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# CHANGES FOR JUSTICE PROJECT EIGHTH QUARTER ACTIVITY SUMMARY PROGRESS REPORT

**APRIL TO JUNE 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 EIGHT

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.

### Component 1

- Work continued this quarter with C4J's local subcontractor to develop competency profiles in cooperation with the Supreme Court. This includes development of core competencies, technical competencies, and behavioral competencies for case management-related positions in the general district and high courts. This work will be completed next quarter.
- Verification visits to 22 courts were completed this quarter to validate the findings of the Court Automation Readiness Survey (CARS). Findings from these visits are being addressed in the future policy recommendations and design of Version 2 of the CTS.
- On June 12, the Director General of District Courts (*Badilum*) issued a letter instructing all general courts to begin implementing the CTS, and to begin phasing out other applications.
- The design of enhancements to the CTS, and consultations with the Supreme Court and *Badilum*, to create Version 2 of the software continued this quarter. The functional specifications were completed, and C4J is preparing a request for approval from USAID to award a subcontract for development of the Version 2 software.
- The three-part Continuing Judicial Education (CJE II) course was completed this quarter in the final location at Bandung and Ciawi.
- Development of a roadmap and blueprint for E-learning continued this quarter in consultation with the Supreme Court Training Center (*Pusdiklat*).
- In June, C4J facilitated a one-week study visit for several justices from the Supreme Court to the annual conference of the International Association of Court Administration in The Hague, The Netherlands.

- The new public information desk was completed at the Denpasar District Court in June, and training on the CTS and launch of the system in that court were conducted on June 25-27.
- The C4J communications team led specially tailored trainings for the Supreme Court Legal Information and Public Relations Bureau (*Humas*) on photography and videography, and another training was held for journalists covering the Supreme Court.
- C4J continues to consult with Supreme Court, *Badilum*, and other donors on how to address the impact of the new Legal Aid Bill on the courts.

## Component 2

- Lutan Edukasi was awarded the subcontract to implement the Human Resources Management and Leadership Training.
- PPM was awarded the subcontract to implement the Human Resources and Certification Program.
- The AGO and C4J agreed that the project should focus on revising business processes and development of standard operating procedures in its training center, *Badiklat*.
- The project began preparations for the AGO workload assessment. Detailed design and data collection in prosecutors's offices to be agreed upon with the AGO, will be next quarter.
- C4J has been working closely with the Terrorism Task Force to develop guidelines on handling terrorism cases.
- C4J and the Supervision Technical Team continued their work developing the Prosecutorial Code of Conduct, an effort that began during the first year of the C4J Project.
- Detailed discussions with the Head of Planning Bureau were conducted this quarter on the case management and IT plan. Both parties have reached initial agreement on the plan, which will begin next quarter.
- The final report of the *Badiklat* organizational needs assessment was submitted to the *Badiklat* leadership for review this quarter.
- The AGO has accepted C4J's proposal to apply a new Integrity Training and TOT module, jointly developed with C4J.
- C4J and *Puspenkum* 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.

## INTRODUCTION

This Eighth Quarterly Report summarizes overall activity progress of the Changes for Justice (C4J) Project during the period of April through June 2012. During the quarter, planning began on the Year 3 work plan. A budget modification request was submitted on May 15, 2012, and USAID approval of the budget modification was received on June 6, 2012.

## 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.*

From May 21 through June 14, Indonesian subcontractor Mitra Perubahan Indonesia (MPI) completed data collection for development of the competency profile for the courts. Through this activity, competency profiles are being developed to define core competencies, technical competencies, and non-technical (behavioral) competencies for positions related to case management in the courts, including chief judges, deputy chief judges, judges, secretary/registrars, deputy secretaries, acting registrars, junior registrars, and bailiffs, both in the high courts and district courts. The purpose of developing the competency profiles is to provide objective standards for measuring and evaluating staff performance and, at the same time, developing its potential. Once the competency profiles are in place, the Supreme Court will be able to use the profiles as standard measurement to assess the competencies of the staff in specific positions. In the future, the objective is that the competency profiles are used as a tool for recruiting and selecting staff to identify the best candidates. This would mean individuals possessing the most suitable competencies for the position. The profiles could help with the performance evaluation for the positions studied, so that the Supreme Court places the right person in the right position at times of rotation, transfer, and/or promotion.

The competency profile research, consisting of questionnaires and interviews with judges and court staff, as well as reviews of actual work in the court, was conducted in a total of 23 courts – 8 high courts and 15 district courts – in Jakarta, Banjarmasin, Makassar, Medan, Maluku Utara, Gorontalo, Mataram, and Papua. Each court jurisdiction was selected to represent courts of various size, culture, and workload of cases. The competency profile questions were designed to test respondents' understanding of their own responsibilities, while at the same time verifying their views of the workload through desktop analyses.

Based the data collection, a comprehensive report is being developed by MPI on the competency profile findings, and it will include a draft competency profile, i.e., recommended competencies per position. This report will be completed in Bahasa Indonesian and delivered to the Supreme Court next quarter. The findings will be submitted to C4J in July, and the final draft of the competency profile will be

presented to Supreme Court Human Resources Working Group for their inputs and discussion in August.

**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 Legal Aid.*** The courts have encountered substantial problems disbursing funds budgeted for legal aid. To identify obstacles and solutions to improved expenditures of legal aid funds, this quarter the C4J Project reviewed the budget disbursements for courts' legal aid programs in North Sumatera, West Java, and East Java.

A C4J project team interviewed the chief judges, secretary/registrars, representatives of the planning and financial units, representatives of legal aid services, and beneficiaries of legal aid in six district courts. The C4J team concluded in its report that court practices vary widely and that some court leaders have performed much more effectively than others. The total budget for the legal aid programs is approximately IDR 9,888 million, which represents 48 percent of Indonesia's national budget for legal aid. Based on data collected by C4J from the high and district courts, total disbursements during the first quarter of 2012 was approximately IDR 552 million, or 6 percent of the allocated budget. While on average the total budget disbursement is low, C4J found that some courts have been highly effective. For example, the Bale Bandung District Court in West Java disbursed 46 percent of the allocated budget in the first quarter of 2012.

Based on its visits and findings, C4J has provided recommendations to the Director General of the General Courts (*Badan Peradilan Umum*, or *Badilum*) on effective management and disbursement of legal aid funds. As a result, the Director General has issued a letter to chief judges of the general courts requiring them to expedite implementation of the legal aid program, and C4J will monitor the quantitative performance data of this program through the end of December 2012.

