner Court, integrating academic study with field-based learning about and providing support to the national court system. This initiative is a significant outcome because it offers sustainable institutional foundations for partnering/twinning relationships between Pacific courts with the University of Sydney which have a potential to evolve and grow over future years. To-date two Partner Courts have expressed interest in this proposal.

PROJECT 2 NATIONAL LEADERSHIP

FSM
12 attendees
67% female

Since October remote Activity Planning & Preparation support has been provided to Vanuatu to Structuring and undertaking the review of the *2020 Judicial Management Improvement Plan* (JMIP); develop next steps and provide feedback on the drafting of the 2021 JMIP, develop (in coordination with the Accountability Adviser) a process for conducting and a series of community and court user surveys; and plan, design and remotely co-facilitate a two-day Head of Department Retreat.

Support is being provided via a series of structured discussions/remote coaching activities, development of templates and examples, and remote facilitation of selected sessions of the Retreat.

¹ Further information is located in Annex B, and the current Monitoring and Evaluation Framework is located in Annex C.

² See Annex C.



From 6-22 October an *Activity Planning & Preparation - Remote Workshop* was conducted for the FSM to build capacity to lead and manage local development activities. As a result, the Supreme Court's *COVID-19 Response Plan* was developed, awareness sessions about the Plan were developed, and capacity to use remote technology 'platforms' built. Eighteen sessions were held over 6 days, with 97% of participants satisfied with the process and a 351% gain in knowledge.

This is a first virtual workshop I have attended, and so far so great. All the topics covered, the participants, and the facilitators were pretty involved just like a face to face workshop
- Participant

PROJECT 3 LEADERSHIP INCENTIVE FUND

Tonga, Kiribati, RMI, Vanuatu,
Samoa, RMI, Solomon Islands,
Palau

14 applications approved

12 small and 2 large applications were approved and 4 activities acquitted. 10 activities (12 small and 1 large grant) were delivered: USP Diploma of Justice: Tonga (5 students), Kiribati (32 students), RMI (1 student); Certificate of Justice: Vanuatu (7 students), Samoa (3 students), RMI (2 students), Solomon Islands (15 students), Palau (4 students); Orientation Training for 19 Lay Judges in Ambryn and Pamma Islands, Vanuatu; Court Annual Reporting Workshop for the 7 court staff of the Solomon Islands Judiciary; and National Judicial Workshop for 21 staff of the Solomon Islands Judiciary.³

PROJECT 4 ACCESS TO JUSTICE

Kiribati

2 participants & 300+ community
members

50% female

At the start of PJSI Phase II, four Partner Courts - Kiribati, FSM, Cook Islands and Vanuatu - prioritised the importance of developing explicit strategies to improve access to justice. To date all have developed Access to Justice Plans, with follow-up support being provided to Kiribati and Vanuatu.

Remote assistance was provided to update and finalise Kiribati's *Access to Justice Plan 2020-22* following consultation with 300+ community members. The Plan is being implemented

via several activities including a public Open Day attended by hundreds of community members.

An additional, unanticipated outcome of this project is PJSI's collaboration with the Kiribati Ministry of Education to refine parts of the USP CoJ/DoJ courses into a 'Governance' curriculum and resources for secondary school students. This substantial outcome expands the reach of PJSI's benefits from the courts to the entire community.

Through support provided under the National Leadership Project, Vanuatu prioritised and expanded its focus on access to justice in its JMIP. The Plan contains 6 activities which will be implemented in the first half of 2021. These comprise: 1) Court Open Day; 2) production, tri-language translation and dissemination of 8 information pamphlets; 3) public awareness campaign during circuit courts; 4) court user exist satisfaction survey; 5) restructured, updated and informative website; and 6) exploring prospects with the Ministry of Education to refine parts of the USP CoJ/DoJ courses into law/governance-based secondary school curriculum.

In addition, the *Court Guidance on 'Promoting Access to Justice through Community Consultations'* was finalised and will be distributed for use amongst Partner Courts. This coincides with an update of the *Enabling Rights & Unrepresented Litigants Toolkit*, which is available on the

³ See **Annex F** for further details about the status, objectives and outcomes of LIF projects along with gender disaggregated participant numbers.



[PJSI website](#). Subject to MFAT approval, PJSI proposes to conduct a regional webinar to launch the Court Guidance to build awareness and capability of court actors to consult with the community to promote access to justice.

PROJECT 5 INSTITUTIONALISING LEGAL AID

All Partner Courts

A *Situational Analysis of Legal Aid* was developed and endorsed by the IEC and Chief Justices' on 16 July. The Analysis reviewed, identified and analysed legal aid models in use across the region. The Analysis provides the first mapping of different legal aid models in use across the Pacific. It finds Legal Aid generally poorly resourced – and the very high price paid by individual

parties, the courts, and to state-funded social services. Identifying extant best practices, it suggests how gaps in legal aid coverage could be most cost effectively and efficiently addressed at national and regional levels. Cognisant of size divergence and other variables among Partner Courts, it suggest how capacities can be built to create sustainable legal aid initiatives and makes recommendations for key areas of future focus, including areas where donors, the state and PJSI could have the greatest impact.

The Analysis will be discussed during a webinar series with Legal Aid actors across the Pacific on 15 March 2021 and a regional webinar for Chief Justices will take place 1-0 days later. The objectives of these sessions include sharing and discussing the findings of the Analysis - including how legal aid services can greatly improve the function of courts and their wider impacts on access to justice for Pacific communities. The regional webinars will also seek to identify priority areas of reforms and development by Pacific legal aid providers and how the courts could provide increased input and support for these areas, with engagement from interested donors.

PROJECT 6 PROFESSIONAL DEVELOPMENT

Cook Islands & Solomon
Islands

35 attendees

43% female

During 24 June-2 July, PJSI remotely delivered *Lay Judicial Officer Training* in partnership with local trainers in the Cook Islands. 14 participants (7 newly appointed Cook Island Justices of the Peace, and 7 sitting Justices) were inducted/refreshed in the fundamentals of judicial knowledge, skills and attitudes to perform their roles more confidently and competently. 93% of participants were satisfied with the workshop. Several resources were developed during the training and are available on the [PJSI website](#). As a result of successfully participating in this workshop, the 4 newly appointed Justices of the Peace were [sworn in](#).

In October, PJSI supported the Solomon Islands to design and conduct the *National Judicial Workshop*. It focused on: leadership, case management and delay, court practice, ethics and COVID-19. Presenters included Justice Mortimer of the Federal Court of Australia and Magistrate Benn of the Magistrates Court of Western Australia. 89% of the 21 participants were satisfied with the workshop. Significantly, it facilitated the design of several new PJSI resources (including the *Judicial Officer's Survival Guide* and the *Options to Improve Lawyering & Non-Compliance*, both available on the [PJSI website](#)). It also enabled the integration of remote learning into a local context.

I am very impressed with the way the conference was conducted virtually... participants and speakers were able to discuss the issues lively and interactively.

- Participant, National Judicial Workshop



I found the [Judicial Mentoring] toolkit to be a useful and comprehensive guide. The structured format of the Toolkit was very helpful [and] having my learning needs immediately and practically addressed with Justice Andree Wiltens was excellent learning by doing. It has reiterated to me the importance of reflecting on and prioritising my learning, and the value of discussing work with my colleagues in order to learn.

- Justice Viran Trief, Supreme Court Vanuatu

PROJECT 7 BAR ASSOCIATIONS

All Partner Courts

A Situational Analysis of Bar Associations was endorsed by the IEC and Chief Justices' on 16 July. The Analysis assessed the needs of Pacific law associations to ensure lawyers across the region are competent, ethical and well-regulated. While necessarily self-regulated to operate independently, the state remains

responsible for oversight of delegated regulatory powers within the social framework of law and justice being public goods.

However, most bar associations have to self-funded activities with limited means, resulting in retarded institutional development and many being ill-equipped to fulfil core functions. Many are also unable to provide members with adequate professional development opportunities and support. The Analysis suggests the greatest gains can be made by investing in people, providing financial resources, infrastructure, technical expertise and supporting regional coordination of capacity strengthening efforts of national lawyer associations.

The Analysis and its findings will be discussed during the webinar series with Bar Association actors from across the Pacific on 18 March. A regional webinar for Chief Justices take place on 25 March. The objective is to identify priority areas of reforms, including sustainability, institutional support and development, Continuing Professional Development and disciplinary proceedings for lawyers, and models of pro bono contributions to communities. The session with Chief Justices will focus on how Chief Justices' leadership can support Bar Associations with some aspects of their needs and the need for greater engagement from interested donors in the work of legal profession bodies, which goes beyond reform of legal frameworks.

PROJECT 8 LOCALISING PROFESSIONAL CAPACITY BUILDING

RMI, Nauru, Solomon Islands,
Vanuatu, Kiribati, Cook Islands,
Samoa, PNG, Palau, Tonga & FSM

70 participants, 23% female

83% satisfaction

70% confidence

PJSI hosted the final of a three-part series of PJSI COVID-19 Webinars. The Series supported Partner Courts to: share and address challenges to delivering justice during the pandemic including 'safe-operations' planning and effective service delivery. Experiences and insights were shared by Chief Justice Winkelmann, Justice Miller (New Zealand Court of Appeal); Chief Judge Taumaunu (District Court, New Zealand); Justices Logan and Mortimer (Federal Court of Australia); Ret. Judge LaVerdiere (Maine District Court).

Several resources and materials capturing lessons learnt were circulated to all Partner Courts upon completion of each webinar.



