



CHANGES FOR JUSTICE PROJECT NINTH QUARTER ACTIVITY SUMMARY PROGRESS REPORT

JULY TO SEPTEMBER 2012

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**Contract No. Contract No. DFD-I-00-08-00070-00
A Task Order under the ENGAGE IQC**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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EXECUTIVE SUMMARY – C4J QUARTER NINE

The Changes for Justice (C4J) Project is funded by the US Agency for International Development (USAID) under Contract No. DFD-I-00-08-00070-00, a Task Order under the ENGAGE IQC awarded to Chemonics International with an effective date of May 12, 2010. The C4J contract closes on May 11, 2014. The project is focused on sustaining and deepening reforms in the Indonesian justice sector to produce a less corrupt, more accountable, and more efficient justice system. This goal will be achieved through a more efficient, credible, and transparent Supreme Court (Component 1) and Attorney General's Office (Component 2), including increasing the competence and integrity of judges, prosecutors, and staff. Integral to meeting these goals, Component 3 is designed to meet special initiatives to further strengthen the reform process in the Indonesian justice sector.

This quarter, C4J focused on discussions with counterparts and completion of the first draft of the Year 3 Work Plan. C4J collaborated regularly with the Supreme Court and Attorney General's Office (AGO) and received productive input on the proposed activities. The Year 3 Work Plan was submitted to USAID on Monday, September 17.

Component 1

Key achievements from cooperation with the Supreme Court this quarter included the following:

- C4J received good input and support for proposed Component 1 activities in the Year 3 Work Plan. Consultations with specialized Supreme Court working groups included: case management (which included a review of proposed IT activities); human resources; budget and finance; access to justice; and education and training. The communications team liaised directly with the staff of the Public Relations Bureau (*Humas*).
- C4J's local subcontractor has completed development of competency profiles for case management positions in Indonesia's district and high courts. The competency profile includes core competencies, technical competencies, and behavioral competencies. Next quarter, C4J will hold two workshops, one with the Supreme Court leadership to finalize and approve the competencies; and a second to announce the competencies, and how they will be applied, to the courts.
- This quarter C4J worked with the new Head of the Case Management Working Group, Junior Chief Justice Suwardi, to update him on progress in developing the CTS and case management reforms. C4J included Justice Suwardi in CTS monitoring visits and field tests of Version 2 of the CTS, and received important feedback from him for inclusion in Year 3 Work Plan sections on case management, IT, and access to justice.
- C4J observed growing enthusiasm for the CTS among the general courts after distributing installation disks to more than 300 courts. This quarter approximately 50 courts had implemented the CTS.

- The Supreme Court Training Center and C4J agreed that the CJE II program (for mid-level judges) should be compressed into a five-day training program.
- The Supreme Court Training Center and C4J agreed also on development of a new Continuing Acting Registrar Education (CARE) program. A team of judges and staff from the Training Center and Supreme Court have been appointed to work directly with C4J on development of the CARE program, which will follow a format similar to the CJE II program.
- The installation of software and hardware provided the C4J project was completed at the Denpasar District Court in Bali. The installation was accompanied by training on how to use the software, as well as on IT and hardware maintenance.
- The C4J communications team continues to engage in discussions with *Humas* on priority reforms in public information services. At their last discussion this quarter, they reached agreement to cooperate on: standardization of public information services in the Supreme Court and district courts; standardization of information desks, website, and other court services; and a public perception survey on the impact of improved public information services.
- As described in more detail in this quarterly report, the access to justice team, with support from the Budget and Finance Specialist, continued to cooperate with the Supreme Court and *Badilum* to allocate sufficient funds to sustain *Posbakum* services in 2013. At the end of the quarter C4J was informed that *Badilum* will propose a 2013 budget modification to allocate funds for mobile courts in at least 103 courts to serve marginalized and poor justice seekers.

Component 2

Key achievements with the Attorney General's Office and prosecutors' offices included:

- *Lutan Edukasi* has started to implement the Human Resources Management and Leadership Training. A pilot course for 35 participants (33 males and 2 females) in Echelon III positions within the AGO was conducted this quarter. The training was designed to equip future leaders of the AGO with effective human resources management skills. Subjects include: human resources leadership; strategic decision-making; definition and application of competencies; change management; and public speaking.
- The Certified Human Resources Professional Training was conducted this quarter. This program aimed to develop certified professionals to support implementation of human resources reforms within the AGO. Attended by 25 participants (18 males and 7 females), this training program covered 15 subjects, including: human resources management; competency modeling; human resources planning and strategy; performance management; human resource audits; human resources information systems; and talent management.

- This quarter the C4J team, with support from STTA Katie Fahnestock and Brian Norman developed and submitted to the AGO the methodology for the workload assessment. The Head of the Planning Bureau recommended that the implementation of the WLA be done by a consulting company, as he wanted to ensure that there was a reputable local company that could continue to provide support to the AGO after the C4J project closes in 2014. A competitive procurement process will be conducted for implementation of the workload assessment next quarter.
- This quarter, the AGO Terrorism Task Force's technical team and C4J cooperated on development of draft prosecution guidelines. Follow-up discussions were conducted afterward to agree on the final version. However, the Chief of the Task Force and technical team members were transferred to new positions. Thus, C4J will begin meeting with the new leaders and members of the Task Force next quarter. The anticipated completion date of the guidelines has been postponed to December 2012.
- C4J continued to work on the Prosecutors' Code of Conduct this quarter. The final version was submitted to AGO and they plan to formalize it at their annual meeting (*Rakernas*) in November.
- The new C4J IT Specialist has developed a proposed scope of work for improving case management within the AGO and prosecutors' offices. The scope of work responds to the AGO's expressed interest in piloting an application like the CTS which is operating in the courts. Before proceeding, however, consensus is needed from the Planning Bureau, General Crimes Division, and the Center for Criminal Statistics and IT (*Pusdaskrimti*) within the AGO. C4J hopes to reach agreement with all of the AGO counterparts on this activity next quarter.
- To support the implementation of the AGO Training Center's (*Badiklat*) Development Roadmap, C4J will provide subcontractors to assist with the formulation and testing of the roadmap. A team of three individual subcontractors were identified this quarter to develop the Badiklat roadmap in cooperation with the AGO and C4J staff. Work will begin next quarter.
- This quarter C4J conducted an evaluation of the PPID trainings conducted last quarter, and came up with recommendations on three essential actions. These recommendations were submitted to the Public Information Office (*Puspenkum*) and *Badiklat*, and focus on the need to improve the regulations and to widen training participants to non-prosecutors.

INTRODUCTION

This Ninth Quarterly Report summarizes overall activity progress of the Changes for Justice (C4J) Project during the period of July through September 2012. During the quarter, the draft Year 3 work plan was submitted to USAID. Court activities are described under Component 1, and prosecution activities are described under Component 2, below.

COMPONENT 1: SUSTAINING AND BROADENING REFORMS IN THE SUPREME COURT

KRA 1.1 Enhanced Management, Transparency, and Accountability of the Supreme Court

Sub-KRA 1.1.1 Human Resources: *Human resources more strategically placed in the Supreme Court's management.*

Based on the competency profile development by subcontractor Mitra Perubahan Indonesia (MPI), C4J developed a set of competency profiles for case management positions in high courts and district courts, including: chief judge; deputy chief judge; judge; secretary/registrar; deputy registrar; junior registrar; deputy secretary; and bailiff.

The results of the above competency profiles are being discussed with the Supreme Court leadership for final agreement and acceptance of the proposed competency profiles. C4J will conduct a workshop in October 2012, at which the Supreme Court, C4J and MPI will facilitate discussions with Supreme Court leaders on the new competency profiles for the selected positions.

In September, C4J met with Ibu Partini, Head of the Personnel Bureau, to plan individual assessments for a separate group of Echelon II positions within the Supreme Court, as proposed in C4J's Year 2 workplan. The individual assessments are scheduled to begin next quarter following selection by the Supreme Court and C4J of a subcontractor to do the work.

