



# CHANGES FOR JUSTICE PROJECT TENTH QUARTER ACTIVITY SUMMARY PROGRESS REPORT

**OCTOBER TO DECEMBER 2012**

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**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 TEN**

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 Encouraging Global Anticorruption and Good Governance Efforts (ENGAGE) Indefinite Quantity Contract (IQC) awarded to Chemonics International Inc. with an effective date of May 12, 2010. The C4J contract effective end date is 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 on: development of competency profiles for the courts; leadership trainings for prosecutors; design of a workload assessment for prosecutors; implementation of a case tracking system (CTS) in the courts, as well as future implementation of a CTS in the prosecutors' offices; legal aid services in the courts; public information services in the courts and prosecutors' offices; development of training programs for judges, acting registrars, and prosecutors, including e-learning; ongoing development of prosecution guidelines; and implementation of a new prosecutors' code of conduct.

### **Highlights from Component 1**

- C4J's local subcontractor, Mitra Perubahan Indonesia, completed development and consultations on the competency profiles for case management positions in district and high courts. These profiles track core, technical, and behavioral competencies. In the next quarter, C4J anticipates the Supreme Court will adopt these profiles through a decree given by the Chief Justice of the Supreme Court for use in selection and promotion of each of the relevant positions. Application of the new competency profiles will improve the quality of human resources and management in the district and high courts, as the competencies specify minimum core, technical, and behavioral competencies for all positions relating to case management except information technology (which C4J intends to address in Quarter Eleven).
- At the end of this quarter, the C4J team identified 149 courts that are using either Version 1 or Version 2 of the automated CTS developed for the general district courts. Enthusiasm for using the CTS is growing among the general courts after distribution of CTS installation electronic disks to a record number of 308 courts and the formal launch of the CTS Version 2 in December 2012 in Denpasar, Bali. As an encouraging sign, most district courts are self-funding CTS implementation, and Supreme Court and Badilum staff are being trained and mentored to begin assuming responsibility for supporting the CTS and conducting CTS-related trainings.

- The installation of information technology hardware and CTS Version 2 software, along with a training program on use and support of the CTS hardware and software, was completed this quarter, and the application was formally launched at the Denpasar District Court in December.
- The Supreme Court training center (*Pusdiklat*) has approved C4J's recommendation to compress the Continuing Judicial Education (CJE II) program for mid-level judges (CJE I being for judges with less than five years experience) from a series of three overlapping three-day programs into a single five-day program.
- The CJE II program has been used this quarter as a reference for development of a new Continuing Acting Registrar Education (CARE) program, which will prioritize training acting registrars who have less than five years court experience.
- On 28 December 2012, the Ministry of Law and Human Rights wrote to the Supreme Court to confirm their agreement that all courts should continue providing legal services to the poor. Through the work of the access to justice team, *Badilum* announced at the end of this quarter that it would propose a modification to its 2013 budget to reallocate funds to 103 mobile courts to support services to poor and marginalized citizens in need of court services, such as birth certificates.

## Highlights from Component 2

- In this quarter, a local subcontract firm Lutan Edukasi completed leadership trainings to AGO Echelon III officials in three locations – Bogor, Surabaya and Makassar – 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, the definition and application of competencies, change management, and public speaking. A total of 104 Echelon III officials, representing 30 provinces, passed the training program.
- The C4J team began preparations for the AGO workload assessment. Detailed design and data collection in the prosecutors' offices will be agreed upon with the AGO next quarter.
- The final report of the AGO training center (*Badiklat*) organizational needs assessment was submitted to *Badiklat* leadership for review this quarter.
- As a result of C4J's support and advocacy, the new Prosecutors' Code of Conduct was signed by the Attorney General and announced at the AGO's 2012 Annual Meeting held from November 20-23, 2012, in Puncak, West Java.

- C4J and the AGO's public affairs office (*Puspenkum*), which is part of the Intelligence Unit, conducted a series of visits to five provinces selected by the AGO to facilitate a refresher course on public information services, as well as to monitor and assess the need for additional trainings in district and provincial prosecutors' offices.
- C4J has been working closely with the AGO's Terrorism Task Force to finalize the prosecution guidelines on terrorism cases, although these guidelines were not yet formally adopted by the end of the quarter due to rotations of members of the task force and newly-appointed Deputy Attorney General for General Crimes.
- Agreement was reached this quarter with the Heads of the Planning Bureau, General Crimes and Criminal Statistics (*Pusdaskrimti*) on the plan for development of the automated CTS and internet portal, and procurement of computers and a server for the General Crimes Unit. This procurement of IT equipment, which will substantially contribute to the management of information and service delivery, will begin next quarter.

## INTRODUCTION

This Tenth Quarterly Report summarizes overall activity progress of the Changes for Justice (C4J) Project during the period of October 1, 2012 through December 31, 2012. Court activities are described under Component 1, and prosecution activities are described under Component 2, below.

In this quarter we are proposing changes on three indicators: two on access to justice; and one on AGO guidelines (see page 7 of Annex A on Indicators). Relating to access to justice, we originally proposed tracking the number of justice seekers assisted on birth certificates and the implementation of the Supreme Court regulation on procedures for birth certificates. The reason for the proposed changes on access to justice is because the new legal aid bill created uncertainty within the courts on who should provide which services long-term and how those services should be budgeted. During 2013, the Supreme Court is being allowed to continue providing most legal aid services, but negotiations are still necessary between the Supreme Court and Ministry of Law and Human Rights. C4J and the Supreme Court will cooperate in 2013 to draft new regulations for the future. C4J's focus on legal aid, therefore, has had to be redirected to consultations with the Supreme Court on services that should remain with the courts for serving poor and marginalized people, and the processes for providing those services. Instead of focusing on birth certificates, C4J should focus on sustaining court core services for the poor and marginalized, i.e., fee waivers, *posbakum*, and mobile courts. Hence we are proposing to change the indicators to the number of recommendations, best practices, and procedures for court services that serve the poor and marginalized persons. Relating to the other indicator for the AGO, we are proposing to change the language of the indicator on "sentencing guidelines" to "prosecution guidelines". Prosecution guidelines relate more appropriately to the intended work of developing guidance such as sample cases, best practices, comparative information, annotations, etc. "Sentencing guidelines" refers to the more ambitious and longer term effort of defining recommended lengths of sentences, and aggravating and mitigating factors, for specific types of crimes. The latter will require extensive coordination with the AGO to be effectively implemented.

## 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.*

During this quarter, the competency profiles for case management positions in high courts and district courts were completed. Profile positions include chief judge, deputy chief judge, judge, secretary/registrar, deputy registrar, junior registrar, deputy secretary and bailiff. The competency profiles developed include core, technical, and behavior competencies.

Prior to finalization, draft competency profiles were discussed in a series of workshops. The first competency profile workshop was held in the Borobudur Hotel in Jakarta on 22 October 2012, and was attended by 14 participants, 14 male and 2 female, that included members of the Supreme Court Human Resources, Asset, Planning and Finance Working Group. The workshop was facilitated by C4J's subcontractor and led by Widayatno Sastrohardjono, junior chief justice for the Advancement Department and head of the Working Group. During this workshop, the proposed competency profiles were presented to chief judges from the Jakarta high court and district courts as well as to representatives of the Supreme Court, including the secretary, head of *Pusdiklat*, and the junior chief Justice for Civil Cases.

C4J conducted the Competency Profiles Workshop at the Ayodya Hotel in Bali on 18 December 2012, following the CTS formal launch and roundtable discussion, which is described later in this report. The workshop provided information to Indonesia's general high court chief judges and secretaries/registrars on the process of developing competency profiles and of competency-based human resources management. Following the workshop with high court leaders, the Human Resources, Asset, Planning and Finance Working Group proposed the competency profiles be presented at the Supreme Court's next leadership meeting in order to gain final approval next quarter.



Photo above: High court leaders discuss competency profiles, which were presented at a workshop for high court chief judges and secretary/registrars at the Ayodya Hotel, Bali on 18 December 2012.

In this quarter, after conducting a competitive bidding process, C4J selected the local subcontractor Hay Group to conduct individual assessments of Echelon II positions in

the Supreme Court. Next quarter, C4J and the Hay Group will meet with the Supreme Court leadership to plan and begin implementation of the individual assessment.

C4J's human resources specialist has been making progress on developing scope of work for competency-based recruitment and selection and will continue discussions with the Supreme Court. The project continues cooperation with the director general of the General Courts and head of the Personnel Bureau on development of an objective survey to assess judges' needs and perceptions of the current transfer, rotation, and promotion system in the general courts.

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

The Supreme Court of the Republic of Indonesia has published its Blueprint for judicial reform for 2010-2035, which provides guidance on long-term planning and sets the direction and pace of desired reforms within the judiciary, including financial management. The Blueprint states that the Supreme Court's strategic objective is to achieve "judicial budget independence" as an integral part of the independence of the judiciary. As such, C4J released a request for proposals to solicit proposals in December, which was unsuccessful. The request has been re-released and C4J will review additional proposals next quarter.

As reported in earlier quarters, Law No. 16 of 2011 on Legal Aid caused confusion within the Supreme Court on its authority and the role of the courts in providing legal aid services. This confusion resulted in funds not being allocated for legal aid services in the 2013 budget. Considering the importance of these services in the courts, C4J and other donors, as part of team led by the Supreme Court's reform team (JRTO), advocated to the Supreme Court and Ministry of Law and Human Rights for reallocation of funds for legal aid services in the courts in 2013. A consensus was reached that the courts should still be responsible for conducting and preparing the budget for the implementation of legal aid posts (*posbakum*) in the courts, mobile courts (*zitting plaats* or *sidang keliling*), and fee waivers (*prodeo*).

