



PACIFIC JUDICIAL SUPPORT INITIATIVE

Six-monthly Progress Report

15 February 2017



**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
PCJE	-	PNG's Centre for Judicial Excellence
CJLF#1	-	First 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
PJSI	-	Pacific Judicial Strengthening Initiative
PNG	-	Papua New Guinea
USP	-	University of the South Pacific



Executive Summary

This report provides a summary of progress achieved during the mobilisation phase and the first six-months of the Pacific Judicial Strengthening Initiative (PJSI) during the period 24 May, 2016 - 31 January, 2017. The report is submitted in satisfaction of Milestone 3 defined in the grant funding agreement between the New Zealand Ministry of Foreign Affairs and Trade (MFAT) and the Federal Court of Australia (FCA).

Highlights

1. Executive Committee approval of the PJSI design, activities, strategies and scheduling.
2. Development and launch of the Leadership Incentive Fund.
3. Successful delivery of inaugural leadership activities.

Summary of Progress

PJSI is being successfully implemented on schedule and within budget. Four activities have taken place with several others having been designed, commenced and/or planned during the reporting period.

Activity	Progress
Output 1: Regional Leadership	
<i>1st Chief Justices' Leadership Forum & Initiative Executive Committee Meeting</i>	Complete
<i>2nd Chief Justices' Leadership Forum & Initiative Executive Committee Meeting</i>	On track
Output 2: National Leadership	
<i>Project Management & Evaluation Workshop</i>	On track
Output 3: Leadership Incentive Fund	
<i>Development and approval of guidelines and launch of Fund</i>	Complete
Output 7: Institutionalising Professional Development	
<i>Career Pathway: preliminary assessment completed and approved by stakeholders; local visits #1 and #2 undertaken</i>	On track
<i>Career Gateway: preliminary assessment completed and approved by stakeholders; local visit #1 undertaken</i>	On track
Output 8: Human Rights	
<i>Strategy completed and Toolkit drafting commenced</i>	On track
Output 9: Gender & Family Violence	
<i>Strategy completed, Local Expert contracted and Toolkit drafting commenced</i>	On track
Output 11: Accountability	
<i>Strategy completed and implementation of work plan has begun</i>	On track
<i>M&E Plan developed and collection of baseline data commenced</i>	On track



1. Activity Summary

The following activities were delivered and progress made during the reporting period. A full list of activities is located at **Annex A: 24-month Schedule of Activities**.

Output 1: Regional Leadership - The 1st *Chief Justices' Leadership Forum* (CJLF#1) took place in Port Moresby, Papua New Guinea (PNG) from 7-9 September. Twelve Pacific Island Countries (PICs) were represented. The purpose was for the PJSI management team to engage with the heads of partner courts to: introduce the Activity Design Document (ADD); plan activities for the coming 24-months; receive oversight, direction and feedback on activities and supply a forum for leadership dialogue and networking on judicial development. The meeting made several recommendations for consideration by the Initiative Executive Committee (IEC). Participants rated their satisfaction with the workshop at 91.67%. A link was established between PJSI partner courts and the New Zealand Judiciary with Judge Colin Doherty co-facilitating a session with Chief Justice Ingram on the International Framework for Court Excellence.

The *Initiative Executive Committee* (IEC) Meeting took place in Port Moresby, PNG on 10 September. The IEC was convened with members attending in person and through the use of remote technology. Members received a report on progress, provided strategic direction and considered the Chief Justice's recommendations.

Output 2: National Leadership - Preparations for the *Project Management & Evaluation Workshop* are being finalised. The workshop will be held in Port Vila, Vanuatu from 20-24 February, 2017. The objective is to build capacity to produce desired results through the delivery of local development projects. Eighteen participants are registered to attend.

Output 3: Leadership Incentive Fund (LIF) - Guidelines and templates for the LIF were developed and submitted to MFAT on 25 August. The approved Guidelines were launched at the CJLF and the initial round of applications opened to 6 partner courts. Two applications have been received. The application from the Federated States of Micronesia (FSM) has been approved which will see the delivery of a Judicial Conference in February 2017. The application from Tokelau is being reviewed. Based on feedback from partner courts, the Guidelines have been streamlined. The opportunity to apply for LIF grants will be launched among all partner courts in the first half of 2017.

Output 7: Institutionalising Professional Development - Preliminary assessments for both sub-projects were completed, presented to and approved at the CJLF#1.

- 1) *Career Pathway Project*: the Institutionalising Professional Development Adviser visited Port Moresby, PNG from 31 October to 4 November. The Adviser assessed the capacity-building requirements of PNG Centre for Judicial Excellence (PCJE) to provide judicial education to the region. A detailed analysis of those needs along with a costed strategy and plan will be presented at the next leadership (CJLF#2) meeting to be held in Apia in early April.
- 2) *Career Gateway Project*: the Adviser visited Port Vila, Vanuatu from 29 January-4 February, 2017 to meet with representatives of the University of South Pacific (USP). Detailed discussions focused on introducing two entry-level regional programs comprising a Certificate and Diploma of Justice for lay adjudicators and court staff. A concept note including curriculum framework and courses will be presented at CLJF#2.