On 11-12 September, the Human Resources, Asset, Planning and Finance Working Group, and Judicial Reform Team Office (JRTO) met to discuss the challenges of bureaucratic reform in the areas of human resources, finance, and budgeting, as well as to share experiences and lessons learned. This meeting was facilitated by the Head of the Human Resources, Asset, Planning and Finance Working Group, Deputy Justice Widayatno Sastro Hardjono. Discussions were led by the Head of the Administrative Body (BUA), Dr. H. Aco Nur. Dialogue at this meeting included presentations from other institutions that had successfully implemented reforms, including the Ministry of Finance and the State Internal Auditing Agency (BPKP). C4J's Human Resources Specialist facilitated an action planning session, during which the working group discussed the Supreme Court's priorities in the area of human resources reform, and C4J's Year 3 work plan for human resources. The group agreed on C4J's proposed activities, proposed action plan, list of persons in charge, and timeframe of activities. The participants found that this action planning session and insights from other institutions were beneficial for planning reforms.

Sub-KRA 1.1.2 Budget and Finance: Enhanced quality and efficiency of the Supreme Court administration and finance staff

Budgeting and Disbursing of Funds for Information Technology. As presented in the previous quarterly report, a budget of IDR 100 million has been allocated to each district court for infrastructure improvements in 2013. However, while this seems significant, the budget amount has challenged courts in implementing a network for running the case tracking system developed by the Supreme Court in cooperation with C4J. Budget estimates have found that an average court requires approximately IDR 238 million to implement a case tracking system (CTS) network, which includes computers for key staff, servers, electrical upgrades, network cabling, and linking the CTS to the court's website. Thus, innovative, cost effective solutions are necessary to ensure the success of the CTS.

In response to those situations in which courts lack funds, adequate infrastructure and/or human resources to effectively implement and sustain a complex CTS network, C4J continued to work this quarter with subcontractor Taramitra and the Supreme Court leadership during development of Version 2 of the CTS (described under 1.3 below) to identify effective, low cost solutions for ensuring effective reporting and data collection from all general courts.

Despite the financial challenges, enthusiasm for implementation of the CTS has grown. According to Ibu Astuti, Assistant Secretary of the Denpasar High Court, district courts in Bali have proposed additional budget disbursements specifically for the purpose of effectively implementing the CTS. In addition, more than 50 courts across Indonesia, some of them quite small and remote, have implemented the CTS, with some limitations, utilizing the existing facilities without additional funding from courts' budget.

Coordination with the Supreme Court. As described further below under Case Management (Section 1.1.3), work began in July through a local subcontractor to develop a policy paper on proposed institutional reforms within the Supreme Court and Directorate Generals. This policy paper, which will continue to be developed next quarter and throughout Year 3, addresses issues of financial management, standardization of court practices, data collection effective systems of monitoring and accountability, among other policy issues that all relate to effective financial management.

On August 2012, C4J's Budget and Finance Specialist met with Abdul Aziz, of the State Internal Auditing Agency (BPKP). The BPKP offered its assistance in preparing the Supreme Court's 2012 financial report, as well as to help achieve an unqualified audit opinion for the 2012 Supreme Court financial report. This offer was initially declined by the Supreme Court Administrative Body's (BUA) Finance Bureau, but later accepted by the Supreme Court's Working Group on Human Resources, Assets, Planning, and Financial Management. The working group has set the target of an unqualified audit opinion on the Supreme Court's 2012 financial report, which will be determined in 2013. This quarter, a team of personnel from the Supreme Court's BUA

Finance Bureau and Supervisory Body (*Bawas*) drafted a new Supreme Court accounting policy and began discussions on the proposed policy with BPKP.

Transfer of Assets. Due to delays in transferring assets from C4J to the Supreme Court, C4J's Budget and Finance Specialist met with representatives from *BUA*'s Bureau for Supplies and Bureau of General Affairs to gather information on procedures on transferring assets from C4J to the Supreme Court. C4J has found that there are no standard procedures on transferring assets from a donor to the courts. However, there are two prevailing regulations from the Ministry of Finance on transfer of assets from donors to government institutions: transfer of asset ownership; and registration of assets in the government accounting records. Based on discussions with the Supreme Court in relation to these regulations, C4J was asked to provide the grant agreement between USAID and the government of Indonesia. This documentation will be provided to the Supreme Court early next quarter.

To improve this process for transferring assets, which is important for the Supreme Court's own system of asset management, C4J will propose standard operating procedures for documenting and completing the transfer of assets in a timely and transparent manner.

Sub-KRA 1.1.3 Case Management: Strengthened court capacity to use case management systems (CMS)

Under Information Technology (1.1.4), this quarterly report describes C4J's successes in implementing IT applications in the general courts in cooperation with the Supreme Court and *Badilum*. However, IT is only the tool. Effective case management is essential to the success of any IT system. The challenges that C4J is addressing through case management include:

- Oversight by chief judges to ensure that all case data is recorded by their court staff on time and accurately;
- Monitoring the monthly reports submitted by all courts by both *Badilum* and *Bawas*, among other Supreme Court units, and holding courts accountable if monthly reports are inaccurate, inconsistent, and not submitted on time;
- Ensuring that accurate data is used by all courts to make better management decisions, both locally and at the Supreme Court level;
- Streamlining court processes to ensure that data is collected, and that services in each court are provided as effectively and efficiently as possible;
- Reviewing Supreme Court policies and practices across all of Indonesia's courts to help the judiciary manage itself as effectively and efficiently as possible as the strong, independent third branch of government.

Based on the strategic recommendations outlined by the Supreme Court during the Case Information Management Summit (CIMS) earlier in 2012, this quarter C4J began researching the Supreme Court's procedural rules (otherwise referred to as Book II, *Pembinaan dan Pengendalian Administrasi*, or *Bindalmin*), as well as prior reform recommendations. The objective is development of an initial policy paper on institutional reforms within the Supreme Court and Directorate Generals and proposed business process reengineering of procedures in Book II.

Development of Policy Paper. Planning and development of an outline for the policy paper was completed this quarter. The paper will be developed by a local subcontractor and a US consultant, Dr. Markus Zimmer, throughout next quarter and Year 3 in cooperation with the Supreme Court.

Revising the Supreme Court's Procedural Rules. This quarter C4J began reviewing the procedural rules, current court practices, and efficiencies to be gained through automation. The process of review and recommendations, otherwise referred to as business process re-engineering, will continue throughout next quarter and Year 3 in cooperation with the Supreme Court.

Implementation of Automated Case Management. The project identified a growing, positive trend in support of effective case management and court coordination:

Bandung Administrative Court. Although the CTS was designed for the general district courts, the Bandung Administrative Court, with its own funds, asked the Bandung District Court for assistance in modifying the CTS to its processes and administrative cases. During USAID's and C4J's visit to the Bandung District Court on 14 August, a stop was made at the administrative court to observe this interesting development. This experience offers a positive example of how standardization across the courts can lead to effective coordination among different types of courts in the same community.

Surabaya District Court. More than 19,500 cases have been uploaded on the CTS and are available online. This is the highest among all courts implementing the CTS. The leadership has offered some positive examples of leadership. For example, every Friday the chief judge sends text message to all the registry staff saying "thanks for the effort and hard work this week, but before leaving please check again to update the CTS data." The Surabaya District Court will be among the first three pilots to test the new CTS Version 2 application next quarter.

Semarang High Court. The Semarang High Court set a new standard for leadership among high courts by holding a technical meeting for all district courts in its province to discuss implementation of the CTS. The meeting was attended by 183 participants, including all 35 chief judges of district courts in central Java. At this meeting C4J cooperated with representatives from the Directorate General, *Badilum*, to introduce the CTS. Last year, the same high court provided a session on the CTS at a similar event, which led to implementation of the CTS in the first three district courts in central Java (Ungaran, Klaten and Surakarta).