The Supreme Court committed to reallocating its budget to provide 15 billion rupiah for those services in 2013. To help the Supreme Court calculate the necessary budget for legal aid services, C4J's budget and finance specialist calculated standard unit costs for mobile courts based on data and information gathered by the access to justice team during a visit to North Sumatra in October 2012. Such standard unit costs are crucial for improving the Supreme Court's budgeting and accountability processes.

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

Building on the work done in the previous quarters, like the Case Information Management Summit in early 2012, C4J continued this quarter to cooperate with the Supreme Court in researching procedural rules and reform recommendations. As described below, this research has been utilized during development of a second version of the CTS (CTS version 2) and the drafting of a policy paper for the Supreme Court. C4J determined this quarter not to pursue large-scale business process reengineering but focus instead on more discreet reforms.

**Policy Paper.** The C4J team has moved forward on producing a policy paper on recommended organizational and management reforms within the Supreme Court, directorates, and high courts. This quarter, U.S. consultant Markus Zimmer coordinated with C4J and Supreme Court staff to review previously collected research and recommendations on reforms within the courts. This review included recommendations from the High Court Roundtable held in Bali from 17-18 December 2012. Next quarter, with the support of a local subcontractor, the U.S. consultant will continue his research in Indonesia, including meeting directly with leaders of the Supreme Court, directorates, and high courts, to gain pertinent information and data.

**Standardization of Case Forms and Templates.** A focus group discussion (FGD) on standardization of forms and document templates was held on 3-5 October 2012. The Supreme Court has engaged in an intensive effort to standardize forms and document templates for all general district court cases in Indonesia. This effort is an important aspect of the development of CTS version 2, and will contribute to improving the quality and consistency of judgments. These standardized forms and templates will be used in C4J implemented training programs, such as CJE II and CARE, to ensure and disseminate common case management practices throughout the court system.

CTS version 2 includes approximately 84 standardized forms and templates. Over the next quarters, C4J will assist the Supreme Court to select, design, and develop additional official standardized forms and templates, which will be proposed for inclusion in the future enhancements of the CTS.



Photo above: A party seeks information on her case at the internet kiosk of the East Jakarta District Court. Through the CTS, the public can access information on cases through the court's website, which is also accessible at the district court's internet kiosk at its main entrance.

**Standardization of Case Processes.** A FGD on Standardizing Caseflow was held on 9-11 October in Bandung, West Java. This FGD was targeted to ensuring that all features in the CTS version 2 application conformed with the laws and Supreme Court regulations on case processes in the general district courts. For three days, the participants reviewed the CTS design and recommended streamlined processes against the courts' manual standards. The FGD mapped the automated caseflow for CTS version 2 compared to manual processes, addressed some of the initial steps toward business process re-engineering, and established buy-in from all of the court representatives.

**Standardization of Case Financial Journals.** A FGD on Standardization of General Case Financial Journals was held on 17-19 October, for the purpose of defining the financial journals that should be used and produced by the CTS version 2. The participants at this meeting included registrars and junior registrars from select district courts. Based on this FGD the automated financial journals were finalized and integrated into the final design of CTS version 2.

**CTS Development.** A workshop on development of CTS version 2 was held on 5-8 November, to review all functions and performance of the CTS version 2. The workshop was attended by members of Case Management Working Group, Supreme Court and *Badilum* IT staff, select high court judges, and judges, chief judges, deputy chief judges, and registrars of select district courts. Based on this meeting, the development of CTS version 2 was completed and readied for testing.

**CTS Version 2 Testing.** As described below under 1.1.4, Information Technology, the CTS version 2 was tested at four district courts, which had already implemented version 1, in Medan, East Jakarta, Surabaya, and Denpasar. The testing included migration of data from version 1 of the application to version 2, initial introductory training (which will be followed by more comprehensive training beginning next quarter), and mentoring the district courts' staff on the new features of CTS version 2.

**CTS Version 2 Launch.** The national launch of CTS version 2 was held on 17 December 2012 with the joint support of the Supreme Court, Denpasar District Court, and C4J. The Denpasar District Court was chosen as the venue for the launch event because Bali is the first region in which all district courts have implemented either



Photo above: "Yes, that's my case." At the launch of CTS version 2, the Governor of Bali, I Made Mangku Pastika, compliments the Denpasar District Court and Supreme Court for providing information on his case at the internet kiosk in the public information area of the court. Standing with him include the Chief Justice of the Supreme Court, Hatta Ali; Director General of *Badilum*, Cicut Sutiarsio; Head of the Public Relations Bureau, Ridwan Mansyur; and USAID Mission Director, Andrew Sisson.

version 1 or version 2 of the CTS. The Denpasar District Court was the first court to test and pilot CTS version 2. It also serves as the best model of a renovated public entrance and public information desk that improves public services while maintaining closed access to non-public areas of the court that may hold confidential or proprietary information. The launch was attended by the Chief Justice of the Supreme Court, USAID's Mission Director, and Governor of Bali. The

Governor of Bali expressed his support for the use of CTS during a demonstration at

the launch, and his hope that the application would help to improve public services by the courts in Bali.

**High Courts Roundtable.** The successful launch was followed immediately by a roundtable discussion of chief judges and secretaries/registrars from all high courts in Indonesia. During opening remarks at the roundtable, the Supreme Court Chief Justice expressed the Court's strong commitment to implementing and sustaining the CTS, and tasked *Badilum* with implementation of the CTS in all general district courts. During subsequent discussions, the court participants proposed a number of valuable recommendations that can be implemented in conjunction with implementation of the CTS in areas such as improving human resources, budgeting and financial management, public information services, legal aid, IT implementation, education and training, and supervision.

The leadership and oversight of the high courts is essential to sustaining the CTS. At the roundtable, C4J set up computer booths outside the meeting room to enable the high court leaders to practice using the CTS version 2, and to observe the efficiencies and management support it offers.

**Expansion of the CTS.** This quarter witnessed a growing and positive trend in support and implementation of the CTS. By 31 December 2012, there were a total of 149 general district courts that had already implemented the CTS: 125 courts using version 1 and 24 courts using version 2. Most of those courts took initiative and implemented the CTS using their own resources.

While the increased use of CTS version 2 is a positive sign, continuous technical training and support to the courts is needed. As described under KRA 1.2, C4J is developing a new integrated training scheme. For example, a new feature of the CTS version 2 training program is a dedicated class for district and high court supervisors.



The above chart is available on the Supreme Court of the Republic of Indonesia's website. It shows the scale of CTS implementation in general district courts at the end of December 2012. All district court in Bali have implemented the CTS, followed by 71% of the district courts in North Sumatra and 69% in Central Java.

Requests from high courts and district courts to assist them with CTS trainings have increased, especially after the CTS version 2 launch. C4J is unable to directly meet all requests given limited resources and staff, but coordinates closely with the Supreme

By 31 December 2012, there were a total of 149 general district courts that had implemented the CTS: 125 courts using version 1, and 24 courts using version 2. Most of those courts have done this at their own initiative, based on a directive from *Badilum*, and they have implemented the CTS using their own resources.

Court and *Badilum* to identify solutions, such as joint trainings using the courts' own budgets. Several high courts in provinces like North Maluku, Lampung, and Banten have expressed their willingness to support a dedicated CTS training for district courts under their jurisdiction. There remains substantial work to improve monitoring and submission of monthly reports accurately and on a timely basis from all general district courts. C4J is prioritizing support to the Supreme Court's Supervisory Body and *Badilum* in 2013.

**Visit to Klaten District Court.** During the launch of the CTS version 2 in Denpasar on 17 December, the Klaten District Court, Central Java, was recognized for its innovation and efforts to be one of the first district courts to implement the CTS without any support from the Supreme Court or C4J. Soon after the launch of CTS version 2, Klaten proceeded to practice using CTS version 2 every Friday from 9:00 to 11:00 am, referred in the court as "weekly internal training". Some of the participants (mostly registration staffs and acting registrar) said that, although version 2 is more sophisticated in its features, it is not too difficult to use, especially if someone has been consistently using CTS version 1. C4J has been in frequent contact with this district court's leaders and IT staff to document their successes and examples they offer of effective leadership as a model for other courts



**Visit to Gianyar and Tabanan District Courts.** During the testing of CTS Version 2 in Denpasar, Bali, C4J visited the Gianyar and Tabanan District Courts, on 13 November, to observe their implementation of CTS version 1. Staff findings from the visits are consistent with what has been observed in other smaller courts:

- Insufficient space is available on some courts' website/server/web host to store all CTS data. Data from the CTS is synchronized from the court's local server to the public website. This increases the amount of data the website/server/web host must manage. Thus, courts are having to allocate additional funds to support the increased CTS data on their respective websites;
- Data entry problems. Data entry is the responsibility of all staff, but has been siloed to IT staff only. Data should be entered at the earliest possible moment

Photo above: Weekly CTS training at Klaten District Court.

by the position responsible for the accuracy of the data at the time of filing, or the end of each hearing. Tasking data entry to IT staff compromises their work to support the system hardware and software, causes delays in data entry, and increases the risk of making mistakes in data entry.