Concerns about continuation of the legal aid program after 2012, and strategies for sustaining the legal aid budget in the courts (due to the new Legal Aid Bill) are discussed under KRA 1.3, Access to Justice.

***Budgeting and Disbursing of Funds for Information Technology.*** Throughout the month of June, C4J participated in regional meetings for development of the 2013 indicative budget for the district courts in South Sumatera, South Kalimantan, South and West Sulawesi, and Bali. The objective of this activity was to provide technical assistance to the courts in budgeting for implementing, supporting, and sustaining the case tracking system (CTS, or *SIPP*) in each court, as sustainability of the CTS is dependent on preparation of an adequate and specifically defined internal budget.

Unfortunately, the district courts have limitations on implementing the CTS using their internal budgets. The allocated infrastructure budget for each district court is small compared to the total investment necessary for successful implementation of a system as simple as even the CTS. Each district court had IDR 100 million allocated for infrastructure improvements in 2013, while the total budget for meeting the minimum requirements of an advanced CTS network is IDR 238 million. In addition,

most district courts lack an IT officer with the capability to develop and maintain the IT system. In response, C4J is working with the Supreme Court and the Indonesian subcontractor Taramitra Informatama to develop a strategy for lowering the minimum requirements and achieving at least minimal automation of data and automated reports, e.g., with fewer computers, no computer networking, and no servers in courts with limited resources. Reduced computer requirements, however, would require that the CTS utilize only more basic functions.

**Coordination with the Supreme Court and Bappenas.** C4J has met with the Head of the National Development Agency (*Bappenas*), Planning and Programming Unit, to discuss a national budget allocation for the implementation of critical legal aid support and the CTS in all general courts. It was agreed that a request for a national budget allocation should come from the Secretary of the Supreme Court. C4J will discuss this potential solution with the Secretary, other Supreme Court leaders, and *Bappenas* at a budget planning meeting tentatively scheduled for July. In preparation for this meeting, C4J is preparing sample budgets for implementation of the CTS, and critical legal aid support that should be part of the courts' core services.

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

The previously conducted Case Information Management Summit (CIMS), conducted in February 2012, produced important recommendations to the Supreme Court on improving case management. Two such recommendations included: development of a policy paper on court automation; and in-depth research on revising the Supreme Court's procedural rules (otherwise referred to as Book II, *Pembinaan dan Pengendalian Administrasi, or Bindalmin*).

**Development of Policy Paper.** Based on the recommendations from the CIMS Summit, the project has begun developing a policy paper on court automation, and assessing and developing recommendations on revising the procedural rules for courts that are substantially automated. This work will include consultant visits by one to two US experts and subcontracts with local experts to assist with drafting.

Pak Widayatno Sastro Hardjono, Junior Chief Justice for Development, speaking at the Closing Ceremony of the Case Information Management Summit (CIMS):

*The implementation of automation needs to be equipped with changes in rules. The Pola Bindalmin for a long time has provided guidance on case administration in the courts. It is open for amendment so that information technology for case administration can be implemented properly.*

Below: Deputy Chief Justice Widayatno delivers the closing remarks at the CIMS Summit.



A draft outline for the policy paper on court automation was produced by a US consultant at the end of June. This draft will be discussed with the Supreme Court at individual meetings with key Supreme Court leaders beginning in early July, and work on it should begin next quarter.

***Revising the Supreme Court's Procedural Rules.*** Beginning next quarter, C4J may subcontract with a local consultant to assist with development of proposed revisions to the Supreme Court's procedural rules (business process reengineering). These proposed revised procedural rules will be drafted specifically for implementation in those general courts that fully implement Version 2 of the automated case tracking system (CTS), as described below. Revisions, if feasible and agreed upon by the Supreme Court, would include exemptions from requirements to maintain manual registers and other streamlined processes made possible through automation.

***Implementation of Automated Case Management.*** As

reported in earlier quarterly reports, the Court Automation Readiness Survey (CARS) of all courts in Indonesia (i.e., General, Religious, Administrative, and Military Courts) found that most courts are ready for automation (particularly in relation to automation of case

Drs. Bakhtiar, MH, Chief Judge of the Kotabaru Religious Court:

*The C4J visit has brought a new era when the chief judge of the general district court and chief judge of the religious court sit together to discuss the advancement of court services to the public. Kotabaru Religious Court herewith states that it will assist its district court neighbor in the transition period toward a better case information management system. Our staff will be ready to give technical assistance whenever the chief judge of the district court needs us.*

information). This finding was confirmed through verification visits in April to 22 courts.<sup>1</sup> These verification visits generally reconfirmed what the courts had self-reported, the verification visits found that guidance is needed through a Supreme

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<sup>1</sup> The courts visited included:

1. Bandung Military Court
2. Kupang High Court
3. Ende District Court
4. Masohi Religious Court
5. Masohi District Court
6. Ambon District Court
7. Ambon Religious High Court
8. Bitung District Court
9. Manado District Court
10. Banjarmasin High Court
11. Banjarmasin Religious High Court
12. Banjarmasin District Court
13. Banjarmasin Religious Court
14. Kotabaru District Court
15. Kotabaru Religious Court
16. Batulicin District Court
17. Batulicin Religious Court
18. Pelaihari District Court
19. Pelaihari Religious Court
20. Martapura District Court
21. Martapura Religious Court
22. Palangkaraya District Court

Court policy paper, described above, on how case information should be managed in courts with few cases, poor infrastructure, and limited human resources; and how to prioritize and sustain court automation budgets.

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

***Implementation of the CTS at the Denpasar District Court.*** The CTS was installed in the Denpasar District Court, and training provided, on June 25-27. The training was attended by a total of 51 participants, consisting of 25 females and 26 males district court staff and two registry staff from the Bali High Court. Installation of new IT equipment, to link court data with the public information desk, will be completed next quarter following delivery of a limited number of new computers and servers provided by the C4J project to the court, and installation of new electrical and network cabling to accommodate the new equipment where it is to be installed in the court.

As noted under public information later in this report, installation of the new model public information desk in the Denpasar District Court was substantially completed this quarter. Speeches were provided by Pak Widayatno Sastro Hardjono, Junior Chief Justice for Development, and Pak Cicut Sutiarto, Director General of *Badilum*, on the occasion of the training and formal launching of the public information desk.