Output 8: Human Rights - A strategy and work plan were approved at the CJLF#1. The Human Rights Adviser has commenced drafting of a Toolkit for piloting and roll-out from mid-2017.

Output 9: Gender & Family Violence - A strategy and work plan were approved at the CJLF#1. Contracting of a local expert from within the Pacific was approved by MFAT and completed. The Gender & Family Violence (G&FV) Adviser and G&FV Local Expert have commenced drafting of a Toolkit for piloting and roll-out from mid-2017.

Output 11: Accountability - A strategy and work plan was developed and delivered to the CJLF in September 2016. The *Accountability Adviser* has begun implementing the work plan. The *Monitoring & Evaluation* (M&E) Plan is complete and is being implemented across processes and systems. Localisation of M&E practices will commence during the PM&E workshop. Collection of baseline data has commenced.

Reach¹

Across the three activities delivered to-date, PJSI reached 22 judicial and court officers, 3 of whom (or 14%) were female.

Activity	Judicial Officers	Court Officers	Other Roles	Total No. of Participants
Chief Justices Meeting	12	-	-	12
Initiative Executive Committee Meeting	4	1	-	5
Career Pathway Project Local Visit #1	4	1	-	5
TOTAL				22

2. Attributing Success

Successes during the reporting period can be attributed to quality processes executed efficiently relating to recruitment, mobilisation, activity design, stakeholder participation and ownership, scheduling and delivery.

3. Primary Changes

Changes are not discernible at this early stage, as no capacity building/institutional strengthening activities have taken place during the mobilisation period. Six to twelve months following such activities it will be possible to begin considering changes. This period is required in order to allow learning to be applied, challenges to emerge and for resultant changes to become measurable. Changes will be measured by reference to indicators and against baseline and targets included in the Results Framework (*Annex B*).

4. Risks and Opportunities

The risks identified in the ADD have been reviewed. They remain valid and current. Ongoing monitoring will identify and report on any emerging risks and opportunities.

5. Refinements to PJSI Contracting or Approach

Variation #1 - Allocation of an additional resource: Further to the recruitment process for the PJSI Gender and Family Violence Adviser, the PJSI team identified an opportunity to promote greater strategic benefits for our partner courts by recruiting a local expert from within the region: Mr. Tevita Seruilumi. The expert will provide technical, training and contextual support to the GFV Adviser. The Variation was approved by MFAT by email on 15 August.

Approval of 3 additional activities: activity savings and contingency funding enabled two additional activities to be added to the implementation schedule. These comprise: a visit to FSM to improve Access to Justice; a visit to Tokelau related to improving Efficiency; and approval (subject to the

¹ Reach refers directly to the total number of activities delivered in the reporting period, audience size and audience makeup; and indirectly to groups who receive flow-on benefit.

availability of sufficient underspend from future activities) for a new Leadership Adviser role. These additional activities were approved by the IEC on 10 September.

PJSI Leadership changes: changes in the membership of the IEC's pacific membership and also with MFAT's internal management team have required additional support and facilitate the transition period. Additionally, due to the sad passing of Cook Islands Senior Justice of the Peace Mr. John Kenning, there is a need for MFAT and the region's leadership to nominate a new lay-judiciary representative on the IEC.

6. Capacity Improvements

During the mobilisation period and early in the implementation period, capacity building activities have not yet commenced. Capacity improvements may be discernible following several interventions. PJSI will therefore consider pre-PJSI capacity building activities to monitor and evaluate improvements six, 12 and additional months after an activity. This period is required in order to allow learning to be applied, challenges to emerge and for resultant changes to become measurable.

7. Human Rights and Gender

Human rights and gender are integrated throughout PJSI's design, processes and systems. In particular, the Gender & Family Violence Toolkit and the Human Rights Toolkit focus exclusively on issues to promote the treatment of related issues to improve gendered and human rights outcomes for people who use PIC courts.

8. Sustainability

At this early stage it is not possible to comment on the sustainability of any of the activities. Sustainability is an integral design feature of all activities delivered. In this sense, the Toolkits are fundamentally an exercise in sustainability. Similarly, the Career and Pathways Projects aim to continue to build the professional capacity of PIC judiciaries through an in-region training provider, ameliorating the need for external intervention. This will be bolstered by the ongoing strengthening of capacity among the cadre of in-region trainers.