In addition to successes, C4J is documenting challenges encountered among the courts in its efforts to help the Supreme Court and Badilum to define strategies for sustaining the CTS in the future. Such strategies include increased budgeted, greater supervision, increased IT support, and improved allocation of responsibilities to name a few.

**Coordination with the Supreme Court and Badilum.** Following the launch of CTS version 2, *Badilum* immediately made preparations to implement the Chief Justice’s stated goal to see all district courts in Indonesia using the CTS by 2014. *Badilum* has included the following additional projected costs in its budget for 2013:

- CTS version 2 workshop and trainings for 30 high courts and 30 district courts;
- Implementation of a CTS “training center” in *Badilum* to facilitate trainings for district and high courts (as described below, C4J provided the server);
- Support to high courts which intend to use their own budget to conduct CTS trainings;
- Inclusion of CTS data as elements to be monitored and evaluated in the district courts; and
- Establishment of a CTS team in *Badilum* to provide support nationwide.

The C4J team was encouraged by the proactive actions taken by *Badilum* and will continue to support these efforts and provided assistance as needed to sustain these efforts in future quarters.

#### ***Sub-KRA 1.1.4 Information Technology. Improved IT capacity at District Courts***

***Development of CTS Version 2.*** This quarter was an intensive period of development of CTS version 2 by C4J, in cooperation with the Supreme Court and *Badilum*.

***Training of Trainers on CTS Version 2.*** To ensure the sustainability of CTS version 2, C4J developed and conducted a Training of Trainers (TOT) session this quarter for IT staff from the Supreme Court, *Badilum*, and *Pusdiklat*. The TOT was conducted 18-24 November in Bogor. Participants, who were already familiar with version 1 of the CTS, learned about the enhancements to version 2, IT support skills, and techniques for effective presentations and communications. The composition of the TOT material



Photo above: Staff of *Badilum* receive a training-of-trainers on the CTS.

was: 30% CTS installation and troubleshooting; 50% data entry, data access, and system management; and 20% communications and training skills.

***Servers for CTS version 2 Installed at the Supreme Court and Badilum.*** C4J installed two servers and other IT equipment in the Supreme Court server room on 27-29 November, and two additional servers on 28 December. These four servers will be used to host the reporting function of CTS version 2 in the Supreme Court. CTS version 2 data from all district courts will be synchronized and aggregated at the Supreme Court, and made available for access by Supreme Court, *Badilum* and high courts' staff to monitor and supervise the performance of district courts.



On 29 November - 1 December, C4J installed one server and related IT equipment at *Badilum*. This hardware will be dedicated to supporting CTS trainings at *Badilum*. C4J is discussing with the training center (*Pusdiklat*) the feasibility of conducting similar trainings at its location in Ciawi so that there are multiple sources of knowledge and training resources, and so trainings

on CTS can be integrated with other trainings such as case management and supervision.

***Training on CTS Version 2 for 30 District Courts.*** C4J

conducted additional trainings on CTS version 2 for 30 district courts on 4-7 December, at Hotel Sahid in Jakarta. This training program was organized at the request of the Supreme Court reform team (JRTO) and co-funded by the Supreme Court and C4J. The trainers were selected from among the top TOT participants – four from the Supreme Court, and four from *Badilum*, who attended the earlier TOT on 18-24 November.

***Testing CTS Version 2.*** Prior to implementation of CTS version 2 in the district courts, C4J tested the application at four district courts in Medan, East Jakarta, Surabaya, and Denpasar. The testing included migration of data from version 1 of the application to version 2, and mentoring the district courts' staff on the new features of CTS version 2.



Photo above: C4J's subcontractor leads the testing of CTS version 2 and mentors Medan District Court staff.

***Implementation of the CTS Version 2 at Denpasar District Court.*** Procurement and installation of the new IT equipment and improvements to the IT infrastructure at the

Denpasar District Court were completed during the previous quarter. An IT administration training for IT staff was conducted on 10-11 October 2012, focusing on computer hardware configuration and maintenance to support the CTS. This training was followed by testing of version 2, and training for all court staff on 10-14 December 2012.

Other participants who attended the CTS version 2 training in Denpasar included representatives from the Bali High Court the district courts of Amlapura, Semarapura, Negara, Bangli, Tabanan, Gianyar, and Karang Asem. Bali is the first region in Indonesia to have all its district courts using the CTS.

***Equipment Replacement at Bandung District Court.*** Because the Supreme Court has not yet accepted transfer of all equipment procured by the C4J Project, C4J had to procure two Cisco switches to replace the broken Cisco switches at the Bandung District Court in October. The switches helped to sustain confidence in the CTS by the court's staff.

***Digital Audio Recorder (DAR) Recording.*** Two DAR units were installed at the Samarinda District Court and staff trained on December 3-7. The training was supported by a trainer from the Bandung District Court, which had already successfully installed and used the same type of DAR units Badung, Palembang and Samarinda District Court staff were trained on the DAR equipment in February 2012. However, delivery and usage of the two units for Samarinda was delayed due to damage during shipping. The vendor, FTR, arranged to deliver two new units during the second half of 2012 for use in Samarinda.

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

### ***Sub-KRA 1.2.1 Continuing Judicial Education (CJE).***

During this quarter, C4J worked closely with the technical team appointed by the Supreme Court's Training Center to condense the CJE II program into a five-day program. U.S. Consultant Jim Moliterno supported C4J with curriculum development for the Quality of Judgment and Judicial Ethics courses, and U.S. Consultant Stewart Fenwick supported the development of Caseflow Management.



Above: Trainers meet to develop the CJE II compressed program on October 9-11.

In the new condensed program, new hypothetical cases were developed for the Quality of Judgments and Judicial Ethics courses, and new video scenarios were developed to accompany the revised Judicial Ethics Course. The Training of Trainers for the CJE II pilot training will be provided next quarter.

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

In November, C4J's training specialist met with the fellowship (masters degree) program students. This meeting was attended by the University of Indonesia's Director of Faculty of Law Post Graduate Program and the Head of the Masters' Degree Program. The purpose of the meeting was to monitor the progress of the students' thesis writing. This program of study will be completed by end of January 2013. A list of the students along with their thesis titles can be found at the end of this report in Annex E.

Four students were identified as potentially graduating with "cum laude" honor, provided they maintain their GPA of 3.71 out of 4.0. These four students are: Mohamad Sholeh, Judge at Saumlaki District Court, South East Maluku; Ni Kadek Susantiani, Judge at Bangli District Court, Bali; Dwi Hananta, Judge at Selong District Court, NTB; and Amin Imanuel Bureni, Judge at Ende District Court, Flores, NTT.

***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 new law. The Supreme Court Training Center has asked C4J to lead the development of this program. C4J has included this in the Year 3 work plan, and will continue this work during the 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 tailored to the training needs of acting registrars. The Training Center has already appointed a technical team for the CARE program. A series of workshops were held to discuss the Training Needs Analysis (TNA) for CARE. The TNA workshops were conducted in four provinces: North Sulawesi, Central Java, North Sumatera, and South Kalimantan. The results of the TNA will be shared with USAID/Indonesia in the next quarter.

***Registrars' Code of Conduct.*** The training team and C4J tried to integrate the Registrar Code of Conduct in to the CARE program. However, it was found out during the CARE planning workshops many stakeholders, including senior justices, judges, and the supervision body, were still providing inputs to improve the Registrar Code of Conduct. Therefore, the Training Center and the appointed technical team decided to recommend to the Supreme Court and IPASPI (Association of Registrars and Bailiffs) to revise the Code of Conduct. The Supreme Court has now requested C4J support for the revision. The CARE program will not include the Code of Ethics, but only consist of general ethics relations between Acting Registrars and related parties.

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

The draft blueprint and roadmap for e-learning was completed this quarter, and is now being developed further by C4J's Training Specialist for e-learning. 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.

### **KRA 1.3 Improved Court and Public Interaction**

***Public Information Desk in Makassar District Court.*** On 20 December, C4J staff conducted an inspection visit to the Makassar District Court to oversee the progress of implementing the new public information desk and other improvements to public services in the court by C4J's subcontractor. The work is expected to be completed by 8 January 2013, and C4J plans to hand it over officially to the Supreme Court and Makassar District Court by 8 February.

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

***Public outreach through printed information.*** During the Supreme Court's Annual Coordination Meeting in Manado, North Sulawesi on 28 October-1 November, C4J introduced the "Pengadilan Plus" campaign. The campaign will be used in all publication material, posters, and videos to be produced next quarter on how the public can access public information services in the courts. This campaign will also disseminate information on how the public can keep updated on successes in the courts, such as improved performance of the court or its staff, awards, and new reforms. C4J will work in consultation with the Supreme Court's Public Relations Bureau (*Humas*).

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

This quarter, C4J's access to justice (A2J) supported the Supreme Court develop standards for the three legal aid services in courts: court fee waivers (*prodeo*), mobile courts (*sidang keliling*), and legal aid post (*posbakum*). The standards are meant to conform to the Legal Aid Act starting in 2013, and the reform of legal aid policies under the Supreme Court. C4J has coordinated with other donor organizations to observe and become actively involved in the discussions on legal aid policy, both with the Ministry of Law and Human Rights and the Supreme Court.