Coordination with the Supreme Court. To sustain implementation of effective case management, and to have the full participation and ownership of the Supreme Court representatives in the development of the CTS, the project initiated weekly progress meetings with the Supreme Court.

The first meeting was held on 20 September 2012. Meetings, to be held throughout next quarter and Year 3, will include review of the automated reports function, standardization and automation of forms and templates, and review of all case types automated. These meetings are being led by the Supreme Court Case Management Working Group, and participants include senior Supreme Court justices and staff,

leaders from *Badilum*, CJE II trainers, and leaders from various high and district courts including those that have already implemented Version 1.

Coordination with Badilum.

In its Year 3 work plan, C4J proposes providing one staff person to be based at *Badilum* to provide daily support in developing effective mechanisms for monitoring data collection by all general district courts.



Badilum staff have actively participated in CTS trainings.

Agents of Change.

Improved coordination with *Badilum* includes strengthening leadership at the high court and district court levels. C4J is maintaining contact with “champions” it identifies and mid-level judges who have been trained through the fellowship program and the CJE II Program to track their efforts and provide support to them in implementing reforms in case management in their courts. C4J refers to this informal network of judges as the “agents of change.” Information on successful models of reform are being disseminated to agents of change in other courts.

Sub-KRA 1.1.4 Information Technology: Improved IT capacity at the District Courts

Implementation of the CTS at the Samarinda District Court. The Samarinda District Court changed its website domain name from <http://www.pn-samarinda.net> to <http://www.pn-samarinda.go.id>. This caused disruption to their CTS website, as the IT staff had to migrate and update the CTS data from local server to web hosting. This was completed successfully by Samarinda’s own staff.

Implementation of the CTS at the Denpasar District Court. Installation of the CTS in the Denpasar District Court last quarter required additional computer hardware installation and IT infrastructure improvements this quarter.

Pending delivery of new equipment by C4J, an interim solution was required to keep the CTS and new information desk functioning. C4J funded the rental of a server until the installation and electrical upgrades could be completed. Installation of hardware and software procured by C4J was completed this quarter.

Expansion of the CTS. At the request of *Badilum*, C4J disseminated copies of Version 1 of the CTS and training kit on a CD to each of 352 district courts and 30 high courts throughout Indonesia. These CDs were shipped along with the *Badilum* Director General’s Circular Letter No. 559 of 2012, instructing all general courts to implement the CTS. Distribution of the CDs was completed in July.

Following *Badilum*'s Circular Letter No. 559 of 2012, 50 general courts have implemented the CTS to date (40 of which have done so without any training or other assistance from C4J other than the software on CD).

At the end of this quarter, an enhanced version of CTS Version 1, i.e., with the automated reports function, was tested in the Medan District Court. This modification (otherwise referred to as Version 1.5) is the prototype for automated reports to be included in Version 2, which is to be rolled out to pilot locations beginning in October.

The Medan District Court will be the first court to pilot Version 2 of the CTS application. It was selected to be first due to its proximity to the high court and the strong leadership from the high court chief judge, which C4J hopes will ensure the sustainability of the CTS and its expansion to other district courts in that province.

CTS Version 2 Development. C4J has been cooperating with the Supreme Court and *Badilum* on development of Version 2 of the CTS. Additional features in Version 2 will include such enhancements as: automated registers and reports (developed by PSHK, along with a key indicators report developed by C4J); forms and templates; financial journals; and all case types (except traffic, which requires effective delivery of data from the police, and post-judgment cases such as bankruptcy proceedings after the judgment of bankruptcy). Development and testing of Version 2 of the CTS will continue next quarter.

SMS Reporting System. In addition to the CTS, an additional 66 courts are now using the SMS reporting system, which was modified through C4J's assistance. The SMS reporting system is a critical tool for monitoring the implementation of legal aid services in the general courts. However, it also serves as an effective backup solution for courts that claim that implementation of the CTS is too difficult for them. Therefore, with the SMS reporting system, no court has an excuse for not reporting monthly performance data to the Supreme Court and *Badilum*.

This quarter, C4J offered to pay the cost of SMS messages through the end of 2012 to maintain momentum and to motivate courts to report by SMS, but the Supreme Court decided that it would make the funds available from its own budget.

Coordination with the Supreme Court. Building on the momentum of CTS implementation, the JRTO has offered to utilize the reform team's state budget (DIPA) to



During the CTS training for *Badilum* staff, Pak Wahyudin, Director of Administration Supervision, closely follows the course. Daily tracking by C4J has shown that the number of courts installing the CTS is increasing significantly.

fund additional CTS trainings this year. By the end of November 2012, the JRTO plans to fund a CTS training for 30 additional small courts. C4J intends to use these trainings to identify challenges and solutions to implementing the CTS in smaller and more remote areas.



Through the leadership of the Supreme Court's IT Unit, a discussion group on Facebook has been created to facilitate discussions and information sharing among users of Version 1 of the CTS. This group will continue to be an important resource as Version 2 of the CTS begins being rolled out next quarter.

Coordination with Badilum. To strengthen *Badilum's* capacity to oversee implementation of the CTS, on 12-13 September C4J co-funded a CTS training for *Badilum* staff. For this training program C4J rented laptops so that all *Badilum* staff would have a good understanding of the CTS, of how it should be utilized, and of how court performance should be monitored.

Formal Transfer of Procured Equipment to the Courts. Pending final, formal transfer of assets to the Supreme Court, as described above under Budget and Finance (1.1.2), C4J must continue to support equipment that is not yet part of the courts' inventory and budget. As a result, this quarter C4J completed the replacement of the broken LCD screen at the Palembang District Court, which is used for displaying the court's hearing schedule, a broken Cisco switch at the Bandung District Court.

Digital Audio Recorder (DAR) Recording. The DAR units for the Samarinda District Court will be delivered and re-training support provided next quarter. Delivery of the new units was delayed pending completing of urgent activities relating to the CTS.

KRA 1.2 Improved Capacity, Integrity, and Technical Legal Competence of Judges and Court Staff

Sub-KRA 1.2.1 Continuing Judicial Education (CJE): CJE II program developed

The implementation of the CJE II program for mid-level judges in three regions was completed last quarter. The three core subjects – case management, quality of judgments, and judicial ethics (code of conduct) – were finalized this quarter with production of a separate book for each subject, which included inputs from the trainers and C4J consultant Professor Jim Moliterno. These books will be provided to the Supreme Court and the Training Center to sustain the program in the future.

The Training Center and C4J evaluated the CJE II program and concluded that the program as designed will be difficult to sustain due to the increased expense of participants traveling to and from the training three times, and the increased amount of time that the judges are asked to be away from their courts. Thus, the Training Center and C4J agreed to condense the CJE II into a five-day program. Next quarter, a technical team appointed by the Training Center will begin working with C4J to condense the program. The first meeting to begin condensing the program will be held

on 10-11 October. This effort will be supported by Stewart Fenwick in November and Professor Jim Moliterno in December 2012.

Sub- KRA 1.2.2 Fellowship Program: Mid-level judges, i.e. 6 to 15 years of experience, are of comparable quality

This quarter the fellowship program students received their grades from their second semester final examination. All students passed, with the highest grade being earned, for the second semester in a row, by Mohammad Sholeh, a judge from the Saumlaki District Court, Maluku Province. During the third semester, the students will take their final examinations. They are also currently working on the thesis. This program of study will be completed by January 2013.

Sub- KRA 1.2.3 Additional Courses: Improved judges legal quality

Based on the new Law No. 11 of 2012, on the Juvenile Justice System, the Supreme Court has prioritized development of a new Juvenile Judges' Certification Program. The Training Center has met with other public institutions for the purpose of developing an integrated training program that addresses all issues mandated by the law on Juvenile Justice System. The Supreme Court Training Center has asked C4J to lead in the development of this program. C4J has included this in the Year 3 work plan, and the program will be developed in cooperation with the Supreme Court and a local subcontract. The procurement of a subcontractor and program design will begin next quarter.