***CTS Performance.*** As of June 2012, more than 33,484 cases were entered into the CTS of the district courts in Palembang, Samarinda, Surabaya, Bandung, Medan, Makassar, East Jakarta, Semarang and Denpasar. Case information can be viewed at the following courts' websites:

- Bandung District Court: <http://cts.pn-bandung.go.id>
- Palembang District Court: <http://cts.pn-palembang.net>
- Samarinda District Court: <http://cts.pn-samarinda.go.id>
- Surabaya District Court: <http://cts.pn-surabayakota.go.id>
- Medan District Court: <http://www.pn-medankota.go.id>
- Makassar District Court: <http://www.pn-makassarkota.go.id/cts/>
- East Jakarta District Court: <http://www.pn-jakartatimur.go.id/cts/>
- Semarang District Court: <http://cts.pn-semarangkota.go.id/>
- Denpasar District Court: <http://cts.pn-denpasar.go.id/>

Below: I Gede Ngurah (far right), Secretary/ Registrar at the Denpasar District Court, briefs the Supreme Court's Head of Legal and Public Relations (*Humas*) Dr. H. Ridwan Mansyur SH., MH. (center), on the recently completed model public information desk. Denpasar District Court's Chief Judge, Istiningsih Rahayu, SH., M.Hum. (far left) listens.



**Expansion of the CTS.** C4J is in the process of enhancing the CTS to “Version 2”. Phase 1, i.e., the design and development of the technical specifications for Version 2, was completed this quarter. C4J will continue with Phase 2, i.e, software development, testing, and implementation in pilot courts, next quarter.

On June 12, *Badilum* issued a formal letter ordering all general courts to begin implementation of the CTS. At *Badilum*'s request, C4J has sent Version 1 of the CTS to all general district courts and high courts so they can begin familiarizing themselves with the CTS.

Although Version 1 does not automate the high courts nor all case types within the general courts, C4J agreed to distribute Version 1 to all general courts so they can begin familiarizing themselves with the software. This quarter, C4J produced copies of CTS Version 1, along with an installation and training kit, on CD for distribution to the 352 general district courts and 30 high courts throughout Indonesia.

In preparation for development of Version 2, C4J began testing new automated reports on Version 1 in the Medan District Court. If all goes well with this testing, C4J will proceed with the design work for fully automated reports in Version 2.

Version 2, which includes almost all case types,<sup>2</sup> forms/templates, and new automated forms of reports,<sup>3</sup> will slowly be rolled out this Fall following testing, and then only in a few, select high court and district court jurisdictions (i.e., high courts and select district courts under their supervision). C4J will prioritize testing Version 2 in only the most advanced, accessible, and fully automated courts before attempting to spread it further.

I Gede Ngurah A.W, SH.,MH., Secretary/Registrar of the Denpasar District Court:

*The CTS has certainly helped the case administrative staff in executing their daily tasks and providing timely information. The recently implemented case tracking system in the court has helped the court leadership to better control the staff's work, especially monitoring case data and information.*

As described above, it is hoped that, through C4J's work on business process reengineering, a few of the most advanced courts will be permitted to pilot producing only the automated reporting forms and cease producing the manual registers/reports in

their courts. This however is subject to agreement with the Supreme Court, *Badilum* and individual high courts.

**Formal Transfer of Procured Equipment to the Courts.** The C4J project has been coordinating with the Supreme Court to formally transfer all equipment from the C4J inventory to the Supreme Court. In turn, the Supreme Court intends to transfer all procured equipment to the respective district courts. Prior to completion of the transfer, however, the Supreme Court has asked that C4J repair a broken router in the Bandung District Court and a broken LCD screen in the Palembang District Court. The router is being replaced and, following unsuccessful efforts to repair the LCD

<sup>2</sup> It does not include traffic cases nor post-judgment events, such as bankruptcy.

<sup>3</sup> Those reports were developed for the Supreme Court by a local NGO, the Indonesia Center for Law and Policy Study (*Pusat Studi Hukum dan Kebijakan* or PSHK).

screen, a request for approval is being submitted to USAID to procure a new screen. Procurement of these replacements will be completed in August.

**Digital Audio Recorder (DAR) FTR.** C4J reported last quarter that two of the DAR units were discovered not be working properly. We researched complex repair/replacement options, as service and/or warranty options are not available in Indonesia. Based on consultations with the authorized representative from FTR (the company from which C4J procured the units), we succeeded in getting one new replacement this quarter. The second replacement will be delivered next quarter.

## **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 Continuing Judicial Education (CJE II) program was completed this quarter in the following regions and participants (Table 1 below):

**Table 1. CJE II Participants**

CJE II	Date	Number of participants	
		Men	Women
<b>WEST SUMATERA – Padang and Bukitingi</b>			
Case Management	23-25 April 2012	22	9
Quality of Judgment	8-10 May 2012	22	8
Judicial Ethics	22-24 May 2012	22	8
<b>EAST JAVA – Bandung and Ciawi</b>			
Case Management	5-7 June 2012	13	18
Quality of Judgment	19-21 June 2012	14	17
Judicial Ethics	3-5 July 2012	14	17

Among the students from each region, some champions were selected to attend the next training to serve as resource persons and to learn the subject matter better. These champions proved to be very helpful in assisting the main trainers during the courses and facilitating small group discussions. It is envisioned that they may be used as resource persons for the Supreme Court Training Center in the future.

### **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 masters' degree students completed their second semester. To supplement their learning, C4J introduced them to other C4J program activities, described below, and encouraged them to apply their learning as "agents of change" in their respective courts after graduating from the masters' degree program.

The Director General of *Badilum* organized a workshop to the students on the case tracking system (CTS) and access to justice. The presentation on the CTS was delivered by the C4J court administration specialist. In his presentation, the court administration specialist explained the CTS and its benefits to court administration.

The second presentation, on access to justice, was delivered by the C4J access to justice specialist, who explained to the students C4J's work with the Supreme Court on strengthening access to justice by the poor and marginalized persons. This presentation focused on C4J's efforts to help such persons to obtain birth certificates in an efficient and low-cost way. The access to justice specialist also shared her experience on her visit to the Stabat District Court, which has successfully provided services to the poor and marginal people to obtain birth certificates, and which is serving as an example to other district courts.

Judge Ramon Wahyudi, who returned from his participation on the International Visitor Leadership Program (IVLP) in the US, also delivered a presentation to his colleagues on his experiences during his participation on the IVLP.