Photo above: Stabat District Court's mobile court at work serving birth certificate petitioners in Gebang, Langkat

**Collecting good practices in the area of birth certificate petition and legal aid budget realization.** The access to justice team visited Stabat District Court on 24 October, and Ciamis District Court on 21 November, to observe good practices on services for individuals seeking birth certificate petitions. The two courts created one-stop services for birth certificate petitions filed by rural residents. Much of the success of these services is due to strong coordination between the court and the local government in providing more efficient services for the poor. Both courts found ways to minimize the costs that the petitioners must pay by organizing mobile courts to non-urban areas and instituting fee-waiver mechanisms. The two courts have also modified the courts' budget to make it possible to serve more birth certificate petitioners. These good practices have contributed to the framework of the development of standards on court fee waivers (*prodeo*), mobile courts (*sidang keliling*), and legal aid post (*posbakum*) that C4J intends to facilitate through the Supreme Court.

**Legal aid services standards development.** This quarter, A2J team developed the framework of core court services (legal aid services) through the Supreme Court. This plan was discussed with Supreme Court leadership and the three Directorate General under the Supreme Court (Badilum, Badilag, and Badimiltun), where they gave full support for the overall plan for standards development. Three workshops for each core court services (*prodeo*, *sidang keliling*, and *posbakum*) were planned: one in December 2012 and the other two in February/March 2013. In addition to these standards development, A2J with the support of C4J's Budget and Finance specialist will prepare the budget planning strategy for legal aid in courts.

**Recommendations from the Prodeo workshop.** Collaborating with Justice for the Poor (the World Bank), C4J organized a workshop on court fee waivers (*prodeo*) for civil cases for the poor justice seekers on 13 December 2012 in Jakarta. The workshop was attended by the Supreme Court Junior Justice for Civil Cases, the Supreme Court's Head of Administration Bureau, the Heads of Directorate General of



Photo left: District court chief judges from courts with best practices in managing *prodeo* cases, namely Tabanan, Ciamis, Stabat, and Cimahi, along with the local women's NGO PEKKA and the former Director General of Badilag, share their experiences on coordination with local government during the Workshop on Court Fee Waiver (*prodeo*) Procedures for Civil Cases under the Courts on 13 December 2012. This workshop is a joint event of the Supreme Court, C4J, and Justice for the Poor/World Bank.

Badilum, Badilag, and Badimiltun, legal aid champions of judges from district courts, judges from selected courts, and government officials (Bappenas, BPS, MOHA). The workshop produced policy and

budget planning recommendations. C4J will follow up on these recommendations by discussing them with the Supreme Court leadership, coordinating with Supreme Court legal aid working group, and facilitating the establishment of legal aid budget working group that will involve the three Directorate Generals.

*C4J contribution to the dynamics of legal aid act implementation and legal aid services under the courts in 2013.* This quarter was critical in terms of defining the future of legal aid in Indonesia. The access to justice team and the budget and finance specialists were involved in the legal aid policy reform discussion in both the Ministry of Law and Human Rights and the Supreme Court. These policy discussions aimed to clarify the division of authority concerning legal aid services between the Ministry and the courts. In the end of December 2012, the Ministry of Law and Human Rights wrote to the Supreme Court advising that the Supreme Court would still be able to provide legal aid services at court including inserting legal aid budget into the budget lines item starting from 2013 when the legal aid act is finally enforced. This clarification implied that courts can hire lawyers to serve and provide counsel to poor justice seekers in courts. Meanwhile, the Ministry will earmark its legal aid funds specially for the lawyers who represent poor justice seekers in court hearings.

### **Component 1. Training, Workshops, and Events Participation Summary**

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

NO.	Training/Workshop/ Event Title	Male		Female		Judge				Non Judge				TOTAL	
		N	%	N	%	Male		Female		Male		Female		N	%
						N	%	N	%	N	%	N	%		
1	<b>Focus Group Discussion:</b> FGD I Case Tracking System Version 2 on Document Templates - Tangerang, October 4-5, 2012	23	68%	11	32%	8	24%	3	9%	15	44%	8	24%	34	100%
2	<b>Focus Group Discussion:</b> FGD II Case Tracking System Version 2 on Case Flow - Bandung, October 10-11, 2012	18	72%	7	28%	8	32%	1	4%	11	44%	5	20%	25	100%
3	<b>Workshop:</b> Continuing Judicial Education (CJE) II Compression Workshop I - Ciawi, October 10-11, 2012	12	75%	4	25%	8	50%	2	13%	4	25%	2	13%	16	100%
4	<b>Workshop:</b> Continuing Acting Registrar Education (CARE) Curriculum Development Workshop I - Ciawi, October 12, 2012	13	81%	3	19%	5	31%	1	6%	8	50%	2	13%	16	100%
5	<b>Focus Group Discussion:</b> FGD III Case Tracking System Version 2 on Journal Finance - Bogor, October 18-19, 2012	13	68%	6	32%	0	0%	0	0%	13	68%	6	32%	19	100%
6	<b>Workshop:</b> Competency Profile Development Workshop I - Jakarta, October 22, 2012	14	82%	3	18%	9	53%	0	0%	5	29%	3	18%	17	100%
7	<b>Workshop:</b> Case Tracking System Version 2 Workshop - Bandung, November 6-7, 2012	55	79%	15	21%	32	46%	4	6%	24	34%	10	14%	70	100%
8	<b>Workshop:</b> CJE II Compression Workshop II - Ciawi, November 12-14, 2012	8	73%	3	27%	4	4%	1	9%	4	36%	2	18%	11	68%
9	<b>Mentoring:</b> Technical Guidance on Case Tracking System Version 1 - Banjarmasin, November 12-14, 2012	35	90%	4	10%	13	33%	0	0%	22	56%	4	10%	39	100%
10	<b>Training:</b> Training of Trainers Case Tracking System Version 2 - Bogor, November 19-23, 2012	8	62%	5	38%	0	0%	0	0%	8	62%	5	38%	13	100%
11	<b>Training:</b> Digital Audio Recording Installation & Training at District Court - Samarinda, December 3-7, 2012	10	48%	11	52%	0	0%	0	0%	10	48%	11	52%	21	100%
12	<b>Training:</b> Judicial Reform Team Office (JRTO) - Case Tracking System Version 2 Training for 30 District Court - Jakarta, December 4-7, 2012	49	84%	9	16%	0	0%	0	0%	49	84%	9	16%	58	100%
13	<b>Workshop:</b> Continuing Judicial Education (CJE) II Compression Plenary - Tangerang, December 10-11, 2012	8	73%	3	27%	4	36%	2	18%	4	36%	1	9%	11	100%
14	<b>Training:</b> Case Tracking System Version 2 Roll Out Training - Implementation - Denpasar, December 10-14, 2012	21	88%	3	13%	9	38%	3	13%	12	50%	0	0%	24	100%
15	<b>Workshop:</b> Workshop on Prodeo for Civil Cases Jakarta, 13 December 2012	22	50%	22	50%	11	25%	11	25%	13	30%	9	20%	44	100%
16	<b>Workshop:</b> CTS Version 2 for 30 High Courts - Denpasar, December 17-18, 2012	54	86%	9	14%	31	49%	3	5%	23	37%	6	10%	63	100%
17	<b>Training Needs Analysis:</b> TNA Continuing Acting Registrar Education (CARE) - Semarang, Medan, Banjarmasin; December 17-20, 2012	287	66%	148	34%	78	18%	33	8%	209	48%	115	26%	435	100%
18	<b>Workshop:</b> Competency Profile Development Workshop II for High Courts - Denpasar, December 18, 2012	63	86%	10	14%	31	42%	3	4%	32	44%	7	10%	73	100%
19	<b>Workshop:</b> Continuing Acting Registrar Education (CARE) Code of Ethics Worksop - Jakarta, December 21, 2012	7	58%	5	42%	2	17%	0	0%	5	42%	5	42%	12	100%

## 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.** Continuing the pilot training for the Human Resources and Leadership Training from the previous quarter, the AGO, C4J, and Subcontractor Lutan Edukasi rolled out three trainings and a Training of Trainers (ToT) program to reach 30 provinces throughout Indonesia.

The training was designed to equip future leaders of the AGO with effective human resources management skills, including: human resources leadership; strategic decision-making; definition and application of competencies; change management; and public speaking.

The first (pilot) training was held on 15-19 October, in Bogor, West Java, and attended by 37 participants, 33 males and 4 females, who represented Echelon III positions from Provincial Prosecutor Offices (PPO) and District Provincial Offices (DPO) in 14 provinces. The second roll-out training was held on 26-30 November, in Surabaya, East Java. This training was attended by 36 participants, 31 males and 5 females, who represented Echelon III positions from PPOs and DPOs in 8 provinces. The last roll-out training was held on 10-14 December in Makassar, South Sulawesi, and was attended by 35 participants, 28 males and 7 females, representing Echelon III positions from PPOs and DPOs in 8 other provinces.

The ToT was held on 5-9 November, in Sentul, West Java. The training was attended by 12 participants, 11 males and 1 female, from Echelon III positions in the Attorney General's Office and *Badiklat's* junior trainers, who were selected from the first (pilot) training held in Bogor in October. Each TOT participant was provided with an opportunity to practice their newly-acquired knowledge and skills as trainers during the second and third roll-out training in Surabaya and Makassar.

The TOT sessions aimed to develop the capacity of these participants as future trainers for the AGO. Participants were taught how to design training materials based on the principles of adult learning, and they learned new skills for executing training programs effectively, including facilitating discussions and answering questions more effectively.