Sub-KRA 1.2.4 Non-Judge Curriculum Development and Training: Non-judge court staff developed

CARE Program. Based on the CJE II program described above, C4J has agreed to develop a compatible program on the same courses that is tailored to the training needs of acting registrars. A technical team for the Continuing Acting Registrar Education (CARE) program has already been appointed by the Training Center, and first planning workshop (i.e., trainer's convention) will be held on 12 October at the Training Center in Ciawi.

Registrars' Code of Conduct. The final draft of the Registrars' Code of Conduct from the Indonesia Association of Registrars (IPASPI) is scheduled for discussion and finalization at the Supreme Court's National Annual Meeting (*Rakernas*) in October.

Next quarter, C4J will begin integrating the new code of conduct into its training programs, namely the CARE program described above.

In addition, C4J proposes that annotations be developed for each provision of the new code to provide clear guidance to registry staff on their ethical obligations, and to ensure that the standards applied to judges and registrars are consistent, complementary, and reinforcing of each others code.

Sub-KRA 1.2.5 E-learning: Enhanced Supreme Court Pusdiklat methodology

The draft blueprint and roadmap for e-learning was completed this quarter, but continues to be under review. Next quarter, following C4J's internal review process,

C4J will meet with the Head of the Training Center, followed by a focus group discussion (FGD) with the Training Center leadership to consider the existing limitations and requirements for successfully implementing the e-learning strategy.

Sub-KRA 1.3.1 Public Information: Improved public service standards and transparency

Public Information Desk Training at the Denpasar District Court. Following installation of the public information desk at the Denpasar District Court, Bali (see 1.1.4 above), on July 17-19, C4J facilitated a training for the courts' staff on managing public information services at the information desk. Nine other district courts from the Bali province were invited to attend the training, each court sending three participants, or a total of 26 male and 4 female participants.

Public Information Desk in Makassar District Court. On 14-15 August, C4J staff visited the Makassar District Court to discuss with the chief judge and her staff proposed plans for improving the lobby area and public information services per the standards of SK 1-144 of 2011. The court agreed to implement improvements to better separate public areas from non-public, including the detention area, and to cut off all other routes for public ingress and egress except the front entrance.

Participants engage in a group exercise during the Public Information Desk Training for staff from Bali's ten district courts.



As requested by *Badilum*, C4J also identified a location for an open mediation area where judges meet with parties in full view of the public. The size of the table for this area is being intentionally designed to be wide enough that no documents can be exchanged without being in view of the public, as part of the court's and C4J's efforts to promote transparency.

Following the visit, a procurement process was completed and a subcontractor selected to do the design and construction work. The work will be completed next quarter.

Sub-KRA 1.3.2 Media Relations: Improved engagement between the media and public

Workshop for Journalists. After the "law school for journalists" workshop in June 25, C4J began developing guidelines for journalists who cover judicial matters. These guidelines will be completed in February 2013.

Development of Public Relations and Management Strategy. On August 7-9, C4J participated in a workshop with the Supreme Court Public Relations Bureau (*Humas*) to develop the new guidelines, including a new public relations and management strategy. The Supreme Court and C4J are cooperating to integrate these guidelines in revised *Humas* procedures.

Mentoring Humas Staff. In mid-July 2012, C4J began meeting with Supreme Court *Humas* staff twice a week. Subjects discussed during these meetings included: media analysis, content analysis, writing techniques, and photography.

For Year 3, *Humas* has identified the following priorities for cooperation with C4J:

- Standardization of information desks, websites, and other court services;
- Technical assistance to the court public relations officers;
- Workshops to synergize information management among *Humas* and other Supreme Court units;
- Development of public information materials that utilize and promote a positive public image through a recognizable Supreme Court brand;
- Advanced photography training; and
- Study visit to the US courts on public information services.

The C4J communications team is now working to produce the terms of reference for above activities. The first activity to begin next quarter will be standardization of public information services. The communications team will also cooperate with other technical staff to identify best practices among the courts that contribute to improved public services.

“I have been working for *Humas* for 5 years, and my main job was taking pictures, mostly of ceremonies. This training taught me how to exploit the angles, compositions, and natural expressions of the subjects.” Devi Sugara, staff at the Supreme Court’s Public Relations Bureau, during photography and video training on June 30, 2012.

C4J will continue the photography coaching through a bi-weekly mentoring at the Supreme Court.

Sub-KRA 1.3.3 Access to Justice: Improved access for women, poor, and marginal communities to court services

This has been a critical quarter for defining the future of legal aid in Indonesia.

In conjunction with the activities described below, on 24 August C4J hosted a donor coordination meeting specifically to discuss legal aid. This meeting was attended by the leaders of the AusAid-funded AIPJ project, Justice for the Poor/World Bank, UNDP, and Open Society Institute (OSI). This meeting proved quite effective in forging a common vision and approach among donors in respect to the direction of legal aid services, and the division of responsibilities and budgets among the Supreme Court and Ministry of Law and Human Rights, in Indonesia.

Revisions to SEMA 10. Following enactment of the Legal Aid Bill, the Supreme Court has committed itself to sustaining core legal aid services under the courts' budget. Further, the Supreme Court has agreed with C4J's proposal to revise the current SEMA 10 on legal aid services in the courts. With the assistance of C4J's Access to Justice and Case Management Advisor, C4J began meeting with the Supreme Court leadership this quarter to define the courts' core legal aid services and specific reform needs. Pak Suwardi, Junior Chief Justice for Civil Cases and Head of the Case Management Working Group, formed a special working group consisting of representatives from the Supreme Court, JRTO, C4J, the AIPJ project, and Justice for the Poor/World Bank on 11 September. This working group will be the focal point for SEMA 10 revision process.



As a judge at the Sidoarjo District Court noted: "After the national SEMA 10 [legal aid] workshop in Jakarta, the number of birth certificate petitions has increased significantly." Many persons in the local communities seek court services through the mobile courts.

Birth Certificates. C4J has been assisting *Badilum* and general courts across Indonesia to disseminate *prodeo* and mobile courts in relation to Birth Certificate petition for the poor. C4J encouraged and monitored general courts in uploading SEMA 10 publication in their websites and put the publication on the information boards in courts to help the poor who would like to file birth certificate petition. We documented good practices in birth certificate petition for the preparation of video making on birth certificate as a way to disseminate good practices in this area that could be replicated by other courts across Indonesia.

Coordination with *Badilum* on Data Collection. C4J has been working with the Supreme Court and *Badilum* to improve data collection for the purpose of monitoring more effectively the implementation of SEMA 10 in the general courts. This quarter, *Badilum* issued letters to the 39 pilot district courts to mandate improved implementation of the SMS reporting system (described under 1.1.3 above). C4J assisted *Badilum* by directly contacting the 39 courts, as well as visiting the district courts at West Jakarta, North Jakarta, Makassar, and Stabat, in addition to other courts visited in earlier quarters.

As noted above under Case Management (Section 1.1.3), C4J proposes in the Year 3 work plan to provide one staff person to be based at *Badilum* to provide daily support in developing effective mechanisms for monitoring data collection by all general district courts.

Court Services for the Poor. In cooperation with the Supreme Court, C4J gathered examples of effective practices in providing court services to the poor through random visits to general courts, Class 1A and Class 1A Special. C4J also reviewed the general courts' websites to identify of effective practices in providing information to justice seekers who are poor. These good practices are being utilized to improve court services for the poor in relation to services in the court (i.e., through *Posbakum*), fee waivers (*prodeo*), and mobile courts (*sidang keliling* and *zitting platz*). C4J will lead discussions and the efforts to increase standardization and improvements in these core court services among all general courts beginning next quarter and throughout Year 3.



A lawyer at the Makassar District Court Posbakum (Legal Aid Post) dispenses legal services to justice seekers.