The masters' degree students are now conducting field research for their thesis, which they will begin during their third semester, in early September 2012.

### **Sub-KRA 1.2.3 Additional Courses:** *Improved judges legal quality*

The Supreme Court Working Group on Education and Training had asked C4J to develop two additional CJE II courses: State Financing; and Legal Reasoning.

Judge Haga Sentosa Lase, Sawahlunto District Court, West Sumatera:

*Unlike the conservative one-way teaching method, the CJE II teaching methods encouraged us to exchange ideas and to see things from the perspective of justice seekers, especially in learning how to prepare better quality judgments. We were challenged to compose a decision that is easily understood by all parties.*

Below: Judge Albertina Ho, one of the trainers for CJE II program, facilitates the Judicial Ethics course at the Supreme Court's Education and Training Center in Ciawi, West Java. The interactive methodology of the CJE II program encouraged them to share different points of view with each other and to learn through a variety of interactive learning methods.



However, during consultations relating to planning for Year 3, it was decided that these two courses should be dropped as they are not part of the core CJE II program, or are already subsumed within the existing program.<sup>4</sup>

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

The Supreme Court asked C4J to develop curriculum and training modules for acting registrars. This quarter, C4J met with *Pusdiklat* leaders and the JRTO to begin planning this program.

Work this quarter focused primarily on development of forms and templates as work tools, which will be integrated in Version 2 of the CTS for use by acting registrars.

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

This quarter C4J continued development of the draft roadmap for e-learning and the e-learning blueprint. The Head of *Pusdiklat* suggested that a focus group discussion be held with the leadership of the Training Center next quarter.

**KRA 1.3 Improved Court and Public Interaction**

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

**Public Information Desk Training.** As described above under implementation of IT, installation of the public information desk in the Denpasar District Court, Bali, was completed this quarter. To disseminate information on reforms supported through C4J more widely, a public information desk training for seven district courts and representatives from the high court will be held in Denpasar in July.

**Photography and Videography Training.** C4J conducted training on photography and videography for the Supreme Court's *Humas* staff in Tangerang on June 29 through July 1. The training focused on basic photography and videography skills. The trainers included award-winning photographer Eko Bambang Subiyantoro and award-winning documentarist Daniel Rudi Heryanto. There were 14 participants from *Humas*. The training focused on hands-on skills for the participants. The discussion and classroom session were a smaller part, and field exercises dominated the sessions. For example, participants were asked to create a "photo essay" based on whatever was available in the vicinity. For the videography session, a simulated inauguration of a judge was produced and videotaped.

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<sup>4</sup> For example, legal reasoning is part of quality of judgments.

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

**Workshop for Journalists.** In close collaboration with the Public Relations team of the Supreme Court, the C4J communications team facilitated a workshop for journalists on June 26. The purpose of this workshop was to develop a much deeper understanding among the journalists on legal terminologies in covering cases and other Supreme Court news.

Conducting such an event for journalists was indeed a challenge for the team, since journalists are in “standby mode” for any sudden news event. Nevertheless, 15 journalists attended the session. Despite the low attendance, two positive outcomes were generated from this workshop for journalists. First, based on the material presented by the Head of Legal and Public Affairs of the Supreme Court (*Humas*), Dr. Ridwan Mansyur, and The Supreme Court’s Registrar, Suroso Ono, the C4J communications team is being utilized to develop guidelines to assist journalists covering judicial matters. Secondly, Dr. Ridwan Mansyur expressed his interest in holding more workshops in the future to reach more journalists in more locations around Jakarta.

Ifah Arthur, Supreme Court Public Relations Staff

*This training is an eye-opener for me. Now I can explore more things with my camera and I am amazed that I can do so many things with only simple tools. It is true that good photography does not depend on the sophistication of the tool, but more on how we capture moments!*

Below: Participants at the photography and videography training explore the various functions of their cameras. Understanding how the camera works and functions is the fundamental lesson to learning photography more deeply. Following the basic introduction to the camera, participants were invited to create a “photo essay”, as discussed in this section.



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

As highlighted in seventh quarterly report, C4J successfully encouraged *Badilum* to issue technical guidelines for handling civil cases in relation to SEMA 10, and, in March, successfully held the SEMA 10 national workshop in cooperation with *Badilum* and the World Bank Justice for the Poor (J4P) Project.

Building on this earlier work, a C4J team visited six district courts in Bandung, Bale Bandung, Medan, Stabat, Surabaya, and Sidoarjo in May to assess the impact of the technical guidelines for civil case handling per SEMA 10. Most of the courts visited acknowledged that the technical guidelines have encouraged more justice seekers to access SEMA 10 services, namely *posbakum*, *pro deo*, and *zitting plaats*, for birth certificate petitions. High birth certificate application rates have been noted since the

beginning of 2012, and especially since April. Some of the results are described in the box below.

**Stabat District Court**

*The technical guidelines on civil case handling that were socialized at the SEMA 10 National Workshop have been very much useful for the poor community who would like to file a birth certificate petition. The amount of down payment provided, as written in the guideline, has encouraged more poor in the local community to get birth certificates, mainly for children.*

**Surabaya District Court**

*The increasing number of birth certificate applications have led this court to allocate a pro deo [fee waiver] budget, as instructed in the technical guidelines, in at least 100 birth certificate cases per month.*

**Sidoarjo District Court**

*We have to acknowledge that, after the national workshop, the total number of birth certificate applications, using the pro deo budget, has been increasing.*

The findings from the court visits have encouraged *Badilum* to issue a circular letter to all general courts requesting them to expedite SEMA 10 implementation. In collaboration with C4J, *Badilum* is distributing materials on more effective implementation of SEMA 10 to all district courts. *Badilum* has uploaded the materials from the SEMA 10 national workshop, along with the SEMA 10 publications developed by C4J, onto its website. The Semarang and Wates District Courts have independently uploaded the SEMA 10 publications onto their websites.<sup>5</sup>

Judge Harika Nova Yeri actively participates in the discussion during the session on access to justice for C4J masters' degree students (fellowship program).



On the issue of improving court services relating to birth certificates, C4J is coordinating closely with the J4P Program, the TIFA Foundation, the AusAid-funded AIPJ Project, and the Supreme Court's judicial reform team (JRTO), on implementation of legal aid. C4J also continues to coordinate closely with *Bappenas* on the issue of state budgeting for legal aid under the Supreme Court's budget next year. *Bappenas* has already indicated to C4J that it will sustain *prodeo* and *zitting plaats* under the courts' state budget.