9. Initiative Management

Judicial Liaison Committee Meeting and Expressions of interest from New Zealand and Australian Judicial Officers - Communication with both the New Zealand and Australian judiciaries continue through the Judicial Liaison Committee (JLC). A JLC meeting was held on 26 July. Discussions focused on confirming Committee membership; clarifying the role of the Committee; a progress report on mobilisation; and opportunities for, and ways to maximise involvement judicial and court from New Zealand and Australia. Numerous email exchanges have since taken place ensuring the Committee is abreast of all developments including circulation of documentation enabling judicial and court officers to express interest in participating in a number of activities. A total of 26 expressions of interest have now been received.

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	✓

Milestone Report	Due	Submitted
M. 3: Summary of progress report for the period date of signing the GFA to 31 January 2017 covering: outputs delivered to date; actual expenditure and income compared with that in the costed workplan, including comment on significant variances, balance of funds on hand as at 31 December 2016	15 February, 2017	✓

Recruitment: Recruitment processes commenced in July. Advisers were contracted for the following positions: Accountability Adviser, Human Rights Adviser, Gender & Family Violence Adviser, Access to Justice Adviser, Orientation Lead Adviser, Institutionalising Professional Development Adviser, Monitoring and Evaluation Adviser and a Project Management Adviser.

Expenditure Summary: Commercial – in confidence

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

- **Newsletter:** the first PJSI newsletter was distributed to all partner courts and counterparts on 14 December. A copy is available <http://www.fedcourt.gov.au/pjsi/news>.
- **Website Statistics:** The PJSI website was officially launched at the CJLF: www.fedcourt.gov.au/PJSI. The website provides access to key documentation, as well as background and progress information on the Initiative. Between September and December the PJSI website recorded a total of 1,207 'page views'.²

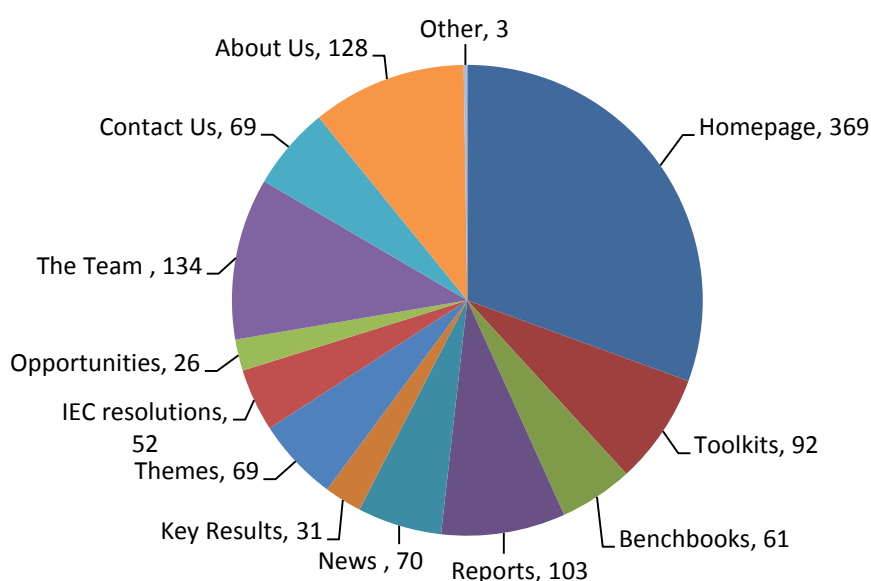


Figure 1: Breakdown of total page views

10. Conclusion

The PJSI is now mobilised and activities are being delivered. Extensive preparations have been made across a range of activities in anticipation for a busy year of implementation in 2017. The PJSI Team is grateful for the direction and support of the region's leadership in directing and guiding these activities. Without this high-level support, it would not be possible for the PJSI Team to implement the Initiative.

² Note: the 'Total Page Views' statistic counts multiple visit to the one page by the same user.



Annexures

- Annex A - 24-month Schedule of Activities
- Annex B - Results Diagram & Framework
- Annex C - Costed Workplan
- Annex D - Expenditure Summary (to 31 December, 2016)



Annex A: 24-month Schedule of Activities

Pacific Judicial Strengthening Initiative

Activity Timing and Locations

as at 2 February, 2017

Regional Activities:

Activity	Indicative Timing	Location
1. 1st Chief Justices' Leadership Forum	7-9 Sep, 2016	PNG
2. 1st Initiative Executive Committee Meeting	10 Sep, 2016	PNG
3. Project Management and Evaluation Workshop	20-24 Feb, 2017	Vanuatu
4. 2 nd Chief Justices' Leadership Forum	3-5 Apr, 2017	Samoa
5. 2 nd Initiative Executive Committee Meeting	6-7 Apr, 2017	Samoa
6. Regional Certificate-level Training-of-Trainers Workshop	12-23 Jun, 2017	Cook Islands
7. Leadership Workshop (Topic: <i>Leadership & Human Rights</i> , TBC)	5-7 Sep, 2017	Tonga
8. 3 rd Initiative Executive Committee Meeting	25 Sep, 2017	Remote
9. Regional Lay Judicial Officer Orientation Workshop	20-24 Nov, 2017	Solomon Is.
10. Substantive / Capacity Development Training-of-Trainers Workshop (Topic: <i>Access to Justice & Human Rights</i> , TBC)	12-16 Feb, 2018	Vanuatu
11. 3 rd Chief Justices' Leadership Forum	16-18 Apr, 2018	Auckland
12. 4 th Initiative Executive Committee Meeting	19-20 Apr, 2018	Auckland