2013 Budget for Court Services for the Poor. C4J coordinated frequently with the Supreme Court this quarter to refine its budget plan in relation to court fee waivers and mobile courts for the 2013 fiscal year (which follows the calendar year). Continuous discussions were conducted with *Badilum*, which has made the commitment to modify its current budget plan relating to fee waivers and mobile courts.

Component 1. Training, Workshops, and Events Participation Summary

Table 1 below provides a summary breakdown, by gender, and by judge and non-judge, of participation in C4J activities during this reporting period:

Table 1: Quarter 9 Total Participation by Position Title and Gender (N=number)

Training/Workshop/ Event Title	Judge				Non Judge				Total	
	Male		Female		Male		Female			
	N	%	N	%	N	%	N	%	N	%
Training: Continuing Judicial Education II (CJE) Roll Out: Code of Ethics - Ciawi, July 3-5, 2012	17	53%	15	47%	0	0%	0	0%	32	100%
Training: Public Information Training on Info Desk Officers - Denpasar, July 17-18, 2012	0	0%	0	0%	26	87%	4	13%	30	100%

Training: Case Tracking System Training for Badilum Staff - Bogor, September 12-13, 2012	0	0%	0	0%	8	57%	6	43%	14	100%
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COMPONENT 2: SUSTAINING AND BROADENING REFORMS IN THE ATTORNEY GENERAL'S OFFICE

KRA 2.1 Enhanced Management, Transparency and Accountability of the AGO

Sub-KRA 2.1.1 Human Resources: Improved AGO's Human Resources Capacity

Human Resources and Leadership Training. The pilot for the Human Resources and Leadership Training was held on 3-7 September in Puncak. The training was designed to equip future leaders of the AGO with effective human resources management skills. Subjects covered during the pilot training included: human resources leadership; strategic decision-making; definition and application of competencies; change management; and public speaking. The pilot training was attended by 35 participants, 33 males and 2 females, from Echelon III positions within the AGO. The training methodology utilized 25% theoretical instruction and 75% simulation, role play, and group discussion.

This five-day training was officially opened by the Head of the Legal and Foreign Affairs Bureau, Joko Subagyo. On the third day, the Vice Attorney General provided a lecture on Bureaucratic Reform and Change within the AGO, which served as the introduction of the following day's topic, Change Management.



The Human Resources and Leadership Pilot Training participants were keen to give their opinions during the discussion sessions.

Ranu Mirhadja, a general crimes prosecutor, observed: "This training helps prosecutors' offices' staff to respond to changes currently happening in our society. I personally consider "change management," which is one of the subjects taught in the training, to be very useful and relevant, especially in the current context of our dynamic, ever-changing, society."

The AGO and C4J will continue this training next quarter. Subcontractor Lutan Edukasi is improving the materials based on observations and feedback from the participants. Subsequent trainings will be held in: Bogor, West Java; Makassar, South Sulawesi; and Surabaya, East Java. In addition, a training of trainers (TOT) program will be held in Bogor, West Java.

Human Resources Certification Program. The Human Resources Certification Program was led by subcontractor PPM on September 3-19. This program was designed to develop certified professionals to support implementation of the human resources reforms envisioned by the AGO. Attended by 25 participants, 18 males and 7 females, the training program covered 15 subjects, including: human resources

“Indeed, it’s been a long training, but it’s worth participating considering the materials, particularly because it equips us to cope with changes in the organization in conjunction with reform,” said Iswi Raras S. Sos, of the Evaluation Sub-Section at the Secretary of Deputy Attorney General for General Crimes, during the Certified Human Resources Management Training in Puncak, West Java, on September 3-19, 2012.

Budi Hartono, a trainer from subcontractor PPM, engages in a deep discussion with a group of participants.



management; competency modeling; human resources planning and strategy; performance management; human resource audits; human resources information systems; and talent management.

One participant resigned from the training due to health reasons. Once the in-class training had finished, each participant had to complete an improvement plan for their respective workplace (22 participants work in the Jakarta area, and 2 participants work outside of Jakarta in Banten and Cibinong. During development of their improvement plan, each participant will receive a one-hour coaching session to discuss their plan with their mentor prior to making their presentation to AGO, C4J, and PPM next quarter.

Sub-KRA 2.1.2 Career Advancement: *Improved AGO’s career advancement process*

In preparation for the workload assessment at the AGO, C4J tested its proposed workload analysis data collection on July 29-30, at the South Jakarta District Prosecutors’ Office (DPO). Following completion of the testing, C4J revised, edited, and modified the data collection forms and instructions in preparation for the pilot data collection. The proposed methodology for the workload assessment was developed by C4J’s consultants and submitted to the AGO’s Head of Planning Bureau on August 9. The workload assessment will be conducted next quarter, pending approval of the subcontractor and methodology by the AGO leadership.

In late August, the Head of the Planning Bureau recommended that the project should contract with a consulting company chosen through a competitive procurement process to conduct the workload analysis. The AGO expressed confidence in C4J’s capacity to choose companies effectively, and that it also wanted to ensure that there was a reputable local company that could continue to provide support to the AGO after the C4J project closes in 2014. The procurement process for the subcontractor will be completed next quarter.



Scenes from the Certified Human Resources Training, held on 3-19 September at the Novus Hotel in Puncak, Java

Sub-KRA 2.1.3 Prosecutorial Capacity: *Improved prosecutorial management, decision-making, and ethics*

Prosecution Guidelines for Terrorism Cases. Since April 2012, C4J has been working closely with the Terrorism Task Force to develop guidelines on handling terrorism cases. These guidelines include procedural guidance on how to handle terrorism cases, along with articles and essays from international experts, summaries on terrorism crimes, national and international legal instruments, and history and analysis of terrorism cases handled by the terrorism task force.

C4J submitted the draft prosecution guidelines developed by the Task Force’s technical team to the Chief of the Terrorism and Transnational Task Force and the Deputy Attorney General of General Crimes.

On September 11, C4J met with the Chief of the Task Force to discuss the draft guidelines and plan for a focus group discussion (FGD) to solicit inputs from other prosecutors to improve the draft guidelines. Based on his approval, the FGD was held on September 21 in Bandung, and it was attended by 11 members of the Terrorism Task Force. The participants agreed on a final version of the guidelines and that they would enhance efforts to combat various types of terrorism cases that they have encountered in Indonesia.

In late September, however, the Chief of the Task Force and technical team members were transferred to new positions. Thus, C4J will begin meeting with the new leaders and members of the Task Force next quarter. The anticipated completion date of the guidelines has been postponed to December 2012.

Prosecution Guidelines for Money Laundering Cases. This quarter, C4J prepared to work on Money Laundering Guidelines. These guidelines will be developed with the assistance of a local subcontractor beginning next quarter.

Prosecutors’ Code of Conduct. This quarter C4J continued its work with the Supervision Technical Team on the Prosecutor’s Code of Conduct. On September 25, C4J submitted the final version of the proposed code to the Secretary of Deputy Attorney General of Supervision. Based on his review, a few revisions were made.

C4J is waiting for the Secretary of Deputy Attorney General of Supervision to submit the draft code to the Attorney General for adoption.

Case Management and IT. At the end of August a new IT Specialist began leading IT activities on behalf of C4J within the AGO.

With the assistance of the IT Specialist, C4J developed a proposed scope of work for

improving case management within the AGO and prosecutors' offices. The AGO has expressed interest in piloting an application like the CTS, which is being used in the general courts as described above under Component 1. Such an application would be piloted for five types of general crimes cases: terrorism; money laundering; human trafficking; intellectual property rights; and cyber crimes. Implementation of such an application would include development of an intranet portal and installation of a server a minimum number of computers in the General Crimes Division. Before proceeding, however, consensus is needed from the Planning Bureau, General Crimes Division, and the Center for Criminal Statistics and IT (*Pusdaskrimti*) within the AGO. C4J hopes to reach agreement with the AGO counterparts on this activity next quarter.