<sup>5</sup> Also of note, the Wates District Court has also independently constructed a new public information desk following C4J trainings.

One of the challenges ahead for access to justice is the impact of the new Legal Aid Act, which is supposed to shift responsibility for legal aid services to the Ministry of Law and Human Rights. There continue to be challenges to implementing the law due to lack of funds and internal regulations. C4J will support the Supreme Court to revise SEMA 10 to strengthen *posbakum*, *prodeo*, and *zitting plaats* services.

Next quarter, C4J will conduct additional data collection activities on implementation of SEMA 10 in the courts, and propose revisions to SEMA 10. This will include intensive communications with the Supreme Court, *Badilum*, and the Ministry of Law and Human Rights on the Legal Aid Act's implementation in relation to legal aid and core services in the courts.

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

Table 2 below provides a summary breakdown, by gender, and by judge and non-judge, of participation in C4J activities during this reporting period:

**Table 2: Quarter 8 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	%
<b>Training:</b> Public Information Training on Info Desk Officers - Bandung, April 10, 2012	0	0%	2	25%	4	50%	2	25%	8	100%
<b>Training:</b> Case Tracking System Roll Out Training - Makassar, April 16-18, 2012	10	21%	1	2%	20	42%	17	35%	48	100%
<b>Training:</b> Continuing Judicial Education II (CJE) Roll Out: Case Flow Management - Padang, April 23-25, 2012	22	71%	9	29%	0	0%	0	0%	31	100%
<b>Training:</b> Case Tracking System Roll Out Training - East Jakarta, April 23-26, 2012	8	16%	4	8%	22	43%	17	33%	51	100%
<b>Training:</b> SMS Reporting for Legal Aid Cases - Bogor, May 1, 2012	0	0%	0	0%	26	87%	4	13%	30	100%
<b>Training:</b> Case Tracking System Roll Out Training -	7	14%	2	4%	23	47%	17	35%	49	100%

Semarang, May 7-8, 2012										
<b>Training:</b> Continuing Judicial Education II (CJE) Roll Out: Quality of Judgment - Padang, May 8-10, 2012	22	73 %	8	27%	0	0%	0	0%	30	100%
<b>Training:</b> Continuing Judicial Education II (CJE) Roll Out: Code of Ethics - Padang, May 22-24, 2012	21	66 %	1 1	34%	0	0%	0	0%	32	100%
<b>Training:</b> SMS Reporting for Legal Aid Cases - Jakarta, May 30, 2012	0	0%	0	0%	6	43%	8	57%	14	100%
<b>Mentoring:</b> Media Monitoring Training - Supreme Court, Jakarta, June 1, 2012	0	0%	0	0%	1	14%	6	86%	7	100%
<b>Training:</b> Continuing Judicial Education II (CJE) Roll Out: Case Flow Management - Bandung, June 5-7, 2012	18	58 %	1 3	42%	0	0%	0	0%	31	100%
<b>Conference:</b> The International Association of Court Administration Conference - The Hague, Netherlands, June 13-15, 2012	3	75 %	0	0%	1	25%	0	0%	4	100%
<b>Training:</b> PPID (Documentation and Information Management Officer) Training - District Court, Makassar, June 14-15, 2012	0	0%	1	8%	6	50%	5	42%	12	100%
<b>Training:</b> Continuing Judicial Education II (CJE) Roll Out: Quality of Judgment - Ciawi, June 19-21, 2012	17	55 %	1 4	45%	0	0%	0	0%	31	100%
<b>Workshop:</b> Law School for Journalists on "Legal Language & Introduction to	0	0%	0	0%	11	64.7 %	6	35.3 %	17	100%

Supreme Court Case Flow Management" - Jakarta, June 25, 2012										
<b>Training:</b> Case Tracking System Roll Out Training - Denpasar, June 25-28, 2012	10	13 %	3	4%	37	49%	2 6	34%	76	100%
<b>Training:</b> Photography and Videography for Supreme Court Bureau of Public Relation - Tangerang, June 29 - July 1, 2012	0	0%	0	0%	6	46%	7	54%	13	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.*** Through a competitive procurement process C4J selected Indonesian subcontractor Lutan Edukasi to implement human resources management and leadership trainings. Due to the human resources training targeting the same staff as an earlier planned public speaking training, the AGO agreed that the two trainings should be combined. This quarter, C4J and Lutan Edukasi presented their joint training needs analysis and training plan to the AGO's Head of Planning Bureau, Head of Personnel Bureau, Head of Section for Personnel Development, and Head of Sub-section for Career Advancement. During Phase I of the subcontract, the AGO leaders provided recommendations on revising the training plan, and the subcontractor is in the process of completing development of the training materials based on those recommendations. For Phase II of the subcontract Lutan Edukasi will implement the trainings, as requested by the AGO, beginning in early September 2012.

***Human Resources Certification Program.*** Human resources activities this quarter within the AGO were also focused on the Human Resources and Certification Program. C4J selected local subcontractor PPM to implement this program. During June, C4J and PPM held a series of meetings with the AGO's Head of Planning Bureau, Head of Personnel Bureau, Head of Employee Development Section, and Head of the Career Path Sub-section to agree on the proposed human resources certification training plan. The AGO approved the training plan this quarter, and this training is also scheduled to begin in September.

***Leadership Forum.*** Activities relating to the Personnel Bureau Leadership Forum have been completed.

***Standard Operating Procedures for the Personnel Bureau.*** While C4J prepared to present the terms of reference for development of standard operating procedures (SOPs), the AGO decided that this work should be completed by its own working units, which had already begun the work. However, the AGO requested that C4J assist the training center, *Badiklat* (see KRA 2.2.1 below), in revising its business processes and SOPs.

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

***Assessing the AGO's Workload.*** This quarter C4J began preparing for the AGO workload assessment, including development of data collection tools to measure the prosecutors' offices' workload, review of the criminal code and criminal procedures, and data collection on key data such as number of prosecutors, geographical and population data, and caseload data at all provincial and district prosecutors' offices. Two US consultants will assist C4J next quarter to complete the design of the workload assessment and, following approval by the AGO, to begin the formal

collection of data inside the prosecutors' offices. The C4J team and US consultants will meet with the Head of Planning Bureau to agree on the proposed approach to conducting the workload assessment in July and, once approved, work will begin in August or September.