Leadership Incentive Fund Activities:

Activity	Deadlines
LIF Applications available for all PICs (depending on availability of funds - assessed on a 'first-in-first served' basis)	30 September; 30 March; 30 June

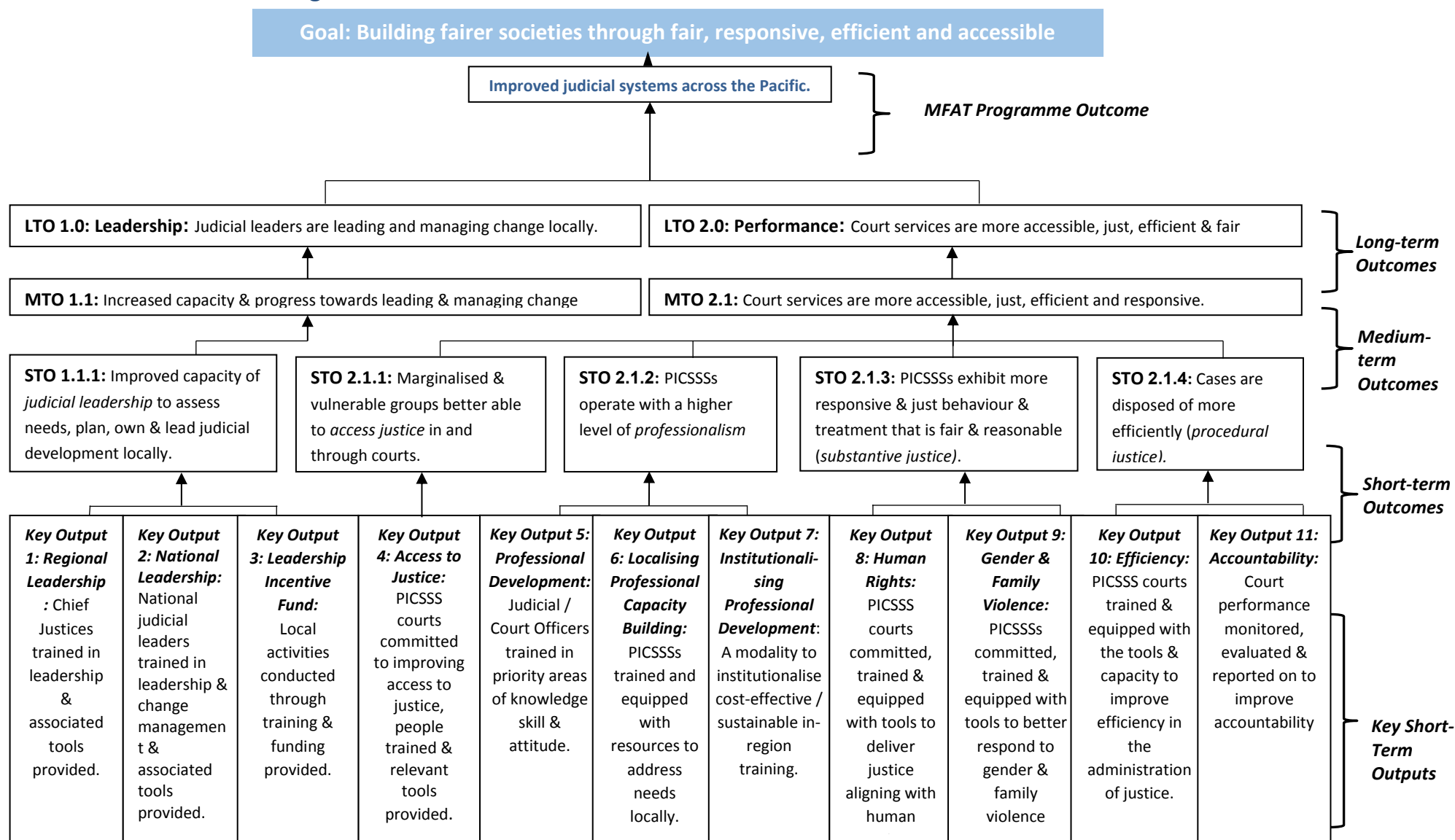
In-PIC Local Activities:

Activity	Tentative Timing	Location
National Leadership Output (all inputs aligned with Large-scale LIF grants)		
1. Local Project Management and Planning Visit #1	TBC	TBC
2. Local Project Management and Planning Visit #2	TBC	TBC
3. Local Project Management and Planning Visit #3	TBC	TBC
4. Local Project Management and Planning Visit #4	TBC	TBC
Access to Justice Output (Enabling Rights)		
1. Local Visit #1	15-26 May, 2017	FSM
2. Local Visit #2	5-16 Mar, 2018	Marshall Islands
Professional Development Output		
1. Local Orientation Visit #1	19-28 Jul, 2017	Tuvalu
2. Local Orientation Visit #2	6-17 Aug, 2017	Marshall Islands
3. Local Orientation Visit #3	9-18 May, 2018	Samoa
4. Local Orientation Visit #4	11-20 Jul, 2018	Solomon Islands
Human Rights Output		
1. Piloting of HR resource / toolkit	24 Apr-5 May, 2017	Solomon Islands
2. Local Visit #1	Nov, 2017	PNG
3. Local Visit #2	23 Apr-4 May, 2018	Kiribati
Gender and Family Violence Output		
1. Piloting of GFV resource / toolkit	17-28 April, 2017	Tonga
2. Local Visit #1	16-27 Oct, 2017	Nauru
3. Local Visit #2	19 Feb-2 Mar, 2018	Cook Islands
4. Local Visit #3	16-27 Jul, 2018	Vanuatu
Efficiency Output		
1. Local Visit #1	9-20 Oct, 2017	Palau
2. Local Visit #2	11-22 Jun, 2018	Niue

In-PIC / remote regional activities:

Activity	Tentative Timing	Location
National Leadership Output		
1. Remote Delivery Facilitation #1	Sept 2016-May 2017	Remote / Regional
2. Remote Delivery Facilitation #2	Jun 2017-May 2018	Remote / Regional
Localising Professional Capacity Building Output		
1. Mentoring / resource sharing with local trainers	Sept 2016-May 2017	Remote / Regional
2. Mentoring / resource sharing with local trainers	Jun 2017-May 2018	Remote / Regional
Institutionalising Professional Development Output		
1. Career Gateway: Local Visit #1	30 Jan-3 Feb 2017	Vanuatu
2. Career Gateway: Local Visit #2	TBC	TBC
3. Career Gateway: Local Visit #3	TBC	TBC
4. Career Pathway: Local Visit #1	31 Oct-4 Nov 2016	PNG
5. Career Pathway: Local Visit #2	TBC	TBC
Accountability Output		
1. Collection, analysis & publication of court performance data	TBC	Remote
2. Expand collection of data	TBC	Remote
3. Court User Perception Surveys	TBC	Remote
4. Data Management: collection, collation, analysis & reporting (IFCE Adviser)	TBC	Remote
Accountability Output		
1. M&E Assistance Local Visit #1	27 Mar-7 Apr, 2017	Samoa
2. M&E Assistance Local Visit #2	16-27 Apr, 2018	Auckland

Annex B: Results Diagram and Framework



Aim ³		Indicators	Baseline	Target ⁴	Methodology & Data Source	DAC
Goal	Building fairer societies through more accessible, just, efficient and responsive court services.	% of public trust and confidence in partner courts ⁵	73% of court users ⁶ are satisfied with, trust and respect the courts. ⁷	15% increase in public trust and confidence	Court user perception survey conducted by partner courts, supported by FCA.	Impact
		Improvement in rankings in World Bank's Governance Indicators (Rule of Law & Voice and Accountability)	<i>Moderate</i> (Samoa, Tuvalu, Palau and Vanuatu) to <i>precarious</i> in all other PICs.	Improvement in overall score	WGI Annual Reports.	Impact

³ The term 'Aim' is provided by MFAT, but refers to 'Outcomes' as defined in the Results Diagram.

⁴ The FCA will revisit all targets at the first regional leadership meeting to ensure all Chief Justices are aligned with them. The FCA would like to establish more ambitious targets if MFAT is able to provide an incentive for it to do so.

⁵ MFAT's strategic Results Framework Indicators – Law and Justice, supplementary indicator.

⁶ Court users are those who use the courts to assert/protect their legal rights. Court actors are those who perform functions within the courts such as judicial and court officers.

⁷ This baseline is aggregated over all PICSSSs. Some PICSSSs provided a number of responses, others few. The representativeness of the data is not sufficiently strong to provide high, medium and low capacity PICSSS baseline.



Aim ³		Indicators	Baseline	Target ⁴	Methodology & Data Source	DAC
Long-term outcome (YR5)	1: Judicial leaders are leading and managing change locally	The extent to which change is driven locally ⁸	On average, 63% of change is driven locally ⁹	20-50% increase in locally driven change ¹⁰	PICs & MEA assessment against defined measures.	Sustainability
	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	To be supplied by the end of year 1	20-50% increase in court users’ satisfaction	Court user perception survey conducted by partner courts in concert with FCA	Relevance
		Number of people trained/supported to strengthen PICs courts ¹¹	22 people have been trained / supported to date	1,139 people trained / supported, 30% of whom are women (YR5: 153, YR4: 203, YR3: 271,YR2: 276, YR1: 236)	Collated figures from all PJSI and local training / advisory activities.	Effectiveness

8 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].