PROJECT 9 INSTITUTIONALISING PROFESSIONAL DEVELOPMENT

PNG, Vanuatu, FSM, RMI, Samoa,
Solomon Islands, Tonga, Palau,
Nauru & Kiribati

147 CoJ/DoJ students in 2020/21,
16 PNG participants trained

53% female

PJSI's LIF supported 38 University of South Pacific Diploma of Justice (DoJ) students (Tonga, 5; Kiribati, 32; and RMI, 1) and 29 Certificate of Justice (CoJ) students (Vanuatu, 7; Samoa, 3; Solomon Islands, 15; and Palau, 4) to complete Semester 2, 2020. Significantly, several students who recently completed the DoJ are enrolling in the USP LLB and the Chief Justice of RMI has committed to local students allocating one day each week to their studies. This is an encouraging early sign that PJSI has started to deliver the outcome of supporting court officers to bridge into degree-level law studies, enabling a career stairway of qualifications for Court Officers to become Judicial Officers.

In addition, PJSI approved LIF-support for a further 53 students to study the CoJ and 41 to study the DoJ in 2021 from Kiribati, PNG, FSM, Samoa, Nauru, Solomon Islands and RMI.

I found these courses really helpful in my daily work. I am able now to identify a missing entry in our system, and help with case hearings, as I have more knowledge and understanding on how to handle different types of cases.

- Student, Certificate of Justice

The pass rate was very high. Most students passed the course comfortably, many with higher grades. They were hardworking, with very impressive contributions during the semester.

- Professor Eric Colvin, University of the South Pacific

PJSI also presented to the sixth CJLF, its strategy paper providing supplementary advice about possible and sustainable funding sources of the COJ/DOJ, post-PJSI.

From 17-21 August, a five-day *Training-of-Trainers (ToT) Workshop* for the Papua New Guinea Centre for Judicial Excellence (PngCJE) was remotely delivered to refresh training techniques as outlined in PJSI's *Trainers' Toolkit*, bolster experience in delivering effective KSA (Knowledge, Skills, Attitudes) training, extend the capacity of the PngCJE to develop curricula in KSA, and build capacity to deliver training remotely using Zoom/other ICT technologies.

A Gender and Family Violence Workshop was developed and conducted adjacent to the ToT, and materials for future regional training piloted. Sixteen participants were supported by two local co-facilitators. This workshop was successful in building the knowledge and skills of participants to design curricula, and deliver and present judicial education and training. Additionally, the institutional capacity of PngCJE to deliver training remotely was demonstrated and developed throughout this workshop with the PngCJE hosting, managing, and presenting sessions using Zoom. The outcome of this and related activities has been to build the local capacity of PngCJE as a provider of judicial training across the region.

PROJECT 10 HUMAN RIGHTS

Tonga

72 participants

43% female

At the start of PJSI Phase II, three Partner Courts - Solomon Islands, Tonga and Kiribati - had received support to better incorporate human rights norms in their Courts' practices. Between October-December, 8 workshops were held with Judges, Magistrates, Court staff of the Tonga Judiciary and legal professionals. The purpose was to: 1) provide follow-up support to promote improved application of human rights standards in all aspects of court functions and increased access to justice through stronger response



to the needs of particular court user groups; 2) review activities conducted by participants since the last workshop; 3) introduce and pilot the Human Rights Checklist series; 4) further develop proposed actions for the Court to follow up on revolving around the five human rights themes of the series; 5) establish a relationship with the Tongan Law Society; and 6) increase lawyers' awareness of how international and national human rights standards are central to their roles and how they can use these in their legal practice.

This workshop series invigorated existing efforts to implement human rights and provided clear direction to judicial/court officers about the steps they can take to strengthen the court's application of human rights. Many officers shared the changes they had made to their work since the first human rights workshops (2018). These included: increased awareness of the importance that people facing court have access to legal representation; additional support available from judicial and court officers for unrepresented litigants; increased support for victims of family and sexual violence such as mediated questions in court, increased requests for victim impact statements and increased time spent explaining processes to victims and referring them to services who can provide further support; while family conference process has not been further piloted, the court has made some further changes to the conduct of juvenile cases, including listing all juvenile cases on the same day and modifying the layout of the court room for juvenile cases, which are both positive developments. Preparations are being finalized for a remote Human Rights Engagement activity with Kiribati to be conducted in January 2021.

In addition to these activities, PJSI has also developed and commenced piloting six *Human Rights Checklists* on: minimising pre-trial detention; supporting children/juveniles in court; judicial visits to places of detention; supporting victims of family and sexual violence in court; supporting people with a disability in court; and creating welcoming and inclusive courts. The Checklists provide guidance, advice and further support to Judicial and Court Officers to manage and implement human rights frameworks within their judiciaries. A regional webinar to launch the Human Rights Checklists (scheduled for 18 February) is being developed and the Checklists will be uploaded on the PJSI website.

PROJECT 11 GENDER AND FAMILY VIOLENCE

PNG and FSM

27 attendees

53% female

At the start of this PJSI Phase II, three PICs - Vanuatu, FSM and Samoa - had received support to develop Gender and Family Violence Action Plans with goals related to prevention, victim-centred access, safety and fairness, perpetrator accountability, and sectoral collaboration.

A remote *Gender and Family Violence (GFV) training* session was delivered and materials piloted during the ToT Workshop with the PngCJE in August 2020, as aforementioned. The

training focused on the methodology for developing and planning a training session. This was demonstrated by taking participants through the: preparatory steps to apply the method; and how to deliver content in an effective and engaging way. Participants reported value in combining the content with practical demonstrations of how to plan and then deliver the sessions, step by step. A set of regional resources were developed and are available as an on-line resource on the [PJSI website](#).

From the 16-20 November, a remote *GFV Workshop* was conducted with the FSM. The workshop focused on: progress, challenges and solutions to implementing family violence legislation since the last PJSI visit in 2019; responses to victims, including consideration of cultural and religious beliefs; constraints during times of crisis - understanding the context of family violence during emergencies, including the COVID-19 pandemic, humanitarian settings and natural disasters and how courts can adapt responses to ensure victims continue to access justice and protection



under the law. Participants demonstrated an average increase in knowledge gained of 188%, and rated their overall satisfaction with the workshop at 97%. Preparations are underway for a remote GFV Workshop with the Solomon Islands in early 2021.

PROJECT 12 EFFICIENCY

FSM, Nauru, PNG, Solomon Islands, RMI, Regional

166 participants

48% female

PJSI supported the development and installation of fully functioning *Case Tracking System* (CTS) in the FSM Supreme Court and the Nauru Courts. These systems enable the courts to better manage their caseloads and performance while allowing easy/secure access to all case and document records across the Courts. In Nauru, 11 participants were trained to use the system in a five-day workshop, recording an overall satisfaction rating of 100%. In FSM, 22 participants were trained, recording an overall satisfaction rating of 88%.

Recently, the RMI judiciary purchased an enhancement to their CTS system, which was then made available to both the FSM and Nauru Courts free of charge. Similarly, enhancements that were made for Nauru's implementation, flowed back into the RMI and FSM systems, thus benefitting all. Once the CTS is installed and appropriate training and materials delivered, it is agreed that the Courts take on responsibility for the ongoing operation; maintenance and refinements needed to ensure the sustainability of the system.

A remote follow-up ICT visit and ongoing support to the CTS was undertaken in December. This supported confidence in using the CTS, re-enforced the Court Performance Indicators and how they can be obtained from CTS. The visibility of cases in CTS has enabled the District Court to undertake a major case 'clean-up', reducing pending/open cases from approximately 1,150 to 150 in 3 months.

Across October-December, PJSI hosted 3 *Monthly Court Performance and Case Data Analysis Support and Capacity Building Discussions* each with FSM, PNG and the Solomon Islands. The purpose of the discussions was to engage, train, support and provide guidance to counterparts on how best to manage court performance data, data analysis, performance reporting, and relevant inclusions in Court Annual Reports. The discussions also reinforced use of the 8 Top Court Performance Indicators across the region and use of quarterly reporting to identify and reduce delay. They have led to substantial measures being taken in each partner court to improve the quality of data entry, reliability of electronic CTS and a discernible greater appreciation of the importance of regular performance reporting to assure timeliness and efficiency. A final round of discussions is being planned with each court for early-2021.

Additionally, two regional *Remote Court Proceedings Webinars* were held. The first on the 20th August generated discussion and explored collective and individual immediate needs that informed the nature of the [Remote Court Proceedings Toolkit](#). The second on 3 December, reviewed and launched the Toolkit 41 participants from eight Partner Courts engaged in an interactive discussion on courts' experiences, successes and challenges with conducting remote proceedings and rated the usefulness of the *Toolkit* at 97%. Participants rated their overall satisfaction with the webinar at 87%. These two webinars attracted the largest number of participants of any PJSI Webinar.

PROJECT 13 ACCOUNTABILITY

All Partner Courts

Annual Reporting: In December, 3 remote discussions took place with the PNG Supreme and National Court. Fifteen judicial and court officers reviewed the policy approach to Annual Reports and their content. The discussions identified the Cook Island Indicators (CII) the Court can currently, and in future report on, including gender and sex disaggregated data.



Chief Justice Salika also announced that the complete collection of PNG Judicial Annual Reports will be made available on their website. This rich and unique documentary record going back to independence presents the accomplishments and challenges of the judiciary in PNG over this period.

Trend Report: Preparation of the latest Report and discussions with Partner Courts highlighted the importance of case management systems including data fields to ensure adequate protection of the human rights of particular groups of court users by including sex, age and disability disaggregated data fields. A list of recommended data fields was developed with the Human Rights Adviser to give the Court visibility of these court users so that it is able to promote universal access to justice and effective participation in any court proceeding. The 4 February remote webinar will allow further discussions with Partner Courts about this and more broadly about improved reporting against the CII. Preparations are underway to develop and gather data for the fourth PJSI Court Trend Report for presentation to Chief Justices' at the Forum in April 2021. The 2021 Court Trend Report looks to update the PJDP Court Performance Baseline Report in 2011 and present a picture of the significant improvement in court annual reporting over the last 9 years. The 2018 Court Trend Report is available [here](#).