Photo above: Ibu Yulitaria, Head of Payakumbuh District Prosecutors' Office, practices her skills as one of the AGO's new



**Human Resources Certification Program.** The Human Resources Certification Program was led by subcontractor PPM Manajemen on September 3-19, for in-class training followed by sessions in October and November. This program is designed to develop certified professionals to support the implementation of 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 management, strategic planning, and competency modeling.

Photo above: During the leadership training in Surabaya participants engaged in role playing game as the public, journalist, and AGO officials in the *Press Conference* study case.

The training series concluded with a graduation ceremony for all participants on November 14, 2012. From the total of 25 training participants, 1 person graduated as a certified professional practitioner, 15 graduated as trained practitioners, and 8 graduated as beginner practitioners.



Photos above: Scenes from the Human Resources Certification Program on 3-19 September, in Pucak, West Java.

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

C4J is finalizing a subcontract with Letmi ITB to assist with data collection and workload analysis for the AGO.

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

***Prosecution Guidelines for Terrorism Cases.*** C4J and the Terrorism Task Force completed the first section (procedures) of the prosecution guidelines in December 2012, and submitted the draft to the Deputy Attorney General for General Crimes for approval. The team is in the process of completing other sections of the guidelines,

namely the case annotations, international and national articles on terrorism cases, and legal instruments.

***Prosecution Guidelines for Money Laundering Cases.*** This quarter, C4J selected a subcontractor to work in the development of prosecution guidelines for money laundering. However, this activity is pending approval from USAID to proceed.

***Prosecutors' Code of Conduct.*** The new Prosecutors' Code of Conduct was signed by the Attorney General on November 13, and announced by the Attorney General at the AGO's 2012 Annual Meeting, on November 20-23, in Puncak, West Java.

The new prosecutors' code of conduct is comprised of international standards, national values, and universally recognized values of independence, integrity, transparency, and accountability of public prosecutors.

C4J is now cooperating with the AGO on development of the technical guidelines to implement the code of conduct and dissemination to all prosecutors' offices. To support successful implementation, C4J provided the AGO with 750 copies of the new prosecutors' code of conduct.

***Case Management and IT.*** This quarter C4J developed specifications for IT equipment and software to support a new CTS application for piloting an automated solution for district prosecutors' offices. This application is similar to what was developed for the general district courts.

On November 8, the head of the AGO Planning Bureau and the head of Criminal Data Statistics and Information Technology (*Pusdakrimti*) were invited by the Supreme Court and C4J to visit the Surabaya District Court to study CTS version 2, which was being installed at the court. The AGO leadership was very encouraged by the Surabaya visit, and expressed their hope to implement the AGO's own version of the CTS. The AGO leadership also chose the Surabaya District Prosecutors' Office (DPO) as a pilot site for the AGO's CTS application, with the goal of demonstrating how appropriate data can be shared and transferred electronically from the DPO to the local district court.

On November 27, C4J and the head of the AGO Planning Bureau agreed that there was no obstacle to C4J proceeding with development of the software. Following this approval, C4J conducted an initial infrastructure assessment at the AGO to determine whether improvements would be needed to support the CTS.

Development of the application will begin next quarter, beginning with a small number of General Crimes cases in a small number of prosecutors offices. If successful, C4J will consider expanding the application to more case types and more prosecutors' offices.

## **KRA 2.2 Improved 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, a team of three individual subcontractors were identified to develop standard operating procedures (SOP) for the AGO training center (*Badiklat*) in cooperation with C4J staff. A series of meetings with the Echelon II officials from the *Badiklat* were conducted to develop the SOP this quarter, and C4J plans to finalize the SOP next quarter.

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

***Money Laundering, Assets Forfeiture and Recovery.*** In cooperation with the US Department of Justice's Office for Overseas Prosecution Development, Assistance and Training (OPDAT), a Money Laundering, Assets Forfeiture and Recovery training was conducted on 1-5 October at the Novotel Hotel in Bogor. Forty-four prosecutors, 33 male and 11 female, attended the training program, representing DPOs, PPOs, and AGO *Badiklat*. The training subjects were delivered by national and international experts who taught on the linkages between crimes of corruption, trafficking, drug trade, and money laundering. Trainers from US Department of Justice detailed case studies, while trainers from PPATK and OPDAT explained procedures for Mutual Legal Assistance.

***Intelligence Unit.*** C4J is requesting approval from USAID to meet the *Badiklat*'s request to support development of training materials for the Intelligence Unit. C4J will not begin any support to trainings for Intelligence until approved by USAID.

***Annual Monitoring and Evaluation:*** The AGO Training Agency conducted an annual evaluation of its training programs. At the end of 2011, C4J cooperated with the Training Agency in completing an evaluation of its training programs using data previously collected by the AGO. In 2012, C4J cooperated again with the Training Agency to develop an improved system for management of data and evaluations of programs. C4J is planning to support the Training Agency to evaluate training programs again 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***

During this quarter, C4J drafted a training module for public information managers (*Pejabat Pengelola Informasi dan Dokumentasi*, or *PPID*) to improve public access to information in prosecutors' offices. The draft *PPID* training module was prepared by a C4J subcontractor utilizing inputs from prosecutors and staff during earlier courses and with the participation of *Badiklat*.

C4J's communications team is preparing a workshop and focus group discussion (FGD) to finalize the draft *PPID* training module. The discussion will involve the Legal Information Center (*Pusat Penerangan Hukum*, or *Puspenkum*) and *Badiklat* to ensure that the *PPID* training program is included in the annual state budget.

These planned activities are postponed, however, pending authorization from USAID to proceed with this assistance to *Puspenkum*, which functions under the AGO's Intelligence Unit.

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

**Video Production.** C4J has completed the production of 10 minute documentary on public expectations of prosecutors and the efforts undertaken by the AGO to improve public service.

#### ***Publication Materials.*** C4J

Communication Team held a meeting with the head of AGO's Planning Bureau to discuss a plan to integrate the video described above with other planned publications, including brochures and banners. C4J is planning to assist the Planning Bureau in disseminating information on the AGO's grand design for reform by distributing posters among the prosecutors' offices. The head of the planning bureau agreed to use the tagline created by C4J, *kejaksaan.transparan* (transparent prosecution) in all publication materials.



Photo above: A participant at the AGO basic photography training in Bogor on October 20-21 practices taking photos of street artists around the Kebun Raya, Bogor.

**Public Speaking.** C4J has completed public speaking training for most of the Echelon III officials in the AGO headquarters. The public speaking training was designed to enhance the capacity of AGO officers in dealing with the public and media, and addressed such subjects as improving self-confidence in front of an audience, responding to questions, selecting effective talking points, and effective wrap-up.

**Increasing *Puspenkum's* Engagement with the Public.** C4J completed a basic photography training program on 20-21 October. The training was held in Bogor and led by Eko Bambang Subiantoro, a professional, award-winning photographer. There were 13 participants from *Puspenkum*, all of whom were very active during the interactive discussion and exercises.

Based on the trainer's assessment of the participants at the basic training, the communications team and *Puspenkum* agreed on eight individuals to be invited to take part in an advanced photography training. The advanced photography training was held on 24-25 November.

## **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 2: Quarter 10 Total Participation by Position Title and Gender (N=number)**

NO.	Training/Workshop/ Event Title	Male		Female		Prosecutor				Non Prosecutor				TOTAL	
		N	%	N	%	Male		Female		Male		Female		N	%
						N	%	N	%	N	%	N	%		
1	<b>Training:</b> Anti Money Laundering, Assets Forfeiture and Recovery Training - Bogor, October 1-5, 2012	33	75%	11	25%	33	75%	11	25%	0	0%	0	0%	44	100%
2	<b>Training:</b> Leadership, Human Resources and Public Speaking Roll Out I Training - Bogor, October 15-19, 2012	33	89%	4	11%	33	89%	4	11%	0	0%	0	0%	37	100%
3	<b>Workshop:</b> Improvement of Workflow & Standard Operating Procedures Workshop I AGO Badiklat - Tangerang, October 15, 2012	10	71%	4	29%	8	57%	4	29%	0	0%	0	0%	14	86%
4	<b>Training:</b> Photography for Attorney General Office Bureau of Public Relation Training - Tangerang, October 20-21, 2012	13	76%	4	24%	2	12%	1	6%	11	65%	3	18%	17	100%
5	<b>Training:</b> AGO Leadership, Human Resources & Public Speaking Training on Trainers - Bogor, November 5-9, 2012	11	92%	1	8%	6	50%	1	8%	5	42%	0	0%	12	100%
6	<b>Study Visit:</b> Case Administration System in Surabaya District Court and Sidoarjo District Prosecutor Office, November 8-9, 2012	5	83%	1	17%	0	0%	0	0%	5	83%	1	17%	6	100%
7	<b>Training:</b> Photography for Attorney General Office Bureau of Public Relation Advanced Training - Bogor, November 24-25, 2012	6	86%	1	14%	1	14%	0	0%	5	71%	1	14%	7	100%
8	<b>Training:</b> AGO Leadership, Human Resources & Public Speaking Roll Out Training II - Surabaya, November 26-30, 2012	31	86%	5	14%	31	86%	5	14%	0	0%	0	0%	36	100%
9	<b>Workshop:</b> Improvement of Workflow & Standard Operating Procedures Workshop II AGO Badiklat - Jakarta, November 26 & November 29, 2012	20	63%	12	38%	7	22%	6	19%	13	41%	6	19%	32	100%
10	<b>Workshop:</b> Improvement of Workflow & Standard Operating Procedures Workshop III AGO Badiklat - Jakarta, December 7, 2012	3	60%	2	40%	3	60%	1	20%	0	0%	1	20%	5	100%
11	<b>Training:</b> AGO Leadership, Human Resources & Public Speaking Roll Out Training III - Makassar, December 10-14, 2012	28	80%	7	20%	28	80%	7	20%	0	0%	0	0%	35	100%