9 Refer to Table 1 in PICSSS self-assessment for baselines indicated by PICSSS representatives at the Activity Design Consultation Workshop (Auckland 23-24 February, 2016).

10 As above.

11 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.



Aim ³		Indicators	Baseline	Target ⁴	Methodology & Data Source	DAC
Medium-term outcome (YR3-4)	1.1 Increased capacity & progress towards leading / managing change locally	Extent to which change is driven locally ¹²	On average, 63% of change is driven locally ¹³	15-40% increase in locally driven change ¹⁴ (YR 3: 3-20% increase)	PICs & MEA assessment against defined measures.	Sustainability
	2.1 Court services are more accessible, just, efficient and responsive		To be supplied by the end of year 1	15 - 30% increase in understanding/confidence (YR3: 5-15%) ¹⁵	Court user perception survey conducted by partner courts in concert with FCA	Effectiveness
			On average, 67% of officers deliver excellent service ¹⁶	15-40% increase in excellent service (YR3: 10-30%) ¹⁷	Self-assessment against action plans ¹⁸	
		Extent to which court users consider that PIC	On average 74% of results delivered are	15-40% improvement in delivering fairer results (YR3: 10-30%) ²⁰	Court user perception survey conducted by	Relevance

12 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].

13 Refer to Table 1 in PICSSS self-assessment for baselines indicated by PICSSS representatives at the Activity Design Consultation Workshop (Auckland 23-24 February, 2016).

14 Ibid.

15 Ibid, refer to Table 3.

16 Ibid, refer to Table 2.

17 Ibid.

18 Action plans will be developed during all training activities and used to assess incremental improvement over time.



Aim ³		Indicators	Baseline	Target ⁴	Methodology & Data Source	DAC
		courts exhibit responsive and just behaviour and treat people fairly and reasonably.	considered fair ¹⁹		partner courts in concert with FCA	
		Number of backlogged / delayed cases in partner courts (<i>procedural justice</i>)	16% of respondents to the PJSI TNA cited delay as the most significant need. ²¹ PICs courts collect insufficient data to evaluate ability to provide remedies.	20%-30% decrease in case backlog and delay (YR3: 10-20%) ²²	PICs case management records	Efficiency
Short-term outcomes (YR1-2)	1.1.1 Improved capacity of <i>judicial leadership</i> to assess	Extent to which change is driven locally ²³	On average, 63% of change is driven locally	5-20% increase in locally driven changes (YR1: 0-10% focus will be on	PICs & MEA assessment against defined measures.	Sustainability

²⁰ Ibid.

¹⁹ Refer to Table 4 in PICSSS self-assessment for baselines indicated by PICSSS representatives at the Activity Design Consultation Workshop (Auckland 23-24 February, 2016)

²¹ Pacific Judicial Strengthening Initiative, *Needs Assessment Report and Indicative Design Concept*, 2016, Sydney, p 6.

²² Ibid.

²³ 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 ³	Indicators	Baseline	Target ⁴	Methodology & Data Source	DAC
needs, plan, own and lead judicial development locally.			building awareness / capacity)		
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.	To be supplied by the end of year 1	5 - 10% increase in understanding / confidence (YR1: 0-5% focus will be on building internal awareness / capacity)	Court User perception survey	Relevance
2.1.2 Partner courts operate with a higher level of <i>professionalism</i>	Extent to which officers deliver excellent service	77% of court users report some or significant improvement in the conduct and professionalism of judicial and court officers. ²⁴	5-20% increase in professionalism (YR1: 0-10% focus will be on building awareness / capacity)	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).	Effectiveness
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	On average 74% of results delivered are considered fair	5-10% improvement in delivering fairer results (YR1: 0-5% focus will be on building internal awareness / capacity)	PICs/TA documented assessment of relevant reforms	Impact
2.1.4 Cases are disposed of more	Number of backlogged /	16% of respondents to	NA (no activities planned for the first two years)	PICs case management	Efficiency

24 Pacific Judicial Development Programme. Federal Court of Australia. *Completion Report 2010 – 2015*, Sydney, 2015, A-59.



Aim ³		Indicators	Baseline	Target ⁴	Methodology & Data Source	DAC
	efficiently (<i>procedural justice</i>).	delayed cases backlog in partner courts	the PJSI TNA cited delay as the most significant need. ²⁵ PICs courts collect insufficient data to evaluate ability to provide remedies.		records	
Outputs	1 Regional Leadership - Chief Justices trained in leadership & associated tools provided.	The number of: <ul style="list-style-type: none"> • people trained / supported in leadership • people satisfied with training / support • inter-courts links established 	NA	<ul style="list-style-type: none"> • 2 x regional activities in years 1-4 and 1 x regional activity in year 5 each attended by 14 pax (=14 pax) • 80% satisfaction rating • 5 inter-court links established 	FCA/TA reports	

²⁵ Pacific Judicial Strengthening Initiative, *Needs Assessment Report and Indicative Design Concept*, 2016, Sydney, p 6.