Disability disaggregated data: In 2011, no Partner Court collected, analysed or presented data on people with a disability accessing their courts. In 2020, the Supreme Court of Tonga released a Disability Policy that sets out key principles and reasonable adjustments that can be made to ensure that people with a disability fully and effectively participate in court. The Republics of the Marshall Islands and Palau have also amended their case tracking systems to gather disability disaggregated data.

Court User Surveys: In November, discussions with Vanuatu Supreme Court assisted to plan surveys, 1 each for the Supreme and Magistrates Courts. They aim to undertake the surveys by July 2021. An updated Step by Step Guide for undertaking Court User Surveys was also reviewed.

Final evaluation: PJSI has commenced the process to collect data to evaluate its performance over its five year course. As the journey across a number of thematic areas extends back to the delivery of the Pacific Judicial Development Programme, 2010-2015 (PJDP), PJSI will include stakeholders' assessments of the most significant changes that have taken place as a result of both PJSI and PJDP, and their impact. Through undertaking one-to-one discussions with Chief Justices and focus groups with other judicial and court officers, and supplementing these insights with further qualitative and quantitative data, PJSI will measure the extent to which the PJSI's End-of-Initiative outcomes and targets have been achieved.

PROJECT 14 SUSTAINABLE DEVELOPMENT GOALS

RMI, Vanuatu, Cook Islands, PNG,
Kiribati, FSM, Palau

50 attendees

44% female

A three-part webinar series about integrating the United Nations Sustainable Development Goals into court development activities and court performance data collection was delivered between September and November. The webinars introduced the SDGs; connected their relevance to Partner Court mandates and development objectives; and through consultation with participants, developed a framework for Partner Courts to report their contributions to the SDGs to government and the UN. 50 participants from seven Partner Courts joined the webinars. PJSI is exploring options to pilot

the SDG Reporting Template with interested Partner Courts. This will include consideration of existing data collection; the changes/additions required to collect all data required by the template; and how to integrate and streamline court reporting requirements processes into the future.



Conclusion

The significant challenges to PJSIs Partner Courts and their operations brought about by the COVID-19 pandemic, have continued. Some types of justice issues have also been exacerbated by it, particularly domestic violence. PJSI has succeeded not only to recalibrate its interventions to enable courts to continue operating with physical restrictions, but have also enabled courts to respond to needs that have been intensified by them.

It has been wonderful to see how effective remote delivery has been across the Pacific and how overwhelmingly positive the feedback has been. Due to the rapid and necessary uptake of online/remote activities, PJSI has increased engagement with Partner Courts *more than ever*. We thank our Partner Courts for making this transition so seamless in such turbulent times.

With this level of engagement, PJSI has been able to support Partner Courts to continue to work towards and achieve a number of their local and regional priorities, as well as develop and provide a rich complement of online resources enabling Partner Courts to continue their important work. We would like to thank our Partner Courts for their ongoing dedication to their development objectives notwithstanding the substantial disruption caused by the pandemic. Particularly, we wish to thank the region's Chief Justices for their unswerving support and guidance during this time.

I can say with pride and confidence that with the PJDP/PJSI programme and assistance, the Judiciary in Kiribati has been able to make achievements that we would not have been able to do on our own. That is a testament of the value and spirit of PJSI and its predecessors and the need for its continuation.

– Chief Justice Muria, Kiribati Judiciary



Annex A: Activities by Theme and Project

Theme: Judicial Leadership

Project 1: Regional Leadership

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

Project 2: National Leadership

Date	Activity Name	Location	PAX	Female	Confidence	Knowledge	Satisfaction
20-24 Feb, 2017	Project Management and Evaluation Workshop	Vanuatu	18	11	74.07%	842%	93.75%
29 Apr-14 May, 2017	Local Project Management and Planning Visit #1	Tokelau	5	5	80%	640%	93.33%



23 Jul-3 Aug, 2018	Local Project Management and Planning Visit Large LIF #2	FSM	31	15	88%	847%	91.03%
15-19 Oct, 2018	Local Project Management and Planning Visit Large LIF #3	PNG	10	5	100%	-	90.00%
4-15 Feb, 2019	Local Project Management and Planning Visit Large LIF #4	Vanuatu	7	5	91.67%	97%	94.44%
8-9 Jul, 2019	Assessment and Support Design Visit	Fiji	1	0	-	-	-
6-22 Oct, 2020	Activity Planning and Preparation: Remote Support	FSM	12	7	90.00%	351%	96.67%

Project 3: Leadership Incentive Fund

Date	Activity Name	Location	PAX	Female	Confidence	Knowledge	Satisfaction
Dec, 2016	FSM Judicial Conference	FSM	77	19	-	-	90.5%
15 Feb, 2017	Enhanced capacity building of Tokelau Judiciary	Tokelau	19	6	88%	-	76%
22 Feb, 2017	Workshop on the law of evidence and criminal sentencing	Samoa	9	4	-	-	-
16 May, 2017	Attendance at PJSI Regional Certificate Level Training of Trainers Workshop in Rarotonga, Cook Islands	RMI	1	1	-	-	-
16 May, 2017	Attendance at PJSI Regional Certificate Level Training of Trainers Workshop in Rarotonga, Cook Islands	RMI	1	1	-	-	-
6 Oct, 2017	Orientation of Island Court Justices	Vanuatu	19	5	-	403%	-
23 Nov, 2017	Registry Manual (Toolkit for Court Registry Officers)	PNG	1	0	-	-	-
24 Oct, 2017	Mediation Skills Training	Tonga	6	3	-	-	-
17 Nov, 2017	Lay Magistrates Training Workshop at Line Islands	Kiribati	20	8	-	-	-
1 Nov, 2017	Attendance at the PJSI Regional Lay Judicial Officer Orientation Course (Travis Joe)	RMI	1	0	-	-	-
24 Jan, 2018	Attendance at PJSI Substantive ToT Workshop (France Apera)	Cook Islands	1	1	-	-	-
24 Jan, 2018	Attendance at PJSI Substantive ToT Workshop (Hainrick Moore)	RMI	1	0	-	-	-
24 Jan, 2018	Attendance at PJSI Substantive ToT Workshop	RMI	1	1	-	-	-



11 Mar, 2018	Certificate of Justice - Semester 1 in 2019	Vanuatu	8	3	-	-	-
23 May, 2018	Court Video Conferencing & Efficiency Follow-up Visit	Palau	32	24	71.93%	122%	80.70%
10 May, 18	Translation of Enabling Rights & Unrepresented Litigants Toolkit into 4 FSM Languages	FSM	119	54	-	34.25%	-
28 Jun, 2018	Judicial Case Management	Vanuatu	6	0	-	-	-
5 Jul, 2018	Semester 2 - Certificate of Justice Course 1 in 2019	Kiribati	18	9	-	-	-
5 Jul, 2018	Semester 2 - Certificate of Justice Course 2 in 2019	Kiribati	18	9	-	-	-
13 Jul, 2018	Presentation at PJC & ICT Summary	Samoa			-	-	-
27 Sept, 2018	Human Rights Workshop (Judges)	PNG	36	7	65.56%	59%	76.67%
27 Sept, 2018	Human Rights Workshop (Magistrates)	PNG	35	15	77.19%	36%	92.98%
14 Sept, 2018	Implementation of Video Conferencing in the Courts	FSM	19	12	-	-	-
26 Oct, 2018	Judiciary Awareness on the Leadership Change Plan in Tonga - the Checklists	Kiribati	1003	-	-	-	-
25 Oct, 2018	Attendance at Regional Development Workshop (PNG)	Vanuatu	1	0	-	-	-
27 Nov, 2018	Legal Research Foundation Conference	Tonga	1	0	-	-	-
06 Dec, 2018	Legal Research Foundation Conference	Samoa	1	0	-	-	-
14 Feb, 2018	Additional Participant to attend the PJSI Lay Judicial Officer Decision Making Workshop (Rumatiki Alapaki)	Niue	1	0	-	-	-
17 Jan, 2019	Additional Participant to attend the PJSI Lay Judicial Officer Decision Making Workshop (Judge Lucky)	RMI	1	0	-	-	-
12 Feb, 2019	Additional x2 Outer Island Participants to attend the PJSI Lay Judicial Officer Decision Making Workshop (Ellen Konare & Tuke Panaskai)	Solomon Islands	2	1	-	-	-
5 Mar, 2019	Certificate of Justice - Semester 1 2019	Palau	5	4	-	-	-
18 Apr, 2019	Scoping Paper: Preparing to adjudicate SOV disputes	RMI	NA	NA	-	-	-
10 Apr, 2019	Certificate of Justice (Semester 1) in 2019	Kiribati	17	10	-	-	-