The internal focus group discussion on the Terrorism Guidelines was conducted on 21 September in Bandung, West Java. In this photo technical team members Teguh Suhendro, Anita Dewayani and Bambang Suharijadi

KRA 2.2 mproved Staff Technical Competence and Accountability

Sub-KRA 2.2.1 AGO Training Agency (*Badiklat*): *AGO training agency developed*

Support to the Badiklat in the implementation of the Badiklat Development Roadmap. This quarter, C4J completed the scope of work for this technical assistance. A team of three individual subcontractors were identified and contracted to develop the Badiklat roadmap in cooperation with C4J staff. Their work will begin next quarter.

Sub-KRA 2.2.2 AGO Training Agency (*Badiklat*): *Assist in the development of curricula and syllabi*

Money Laundering, Asset Forfeiture and Recovery. Intensive consultations and preparations were completed with the Office of Overseas Prosecutorial Development, Assistance and Training (OPDAT) for the first joint training program by C4J and OPDAT on money laundering, asset forfeiture and recovery. OPDAT and C4J have been meeting jointly with senior representatives of the AGO in preparation for this training program.

This training offers a model of future collaboration among USAID projects and the US Department of Justice programs. OPDAT is providing all trainers, with whom it would otherwise be difficult for the C4J project to contract, including senior experts from the Chicago Prosecutorial Office and US Money Laundering Division of the US Department of Justice, Internal Revenue Service (IRS), US Immigration and Customs Enforcement (ICE), and Drug Enforcement Administration. C4J is funding all other meeting expenses.

The training will be held at the beginning of the next quarter.

Intelligence Curriculum: C4J has been asked by the AGO Training Center to assist in reforming its curriculum for the intelligence unit. An initial assessment of the training needs of the intelligence unit was conducted this quarter. It is clear that the intelligence unit has an important oversight responsibility for public information services, as well as for conducting investigations, such as it is authorized by law to do in corruption cases. C4J found, however, that the vision and scope of work of the intelligence unit is at other times unclear or overlapping with the work of units such as general crimes and special crimes. The goal of this activity, therefore, is: to cooperate with the AGO to clarify the purpose and scope of the intelligence unit's work; and to recommend a meaningful curriculum for the intelligence unit for future use by the Training Center.

C4J is waiting for USAID approval to begin this activity.

Annual Monitoring and Evaluation: The AGO Training Center conducts an annual evaluation of its training programs. At the end of 2011, C4J cooperated with the Training Center in completing the monitoring and evaluation, including helping to manage the data. This year, C4J will again cooperate with the Training Center's monitoring and evaluation division, including developing improved monitoring and evaluation tools and managing the data collected. This activity will begin next quarter.

KRA 2.3 Strengthened Public Information Interface in the Prosecutors' Offices

Sub-KRA 2.3.1 Public Access: *Improved public access to the AGO*

Assisting the Public Information Manager in Provincial Prosecutors' Offices. Last quarter, the C4J communications team and the the AGO's Public Information Office (*Puspenkum*) completed a series of visits to five provincial prosecutors' offices (*Kejati*) in: Palembang, South Sumatra; Samarinda, East Kalimantan; Medan, North Sumatra; Surabaya, East Java; and Makassar, South Sulawesi. Those visits produced the following important findings, which were shared with the AGO this quarter:

- Most *Kejati* are beginning to internalize the rules regulating public information services, namely the Attorney General's Decree on Public Information Service (*PERJA*) and the Attorney General's Technical Instruction on Public Information Services (*INSJA*);
- Many *Kejati* are creating a public space or room near the entrance to facilitate public interaction, including addressing public requests for information;
- Most information officers (*PPID*) in the *Kejati* and prosecutors' offices (*Kejari*) seem to possess adequate knowledge on the Public Information Law.

Nevertheless, the *Puspenkum* team and C4J observed a number of challenges to improving public information services in the prosecutors' offices, including:

- Lack of adequate knowledge on mechanisms for providing information to the public;
- Lack of understanding as to which information should be categorized as public, and which should be treated as confidential;
- Lack of standardized knowledge and skills relating to providing customer relations services.

Based on the above findings, C4J identified specific training needs of public information staff. Such trainings must include the intelligence unit in each prosecutors' office (*Kejati* and *Kejari*). The Attorney General's directions, through the *PERJA* and *INSJA*, authorize the intelligence unit to manage public information requests, responses, and media relations.

Because of their role in managing public information services, C4J has requested approval from USAID to work with these specialized units. Work may begin only after approval is received from USAID.

Development of Training Curricula. The communications team is engaging *Puspenkum* and the AGO Training Center (*Badiklat*) in more discussions on the public information training curriculum, which is described in more detail under 2.2.2. C4J has identified a subcontractor assist with development of the training modules. However, this work may begin only after approval by USAID.

Sub-KRA 2.3.2 Public Engagement: *Improved public engagement within the AGO*

Video Production. C4J continued to develop a ten-minute documentary video for prosecutors on public expectations and reforms set by the AGO to meet public expectations. The video emphasizes the importance of strengthened prosecutors' integrity, human resources development, training through *Badiklat*, public transparency through *Puspenkum*, and other envisioned reforms. The video, which will include senior AGO leaders as speakers, will be completed next quarter.

Publication Materials. C4J worked with subcontractor Tunas Kinarya to produce materials to influence opinions within the AGO on public service. Materials include flash disks, notebooks, lanyards, armbands and pens. These materials display key messages about the AGO's commitment to transparency, public information and responsiveness to public complaints. Production of these materials was completed in mid-September. *Puspenkum* will distribute the materials to sixteen provinces beginning this quarter and continuing through December 2012. These materials will be also be distributed to all participants at the AGO annual meeting (Rakernas) next quarter to emphasize the message of public service and transparency.

Public Speaking. As reported under Human Resources (in 2.1.1 above), C4J selected subcontractor *Lutan Edukasi* to lead the Human Resources and Leadership Training. This training includes a public speaking component for one full day, and addresses such subjects as: improving self-confidence; responding to questions; selecting

effective talking points; and applying effective leadership and management in their responses. The public speaking training is part of C4J's assistance to enhance the capacity of AGO officers in dealing with the public and media. It targets Echelon III officers and heads of district prosecutors' offices (*Kajari*).

Increasing Puspenkum's Engagement with the Public. A photography training, similar to what C4J has provided to the Supreme Court, is scheduled to be provided to *Puspenkum* staff next quarter.

Publications. As advocated by the new head of *Puspenkum*'s Media and Public Relations Section, C4J has planned meetings with the AGO *Puspenkum* and Head of Planning Bureau next quarter to discuss the AGO's interest in developing improved internal publications and a new approach to development and dissemination of AGO publications.



Component 2. Training, Workshops and Events Participation Summary

Table 3 below provides a summary breakdown by gender, and prosecutor and non-prosecutor of participation in C4J activities during the reporting period:

Table 3: Quarter 9 Total Participation by Position Title and Gender (N=number)

Training/Workshop/ Event Title	Prosecutor				Non Prosecutor				Total	
	Male		Female		Male		Female			
	N	%	N	%	N	%	N	%	N	%
Focus Group Discussion: Revision on Code of Conduct Concept Draft - Jakarta, July 5, 2012	24	89%	3	11%	24	89%	3	11%	0	0%
Training: Certification Human Resources Professional Training - Bogor, September 3-19, 2012	17	71%	7	29%	0	0%	1	4%	17	71%
Training: Leadership, Human Resources and Public Speaking 1 Pilot Training - Bogor, September 3-7, 2012	33	94%	2	6%	27	77%	1	3%	6	17%
Discussion Meeting: Preliminary Draft on Terrorism Case Handling - Bandung, September 21, 2012	5	45%	6	55%	5	45%	6	55%	0	0%

CHALLENGES AND OBSTACLES TO ACTIVITY IMPLEMENTATION

No obstacles to report. C4J has gained considerable traction this quarter.