**Competency Assessment.** Work on the competency assessment for Echelon II positions within the AGO has been completed.

**Improving Workforce Analysis and Planning.** The result of the workload assessment will be the basis to calculate staffing needs (i.e., work force planning) in a more accurate way, especially for better calculating the number of prosecutors required per office.

**Development of Talent Management.** C4J has not yet started working on talent management.

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

**Prosecution Guidelines.** Since the fourth week of April, C4J has been working closely with the Terrorism Task Force to develop guidelines on handling terrorism cases. The terrorism guidelines will include procedural guidance on how to handle terrorism cases, and also 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. Realizing the time limitation for its development, the team has been meeting with the task force twice per week to draft the guidelines. The Task Force has agreed to finish the draft guidelines by the end of September 2012. In cooperation with OPDAT, the team will conduct a focus group discussion and expert panel review of the draft guidelines in September 2012.

**Code of Conduct.** Based on a decision letter, to be signed by the Secretary of the Deputy Attorney General for Supervision in early July, C4J and the a focus group will continue their work to revise the Prosecutorial Code of Conduct, an effort that began during the first year of the C4J Project.

The first draft of the Code of Conduct was reviewed by the C4J Prosecutorial Advisor, a US consultant with an expertise on legal professional codes and codes of ethics/ conduct, and the AGO Legal Assistance Team. Based on the inputs from the reviewers, C4J conducted a focus

Prosecutors actively discussed and provided comments on the draft Prosecutorial Code of Conduct during focus group discussions held this quarter. C4J plans to complete development of the new Code of Conduct next quarter.



group discussion with the Secretaries of Deputy Attorney General from five sections within the AGO, Head of the Legal Bureau, Head of the Personnel Bureau, inspectors, and representatives of the Planning Bureau. 26 people attended the focus group discussion, including 24 men and 2 women. C4J submitted the results of the focus group discussion to the Secretary of Deputy Attorney General for Supervision. He agreed that C4J and the technical team should follow all of the recommendations. The technical team, however, has proposed removing some provisions.

C4J and the technical team are discussing why provisions recommended by experts at the focus group discussions should remain in the code of conduct. The team has been meeting three times per week in collaboration with C4J.

The AGO has committed itself to completing revisions to the Code of Conduct before the AGO Annual Meeting, which is tentatively scheduled for October/November. The Secretary of Deputy Attorney General for Supervision has challenged the technical team to complete the revisions to the code in time for the Annual Meeting.

**Case Management and IT.** Detailed discussions with the Head of Planning Bureau were conducted this quarter on the case management and IT plan. Both parties have reached initial agreement on the plan. C4J is now seeking the appropriate consultant or subcontractor to lead the work. A new C4J IT Specialist will begin leading this activity at the end of August 2012.

## **KRA 2.2 Improved Staff Technical Competence and Accountability**

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

**Development of *Badiklat* Roadmap.** The final report of the *Badiklat* organizational needs assessment was submitted to the *Badiklat* leadership for review this quarter. The leaders have agreed to the proposed recommendations for better managing trainings. The leaders of the training center have also agreed that C4J should assist them in development of their five-year strategic plan to reform *Badiklat*.

**Support to the *Badiklat* in the implementation of the *Badiklat* Development Roadmap.** This quarter, a coordination meeting was held between C4J, the AusAid-funded Australia Indonesia Partnership for Justice (AIPJ) project, and the AGO Legal Assistance Team (PRPO). As described earlier in this report, it was agreed at this meeting that C4J, instead of the AusAid project, should assist *Badiklat* with development of its standard operating procedures (SOPs). This activity will begin next quarter, and will include contracting with up to three short-term consultants.

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

**Money Laundering, Asset Forfeiture and Recovery.** Trainings in cooperation with OPDAT are being planned and will be discussed in the next quarterly report.

**Integrity Training.** The AGO has accepted C4J's proposal to apply a new integrity training module, jointly developed with C4J this year. The "Integrity Training" module is a product of collaboration between *Badiklat* and C4J. It is comprised of three subjects: an overview of the profession of prosecutor; ethics and appropriate conduct of prosecutors; and the ideal profile of a prosecutor.

To equip the trainers for this course, *Badiklat* and C4J developed a training of trainers (TOT) module, and the TOT was held on June 18 in Jakarta.

Following the TOT, the first training was held on June 25-26, and was attended by 346 male and 104 female participants.

**IT Strategic Planning:** This activity has been cancelled, as it overlaps with an AusAid-funded activity.

**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 Prosecutors' Offices.** Attorney General's Decree No. 32, issued in August 2010, provides the legal basis for public information services in the prosecutors' offices around the country. Followed by Attorney General's Directive No.1 of 2011, the AGO has established the necessary foundation for prosecutors' offices to implement effective, accountable public information services.

This quarter, the C4J communications team and AGO Public Information Office (*Puspenkum*) conducted a series of visits to five provinces selected by the AGO to

Farela, a participant in the TOT program:

*The methodology used in the training managed to attract attention and minimize boredom among participants. I must say that integrity is a tough subject, but this module has made me enjoy learning it.*

Below: Participants of the integrity training conduct a role playing session. Interactions, discussions, and role playing are unique methods that the new module introduces. Positive responses were received from all participants on this approach.



facilitate a refresher course, as well as to monitor and assess the need for additional trainings. Travel was completed between May 5 and June 13. Additional visits will be made next quarter to South Sumatra, East Kalimantan, North Sumatra, and East Java. From these efforts it is expected that the AGO and prosecutors' offices will implement more proactive activities to improve public information services.

A special training developed for public information desk officers is expected to be conducted in December 2012.

**Development of Training Curricula.** Utilizing the findings from the refresher courses, the communications team is engaging *Puspenkum* in more discussions on its training curriculum. The communications team will work closely with the C4J training team on this curriculum development in hopes that new trainings will also be implemented in *Badiklat*.

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

**Public Speaking.** As reported under Human Resources above, C4J selected Lutan Edukasi as its subcontractor to lead the public speaking training. The public speaking training will be for one full day and will address such subjects as: improving self-confidence; responding to questions; selecting effective talking points; and effective wrap-up. The public speaking training is designed as part of C4J's assistance to enhance the capacity of AGO officers in dealing with the public and media. The training will target 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, for the AGO *Puspenkum* has been scheduled for next quarter.