12 Jun, 2019	Implementation of Case Tracking System in Marshall Island courts	RMI	12	5	-	-	83.30%
4 Jul, 2019	Client Service and Judicial Protocol Training for Court Staff	PNG	99	40	92.18%	-	95.50%
12 Sep, 2019	Annual Court Reporting Workshop	Niue	4	2	-	-	-
1 Oct, 2019	Court Data Management Workshop: Sandy Albert	FSM	1	1	-	-	-
4 Oct, 2019	PNG Task Force Team: attendance at the Court Data Management Workshop (Judge Dingake)	PNG	1	0	-	-	-
4 Oct, 2019	PNG Task Force Team: attendance at the Court Data Management Workshop (Celinia Lualu)	PNG	1	1	-	-	-
4 Oct, 2019	PNG Task Force Team: attendance at the Court Data Management Workshop (David Gonol)	PNG	1	0	-	-	-
4 Oct, 2019	PNG Task Force Team: attendance at the Court Data Management Workshop (Doris Joseph)	PNG	1	1	-	-	-
4 Oct, 2019	PNG Task Force Team: attendance at the Court Data Management Workshop (Theresa Hani)	PNG	1	1	-	-	-
7 Nov, 2019	Diploma of Justice (DOJ01 & DOJ02 & LW110) in 2020	Tonga	5	5	-	-	-
8 Nov, 2019	Lexis Advance Subscription	Tonga	1	0	-	-	-
19 Nov, 2019	Judicial Management Improvement Plan	Vanuatu	2	1	83.33%	-	100.00%
19 Nov, 2019	Judicial Management Improvement Plan						
12 Dec, 2019	Orientation Training for Lay Judges in Ambryn and Pamma Islands	Vanuatu	19	5	TBA	TBA	TBA
12 Dec, 2019	Certificate of Justice - 7 students in Malekula in 2020	Vanuatu	7	1	-	-	-
12 Dec, 2019	Certificate of Justice - 7 students in Malekula in 2020						



12 Dec, 2019	Certificate of Justice in 2020: Ivan Kadannged	FSM	1	0	-	-	-
12 Dec, 2019	Diploma of Justice x2 & Certificate of Justice x1 in 2020	RMI	3	2	-	-	-
13 Dec, 2019	Orientation Training for FFC Judges	Samoa	-	-	-	-	-
13 Dec, 2019	Orientation Training for FFC Judges		-	-	-	-	-
17 Dec, 2019	Certificate of Justice in 2020	Samoa	3	3	-	-	-
12 Dec, 2019	Diploma of Justice (DOJ01 & DOJ02 & LW110) in 2020	Kiribati	32	21	-	-	-
18 Dec, 2019	Certificate of Justice (Semesters 1 & 2) in 2020	Solomon Islands	15	9	-	-	-
18 Dec, 2019	Certificate of Justice (Semesters 1 & 2) in 2020		-	-	-	-	-
25 May, 2020	Improving Court Transparency through timely Court Annual Reports	Solomon Islands	7	3	-	-	-
	Improving Court Transparency through timely Court Annual Reports		-	-	-	-	-
23 July, 2020	Certificate of Justice (Semester 2, 2020)	Palau	4	3	-	-	-
20 Aug, 2020	Nauru Judiciary Website	Nauru	-	-	-	-	-
11 Nov, 2020	USP Certificate of Justice & Diploma of Justice 2021	Kiribati	35	-	-	-	-
11 Nov, 2020	Certificate of Justice Course 2021	PNG	6	-	-	-	-
28 Sep, 2020	National Judicial Workshop	Solomon Islands	21	8	-	-	-
11 Nov, 2020	Certificate of Justice, 2021	FSM	3	3	-	-	-



11 Nov, 2020	Certificate of Justice, 2021	Samoa	7	-	-	-	-
4 Nov, 2020	Training of Island Court Lay Justices from Ambae & Maewo Island Court	Vanuatu	20	-	-	-	-
4 Nov, 2020	Training of Island Court Lay Justices from Pentecost Island Court	Vanuatu	20	-	-	-	-
11 Nov, 2020	USP Certificate of Justice 2021	Nauru	11	-	-	-	-
	USP Certificate of Justice 2021	Nauru					
11 Nov, 2020	Court House Remote Conference Equipment	Nauru	-	-	-	-	-
12 Nov, 2020	Certificate of Justice 2021	RMI	4	-	-	-	-
26 Nov, 2020	Printing of Pamphlets	Vanuatu	-	-	-	-	-

Theme: Access to Justice

Project 4: Access to Justice

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

⁴ This visit comprised of a workshop with 41 court personnel and community consultations with 120 members of the local community. Pre and post-workshop surveys were only undertaken with the workshop for court personnel. A gender breakdown was not provided for the workshop nor the consultations.



Aug-Oct, 2020	Access to Justice Plan 2020, Remote Input	Kiribati	2	1	-	-	-
	Ministry of Justice Open Day, community consultations		300	-	-	-	-
Aug-Nov 2020	<i>Court Guidance on 'Promoting Access to Justice through Community Consultations'</i>	Regional	-	-	-	-	-

Theme: Professionalisation

Project 6: Professional Development

Date	Activity Name	Location	PAX	Female	Confidence	Knowledge	Satisfaction
9-18 Aug, 2017	Local Orientation Visit #1	Marshall Islands	26	7	-	396%	92.46%
Pre-workshop TOT (18-19 Nov) 20-24 Nov, 2017	Regional Lay Judicial Officer Orientation Workshop	Solomon Islands	28	12	78.21%	96%	92.31%
9-18 May, 2018	Local Orientation Visit #2	Samoa	23	3	76.67%	90%	96.30%
20-29 June, 2018	Local Orientation Visit #3	Solomon Islands	14	4	87.88%	22%	90.91%
17-25 Jan, 2019	Local Orientation Visit #4	Kiribati	36	18	78.79%	90%	89.52%
Pre-workshop TOT (18-19 Feb, 2019) 20-22 Feb, 2019	Regional Training Workshop (Topic: <i>Decision-Making</i>)	Solomon Is.	15	8	76.92%	133%	95.24%
2019	Pilot Mentoring Toolkit	Vanuatu	2	1	-	-	-
24 June-2 July, 2020	Lay Judicial Officer Training: Cook Islands	Cook Islands	14	7	74.07%	52.00%	92.59%
21-23 Oct, 2020	National Judicial Workshop: Judicial Officer Orientation / Training	Solomon Islands	21	8	-	88.89%	-

Project 8. Localising Professional Capacity Building

Date	Activity Name	Location	PAX	Female	Confidence	Knowledge	Satisfaction
12-23 Jun, 2017	Regional Certificate-level Training-of-Trainers Workshop	Cook Islands	18	11	-	330%	84.44%



12-16 Feb, 2018	Substantive / Capacity Development Training-of-Trainers Workshop (Topic: A2J, GFV & HR)	Vanuatu	22	12	82.35%	117%	90.20%
1 Nov, 2018	Gender & Family Violence Webinar	Remote	13	6	74%	117%	74%
26-30 Nov, 2018	Substantive / Capacity Development ToT Workshop (Topic: Data management)	PNG	35	21	87.50%	141%	93.75%
28 Nov, 2019	Webinar #1: Court Data Management Follow-up	Remote	31	19	58.33%	-	75.00%
27 Feb, 2020	Webinar #2: Lay Judicial Officer's Webinar	Remote	22	12	87.50%	-	85.71%
24 Apr, 2020	Webinar #3: Facilitating Partner Court engagement with NJC Global Lessons Learned from Around the World about Managing Courts in a Pandemic	Remote	-	-	-	-	-
28 May, 2020	Webinar #4: COVID-19 Webinar series: Pacific Issues, Challenges and Local Solutions; Experience-Sharing Webinar	Remote	21	8	73.02%	-	77.54%
23 June, 2020	Webinar #5: COVID-19 Webinar series: Opening the Courts Safely during COVID-19	Remote	23	10	76.03%	-	70.96%
6 Aug, 2020	Webinar #6: The Pacific Courts and the COVID-19 Pandemic Webinar	Remote	26	6	70.37%	83.33%	-

Project 9: Institutionalising Professional Development

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



23-27 Mar, 2020	Career Gateway: Remote Visit #1 & Options Paper	Vanuatu	1	0	-	-	-
17-21 Aug, 2020	Career Pathway Workshop #2: Training of Trainers Remote Delivery	PNG	17	9	-	131%	86.27%

Theme: Substantive Justice

Project 10: Human Rights

Date	Activity Name	Location	PAX	Female	Confidence	Knowledge	Satisfaction
24 Apr-5 May, 2017	Piloting of HR resource / toolkit	Solomon Islands	39	13	-	348%	83.33%
20 Nov-1 Dec, 2017	Local Visit #1	PNG	85	24	-	44.50%	84.06%
4-15 June, 2018	Local Visit #2	Kiribati	58	31	85.95%	70.50%	93.06%
4-15 Feb, 2019	Local Visit #3	Tonga	26	14	-	88.50%	95.15%
23 Sep-4 Oct, 2019	Local Human Rights Visit #1	Solomon Islands	51	24	90.50%	14.00%	100.00%
16 Oct-11 Dec, 2020	Remote Human Rights Visit #2	Tonga	73	31	75%	49%	82.49%
Sept-Dec, 2020	6x Human Rights Checklists	Regional	-	-	-	-	-

Project 11: Gender and Family Violence

Date	Activity Name	Location	PAX	Female	Confidence	Knowledge	Satisfaction
12-23 June, 2017	Piloting of GFV resource / toolkit	Tonga	41	24	77.78%	71.00%	94.44%
19-26 Nov, 2017	Local Visit #1	Nauru	33	18	69.70%	77.00%	91.67%
6-17 Aug, 2018	Local Visit #2	Vanuatu	18	13	92.59%	60.00%	93.75%
12-23 Nov, 2018	Local Visit #3	Palau	49	23	76.92%	212.00%	89.74%
7-18 Jan, 2019	Local Visit #4	FSM	38	20	74.51%	350.00%	96.49%
20-31 May, 2019	Local Visit #5	Samoa	60	43	91.67%	414.00%	95.83%
4-8 Nov, 2019	Local GFV Visit #1	Vanuatu	9	6	88.9%	32.00%	100.00%
20-21 Aug, 2020	Gender and Family Violence Workshop and piloting of materials (hosted in conjunction with the Career Pathway	PNG	17	9	-	131%	86.27%