INDICATORS

Component 1

Indicator ^A		Progress Quarter 9 July – September, 2012	Cumulative	C4J Life Project Target ^B
1.1. Number of judges trained with US government assistance		32 total 17 male 15 female	601 total 425 male 176 female	91
	1.19a Number of people trained in CTS	0 total 0 male 0 female	100 total 84 male 16 female	185 ^C
	1.19b. Number of people in IT related training	0	36 total 32 male 4 female	50 ^C
	1.21 Number of CJE II Trainers on case flow management, quality of judgement and judicial ethics.	0	17 total 8 male 9 female	21
	1.22 Number of people trained in CJE II	32 total 17 male 15 female	355 total 225 male 130 female	267
	1.24 Number of judges graduating from the Masters Degree Program	20 ^D	20	20
	1.25 Percentage of judge students with a Grade Point Average (GPA) of minimum 3	100%	100%	50%
	1.31a. Number of trainers on improved public interaction	0	0	12 ^C
	1.31b. Number of people trained on improved public interaction	0 total 0 male 0 female	18 total 15 male 3 female	10 ^C
1.2. Number of non-judge court staff who received US government training		44 total 34 male 10 female	1057 total 647 male 410 female	444
	1.10 Number of people trained on human resources	0	0	20 ^C
	1.11 Number of administration and finance staff trained	0	134 total 88 male 46 female	100 ^C
	1.18 Number of CTS trainers developed	0	18 ^E	32 ^C
	1.19a. Number of people trained on CTS	14 total 8 male 6 female	439 total 255 male 184 female	185 ^C
	1.19b. Number of people in IT related training	0	192 total 120 male 72 female	50 ^C
	1.28. Number of non-judge court staff trained on case flow management, quality of judgement and judicial ethics.	0	0	30
	1.31a. Number of trainers on improved public interaction	0	0	12 ^C

	1.31b. Number of people trained on improved public interaction	30 total 26 male 4 female	76 total 51 male 25 female	10 ^c
	1.3. Percentage of targeted personnel satisfied with project trainings	98%	87,5%	80%
	1.4. Number of new courses or curricula developed and adopted, in cooperation with the <i>Pusdiklat</i> , with USG assistance and other SC management units.	1	9 ^F	10
	1.20 Number of CTS training courses developed	0	3	2
	1.23 Number of CJE II curricula developed	0	4	3
	1.26 Number of curricula of specialized courses for judges	0	0	3
	1.27 Number of curricula for non-judge training	0	0	3
	1.30 Number of curricula on improved public interaction developed	1 (1 curriculum of basic photography for public relation has been developed)	2	2
	1.5 Number of USG assisted courts with improved case management.	4	9 ^G	30
	1.16a Number of courts using Case Tracking System (CTS)	0	9 ^G	16
	1.16b Number of courts that have received CTS software.	382	57	30
	1.16c Number of courts that have received case flow management training	0	80	30
	1.17 Number of courts using SMS (short message service) reporting system on legal aid service	56	66	39
	1.6. Number of policy papers, e.g. draft decree letter (<i>surat keputusan</i>), standard operating procedure, or other management tool on Supreme Court Blueprint implementation that are accepted for issuance by the Supreme Court.	3	5 ^I	4
	1.8 Development of a system for merit based promotion for court personnel involved in case management in general, high and district courts.	0	0	1
	1.9. Application of the competency-based profile guideline for case management related positions, i.e. Judges and registrars.	0	2	1 competency dictionary and 1 competency profile

	1.14.a. Number of case management related regulations reviewed and amended to support business process reengineering (BPR).	1 ^K	1	1
	1.14.b. Circular Letter issued by Director General of General Courts (SE DirJen Badilum) on Case Tracking System Engagement in General Courts	1	See 14a.	See 14a.
	1.29 E-learning blue print/plan developed	1	1	1
	1.35 Circular Letter (SEMA) on Simplifying Procedure on Requesting Birth Certificate	1	1	1
	1.7 Significant positive change in public perception of courts' performance as evidenced through public surveys.	0	42%	Any positive change in public perception of courts' performance
	1.32 Number of journalists trained on the judiciary system and the court	0	17 total 11 male 6 female	20
	1.12 Number of USG-supported studies and sessions held regarding proposed changes to the country's legal framework to support judiciary budget independence.	0	0	1 study and 1 session
	1.13 SC annual audit result by BPK (State Audit Agency)	0	Audit report for SC fiscal year 2011 was qualified opinion. ^J	Unqualified Opinion in 2014
	1.15 Number of courts provided with new IT equipment	1	4	4
	1.33 Number of court publication materials	0	32	30
	1.34 Number of justice seekers assisted on birth certificate cases	0	0	200

Component 2

	Indicator ^L	Progress Quarter 9 July – September, 2012	Cumulative	C4J Life Project Target
	2.1 Adoption of merit-based criteria or procedures for selection and promotion of AGO personnel through USG assistance.	1 (Official Memo on Competency Assessment for Echelon 3 issued by Head of HRD AGO in September 2012)	1. Competency Model for Echelon 2; 2. Competency assessment for Echelon 3; 3. Career path for structural and non-	Selection and promotion for echelon 2 positions at AGO headquarter by end of Year 3 will be based on merit-based

		structural position; 4. Competency Model for Echelon 4.	criteria, per evidence in documentation and practice.
2.2. Number of AGO personnel that received USG training.	59 total 50 male 9 female	816 total^M 662 male 154 female	200 ^N
2.6. Number of people trained on human resources	59 total ^O 50 male 9 female	69 total 57 male 12 female	160
2.12 Number of AGO <i>Badiklat</i> trainers developed	0 total 0 male 0 female	16 total 12 male 4 female	30
2.13 Number of AGO personnel trained on public information	0 total 0 male 0 female	214 total 192 male 22 female	58
2.16 Number of participants in stakeholders meeting	0	0	20
2.3 Percentage of targeted personnel satisfied with project trainings	84,47%	86,92%	80%
2.4 Number of new courses of curricula developed and adopted in cooperation with the <i>Badiklat</i> and with USG assistance	1	7	3
2.11 Number of course materials developed for <i>Badiklat</i>	Completed	1	3
2.14 Number of curricula developed on improved public interaction	1 (curriculum for public speaking) ^P	6	2
2.5 Number of policy papers on AGO Blueprint are accepted by the AGO	3	4	3 (on human resources, <i>Badiklat</i> and public information)
2.7 A recommendation document on transparent and fair criteria based on measureable selection and promotion methods.	1 (Completed)	1	1
2.8 Sentencing guidelines developed	2 (Prosecutorial/ Case Handling guideline on terrorism & money laundering cases are being drafted. Estimate completion December 2012 for terrorism guideline & February 2013 for money laundering guideline.)	2	3

	2.10 A Basic Prosecutorial Education and Training (<i>PPPJ</i>) concept paper developed.	Completed	1	1
	2.15 Number of key message communicated	3 ^a 1. AGO's commitment in transparency; 2. Public information services mechanism; 3. Filing information complaint.	7	3

Component 1. Indicator and Target Notes:

^A This has been updated per the Revised Performance Monitoring Plan dated 30 March 2012 and approved by USAID on 10 April 2012. For reporting purposes, these indicators are being totaled from Year 1, whereby some activities in Year 1 are not reflected in this Year 2 revised PMP indicators. Activities in Year 1 that is being rolled into the Year 2 cumulative figure is the Caseflow Management Training, conducted in Palembang, Samarinda and Bandung, on 8-17 December 2011, with 35 male judges, 5 female judges, 82 male non-judge staff, and 52 female non-judge staff and the US Study Tour on 7-12 May 2011, with 8 male judges and 3 female judges.

This revision is to reflect the Year 2 Work Plan. The shaded indicator is the component level indicator, with lower level key result area indicators being rolled into it, or the key result area level indicator that has no lower level key result area indicators being rolled up into it.