## OBSTACLES TO ACTIVITY IMPLEMENTATION

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

## ANNEX A: INDICATORS

### C4J PERFORMANCE MONITORING PLAN FY 2013 ACHIEVEMENT

Current Reporting Period: Fiscal Year 2013 (October – December 2012)

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q10	Q11	Q12	Q13		
<b>COMPONENT 1: SUSTAINING AND BROADENING REFORMS IN THE SUPREME COURT</b>								
1.1	Number of judges trained with U.S. government assistance	36	12				12	During this reporting period, 12 judges have received capacity building from the project. Of these 12 participants, 25% are women participants.
1.2	Number of non-judge court staff who received U.S. government training	84	46				46	During this reporting period, as high as 46 non-judges have received capacity building from the project. Out of these 46 participants, 35% are women participants.
1.3	Percentate of target personnel satisfied with project trainings	80%	91%				91%	Based on all the training sessions conducted for SC in this period of reporting, as high as 91% of the participants mentioned their satisfaction towards the trainings provided by C4J.
1.4	Number of new courses or curricula developed and adopted, in cooperation with the Pusdiklat, with USG assistance and other Supreme Court management units	4	5				5	During this reporting period, five modules have been developed: <ul style="list-style-type: none"> <li>- CTS version 2 module for Administrator</li> <li>- CTS version 2 module for Users</li> <li>- Quality of Minutes of Hearing (CJE II)</li> <li>- Case Flow Management (CJE II)</li> <li>- Ethics (CJE II)</li> </ul>
1.5	Number of USG assisted courts with improved case management	16	9				9	During this period of reporting, as much as 9 district courts have been identified as using the improved case management of CTS. These district courts are those that receiving direct assistance from the project.
1.6	Number of policy papers, e.g. draft decree letter (Surat Keputusan), standard operating procedure, or other management tool on Supreme Court Blueprint Implementation that are accepted for issuance by the Supreme Court	2	0				0	No updates during this period of reporting. Throughout this fiscal year, the Access to Justice is aiming to produce several papers, such as recommendations on prodeo standard development workshop, mobile court, posbakum workshops as well as several best practices on juvenile justice and woman and children's violence victims. Other documents to be completed are including competency-based profile guidelines for case management profile positions and e-learning blue print/plan development. From the Case Management area, several documents are planned to completed by mid of this fiscal year, namely, papers on human resources, IT infrastructure, funding & supervision and on BPR.
1.7	Significant positive change in public perception of court's performance as evidenced through public surveys		0				0	The activities related to this indicator has just commenced during this reporting period where the bidding process was conducted. It is expected that the contract

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q10	Q11	Q12	Q13		
								award and fieldwork can be completed during the Q11 reporting period, where C4J will define the target. The final report will be completed in Q12 reporting period.
<b>KRA 1.1. Enhanced Management, Transparency, and Accountability of the Supreme Court</b>								
<b>Sub-KRA 1.1.1. Human resources more strategically placed in the Supreme Court management</b>								
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				0	No updates for this period of reporting. It is expected the series related to this specific indicators to be commenced when the application of competency-based profile guidelines is completed.
1.9	Application of the competency-based profile guidelines for case management related positions, i.e. judges and registrars	0	0				0	The process of developing the competency-based profile guidelines have been started during this period of reporting. The draft of guidelines have also been introduced for comments in a workshop attended by all High Court Chief Judges in Denpasar, December 2012. This document will contain guidelines on specific behavioral and technical competencies required for a specific position. This guidelines is going to be presented to the Chief of Justice, and is expected to be approved by the end of January 2013. .
1.10	Number of people trained on human resources	20	0					No updates during this period of reporting.
<b>Sub-KRA 1.1.2. Budget and Finance: Enhanced quality and efficiency of the Supreme Court administration and finance staff</b>								
1.11	Number of administration and finance staff trained		0				0	No updates during this period of reporting.
1.12	Number of USG-supported studies and sessions held regarding proposed changes to the country's legal framework to support judiciary budget independence	1	0				0	There is no update for this reporting period as the study for Judiciary Budget Independence has been postponed to 2013, in which the subcontract award is expected to take place early January 2013.
1.13	SC annual audit result by BPK (Supreme Audit of Indonesia)	1	0				0	The Audit for Calendar year 2011 has been completed a result of unqualified audit opinion for audit of SC financial statements by BPK (Supreme Audit of Indonesia).  The report was published in 2012. The next cycle of audit will be for Calendar Year 2012, which is currently ongoing and being conducted by BPK. The report is expected to be published in June 2013.
<b>Sub-KRA 1.1.3. Case Management: Strengthened court capacity to use case management systems (see also Sub-KRA 1.1.4)</b>								
1.14	Number of case management-related regulations reviewed and amended to support business process re-engineering (BPR)	1	0				0	The series of activities for this particular indicator has not been started. It is expected by the end of this fiscal year, a draft of regulation change on Pola Bindalmin will be produced.
1.15	Number of courts provided with new IT equipment	1	0				0	<i>This indicator is completed and will not be reported in the following reporting period.</i> The last of four courts supported by C4J has received IT equipment in September 2012. The installation was completed in October 2012. This achievement has been reported during Q09 reporting and therefore it is not being reported during this quarter. In total the 4 courts that received IT equipments from C4J are courts in Palembang, Samarinda, Bandung and Denpasar.

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q10	Q11	Q12	Q13		
1.16	Number of courts using Case Tracking System (CTS)	7	9				9	All of C4J's courts partner have been implementing the CTS. On a more broaden scoop, as much as 32 High Courts and 350 District Courts have received the CTS software distributed by C4J. During this reporting period, 2 High Courts and 121 District Courts have been implementing the system of ver.1, respectively. While the number of total number of district courts already implementing ver 2 is 24 district courts.  <i>This number of achievement for this indicator may not change through the fiscal year. However, C4J will be updating the number of courts that have been implementing the system –even though this is beyond the control of C4J to which extent the implementation has taken place.</i>
1.17	Number of courts using SMS reporting system on legal aid service	24	66				66	Continuing from the fiscal year 2012, as much as 66 courts throughout Indonesia has been implementing SMS reporting system on legal aid service activities.
1.18	Number of CTS trainers developed	12	13				13	During this period of reporting, the project has established 13 trainers, whom 38% of them are women. Of all these trainers, they are located at the national offices in Jakarta, they are based in BADILUM, Ditjen BADILUM, Supreme Court, and Badan Litbang Diklat Kumdil.
1.19	Number of people trained on CTS	35	24				24	During this reporting period, the project has trained 24 people on CTS version 2. The majority of participants on these series of training were male participants (88%).
1.20	Number of Case Tracking System (CTS) training courses developed	2	2				2	C4J has produced two modules for the CTS ver.2 training series. Those modules are guidelines for administrator and users. The project will not be producing any new modules, even though there is possibility these modules to be revised/updated, if necessary.  <i>Therefore this particular indicator can be considered as completed.</i>
<b>KRA 1.2. Improved Capacity, Integrity and Technical Legal Competence of Judges and Court Staff</b>								
<b>Sub-KRA 1.2.1. CJE II Program Developed</b>								
1.21	Number of Continuing Judicial Education II trainers on Case Flow Management, quality and Judges ethics		0				0	There is no update during this period of reporting.
1.22	Number of people trained on CJE II	67	0				0	There is no update during this period of reporting.
1.23	Number of Continuing Judicial Education II curricula developed		3				3	For this reporting period, all three modules have been developed and will move to implementation phase of CJE II, compression, training of trainers. Those modules are Quality of Minutes of Hearing, Case Flow Management and Ethics.
<b>Sub-KRA 1.2.2. Fellowship Program: Mid-level judges, i.e., 6-15 years of experience, are of comparable quality</b>								
1.24	Number of judges graduating from the Masters Degree program	20	0				0	In this reporting period, no students have been graduated. They are now in the stages of finalizing their thesis as part of the graduation process. The thesis examination is expected to conducted by end of January 2013. It is expected this indicator will be completed by Q11 of this fiscal year.