	Workshop #2: Training of Trainers Remote Delivery)						
16-20 Nov, 2020	Remote GFV Visit #2	FSM	27	14	73.33%	188%	96.67%

Theme: Procedural Justice

Project 12: Efficiency

Date	Activity Name	Location	PAX	Female	Confidence	Knowledge	Satisfaction
12-22 Jun, 2017	Local Visit #1	Palau	33	24	68.34%	858.00%	86.25%
23-24 July, 2018	ICT Support #1	PNG	5	1	-	-	-
16-19 Oct, 2018	ICT Support #2	Marshall Islands	9	4	-	-	-
18-26 Jan, 2019	Local Visit #2	Nauru	23	10	68.75%	112.00%	90.20%
Mar, 2019	Local Visit #4	Tokelau	5	4	75.00%	175.00%	100.00%
29 Apr-10 May, 2019	Local Visit #3	PNG	23	11	80.95%	263.00%	95.40%
24-28 June 2019	Local Efficiency Visit #1	Niue	18	12	77.78%	407.00%	92.59%
24-28 June	Local ICT Visit #1	Niue					
14-18 Oct, 2019	Court Data Management Workshop	Vanuatu	42	25	94.87%	95.00%	95.73%
21-25 Oct, 2019	Local ICT Visit #2	Nauru	11	4	-	-	-
13-17 Jan, 2020	Local Efficiency Visit #2	Nauru	9	3	80.00%	84.00%	93.33%
10 Sep, 2020	The Sustainable Development Goals & Judicial Reform: Webinar #1	Regional	21	9	64.64%	-	-
8 Oct, 2020	The Sustainable Development Goals & Judicial Reform: Webinar #2	Regional	19	8	66.67%	-	-
5 Nov, 2020	The Sustainable Development Goals & Judicial Reform: Webinar #3	Regional	10	5	75.00%	-	-
June-July, 2020	Remote Implementation of a Case Tracking System: FSM	FSM	22	12	-	-	88.00%
October, 2020	Remote Implementation of a Case Tracking System: Nauru	Nauru	11	6	-	100%	-



20 Aug, 2020	Webinar #8: Remote Court Proceedings Webinar	Regional	28	13	-	-	-
3 Dec, 2020	Webinar #12: Remote Court Proceedings Toolkit Webinar	Regional	41	22	83.33%	-	86.67%
1 Oct, 2020	Monthly Case Data Analysis Support and Capacity Building #1	FSM	5	3	-	-	-
7 Oct, 2020	Monthly Case Data Analysis Support and Capacity Building #1	PNG	9	2	-	-	-
9 Oct, 2020	Monthly Case Data Analysis Support and Capacity Building #1	Solomon Islands	8	4	-	-	-
10 Nov, 2020	Monthly Case Data Analysis Support and Capacity Building #2	FSM	3	2	-	-	-
4 Nov, 2020	Monthly Case Data Analysis Support and Capacity Building #2	PNG	3	1	-	-	-
9 Nov, 2020	Monthly Case Data Analysis Support and Capacity Building #2	Solomon Islands	6	3	-	-	-
8 Dec, 2020	Monthly Case Data Analysis Support and Capacity Building #3	FSM	3	2	-	-	-
17 Dec, 2020	Monthly Case Data Analysis Support and Capacity Building #3	PNG	7	1	-	-	-
4 Dec, 2020	Monthly Case Data Analysis Support and Capacity Building #3	Solomon Islands	6	2	-	-	-
Aug-Dec, 2020	Remote Court Proceedings Toolkit Development	Regional	-	-	-	-	-
7-11 Dec, 2020	Remote ICT Visit #3	RMI	14	6	91.67%	-	97.22%

Project 13: Accountability

Date	Activity Name	Location	PAX	Female	Confidence	Knowledge	Satisfaction
20-24 Feb, 2017	M&E Visit #1	Vanuatu	20	8	-	-	-
19Jun,2017	M&E Visit #2	Niue	10	6	-	-	-
21-25 Aug, 2017	Accountability Visit #1	Palau	43	27	100.00%	74.00%	94.44%



23-27 Jul, 2018	Accountability Visit #2	Samoa	9	3	-	-	-
5-6 Apr, 2019	M&E Visit #3	Palau	12	1	-	-	-
2, 8, 15 Dec, 2020	Accountability Visit #1	PNG	22	7	-	-	-



Annex B: Attribution & Risk

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



Sustainability

- **Strong professional relationships:** PJSI has fostered strong professional relationships with key stakeholders and between counterparts and institutions in different PICs and with institutions in New Zealand and Australia. These relationships are being maintained through in-person and remote communications and activities.
- **Building transparent and accountable courts:** Among the region's leaders it is accepted that courts should be transparent and accountable to the public for the work they do. PJSIs support to planning, capacity building and implementation of changes is translating that commitment into results. There is an increased ownership by PIC leadership, and the capacity to identify and address deficiencies in court performance, according to their own considered and committed standards. The PJSI team have also observed a change in the attitude and approach of the region's leaders in acknowledging and addressing performance issues.
- **Building functional justice:** Through support to develop and implement systems, tools and capacity to track, analyse, report on and respond to case and court performance data against the Cook Islands Indicators and other standards and metrics developed by Partner Courts. Since the advent of COVID-19, PJSIs support to these systems, tools and capacity have become acutely more significant to ensure that justice can continue to be delivered, remotely while health restrictions require people to remain physically distant.
- **Increased access to justice, and action on gender/family violence and human rights:** The combination of PJSI activities has bolstered sustained progress in access to justice, gender and family violence; and human rights through the establishment of a 'community of practice' bringing court actors together at a regional level to: present related court developments and case law from their countries; discuss common challenges and practical approaches to address them; and identify common projects to work on such as implementing measures to ensure courts are physically and procedurally accessible;



agreeing on common performance indicators, and sharing materials/templates that could be adapted and used for internal and court outreach efforts.

Relevance

PJSI ensures the Initiative's relevance by:

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

Effectiveness

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

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

Impact

PJSIs impact can be characterised as follows:

- Strong, collegial leaders, committedly planning and delivering on judicial development priorities, underpinned by empirical clarity about court performance.
- Establishment and use by Partner Courts of channels to consult with community members about their justice needs.
- Equipping local actors and institutions with the knowledge, skills and attitude necessary to assess and address capacity needs, thereby ameliorating the need for external actors to perform such roles.
- Shifting attitudes and approaches to gender-based violence and human rights generally, affording appropriate treatment of victims and perpetrators.
- Developing and implementing systems and processes, and equipping local actors with the capacity to use and maintain them - in order to provide accurate and up to date visibility of cases and associated information.



- Building the framework and capacity among local actors to analyse and report on case and court performance data.

Efficiency

PJSI's approach to blend regional, local and remote activities has maximised the efficient use of time and resources, and the necessary intensity of bilateral assistance. With the advent of COVID-19 and the immediate need to pivot PJSI's activities to be delivered remotely, PJSI has increased cost and time efficiencies significantly.

As a result of the Efficiency Project there has also been:

- Increased knowledge of procedural justice, case management and caseload management that supports the achievement of the conduct of a fair trial in a reasonable time;
- A pathway to improve efficiency in the processes and procedures that support efficient case disposal; and
- Increased visibility, transparency and knowledge of the necessity to manage and monitor court performance-reporting systems.

Coherence

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

Risks, Mitigation & Opportunities

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

Risk 2: COVID-19 presents a risk of PJSI Team Members and/or participants travelling to Partner Courts, to contract these illnesses. To mitigate the risk, all those eventually travelling for the purpose of PJSI activities will be made aware of the current situation and required to take appropriate precautions. We will continue to monitor these and other health risks, taking appropriate action to ensure the health and wellbeing of our team and other stakeholders.

Risk 3: Devolution of technical and managerial responsibility for ongoing judicial / court development may not align with counterparts' expectations in light of the changes caused by the COVID-19 pandemic, resulting in an inability to effectively transfer responsibility to PICs. To mitigate this risk, PJSI communicates frequently with Partner Courts and Chief Justices about



their needs in light of the pandemic, to ensure that support and outcomes are tailored to respond to identified needs, capacities, and progress to-date.

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

Risk 5: Inaccessibility and non-responsiveness of PICs during the COVID-19 pandemic impacts on PJSI's ability to organise and deliver activities (remote or in-country). To mitigate this risk, PJSI continues to build relationships and strengthen commitment and channels of communication within PICs, including ongoing communication with the regions Chief Justices throughout the COVID-19 pandemic. To date, this risk has not eventuated.

Risk 6: The diversity of needs among PICs during this unprecedented global crisis could stretch PJSI resources too thinly and impact upon its strategic focus. This could result in limited change among PICs. To mitigate this risk, PJSI continues to build on prior accomplishments that address priority needs within PJSI's strategic framework, including the supply of LIF grants and targeted activities to promote good governance, access to justice, substantive rights and efficiency.