C4J has planned meetings with the AGO *Puspenkum* and Head of Planning Bureau next quarter to discuss the AGO's interest in an improved internal publication. Such a publication has been advocated by the new head of *Puspenkum's* Media and Public Relation Section.

**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 8 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	%
<b>Training: PPID</b> (Documentation and Information Management Officer) Evaluation and	7	32 %	1	5%	10	45%	4	18%	22	100%

Refresher Training - Makassar, May 8, 2012										
<b>Training: PPID</b> (Documentation and Information Management Officer) Evaluation and Refresher Training - Palembang, May 14-16, 2012	6	46 %	0	0%	3	23%	4	31%	13	100%
<b>Training: Media Relations - Public Relation and Protocol Training - Jakarta, May 21, 2012</b>	28	76 %	3	8%	4	11%	2	5%	37	100%
<b>Training: PPID</b> (Documentation and Information Management Officer) Evaluation and Refresher Training - Samarinda, May 22-24, 2012	10	83 %	0	0%	2	17%	0	0%	12	100%
<b>Focus Group Discussion: Initial Training for Candidate Prosecutors (PPPJ Integritas) Module - Jakarta, May 28, 2012</b>	7	50 %	3	21%	4	29%	0	0%	14	100%
<b>Training: PPID</b> (Documentation and Information Management Officer) Evaluation and Refresher Training - Medan, June 5-7, 2012	8	73 %	0	0%	1	9%	2	18%	11	100%
<b>Training: PPID</b> (Documentation and Information Management Officer) Evaluation and Refresher Training - Surabaya, June 11-13, 2012	8	62 %	3	23%	1	8%	1	8%	13	100%
<b>Training of Trainers: Initial Training for Candidate Prosecutors (PPPJ Integritas) - Jakarta, June 18, 2012</b>	12	75 %	4	25%	0	0%	0	0%	16	100%

<b>Training:</b> Roll Out Initial Training for Candidate Prosecutors (PPPJ Integritas) - Jakarta, June 25-26, 2012	0	0%	0	0%	34 6	77%	1 0 4	23%	450	100%
<b>Training:</b> Training Needs Analysis on AGO Human Resources Certification Program - Jakarta, June 25, 2012	7	64 %	2	18%	1	9%	1	9%	11	100%
<b>Training:</b> Training Needs Analysis on Participant Candidates' Capabilities for AGO Leadership, Human Resources & Public Speaking Training - Jakarta, June 18-19, 2012	4	80 %	1	20%	0	0%	0	0%	5	100%
<b>Training:</b> PPID (Documentation and Information Management Officer) Evaluation and Refresher Training - Makassar, May 8, 2012	7	32 %	1	5%	10	45%	4	18%	22	100%

## CHALLENGES AND OBSTACLES TO ACTIVITY IMPLEMENTATION

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

# INDICATORS

## Component 1

Indicator <sup>A</sup>		Progress Quarter 8 April – June, 2012	Cumulative	C4J Life Project Target <sup>B</sup>
1.1.Number of judges trained with US government assistance		<b>206 total</b> 138 male 68 female	<b>568 total</b> 408 male 160 female	91
	1.19a Number of people trained in CTS	<b>45 total</b> 35 male 10 female	<b>100 total</b> 84 male 16 female	185 <sup>C</sup>
	1.19b. Number of people in IT related training	0	<b>36 total</b> 32 male 4 female	50 <sup>C</sup>
	1.21 Number of CJE II Trainers on case flow management, quality of judgment and judicial ethics.	0	<b>17 total</b> 8 male 9 female	21
	1.22 Number of people trained in CJE II	<b>155 total</b> 100 male 55 female	<b>323 total</b> 208 male 115 female	267
	1.24 Number of judges graduating from the Masters Degree Program	20 <sup>D</sup>	20	20
	1.25 Percentage of judge students with a Grade Point Average (GPA) of minimum 3	N/A	100%	50%
	1.31a. Number of trainers on improved public interaction	0	0	12 <sup>C</sup>
	1.31b. Number of people trained on improved public interaction	3 total 0 male 3 female	<b>18 total</b> 15 male 3 female	10 <sup>C</sup>
1.2. Number of non-judge court staff who received US government training		<b>278 total</b> 163 male 115 female	<b>1019 total</b> 617 male 402 female	444
	1.10 Number of people trained on human resources	0	0	20 <sup>C</sup>
	1.11 Number of administration and finance staff trained	0	<b>134 total</b> 88 male 46 female	100 <sup>C</sup>
	1.18 Number of CTS trainers developed	11 <sup>E</sup>	18	32 <sup>C</sup>
	1.19a. Number of people trained on CTS	<b>179 total</b> 102 male 77 female	<b>425 total</b> 247 male 178 female	185 <sup>C</sup>
	1.19b. Number of people in IT related training	<b>0</b>	<b>192 total</b> 120 male 72 female	50 <sup>C</sup>
	1.28. Number of non-judge court staff trained on case flow management, quality of judgment and judicial ethics.	0	0	30
	1.31a. Number of trainers on improved public interaction	0	0	12 <sup>C</sup>

	1.31b. Number of people trained on improved public interaction	<b>17 total</b> 10 male 7 female	<b>46 total</b> 25 male 21 female	10 <sup>C</sup>
	1.3. Percentage of targeted personnel satisfied with project trainings	93%	87%	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.	0	8 <sup>F</sup>	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	0	1	2
	1.5 Number of USG assisted courts with improved case management.	4	9 <sup>G</sup>	30
	1.16a Number of courts using Case Tracking System (CTS)	4	9 <sup>G</sup>	16
	1.16b Number of courts that have received CTS software.	26	57 <sup>H</sup>	30
	1.16c Number of courts that have received case flow management training	53	80	30
	1.17 Number of courts using SMS (short message service) reporting system on legal aid service	10	10	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 <sup>I</sup>	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 Number of case management related regulations reviewed and amended to support business process reengineering (BPR).	1 <sup>K</sup>	1	1
	1.29 E-learning blue print/plan developed	1	1	1
	1.35 Circular Letter ( <i>SEMA</i> ) 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	<b>17 total</b> 11 male 6 female	<b>17 total</b> 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. <sup>J</sup>	Unqualified Opinion in 2014
	1.15 Number of courts provided with new IT equipment	0	3	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 <sup>L</sup>	Progress Quarter 8 April – June, 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.	0	1.Competency Model, 2.Competency assessment for echelon 2, 3.career path for structural and non-structural position.	Selection and promotion for echelon 2 positions at AGO headquarter by end of Year 3 will be based on merit-based criteria, per evidence in documentation and practice.
	2.2. Number of AGO personnel that received USG training.	<b>604 total</b> 469 male 135 female	<b>757 total</b> 612 male 145 female	200 <sup>M</sup>
	2.6. Number of people trained on human resources	0	<b>10 total</b> 7 male 3 female	160
	2.12 Number of AGO <i>Badiklat</i> trainers developed	<b>16 total</b> 12 male 4 female	<b>16 total</b> 12 male 4 female	30
	2.13 Number of AGO personnel trained on public information	<b>71 total</b> 56 male 17 female	<b>214 total</b> 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	87,53%	87,93%	80%
	2.4 Number of new courses of curricula developed and adopted in cooperation with the <i>Badiklat</i> and with USG assistance	5	6	3
	2.11 Number of course materials developed for <i>Badiklat</i>	1 (Integrity Training for Candidate Prosecutor)	1	3
	2.14 Number of curricula developed on improved public interaction	4 (website technical assistance) <sup>O</sup>	5	2
	2.5 Number of policy papers on AGO Blueprint are accepted by the AGO	4	4	3 (on human resources, <i>Badiklat</i> and public information)
	2.7 A recommendation document on transparent and fair criteria	1 (Career advancement paper)	1	1