Aim ³		Indicators	Baseline	Target ⁴	Methodology & Data Source	DAC
	2 - National Leadership - National judicial leaders trained in leadership & change management & associated tools provided.	The number of: <ul style="list-style-type: none"> • people trained / supported in change management • people satisfied with the training / support 	NA	<ul style="list-style-type: none"> • 1 x regional activity attended by 14 pax (= 14 pax) • 8 x local activities each training / supporting x 10 pax (=80pax) • 5 x remote activities each training / supporting x 5 pax (=5 pax) • 80% mean satisfaction rating 	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"> • Equitable portion of 35 grants provided over 5 years • All activities implemented 	FCA records & PICs grant reports	
	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"> • people trained / supported • people satisfied with training / support • local resources developed and used/delivered 	NA	<ul style="list-style-type: none"> • 1 x regional activity attended by 14 pax (=14 pax) • 4 x local activities each training / supporting x 10 pax (=40 pax) • 80% mean satisfaction rating 	FCA/TA reports & PICs reports	
	5 - Professional Development -	Number of: <ul style="list-style-type: none"> • people trained 	NA	<ul style="list-style-type: none"> • 5 x regional activity attended by 14 pax 	FCA/TA reports	



Aim ³	Indicators	Baseline	Target ⁴	Methodology & Data Source	DAC
Judicial / Court Officers trained in priority areas of knowledge skill & attitude.	<ul style="list-style-type: none"> people satisfied with training local resources developed and used/delivered 		(=70 pax) <ul style="list-style-type: none"> 4 x local activities each training / supporting x 10 pax (=40 pax) 80% mean satisfaction rating 		
6 - Localising Professional Capacity Building - PICs judicial / court officers trained to address needs locally.	Number of: <ul style="list-style-type: none"> people trained / supported people satisfied with training / support local resources developed and used/delivered 	NA	<ul style="list-style-type: none"> 3 x regional activity attended by 14 pax (=42 pax) 5 x remote activities each training / supporting x 5 pax (=25 pax) 80% mean satisfaction rating 	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"> Options paper completed Inter-agency linkages established / operating 	NA	<ul style="list-style-type: none"> 2 x regional activities supporting x 10 pax (=20 pax) 80% mean satisfaction rating 	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"> people trained / supported people satisfied with training / support 	NA	<ul style="list-style-type: none"> 2 x regional activity attended by 14 pax (=28 pax) 4 x local activities each training / supporting x 10 pax (=40 pax) 80% mean satisfaction 	FCA/TA reports & PICs activity reports	



Aim ³	Indicators	Baseline	Target ⁴	Methodology & Data Source	DAC
	<ul style="list-style-type: none"> local resources developed and used/delivered NGO/CBO linkages established 		rating		
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"> people trained / supported people satisfied with training / support local resources developed and used/delivered NGO/CBO linkages established 	NA	<ul style="list-style-type: none"> 2 x regional activity attended by 14 pax (=28 pax) 5 x local activities each training / supporting x 10 pax (=50 pax) 80% mean satisfaction rating 	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"> New toolkit developed Number of people trained to implement the toolkit Number of PICs implementing new policies, standards, systems, processes to improve 	NA	<ul style="list-style-type: none"> 5 x local activities each training / supporting x 10 pax (=50 pax) 80% mean satisfaction rating 	FCA/TA reports & PICs activity reports	



Aim ³	Indicators	Baseline	Target ⁴	Methodology & Data Source	DAC
	administration				
11 - Accountability - Court performance monitored, evaluated & reported on to improve accountability.	Number of PICs: <ul style="list-style-type: none"> • routinely producing annual reports • developing systems / methodologies to expand data collection • collecting IFCE, gender & GFV compliant disaggregated data 	NA	<ul style="list-style-type: none"> • 5 x regional activity attended by 14 pax (=70 pax) • 5 x local activities each training / supporting x 10 pax (=50 pax) • 15 days remote, training/supporting x 5 pax (=5 pax) • 80% mean satisfaction rating 	FCA/TA reports & PICs activity reports	

Analysis of Progress against Outputs

Output / Aim	Indicator	Target	Analysis
1 Regional Leadership - Chief Justices trained in leadership & associated tools provided.	The number of: <ul style="list-style-type: none"> • people trained / supported in leadership • people satisfied with training / support • inter-courts links established 	<ul style="list-style-type: none"> • 2 x regional activities in years 1-4 and 1 x regional activity in year 5 each attended by 14 pax (=14 pax) • 80% satisfaction rating • 5 inter-court links established 	<ul style="list-style-type: none"> • 12 PICs were represented at the first Chief Justices' Leadership Forum. • 92% were satisfied with the meeting • No inter-court links were established.
2 - National Leadership - National judicial leaders trained in leadership & change management & associated tools	The number of: <ul style="list-style-type: none"> • people trained / supported in change management • people satisfied with the training / 	<ul style="list-style-type: none"> • 1 x regional activity attended by 14 pax (= 14 pax) • 8 x local activities each training / supporting x 10 pax (=80pax) 	<ul style="list-style-type: none"> • No activities conducted. • Planning and preparations for the Project Management and Evaluation Workshop are underway.