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

End of Initiative Outcomes		Intermediate Outcomes			Baseline Data
Objective	Target	Objective	Target	Results (Dec 2020)	June 2019
1 - Judicial leaders are leading & managing change locally	1 priority change achieved its goal in each PIC.	1.1 - <i>leadership</i> - priority change, as agreed to by each Chief Justice, progressed.	1 priority change progressed by each PIC.	<p>Priority changes have been committed to and progressed among 13 PIC.</p> <p>By reference to levels of local ownership & momentum, the nature & number of activities completed/underway; 32 priority changes are on track to achieve their goals before the end of PJSI.</p>	3 Chief Justices have court improvement plans inclusive of priority reforms they wish to implement.
2 - Court services are more accessible, professional, responsive, just, efficient & transparent	1 priority change achieved its goal in 3 PICs.	2.1 - <i>accessibility</i> - priority change, as agreed to by 3 Chief Justices, progressed.	1 priority change progressed by 3 PICs.	<p>Priority <i>accessibility-related changes</i> committed to and progressed among 2 PIC (Kiribati, Vanuatu). Cook Islands decided not to proceed.</p> <p>By reference to levels of local ownership & momentum, the nature & number of activities completed/underway; all changes have been achieved in Kiribati and 6/6 priority changes in Vanuatu are on track to achieve their goals before the end of PJSI.</p>	4 PICs appreciate the importance of & have developed plans to improve access to justice. Community outreach strategies developed & implemented in 4 PICs. 3 PICs are planning &/or taking steps to implement priority changes as identified during Phase I.
	2 in-region training providers are sustainable & offer 6 foundational &/or advanced courses to judicial & court officers in all PICs. 17 LIF grants are awarded, associated activities implemented & achieve their objectives.	2.2 - <i>professionalism</i> - Judicial & court officers have access to 'in-region' training. Those participating in PJSI / partner / local capacity building activities, perform their roles more competently than before participating in those activities.	PNGCJE confirms funding for years 1-3 & conducts/evaluates 10 local activities. 3 additional PICs enrol participants in the USP Certificate & the Diploma is launched. 7 LIF grants are awarded, associated activities implemented & achieve their objectives.	<p>PNG CJE has sufficient committed, ongoing funding, management & training capacity & quality/range of courseware to expand its local portfolio of training services & to contemplate offering courses to the region. CJE's operations have been delayed as a result of COVID-19.</p> <p>The CoJ is in its 2nd year. The DoJ was launched in August 2020. PJSI supported 67 people from 7 PICs to enrol and complete the CoJ & DoJ in 2020. A further 96 students have been supported to study the CoJ & DoJ through LIF-grants in 2021.</p> <p>Funded by the LIF, local trainers have delivered 12 training courses in seven PICs. The average 'learning gain' from activities is 166%.</p>	<p>PNG CJE management & training capacity is adequate to manage the Centre & training of local activities. It is not yet ready to offer training regionally as it is not clear whether it has committed, ongoing, adequate funding. Also, it has not established its regional training capacity/offering. 10 courses/resources have been developed & delivered to local judicial/court officers.</p> <p>85-90 people are anticipated to complete the USP CoJ. The DoJ is currently being designed. Its launch is anticipated in early 2020. In the past 12 months, 25 LIF grants were awarded & the activities completed.</p>



1 priority change achieved its goal in 3 PICs.	2.3 - <i>substantive justice - human rights</i> - priority change, as agreed by each Chief Justice, progressed	1 priority change progressed in 3 PICs	<p>Tonga: 6 priority changes were committed to by the Chief Justice. 3 have been achieved and 3 are progressing. A further 4 priority areas of change were committed to. By reference to levels of local ownership & momentum, the nature & number of activities completed/underway; 2 of the further priority changes are on track to achieve their goals in Tonga before the end of PJSI.</p> <p>Kiribati: 6 priority changes were committed to by the Chief Justice. 3 have been implemented and 3 are being monitored. By reference to levels of local ownership & momentum, the nature & number of activities completed/underway the changes are on track to achieve their goals before the end of PJSI.</p> <p>Solomon Islands: 4 priority were committed to by the Chief Justice. 2 have been achieved & the 2 were suspended due to lack of resources available from the LIF.</p> <p>A total of 8 priority changes have been implemented in 3 PICs, with 5 further likely before the end of PJSI.</p>	3 PICs are aware of human rights norms applicable to court practices, are demonstrably enthusiastic & have begun implementing positive changes aligned with Human Rights Action Plans during Phase 1. PICs have reported progress towards the achievement of their goals.
1 priority change achieved its goal in 3 PICs.	2.3 - <i>substantive justice - gender & family violence</i> priority change, as agreed by each Chief Justice, progressed	1 priority change progressed in 3 PICs	<p>Vanuatu: Magistrates Court are continuing towards improving responses to victims, and in particular towards perpetrators of family violence, and are able to work collaboratively with other partners.</p> <p>FSM: Court staff in FSM are committed to ensuring Court response to victims is sensitive and will use approaches that Do No Further Harm to victims of family violence. The two trainings provided to FSM has given them the basics for strengthening responses to victims and their understanding of family violence, which are critical in women's access to justice. At the end of the PJSI project, Court staff at the National Courts will be able to improve response to victims of family violence.</p> <p>Samoa: The Family Violence Court are committed to all four key outcome areas with a focus on strengthening safety of victims and addressing perpetrator accountability. Recommendations from</p>	3 PICs have Action Plans with goals related to prevention, victim-centred access, safety & fairness, perpetrator accountability & sectoral collaboration. 3 PICs have identified a specific priority change they wish to achieve. 3 PICs are actively taking actions to achieve the change, no PICs are reporting on their progress.



				the workshop on these two focus areas were practical and realistic. At the end of the PJSI project, the FVC will be better placed in strengthening accountability of perpetrators by strengthening remarks made during judgments and assessing current sentencing approaches. The FVC is on track to improve safety of victims who access Court services.	
1 priority change achieved its goal in 5 PICs.	2.4 - <i>procedural justice</i> - <i>efficiency</i> priority change, as agreed to by each of the 3 Chief Justices, progressed.	1 priority change progressed by 3 PICs	Due to Covid-19, engagement with Tokelau & Niue were discontinued & redirected towards <i>priority efficiency-related change</i> in PNG, Solomon Islands, Nauru, FSM & RMI (5). Ecase tracking & management systems were developed & implemented, including 8 Core Court Performance Indicators with information available through dashboards & quarterly reporting. By reference to levels of local ownership & momentum, the nature & number of activities completed/underway; each of the 5 partner courts are on track to achieve their goals before the end of PJSI. 9 PIC have developed case disposal time-standards with measures in one PIC on hold due to Covid-19. 4 more PICs have moved beyond manual/excel to a case tracking systems, making a total of 11 from 15 PICs working from an electronic case tracking or management system.9 PIC's benefit from the PJSI Dashboard which provides instant information on the caseload and most performance indicators. PIC's with which PJSI has worked understand the importance of efficiency indicators & court performance reporting and 9 have introduced, or are in the process of introducing, regular court performance reporting practices.	4 PICs have identified a priority efficiency change, and have comprehensive/feasible plans to achieve its objectives (as appraised by the TA). 9 PIC have developed case disposal time-standards. 8 PICs have moved beyond manual/excel case tracking systems & 7 PICs have electronic case management systems. No PICs independently/periodically review efficiency. PIC's with which PJSI has worked understand the importance of efficiency indicators & court performance reporting and 3 have introduced regular court performance reporting practices.	
7 PICs annually presenting info. publicly about court performance against the CII, incl. 4 presenting gender/GFV data. 4 PICs periodically	2.4 - <i>procedural justice</i> - <i>accountability</i> - PIC presenting information publicly about court performance against the CII, plus	4 PIC annually presenting information publicly about court performance against all the CII, including 2 presenting gender/GFV data. 3 PIC	14 PICs published/presented accurate/reliable court performance information publicly about some/all CII in their latest Annual Report. 7 of the 10 PICs are publishing their Annual Reports. I expect Tokelau and PNG to publish their latest Annual Reports and so this this number will rise to 9. 5 PICs are presenting gender/GFV data.	6 PICs presented accurate/reliable court performance information publicly about some/all CII in their latest Annual Report. 1 PIC presented gender/GFV data.	



	conduct User Perception Surveys.	gender/GFV disaggregated data	periodically conduct User Perception Surveys.	3 PICs are periodically conducting Court User Perception Surveys and publishing summary results publicly and a fourth PIC is planning to undertake a court user survey in 2021.	2 PICs periodically conduct Court User Perception Surveys.
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Annex D: PJSI Activities delivered since commencement

Theme	Project	July 2016 – May 2019 (Phase I)	June 2019-June 2020 (Phase II)	July-December 2020 (reporting period)	Total	
Judicial Leadership⁵	Regional Leadership	12	3	2	17	95
	National Leadership	5	1	1	7	
	Leadership Incentive Fund ⁶	33	24	14	71	
Access to Justice	Access to Justice	4	1	2	7	7
Professionalisation	Professional Development	7	0	2	9	29
	Localising Professional Capacity Building	4	4	1	9	
	Institutionalising Professional Development	7	2	2	11	
Substantive Justice	Human Rights	4	1	2	7	16
	Gender & Family Violence	6	1	2	9	
Procedural Justice	Efficiency	6	5	8	19	28
	Sustainable Development Goals	0	0	3	3	
	Accountability	5	0	1	6	
Total		93	42	40	175	

⁵ Please note this figure includes the nine Initiative Executive Committee Meetings and all LIF approved applications.

⁶ These figures list LIFs that have been approved in the respective reporting period.