	based on measureable selection and promotion methods.	drafted. Estimate completion July, 2012)		
	2.8 Sentencing guidelines developed	2 (Prosecutorial/Case Handling guideline on terrorism & money laundering cases are being drafted. Estimate completion September 2012.)	2	3
	2.9 AGO Training Center ( <i>Badiklat</i> ) business process document developed	Dropped <sup>P</sup>	0	1
	2.10 A Basic Prosecutorial Education and Training ( <i>PPPJ</i> ) concept paper developed.	1 Completed	1	1
	2.15 Number of key message communicated	3 <sup>Q</sup>	4	3

### Component 1 Indicator and Target Notes

<sup>A</sup> This has been updated per the Revised Performance Monitoring Plan dated 30 March 2012 and approved by USAID on April 10, 2012. For reporting purposes, these indicators are being totaled from the 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 Caseload Management Training, conducted in Palembang, Samarinda and Bandung, on December 8 - 17, 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 May 7-12, 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.

<sup>B</sup> 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.

<sup>C</sup> This number is for both judges and non-judges.

<sup>D</sup> 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.

<sup>E</sup> The eleven CTS trainers exclude the same person from all CTS trainings up to Quarter 8. 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.

<sup>F</sup> 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 judgment and 8) CJE II ethics.

<sup>G</sup> 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. The 4 district courts using the CTS are the District Courts in Makassar, East Jakarta, Semarang and Denpasar. Therefore this number is not including the roll up of the sub-KRA level indicators 1.16a, 1.16b, 1.16c and 1.17. 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.

<sup>H</sup> The courts receiving CTS software include: 24 district courts and 2 high courts.

<sup>I</sup> 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 expected to be completed in September, 2012, 3) the e-learning blue print, expected to be completed in September, 2012, and 4) the Circular Letter (SEMA) on Simplifying Procedure on Requesting Birth Certificate, expected to be completed in Quarter 9.

<sup>J</sup> 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.

<sup>K</sup> Outline of policy paper drafted by C4J experts, to date in progress to have serial meetings with the SC. This draft of Policy Paper consist of: a. 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; b. 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; c. 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**

<sup>L</sup> 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.

<sup>M</sup> 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.

<sup>N</sup> This number is 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.

<sup>O</sup> The technical assistance for the website produced 4 curricula: Journalism an Introduction; News Value and Lead; News Values and Lead in Practice; and Interview Techniques.

<sup>P</sup> This indicator is dropped because the AGO has approved another project to develop the AGO Training Center business process.

<sup>Q</sup> The key message communicated in the form of video documentary for Prosecutor Candidates Training consist 3 topics: 1. Integrity values for prosecutor; 2. AGO Reform efforts including: Transparency and Public Access; 3. Professionalism for Prosecutors.

## **ANNEX A: ADVISOR TRIP REPORTS AND DELIVERABLES SUBMITTED TO USAID**

Reports were under development this quarter.

## 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	<b>PT. Mitra Perubahan Indonesia</b>  (Fixed Price Sub-Contract - Development of Competency Profiles in The Supreme Court of the Republic of Indonesia)	Desk Analysis Report	March 15, 2012
		Competency Profile Design	May 10, 2012
		Field Travel Report	July 20, 2012
1.1.3	<b>PT. Taramitra Infomatama</b>	CTS Training in Medan District Court	March 30, 2012
		CTS Training in Makassar District Court	April 24, 2012
		CTS Training in East Jakarta District Court	May 16, 2012
		CTS Training in Semarang District Court	May 18, 2012
		CTS Training in Denpasar District Court	July 09, 2012
	(Fixed Price Subcontract for the Development of Case Tracking System (CTS) Software Enhancement)	Site Survey Report	April 28, 2012
		Database Design Report	April 28, 2012
		Application Architecture Report	May 07, 2012
		Final Functional Specification and Implementation Timeline	May 18, 2012
1.2.1	<b>Juwaeni M. Said</b>  (Fixed Price Service Agreement-Desktop Publisher of CJE II Books)	Template and Lay out	June 15, 2012

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1.3.1	<b>CV. Dua Mata</b> (Fixed Price Sub-Contract - Information Desk Construction in Denpasar District Court)	Public Information Desk in Denpasar District Court	June 11, 2012
1.3.3	<b>PT. Bahtera Informatika</b> (Fixed Price Subcontract - SMS reporting for legal aid cases)	Handover Final System	May 31, 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	<b>PT. Lutan Edukasi</b> (Fixed price Sub-Contract - Leadership, Public Speaking, and Human Resources Training)	Draft electronic version of the AGO Leadership, Human Resources, and Public Speaking Training Needs Assessment Report	June 20, 2012
		Final approved printed version of the AGO Leadership, Human Resources, and Public Speaking Training Needs Assessment Report	June 20, 2012
		Draft electronic version of the Training Plan for Pilot, ToT, and Roll-out Training	June 20, 2012
		Final approved printed version of the Training Plan for Pilot, ToT, and Roll-out Training	June 20, 2012
	<b>PPM Manajemen</b> (Fixed Price Sub-Contract - Human Capital Management Certification)	Contract Signing	June 11, 2012