^B The life of project target as per contract is for at least 300 judges and court staff that must be trained. This figure is changed per revised PMP to a total of 535 judges and non-judges consisting of 91 judges and 444 non-judges.

The life of project target in the revised PMP does still include, as per contract, that judges and court staff benefited from a) special courts training workshops (administrative, anticorruption, juvenile and commercial), b) budget advocacy and IT training for staff, c) gender and anti-discrimination training for court personnel, d) at least 15 judges have received training abroad, and e) at least 20 judges/court staff have received in-country long-term training (i.e., masters degree). Most of these lives of project target are merged into the Key Result Area Level Indicators.

^C This number is for both judges and non-judges.

^D This figure is the participants in the Master's Degree Program in Judicial Practice, a three-semester scholarship program for Judges of 6-15 years of experience that commenced in September, 2011. This target is expected to be formally achieved in January 2013 when the participants graduate. The students have just finished the 2nd final semester examination at the end of June 2012 and the University of Indonesia is planning to submit the comprehensive report of 2nd semester by end of July 2012.

^E This number is not being rolled up into the indicator 1.2 number of non-judge court staff who received US Government training because it is a part of indicator 1.19a number of people trained in CTS. They have been selected from the CTS training.

^F The eight courses include 1) the Case Tracking System Training, 2) the CTS for IT and CTS Administrator, 3) IT Hardware CTS Support, 4) the case flow monitoring course as developed under Component 3, 5) the public information desk, 6) the CJE II case flow management, 7) CJE II quality of judgments, and 8) CJE II ethics.

^G This number for the component level indicator 1.5 currently only represents the number of sub-KRA indicator 1.16a. number of courts using the CTS version 1 with C4J's support. Therefore this number is not including the roll up of the sub-KRA level indicators 1.16a, 1.16b, 1.16c, and 1.17.

^H Given the breadth of the types of assistance related to improved case management, however, a method for aggregating the KRA level indicators will be developed in year 3, pending qualitative analysis of improved case management.

^I The policy papers has begun to be drafted, they include 1) the human resources competency dictionary and 2) the human resources competency profile which are moved to year 3; 3) the e-learning blue print, expected to be completed in December, 2012, and 4) the Circular Letter (SEMA) on Simplifying Procedure on Requesting Birth Certificate, expected to be completed in Quarter 9.

^J The Supreme Audit Board (Badan Pemeriksa Keuangan – BPK) published its audit on state agencies, including the Supreme Court, every mid-year for the reported period of the previous year.

^K Outline of policy paper drafted by C4J experts is on-going process. This draft of Policy Paper consist of: 1) Policy Paper One (Policy Paper on Court Automation) focusing on the effort to implement CTS as the automated case information management system for all general jurisdiction courts; 2) Policy Paper Two focusing on the broader question of case management modernization -- including case information management -- how to retire the existing system of hand-maintained register books without appropriate safeguards and overlap but avoiding the enormous dual-processing sinkhole -- and the rewrite of Volume II of the Supreme Court chapter and verse Guideline -- in which we work with the relevant officials to implement the business process reengineering agenda. Potential overlap with the topics of Policy Paper One is possible, but we will be producing two separate documents rather than dumping everything into one; and 3) Policy Paper Three would focus on issues relating to modernization of the existing governance structure for the administration of the subordinate courts -- the high and district courts under all three pillars -- general, religious, and military/administrative.

Component 2 Indicator and Target Notes:

^L This has been updated per the Revised Performance Monitoring Plan dated 30 March 2012, and approved by USAID on April 10, 2012. This revision is to reflect the Year 2 Work Plan. The shaded indicator is the component level indicator, with lower level key result area indicators being rolled into it, or the key result area level indicator that has no lower level key result area indicators being rolled up into it.

^M This number is the total number of all AGO personnel being trained by C4J.

^N The life of project target as per contract is for at least 200 prosecutors and other personnel have received in-country continuing training (e.g. short term practical workshops) on: ethical practices and professional standards policy, evidence safekeeping, relationship with media and access to information. Another life project target is for at least 25 new trained trainers in the AGO. This figure is not changed in the revised PMP.

^O This number is of the total number of participants trained in Certification Human Resources Professional (CHRP) Training and Leadership, Human Resources and Public Speaking Pilot Training for AGO personnel; and also including the number of participants of the AGO Human Resources Bureau Leadership Forum, a ten session seminar that commenced in quarter 5. We count as “trained” those participants who attended a minimum of seven of the ten sessions.

^P C4J developed one curriculum for Leadership, Human Resources and Public Speaking Training.

^Q C4J produced vary of publication materials including banner, posters, block notes, armbands, lanyards, and goody bags as tools to convey key messages to reach larger audiences. Material have been produced for approximately 500 pieces each. These three key messages had been attached on the above mentioned materials.

ANNEX A: ADVISOR TRIP REPORTS AND DELIVERABLES SUBMITTED TO USAID

No Reports were developed this quarter, as the focus was on development of the Year 3 Work Plan.

ANNEX B: LOCAL SUBCONTRACTOR DELIVERABLES ACCEPTED BY C4J

The following deliverables from Indonesian subcontractors were accepted by C4J. All deliverables are available for review. Relevant deliverables have been shared with USAID and project counterparts.

Local Subcontracts Deliverables Accepted by C4J

Component 1			
Sub-Key Result Area	Subcontractor	Deliverables Name	Date of Acceptance
1.1.1	PT. Mitra Perubahan Indonesia (Fixed Price Sub-Contract - Development of Competency Profiles in The Supreme Court of the Republic of Indonesia)	Competency Profiles	September 25, 2012
		Competency Dictionary	October 01, 2012
1.1.3	PT. Taramitra Infomatama (Fixed Price Subcontract for the CTS Training and Installation)	Denpasar Training report	July 18, 2012
		CTS Application Reinstallation Report	October 16, 2012
		Badilum Training Report	September 24, 2012
		Maintenance Report	October 01, 2012
	PT. Taramitra Infomatama (Fixed Price Subcontract for the Developing Web Based Case Tracking System Phase II)	Module Report for Development of PSHK Report Format	September 24, 2012
		Presentation Materials	September 25, 2012
1.3.1	CV. Dua Mata (Fixed Price Sub-Contract - Electrical and Computer Network Remediation Services at Denpasar Court)	Network Diagram report	August 15, 2012
		List of Purchased Material Report	August 15, 2012
1.3.2	Daniel Rudi Haryanto (Fixed Price Service Agreement – Videography Trainer – PR Training)	Training Module	July 18, 2012
		Final Report on the training	July 18, 2012
	Eko Bambang Subiyantoro (Fixed Price Service Agreement – Photography Trainer – PR Training)	Training module	July 25, 2012
		Final report on the training	July 25, 2012
1.3.3	PT. Bahtera Informatika (Fixed Price Subcontract - SMS reporting for legal aid cases)	April, May, and June meeting reports	July 16, 2012

Component 2			
Sub-Key Result Area	Subcontractor	Deliverables Name	Date of Acceptance
2.1.1	PT. Lutan Edukasi (Fixed price Sub-Contract - Leadership, Public Speaking, and Human Resources Training)	Approved Draft of Training Materials	August 23, 2012
		Syllabus of Training Materials	August 28, 2012
		Approved Draft of Trainers Guide Materials	August 28, 2012
		Syllabus of Trainers Guide Materials	August 28, 2012
		Document Production of Pilot Training Materials	September 21, 2012
		Pilot Training Implementation Report	October 15, 2012
	PPM Manajemen (Fixed Price Sub-Contract - Human Capital Management Certification)	Final TNA Report	August 08, 2012
		Final Training Plan	August 08, 2012
		Final Training Materials	August 27, 2012
		Brief Selection Test Report	August 27, 2012
		CHRP Training Report (Mid-term report)	September 24, 2012