Annex E: Leadership Incentive Fund Activities Overview

Phase 1: Dec 2016 – June 2019

Phase 2: July 2019 – Dec 2020

Theme	PIC	Title	Grant Size	Participants	% female	Completion
Leadership	FSM	Judicial Conference	Small	77	24%	Dec 2016
	Kiribati	Judiciary Awareness on the Leadership Change Plan	Small	1,003	-	Oct 2018
	Tonga	Attendance at Legal Research Foundation Conference NZ	Small	1	0%	Nov 2018
	Samoa	Attendance at Legal Research Foundation Conference NZ	Small	1	0%	Nov 2018
	RMI	Scoping Paper: Preparing to adjudicate crypto-currency disputes	Small	-	-	April 2019
	Vanuatu	Judicial Management Improvement Plan	Small	2	50%	Nov, 2019
	Tonga	Judicial Management Improvement Plan	Small	1	0%	Ongoing
Access to Justice	Tonga	Lexis Advance Subscription	Small	1	0%	Ongoing
	FSM	Translation of & training on the Enabling Rights Toolkit (4 languages)	Large	119	45%	May 2018
	Vanuatu	Printing of Pamphlets	Small	-	-	Ongoing
Professionalisation	Tokelau	Court Clerks workshop and Orientation workshop	Large	19	31%	Feb 2017
	Samoa	Evidence & Criminal Sentencing workshop	Small	9	44%	Feb 2017
	RMI	Attendance at PJSIs Regional TOT workshop	Small	1	100%	May 2017
	RMI	Attendance at PJSIs Regional TOT workshop	Small	1	100%	May 2017
	Vanuatu	Island Court Justices Orientation workshop	Small	19	26%	Oct 2017
	Tonga	Mediation Skills Training	Small	6	50%	Oct 2017
	Kiribati	Outer Island Lay Magistrates Training	Large	20	40%	Nov 2017



RMI	Attendance at PJSIs Regional Lay Orientation workshop	Small	1	0%	Nov 2017
Cook Islands	Attendance at PJSIs Substantive (Court Plans) TOT	Small	1	100%	January 2018
RMI	Attendance at PJSIs Substantive (Court Plans) TOT	Small	1	0%	January 2018
RMI	Attendance at PJSIs Substantive (Court Plans) TOT	Small	1	100%	January 2018
Vanuatu	Participants in Certificate of Justice - Semester 1	Small	8	38%	March 2018
	Participants in Semester 2 - Certificate of Justice Course 1	Small	18	50%	July 2018
Kiribati	Participants in Semester 2 - Certificate of Justice Course 2	Small	18	50%	July 2018
	Participants for Certificate of Justice - Semester 1	Large	17	58%	April 2019
Palau	Participants for Certificate of Justice - Semester 1	Small	5	80%	March 2019
RMI	Participant attended PJSIs Lay Judicial Officer Decision Making Workshop	Small	1	0%	January 2019
Niue	Participant attended PJSIs Lay Judicial Officer Decision Making Workshop	Small	1	0%	January 2019
Solomon Islands	Participants attended PJSIs Lay Judicial Officer Decision Making Workshop	Small	2	50%	Feb 2019
PNG	Client Service and Judicial Protocol Training for Court Staff	Large	99	40%	Nov, 2019
Tonga	Diploma of Justice (DOJ01 & DOJ02 & LW110)	Small	5	100%	Ongoing
Vanuatu	Orientation Training for Lay Judges in Ambryn and Pamma Islands	Small	-	-	Ongoing
Vanuatu	Certificate of Justice - 7 students in Malekula	Small	7	-	Ongoing
	Certificate of Justice - 7 students in Malekula	Small			
FSM	Certificate of Justice: Ivan Kadannged	Small	1	0%	Ongoing



Substantive Justice: Human Rights	RMI	Diploma of Justice x2 & Certificate of Justice x1 2020	Small	3	66%	Ongoing
	Samoa	Orientation Training for FFC Judges	Small	-	-	Ongoing
		Orientation Training for FFC Judges	Small	-	-	Ongoing
	Samoa	Certificate of Justice	Small	3	100%	Ongoing
	Kiribati	Diploma of Justice (DOJ01 & DOJ02 & LW110)	Large	32	65%	Ongoing
	Solomon Islands	Certificate of Justice (Semesters 1 & 2)	Small	15	60%	Ongoing
	Palau	Certificate of Justice (Semesters 1 & 2)	Small	4	75%	Ongoing
	Kiribati	Certificate of Justice (Semester 2, 2020)	Small	4	75%	Ongoing
	Kiribati	USP Certificate of Justice & Diploma of Justice 2021	Large	35	-	Ongoing
	PNG	Certificate of Justice Course 2021	Large	6	-	Ongoing
	FSM	Certificate of Justice, 2021	Small	3	100%	Ongoing
	Samoa	Certificate of Justice, 2021	Small	7	-	Ongoing
	Nauru	USP Certificate of Justice 2021	Small	11	-	Ongoing
		USP Certificate of Justice 2021	Small	11	-	Ongoing
	RMI	Certificate of Justice 2021	Small	4	-	Ongoing
	Solomon Islands	Certificate of Justice 2021	Small	21	38%	Oct, 2020
	Vanuatu	National Judicial Workshop	Small	21	38%	Oct, 2020
		Training of Island Court Lay Justices from Ambae & Maewo Island Court	Small	20	-	Ongoing
	Vanuatu	Training of Island Court Lay Justices from Pentecost Island Court	Small	20	-	Ongoing
Procedural Justice: Efficiency	PNG	Human Rights Workshop (Judges)	Small	36	19%	Sept 2018
		Human Rights Workshop (Magistrates)	Small	35	43%	Sept 2018
	PNG	Developing a Registry Procedures Manual	Large	1	0	Nov 2017
	Palau	Implement Video-Conferencing capability	Large	22	77%	May 2018
		Efficiency follow up visit	Large	32	75%	May 2018
	Vanuatu	Judicial Case Management training	Small	6	0%	June 2018



Procedural Justice: Accountability	Samoa	Presentation at PJC & ICT Summary	Small	-	-	July 2018
	FSM	Implementation of Video Conferencing in the Courts	Small	19	63%	Sept 2018
	Vanuatu	Attendance at PJSIs 'Building Capacity in Managing Court Data Workshop'	Small	1	0	Oct 2018
	FSM	Court Data Management Workshop: Sandy Albert	Small	1	100%	Oct, 2019
	PNG	PNG Task Force Team: attendance at the Court Data Management Workshop (Judge Dingake)	Small	1	0%	Oct, 2019
	PNG	PNG Task Force Team: attendance at the Court Data Management Workshop (Celinia Lualu)	Small	1	100%	Oct, 2019
	PNG	PNG Task Force Team: attendance at the Court Data Management Workshop (David Gonol)	Small	1	0%	Oct, 2019
	PNG	PNG Task Force Team: attendance at the Court Data Management Workshop (Doris Joseph)	Small	1	100%	Oct, 2019
	PNG	PNG Task Force Team: attendance at the Court Data Management Workshop (Theresa Hani)	Small	1	100%	Oct, 2019
	RMI	Implementation of Case Tracking System	Large	12	41.6%	April 2020
	Nauru	Nauru Judiciary Website	Small	-	-	Ongoing
	Nauru	Court House Remote Conference Equipment	Small	-	-	Ongoing
	Niue	Annual Court Reporting Workshop	Small	4	50%	Oct, 2019
	Solomon Islands	Court Annual Reporting	Small	-	-	Ongoing



Annex F: Leadership Incentive Fund Activities implemented during the reporting period

Implemented activities comprise:

- **Orientation Training Program in Ambryn & Pamma Islands (Vanuatu):** a five-day training for 19 Island Court Justices in theoretical and practical exercises to grow, test and build participants' abilities and confidence on the bench.
- **Court Annual Reporting (Solomon Islands):** a remote workshop with the aim of adopting a leadership plan for the publication of an Annual Report by the Solomon Islands Judiciary in the year following the reporting year in order to improve Court transparency, and to draft an Annual Report for the years 2016-2019.
- **National Judicial Workshop (Solomon Islands):** a virtual 2.5 day National Judicial Workshop for 21 judicial officers to exchange experiences and increase knowledge and skills in leadership, case management and delay, court practice, ethics and COVID-19.
- **Certificate and Diploma of Justice (Tonga, Vanuatu, Samoa, Kiribati, RMI, Solomon Islands, Palau):** funding support to students undertaken the USP Certificate and Diploma of Justice in Semester 2, 2020.

The PJSI Leadership Incentive Fund (LIF) has been a vital mechanism enabling locally led activities to continue during the pandemic. Partner Courts have utilised the LIF to: continue providing professional development training for Judicial and Court Officers; design and implement a Court website; and establish video conferencing facilities, enabling remote hearings to be conducted and essential services to be delivered.



Annex G: PJSI Activity Schedule to date

Activity	Location	Date	Project
2016			
1 st Chief Justices' Leadership Forum	PNG	7-9 Sep, 2016	Regional Leadership
1 st Initiative Executive Committee Meeting	PNG	10 Sep, 2016	Regional Leadership
Career Pathway: Local Visit #1	PNG	31 Oct-4 Nov 2016	Institutionalising Prof. Dev't
2017			
Career Gateway: Local Visit #1	Vanuatu	30 Jan-3 Feb 2017	Institutionalising Prof. Dev't
Project Management and Evaluation Workshop	Vanuatu	20-24 Feb, 2017	National Leadership
M&E Visit #1	Vanuatu	20-24 Feb, 2017	Accountability
Local Project Management and Planning Visit #1	Tokelau	29 Apr-14 May, 2017	National Leadership
2 nd Chief Justices' Leadership Forum	Samoa	3-5 Apr, 2017	Regional Leadership
2 nd Initiative Executive Committee Meeting	Samoa	6 Apr, 2017	Regional Leadership
Piloting of HR resource / toolkit	Solomon Islands	24 Apr-5 May, 2017	Human Rights
Local Visit #1	FSM	15-26 May, 2017	Access to Justice
Career Gateway: Local Visit #2	Vanuatu	4-9 June, 2017	Institutionalising Prof. Dev't
Regional Certificate-level Training-of-Trainers Workshop	Cook Islands	12-23 Jun, 2017	Localising Prof Capacity Building
Piloting of GFV resource / toolkit	Tonga	12-23 June, 2017	G&FV
Local Visit #1	Palau	12-22 Jun, 2017	Efficiency
M&E Visit #2	Niue	19 June, 2017	Accountability
Local Orientation Visit #1	Marshall Islands	9-18 Aug, 2017	Prof. Development
Accountability Visit #1	Palau	21-25 August, 2017	Accountability
Leadership Workshop	Tonga	5-7 Sep, 2017	Regional Leadership
3 rd Initiative Executive Committee Meeting (Remote)	Remote	28 Sep, 2017	Regional Leadership
Local Visit #1	Nauru	19-26 Nov, 2017	G&FV
Regional Lay Judicial Officer Orientation Workshop	Solomon Is.	18-24 Nov, 2017	Prof. Development
Local Visit #1	PNG	20 Nov-1 Dec, 2017	Human Rights
Career Pathway: Local Visit #2	PNG	4-8 Dec, 2017	Institutionalising Prof. Dev't
2018			
Substantive / Capacity Development Training-of-Trainers Workshop	Vanuatu	12-16 Feb, 2018	Localising Prof. Capacity