provided.	support	<ul style="list-style-type: none"> 5 x remote activities each training / supporting x 5 pax (=5 pax) 80% mean satisfaction rating 	
3 - Leadership Incentive Fund - Local activities conducted through training & funding provided.	The number of grants awarded and activities implemented	<ul style="list-style-type: none"> Equitable portion of 35 grants provided over 5 years All activities implemented 	<ul style="list-style-type: none"> Fund launched, 2 applications received. 1 approved, 1 being review.
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"> people trained / supported people satisfied with training / support local resources developed and used/delivered 	<ul style="list-style-type: none"> 1 x regional activity attended by 14 pax (=14 pax) 4 x local activities each training / supporting x 10 pax (=40 pax) 80% mean satisfaction rating 	<ul style="list-style-type: none"> No activities conducted.
5 - Professional Development - Judicial / Court Officers trained in priority areas of knowledge skill & attitude.	Number of: <ul style="list-style-type: none"> people trained people satisfied with training local resources developed and used/delivered 	<ul style="list-style-type: none"> 5 x regional activity attended by 14 pax (=70 pax) 4 x local activities each training / supporting x 10 pax (=40 pax) 80% mean satisfaction rating 	<ul style="list-style-type: none"> No activities conducted.
6 - Localising Professional Capacity Building - PICs judicial / court officers trained to address needs locally.	Number of: <ul style="list-style-type: none"> people trained / supported people satisfied with training / support local resources developed and used/delivered 	<ul style="list-style-type: none"> 3 x regional activity attended by 14 pax (=42 pax) 5 x remote activities each training / supporting x 5 pax (=25 pax) 80% mean satisfaction rating 	<ul style="list-style-type: none"> No activities conducted.
7 - Institutionalising Professional Development - A modality to institutionalise cost-effective / sustainable in-region training.	<ul style="list-style-type: none"> Options paper completed Inter-agency linkages established / operating 	<ul style="list-style-type: none"> 2 x regional activities supporting x 10 pax (=20 pax) 80% mean satisfaction rating 	<ul style="list-style-type: none"> Preliminary assessments of Career Gateway and Pathway components completed.
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"> people trained / supported people satisfied with training / support local resources developed and used/delivered NGO/CBO linkages established 	<ul style="list-style-type: none"> 2 x regional activity attended by 14 pax (=28 pax) 4 x local activities each training / supporting x 10 pax (=40 pax) 80% mean satisfaction rating 	<ul style="list-style-type: none"> Strategy approved and Toolkit drafting commenced.



9 - Gender & Family Violence - PICs courts committed, trained & equipped with tools to better respond to gender & family violence issues.	<p>Number of:</p> <ul style="list-style-type: none"> • people trained / supported • people satisfied with training / support • local resources developed and used/delivered • NGO/CBO linkages established 	<ul style="list-style-type: none"> • 2 x regional activity attended by 14 pax (=28 pax) • 5 x local activities each training / supporting x 10 pax (=50 pax) • 80% mean satisfaction rating 	<ul style="list-style-type: none"> • Strategy approved and Toolkit drafting commenced.
10 - Efficiency - PICs courts equipped with the tools and capacity to improve efficiency in the administration of justice.	<ul style="list-style-type: none"> • New toolkit developed • Number of people trained to implement the toolkit • Number of PICs implementing new policies, standards, systems, processes to improve administration 	<ul style="list-style-type: none"> • 5 x local activities each training / supporting x 10 pax (=50 pax) • 80% mean satisfaction rating 	<ul style="list-style-type: none"> • No activities conducted.
11 - Accountability - Court performance monitored, evaluated & reported on to improve accountability.	<p>Number of PICs:</p> <ul style="list-style-type: none"> • routinely producing annual reports • developing systems / methodologies to expand data collection • collecting IFCE, gender & GFV compliant disaggregated data 	<ul style="list-style-type: none"> • 5 x regional activity attended by 14 pax (=70 pax) • 5 x local activities each training / supporting x 10 pax (=50 pax) • 15 days remote, training/supporting x 5 pax (=5 pax) • 80% mean satisfaction rating 	<ul style="list-style-type: none"> • Strategy approved and work commenced. • M&E Plan developed and implemented across PJSI systems/processes, localisation to commence during PM&E workshop.



Annex C: Expenditure Summary (to 31 December, 2016)

Commercial – in confidence



Annex D: Costed Workplan

Submitted to MFAT separately