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q10	Q11	Q12	Q13		
1.25	Number of students with a Grade Point Average (GPA) of minimum 3		0				0	No report during this reporting period. This indicator will be reported after the completion of indicator #1.24.  Note: C4J's "control" on this is limited, but the indicator reflects C4J's support for quality of student performance.
<b>Sub-KRA 1.2.3. Additional Courses: Improved judges legal quality</b>								
1.26	Number of curricula on specialized courses		0				0	The series of activities related to this indicator has not been started.
<b>Sub-KRA 1.2.4. Non-Judge Curriculum Development and Training: More committed court staff developed</b>								
1.27	Number of curriculum for non-judge training on Case Flow Management, Quality of Judgements and Judicial Ethics developed	3	0				0	For this reporting period, C4J held two workshops to discuss development of non-judge Judicial Ethics. . While the activities related to to Case Flow Management and Quality of Judgments (Quality of Minutes of Hearing) have not been started.
1.28	Number of non-judge court staff trained on case management, quality of judgment & judicial ethics	30	0				0	No updates during this period of reporting.
<b>Sub-KRA 1.2.5. E-learning: Enhanced Supreme Court training centre (Pusdiklat) methodology</b>								
1.29	E-learning blue print/plan developed		0				0	The draft of e-learning is currently being reviewed during this period of reporting.
<b>KRA 1.3. Improved Court and Public Interaction</b>								
<b>Sub-KRA 1.3.1. Public Information: Improved public service standards and transparency</b>								
1.30	Number of curricula developed on improved public interaction	1	0				0	No updates during the period of reporting. The series of activities will be planned to start on February 2013.
1.31	Number of trainers trained on improved public interaction	12	0				0	No updates during the period of reporting. The series of activities will be planned to start on February 2013.
<b>Sub-KRA 1.3.2. Media Relations: Improved engagement between the court, media and public</b>								
1.32	Number of journalists trained on the judiciary system and the courts		0				0	No updates during this period of reporting.
1.33	Number of courts publication materials	10	0				0	During this reporting period, the series of activities have not been commenced. It is expected the activities will be started during Q11 of this fiscal year where the project will produce banners, videos, posters as well comics to support the project activities.
<b>Sub-KRA 1.3.3. Acces to Justice: Improved access for women, the poor and marginal communities to court service</b>								
1.34	Number of justice seekers assisted on birth certificate cases	100	0				0	<i>The respective Technical Team is not working on providing assistance to justice seekers as per the FY2013 workplan. Therefore this indicator should be deleted.</i>  <i>See additional information in regards to proposing changing this indicator at the bottom of this document.</i>

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q10	Q11	Q12	Q13		
1.35	SC Circular Letter (Surat Edaran Mahkamah Agung/SEMA) on simplifying procedure on requesting birth certificate		0				0	<i>The related technical team is not going to follow up on the activities related to this particular indicator due to changes in their FY2013 workplan. Activities related to this indicator was cancelled. It is suggested that this indicator to be deleted.</i>  <i>See additional information in regards to proposing changing this indicator at the bottom of this document.</i>
<b>COMPONENT 2: SUSTAINING AND BROADENING REFORMS IN THE ATTORNEY GENERAL'S OFFICE</b>								
2.1	Adoption of merit-based criteria or procedures for selection and promotion of AGO personnel through USG assistance		0				0	No updates for this indicator during the period of reporting.
2.2	Number of AGO personnel that received USG training	100	188				188	During this period of reporting, as much as 188 AGO personnel have received capacity building from the project. In which, 18% of them were women participants.
2.3	Percentage of targeted personnel satisfied with project trainings	80%	88%				88%	Based on all the training sessions conducted for AGO in this period of reporting, as high as 88% of the participants mentioned their satisfaction towards the trainings provided by C4J.
2.4	Number of new courses or curricula developed and adopted in cooperation with the Badiklat with USG assistance	1	2				2	During this period of reporting, there 2 modules that have been completed: - Basic Photography Journalism for Puspenkum AGO - Photography Journalism training module
2.5	Number of policy papers on AGO Blueprint are accepted by the AGO	1	1				1	A new Prosecutor Code of Conduct has been signed on 13 November 2012, as part of C4J advocacy. The new Prosecutor Code of Conduct is adopted as AG decree which number is PER-014/A/JA/11/2012
<b>KRA 2.1. Enhanced Management, Transparency and Accountability in the AGO</b>								
<b>Sub-KRA 2.1.1. Human Resources: Improved AGO Human Resources capacity</b>								
2.6	Number of people trained on human resources	110	120				120	During this period of reporting, there were 120 AGO personnel who received capacity building on human resources topic. In which, 24% of them were women participants.
<b>Sub-KRA 2.1.2. Career Advancement: Improved AGO career advancement process</b>								
2.7	A recommendation document on transparent and fair criteria based on measurable selection and promotion methods		0				0	No report in this reporting period. The activities related to this indicator will be conducted after the completion of Work Load Analysis.
<b>Sub-KRA 2.1.3. Prosecutorial Capacity: Improved prosecutorial management, decision making and ethics</b>								
2.8	Sentencing guidelines developed	1	0				0	<i>The technical assistant that the Technical Team is currently providing is on the issues of prosecution guidelines. Therefore this indicator should be renamed to "prosecution guidelines developed".</i> However, a final draft of guidelines for prosecution was developed and pending approval by the DAG of General Crimes.  <i>See additional information in regards to proposing changing this indicator at the bottom of this document.</i>

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q10	Q11	Q12	Q13		
<b>KRA 2.2. Improved Staff Technical Competence and Accountability</b>								
<b>Sub-KRA 2.2.1. AGO Training Agency/Badiklat: AGO Training Agency developed</b>								
2.9	AGO training center (Badiklat) business process document developed	1	0				0	During this period of reporting, the standard operational procedure for business process is in ongoing status. .
2.10	A Basic Prosecutorial Education Training (PPPJ) concept paper developed							<i>This indicator is completed and will not be reported.</i>
2.11	Number of course material developed	1						No updates during this period of reporting.
2.12	Number of AGO Badiklat trainers developed	15	12				12	During this period of reporting, 12 AGO staff have received capacity building from C4J to becoming trainers. In which, 4% of them were women participants.
<b>KRA 2.3. Strengthened Public Information Interface in the Prosecutor's Office</b>								
<b>Sub-KRA 2.3.1. Public Access: Improved Public Access to the AGO</b>								
2.13	Number of AGO personnel trained on public information		24				24	During this period of reporting, 24 AGO personnel have received capacity building on public information. In which, 21% of them were women participants.
2.14	Number of curricula developed on improved public interaction		2				2	During this period of reporting, two modules have been produced. They are Basic Photography for Journalist and Photography Training Module. Other module that is in work of progress is for the PPID training. Activities related to this PPID training would be commenced by February 2013, and will be followed up by drafting of PPID Training Module.
<b>Sub-KRA 2.3.2. Public Engagement: Improved public engagement with the AGO</b>								
2.15	Number of key messages communicated		3				3	During this period of reporting, three main key messages have been communicated. They are Transparency of information for public, anti-corruption, and issues on Integrity. During the coming months, the team will also be working on key messages related to media relation. Based on discussion with AGO, several plannings are in the works, including discussion on key messages for socialization of grand strategy of AGO's Reform. Other discussions were held with Badiklat, which could be taking on the topics of Badiklat's reform, several taglines for Badiklat's awareness raising as well as to build more engagement with Puspenkum (even though these plans have not reached the final stage of discussion).
2.16	Number of participants in stakeholders meeting		0				0	The series of activity for this indicator has not started during this period of reporting. This indicator will be tracked using the attendants sheets to identify the number of participants of the stakeholder meetings.

**Proposals of Deleting/Adding/Reword of Performance Indicators:**

<b>Indicator Number</b>	<b>Current Indicator</b>	<b>Suggested Change</b>	<b>Justification</b>	<b>Target for FY2013</b>
1.34	Number of justice seekers assisted on birth certificates	Number of recommendations and/or best practices produced for core court services	C4J has and will be conducting series of workshops to support the implementation of mobile courts, Posbakum and Prodeo in the courts. The results of those workshops are the recommendation for improvement of the system which will be submitted to the Supreme Court.	A minimum of 3 recommendations, each from mobile courts, Posbakum and Prodeo.
1.35	SC Circular Letter (Surat Edaran Mahkamah Agung/SEMA) on simplifying procedure on requesting birth certificate	Number of standard operational procedures, policies, regulations produced for core court services	As follow up from the recommendation, C4J will advocate the Supreme Court to operationalize the recommendations into approved standard operationa procedures, policies in which this will benefit the marginalized people (justice seekers) to receive a more accessible services from the courts.	Target of 3 SOPs/policies each on mobile courts, Posbakum and Prodeo.
2.8	Sentencing guideline developed	Prosecution guidelines developed	C4J team is actually working on developing the guidelines for prosecution procedures. This document is in the final draft stage and pending for approval by DAG of General Crimes.	One approved guidelines on prosecution procedures.

## **ANNEX B: ADVISOR TRIP REPORTS and DELIVERABLES SUBMITTED TO USAID**

James Moliterno, Continuing Judicial Education Quality of Judgement Consultant. "Quality of Judgement Training (Makassar) Report to the Changes for Justice Project." February 2012.

Stewart Fenwick, Case Management Curriculum Advisor, "Case Management Training – Makassar." February 2012.

Stewart Fenwick, Case Management Curriculum Advisor, "Case Management Training Curriculum Development." June 2012.

Kathryn Fahnestock, Human Resources Advisor. "Data Collection – Review Workload Assessment for the Attorney General Office." August 2012.

Kathryn Fahnestock, Human Resources Advisor. "Workload Assessment for Attorney General Office Progress Report." December 2012.

Stewart Fenwick, Case Management Curriculum Advisor, "Case Management Training Curriculum Development." December 2012.