Local Visit #2	Marshall Islands	5-16 Mar, 2018	Access to Justice
3 rd Chief Justices' Leadership Forum	Auckland	16-18 Apr, 2018	Regional Leadership
4 th Initiative Executive Committee Meeting	Auckland	19 Apr, 2018	Regional Leadership
Local Orientation Visit #2	Samoa	9-18 May, 2018	Prof. Development
Local Visit #2	Kiribati	4-15 June, 2018	Human Rights
Local Orientation Visit #3	Solomon Islands	20-29 June, 2018	Prof. Development
Career Gateway: Local Visit #3	Vanuatu	2-6 July, 2018	Institutionalising Prof. Dev't
ICT Support #1	PNG	23-24 July, 2018	Efficiency
Accountability Visit #2	Samoa	23-27 July, 2018	Accountability
Local Project Management and Planning Visit Large LIF #2	FSM	23 Jul-3 Aug, 2018	National Leadership
Local Visit #2	Vanuatu	6-17 Aug, 2018	G&FV
Judicial Leadership Workshop #2	Auckland	19-21 Sept, 2018	Regional Leadership
Local Visit #3	Cook Islands	1-12 Oct, 2018	Access to Justice
5 th Initiative Executive Committee Meeting	Remote	15 Oct, 2018	Regional Leadership
Local Project Management and Planning Visit Large LIF #3	PNG	15-19 Oct, 2018	National Leadership
ICT Support #2	Marshall Islands	16-19 Oct, 2018	Efficiency
Gender & Family Violence Webinar	Remote	1 Nov, 2018	Localising Prof. Capacity
Local Visit #3	Palau	12-23 Nov, 2018	G&FV
Substantive / Capacity Development ToT Workshop (Topic: <i>Data mgmt</i>)	PNG	26-30 Nov, 2018	Localising Prof. Capacity
2019			
Local Visit #4	FSM	7-18 Jan, 2019	G&FV
Local Orientation Visit #4	Kiribati	17-25 Jan, 2019	Prof. Development
Local Visit #2	Nauru	18-26 Jan, 2019	Efficiency
Local Visit #3	Tonga	4-15 Feb, 2019	Human Rights
Local Project Management and Planning Visit Large LIF #4	Vanuatu	4-15 Feb, 2019	National Leadership
Regional Training Workshop (Topic: <i>Decision-Making</i>)	Solomon Is.	18-22 Feb, 2019	Prof. Development
Career Pathway: Local Visit #3	PNG	4-8 Mar, 2019	Institutionalising Prof. Dev't
Local Visit #4	Vanuatu	18-29 Mar, 2019	Access to Justice
Local Visit #4	Tokelau	Mar, 2019	Efficiency
4 th Chief Justices' Leadership Forum	Palau	1-3 Apr, 2019	Regional Leadership
6 th Initiative Executive Committee Meeting	Palau	4 Apr, 2019	Regional Leadership
M&E Visit #3	Palau	5-6 Apr, 2019	Accountability



Local Visit #3	PNG	29 Apr-10 May, 2019	Efficiency
Pilot Mentoring Toolkit	Vanuatu	Late April	Prof. Development
Career Gateway: Local Visit #4	Vanuatu	20-24 May, 2019	Institutionalising Prof. Dev't
Local Visit #5	Samoa	20-31 May, 2019	G&FV
Local Efficiency Visit #1	Niue	24-28 June, 2019	Efficiency
Local ICT Visit #1	Niue	24-28 June, 2019	Efficiency
Assessment and Support Design Visit	Fiji	8-9 July, 2019	National Leadership
7 th Initiative Executive Committee Meeting	Remote	30 Aug, 2019	Regional Leadership
Local Human Rights Visit #1	Solomon Islands	23 Sep-4 Oct, 2019	Human Rights
Court Data Management Workshop	Vanuatu	14-18 Oct, 2019	Efficiency
Local ICT Visit #2	Nauru	21-25 Oct, 2019	Efficiency
Local GFV Visit #1	Vanuatu	4-8 Nov, 2019	G&FV
Career Pathway Visit #1	PNG	11-15 Nov, 2019	Institutionalising Prof. Dev't
Webinar #1: Court Data Management Follow-up	Remote	28 Nov, 2019	Localising Prof. Capacity Building
Local Access to Justice Visit #1 and Community Awareness Raising Project	Kiribati	2-12 Dec, 2019	Access to Justice
2020			
Local Efficiency Visit #2	Nauru	13-17 Jan, 2020	Efficiency
Webinar #2: Regional Lay Judicial Officers Webinar	Regional	27 Feb, 2020	Institutionalising Prof. Dev't
Remote Career Gateway Visit #1	Regional	23-27 Mar, 2020	Institutionalising Prof. Dev't
8 th Initiative Executive Committee Meeting	Regional	26 Apr, 2020	Regional Leadership
Webinar #3: Facilitated Partner Court engagement with NJC Global Lessons Learned from Around the World about Managing Courts in a Pandemic	Regional	24 Apr, 2020	Institutionalising Prof. Dev't
Webinar #4: COVID-19: Pacific Issues, Challenges and Local Solutions; Experience-Sharing Webinar	Regional	28 May, 2020	Institutionalising Prof. Dev't
Webinar #5: Opening the Courts Safely during COVID-19 Webinar	Regional	23 June, 2020	Institutionalising Prof. Dev't
9 th Initiative Executive Committee Meeting	Regional	25 June, 2020	Regional Leadership
Webinar #6 (with NJC): 5 th Chief Justices' Leadership Forum	Regional	16 Jul, 2020	Reg. Leadership
Remote Case Tracking System Activity #1	FSM	Jun-Jul, 2020	Efficiency
Webinar #7 (with NJC): The Pacific Courts and the COVID-19 Pandemic	Regional	6 Aug, 2020	Reg. Leadership/A2J
Career Pathway Workshop #2 (undertaken jointly with Gender & Family Violence Workshop)	Regional	17-21 Aug, 2020	Inst. Prof. Dev't



Gender & Family Violence workshop & materials piloted remotely (<i>undertaken jointly with Career Pathway Workshop 2</i>)	Regional	20-21 Aug, 2020	G&FV
Webinar #8: Remote Court Proceedings Webinar	Regional	20 Aug, 2020	Efficiency
Webinar #9: Sustainable Development Goals & the Courts #1	Regional	10 Sept, 2020	SDGs
Remote Case Tracking System Activity #2	Nauru	Aug - Oct, 2020	Efficiency
Remote Access to Justice Plan Finalisation (2020-2022)	Kiribati	Sept-Oct, 2020	Access to Justice
Career Gateway: Supplementary Advice on sustainable funding sources of the USP Certificate/Diploma of Justice	Regional	Sept-Oct, 2020	Inst. Prof. Dev't
Remote Monthly Case Data Analysis Support and Capacity Building #1	PNG, FSM, SOLS	2, 6, 7 Oct, 2020	Efficiency
Remote Activity Preparation and Planning Workshop #2	Vanuatu	6-22 Oct, 2020	National Leadership
Webinar #10: Sustainable Development Goals & the Courts #2	Regional	8 Oct, 2020	SDGs
Remote Human Rights Engagement Activity #2	Tonga	16 Oct-11 Dec, 2020	Human Rights
Remote Lay Judicial Officer Orientation/Induction Training (National Judicial Workshop)	Solomon Islands	21-23 Oct, 2020	Prof. Development
Webinar #11: Sustainable Development Goals & the Courts #3	Regional	5 Nov, 2020	SDGs
Remote Monthly Case Data Analysis Support and Capacity Building #2	PNG, FSM, SOLS	4,9,10 Nov, 2020	Efficiency
Remote Gender & Family Violence Engagement Activity #3	FSM	16-20 Nov, 2020	Gender & Family Violence
Chief Justices' Leadership Forum: PJSI Update Report	Regional	18 Nov, 2020	Regional Leadership
Webinar #12: Remote Court Proceedings Toolkit Webinar	Regional	3 Dec, 2020	Efficiency
Remote Monthly Case Data Analysis Support and Capacity Building #3	PNG, FSM, SOLS	4,8,9 Dec, 2020	Efficiency
Remote Accountability Engagement Activity	PNG	2,8,15 Dec, 2020	Accountability
Remote ICT Follow-Up Engagement Activity	RMI	7-11 Dec, 2020	Efficiency
Human Rights Checklists	Regional	Aug-Dec, 2020	Human Rights
Court Guidance Notes	Regional	Aug-Nov, 2020	Access to Justice
RCP Toolkit development	Regional	Aug-Dec, 2020	Efficiency
Leadership Incentive Fund (LIF) – see previous Annex			



Annex H: Expenditure Projection Summary (as at 31 December 2020)

Commercial-in-confidence, supplied to MFAT separately.



Annex I: Costed Workplan – Actual Expenditure Summary (as at 31 December 2020)

Commercial-in-confidence, supplied to MFAT separately.