## ANNEX C: 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	<b>PT. Mitra Perubahan Indonesia</b> (Fixed Price Sub-Contract - Development of Competency Profiles in The Supreme Court of the Republic of Indonesia)	8. Presentation Material	Oct 12, 2012
		6. Workshop(s) Report	Nov 15, 2012
		7. Communications Strategy	Nov 20, 2012
1.1.3	<b>PT. Taramitra Infomatama</b> (Fixed Price Subcontract for the CTS Training and Installation)	7d. Maintenance Reports	Oct 12, 2012
		7e. Maintenance Reports	Nov 09, 2012
		7f. Maintenance Reports	December 7, 2012
	<b>PT. Taramitra Infomatama</b>  (Fixed Price Subcontract for the Developing Web Based Case Tracking System Phase II)		
		3. Progress and Monitoring Reports	Oct 12, 2012
		4. Second Progress Report	Nov 29, 2012
		5. Training Manual for Court Users	Nov 29, 2012
		6. Training Manual for System Administrators	Nov 29, 2012
		7. Pre and Post-test Report	Nov 29, 2012
		8a. Training of Trainers training report	Dec 07, 2012
8b. Supreme Court, Badilum, and one high court to be determined training report	Dec 07, 2012		
<b>Stella Josephine</b>  Case Management Consultant for Design of Policy Paper Facilitation	1. Draft Term of Reference for C4J's facilitation of the production of a Policy Paper on court automation, supplemented with timeline, agenda and expected outputs.		

		1. Final Approved Term of Reference for C4J's facilitation of the production of a Policy Paper on court automation, supplemented with timeline, agenda and expected outputs.	
1.3.1	<b>CV. Dua Mata</b>  Construction of Public Information Desk and its facilities in Makassar District Court	1. Final set drawing 2. Detailed Implementation Schedule 3. List of Purchased Materials 4. Written progress report 5. Written Final Off-site and ready to ship Report	Nov 21, 2012  Nov 28, 2012  Dec 20, 2012
1.3.2	<b>Helena Emerensiana rea</b>  (Fixed Price Service Agreement – Module Development (CMD) for the Information Management and Public Information Service )	1. Draft of interactive training modules on Perja No: PER-032/A/JA/8/2010 and INSJA No: INS-001/A/JA/06/2011 presentation format.	Nov 28, 2012
	<b>Eko Bambang Subiyantoro</b>  Basic Photojournalism Trainer AGO	1. Training Module 2. Conduct Training 3. Final report on the training	October 19, 2012 October 20-21, 2012 October 25, 2012
1.3.3	<b>Nani Zulminarni</b>  Speaker at Workshop on Court Fee Waiver (Prodeo) Procedures for Civil Cases under the courts	1. Services as speaker	Dec 14, 2012
	<b>Wiwik Awiati</b>  Speaker at Workshop on Court Fee Waiver (Prodeo) Procedures for Civil Cases under the courts	1. Services as speaker	Dec 14, 2012
<b>Component 2</b>			
<b>Sub-Key Result Area</b>	<b>Subcontractor</b>	<b>Deliverables Name</b>	<b>Date of Acceptance</b>
2.1.1	PT. Lutan Edukasi		

	(Fixed price Sub-Contract - Leadership, Public Speaking, and Human Resources Training)	B-6.a Training Implementation Report- Jakarta	Oct 29, 2012
		69	Dec 20, 2012
		B-6.c Training Implementation Report- Surabaya	Dec 20, 2012
	<b>PPM Manajemen</b>	B-2b CHRP Training Report (Final Report)	Oct 05, 2012
	(Fixed Price Sub-Contract - Human Capital Management Certification)	B-3 Certification Report	Nov 09, 2012
2.2	<b>Bowo Priyatno</b>		
	(Team Leader on Improvement of Workflow and Standard Operating Procedures at the AGO)	1. Recommendation Report for the Workflow	Oct 30, 2012
	<b>Muhammad Rofiq</b>		
	Team Member on Improvement of Workflow and Standard Operating Procedures at the AGO	1. Recommendation Report for the Workflow	Oct 30, 2012
	<b>Tri Purwanto</b>		
	Team Member on Improvement of Workflow and Standard Operating Procedures at the AGO	1. Recommendation Report for the Workflow	Oct 30, 2012

## ANNEX D: THESIS TITLES BY C4J FELLOWSHIP PROGRAM PARTICIPANTS

No.	NPM	Name	Thesis Title
1	1106030126	Afif Januarsyah	Perampasan Alat Angkut Hak Milik Pihak Ketiga dalam Putusan Tindak Pidana Pembalakan Liar ( <i>Illegal Lodging</i> )
2	1106030220	Amin Imanuel Bureni	Asas Keseimbangan dalam Perjanjian Kredit di Bank X (Studi tentang Klausula Eksonerasi dalam Putusan MA RI no. 3956 K/Pdt/2006 jo Putusan Pengadilan Tinggi Surabaya no. 628/Pdt/1999/PT.SBY jo Putusan PN Gresik no. 37/Pdt.G/1998/PN.GS)
3	1106030265	Andre Trisandy	Ketertiban Perkawinan Melalui Pencatatan dalam Kaitan dengan Syarat Sahnya Perkawinan menurut UU No. 1 Tahun 1974 Tentang Perkawinan
4	1106030416	Ben Ronald P. Situmorang	Pengaruh Putusan Pengadilan Terhadap Pembentukan Undang-Undang tentang Gugatan Warga Negara ( <i>Citizen Lawsuit</i> )
5	1106030555	David F.A. Porajow	<i>Non Conviction Based Asset Forfeiture</i> Sebagai Alternatif Memperoleh Kembali Kekayaan Negara yang Hilang Karena Tindak Pidana yang Berkaitan dengan Perekonomian Negara
6	1106030662	Dwi Hananta	Penyesuaian Batasan Tindak Pidana Ringan dan Jumlah Denda Dalam KUHP Menurut PERMA No. 2 Tahun 2012 (Prospek Penerapan Pidana Denda untuk Mencapai Tujuan Pemidanaan dalam Perkara Pencurian Ringan)
7	1106031015	Harika Nova Yeri	Implementasi Asas Peradilan Sederhana, Cepat dan Biaya Ringan Melalui Pranata Mediasi dalam Penyelesaian Sengketa Perdata pada Pengadilan Negeri Kls I dan Kls II di Provinsi Banten
8	1106031034	Hasanuddin	Pelaporan Harta Kekayaan Penyelenggara Negara dalam UU No. 28/1999 tentang Penyelenggaraan Negara yang Bersih dan Bebas dari KKN
9	1106031116	Hendro Wicaksono	Judicial Activism Hakim dalam Menangani Tindak Pidana Korupsi dalam Kapasitas Memerintahkan Penuntut Umum untuk Memeriksa Saksi Menjadi Tersangka
10	1106031141	I Dewa Gede Budhy Dharma Asmara	Keadilan Restoratif dalam Putusan Hakim atas Kasus Perkosaan Anak (Studi Kasus terhadap Putusan No. 25/Pid.B/2011/PN.Lbt; Putusan No. 49/Pid/2011/PT.GTLO; dan Putusan Nomor: 29/Pid.B/2011/PN.LBT; Putusan Nomor: 67/Pid/2011/PT.GLO; Putusan Nomor 1988K/Pid.Sus/2011)
11	1106031564	Mohamad Sholeh	Kewenangan Inteprestasi Hakim Terhadap Suatu Perjanjian (Tinjauan Terhadap Metode Interpretasi Porposif dalam Putusan MA RI Nomor: 3173 K/Pdt/1994 Tanggal 28 Agustus 1997 dalam perkara antara Ny. Eko Suryaningtyas vs Tn. Misno)
12	1106031583	Muhammad Aliaskandar	Pertanggungjawaban Secara Perdata (Perbuatan Melawan Hukum) dalam Perkara Pidana Dikaji dari Perspektif Sistem Peradilan Pidana
13	1106031601	Muhammad Fauzan Haryadi	Upaya Hukum Peninjauan Kembali oleh Korban dan Penuntut Umum dalam Perkara Pidana Dikaji dari Perspektif Sistem Peradilan Pidana
14	1106031702	Ni Kadek Susantiani	Implikasi Yuridis Putusan Mahkamah Konstitusi Nomor: 46/PUU-VIII/2010 atas Uji Materiil Pasal 43 Ayat 1 Undang-Undang Nomor 1 Tahun 1974 Tentang Perkawinan Terhadap Kedudukan Hukum Anak Luar Kawin Dalam Perspektif Kitab Undang-Undang Hukum Perdata
15	1106031740	Nofita Dwi Wahyuni	Penerapan <i>Restoratif Justice</i> dalam Putusan Pengadilan sebagai Alternatif Tujuan Pemidanaan (Studi Kasus terhadap Perkara yang Telah Diselesaikan Secara Adat, Analisa Putusan No. 21/Pid.B/2009/Pn.Srlgh dan Putusan No. 22/Pid.B/2009/Pn.Srlgh)

16	1106031860	R.A. Asriningrum Kusumawardhani	Pembatalan Perjanjian oleh Hakim Akibat Adanya Penyalahgunaan Keadaan/ <i>Misbruik van Omstandigheden</i> atau <i>Undue Influence</i> (Analisa Kasus Putusan Mahkamah Agung RI No. 3641 K/Pdt/2001 dan Putusan MA RI No. 2356 K/Pdt/2008)
17	1106031886	Ramon Wahyudi	Perbuatan Melawan Hukum Dalam Transaksi Lindung Nilai ( <i>Hedging</i> )
18	1106032011	Rios Rahmanto	Mediasi Penal Sebagai Alternatif Penyelesaian Perkara Pidana
19	1106032384	Wini Noviarini	Perbuatan Melawan Hukum Dalam Hubungan Konstruktual
20	1106032466	Yudhistira Adhi Nugraha	Pemidanaan terhadap Terdakwa Anak yang Terancam Pidana Minimum Khusus dalam Praktek di Pengadilan Sebelum Berlakunya UU Nomor .... Tahun 2012 tentang Sistem Peradilan Pidanan Anak