



CHANGES FOR JUSTICE PROJECT FOURTEENTH QUARTER PROGRESS REPORT

OCTOBER TO DECEMBER 2013

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Governance Efforts (ENGAGE) Indefinite Quantity Contract (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 FOURTEEN

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 12 May 2010. The C4J contract effective end date is 11 May 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 quarterly report covers C4J activities from October through December 2013, which also marks the first quarter of Year 4 of the project's workplan.

At the end of this reporting period, several notable program activities have been fully completed or have neared completion, including the Candidate Acting Registrars Education Program, e-learning program for judicial ethics, revisions to SEMA 10 of 2010 on legal aid services, the certified human resources professional (CHRP) program, and the comparative study to the US.

C4J also continued its coordination with the AGO this quarter to develop the competency model for strategic positions in the AGO, improve policies and procedures in the *Badiklat*, develop Journalist Guidelines for Reporting of Prosecution Cases, and draft prosecution guidelines for illegal logging, land conversion, wildlife poaching, and wildlife trafficking cases.

Highlights from Component 1

- In December 2013, the 11-week series of classes for the Supreme Court's Certified Human Resource Professional (CHRP) program were completed. 30 Supreme Court staff participated. A few participants are still completing their final paper. The final results will be announced in January 2014.
- The Policy Paper on "Enhancing the Organizational Effectiveness of the Secretariat, and Aligning the Roles of the Leadership of the Supreme Court" has been refined and completed following extensive consultations and discussions with various Supreme Court units. Follow-up meetings, in conjunction with meetings on the US comparative study, are scheduled for January 2014.
- The new case numbering standard, which is essential for enforcing a consistent numbering system for cases in the CTS, was finalized and approved by the Supreme Court Case Management Working Group on 12 November.

- The transfer of knowledge training on development of CTS version 2 was held on 16-20 December for the Supreme Court's IT units.
- The CARE Program was completed, along with a TOT program for 25 qualified trainers and the subsequent pilot training, at the end of December 2013.
- The application and content for the new e-learning program on judicial ethics was completed, and a training program was provided to Supreme Court and its Training Agency and IT administrators at the Training Agency (*Balitbangdiklat*) in Ciawi in late December.
- The comparative study to the US by the Supreme Court leadership, including the Chief Justice, Vice Chief Justice for Judicial, Deputy Chief Justice for Advancement, Supreme Court Secretary and Registrar, Directors of *Humas* and *Balitbangdiklat*, in addition to other leaders, was completed in November 2013, and a report was developed for the Supreme Court leadership. The report will be reviewed in January 2014, in conjunction with Policy Paper recommendations.
- The draft Standardized Court Website Guidelines, including a content development guide, template design, and visual guide were completed in December.
- The revisions to SEMA 10 of 2010 were approved by the Supreme Court Legal Aid Working Group in December. The revisions are scheduled to be signed by the Chief Justice as a new PERMA in January 2014.

Highlights from Component 2

- The Prosecution Guidelines for Terrorism Cases, developed in cooperation with the AGO and C4J, were officially launched at the AGO National Meeting (*Rakernas*) on 26 November. C4J has supported the AGO's distribution of approximately 490 copies of the guidelines to 31 Provincial Prosecutors' Offices throughout Indonesia.
- The first draft of competency profiles, consisting of 18 behavioral competencies, 7 technical competencies related to case handling, and 6 technical competencies related to managerial skills, was completed on 27 December.
- Development of the draft Journalist Guidelines for Reporting of Prosecution Cases was completed on 18 December.

Highlights from Component 3

- The first drafts of the Prosecution Guidelines on illegal logging, land conversion, wildlife poaching and trafficking have been developed.

- The Supreme Court *Balitbangdiklat* approved the training modules on court public information services and case management for judges in biodiversity cases on 9 December.

INTRODUCTION

This Fourteenth Quarterly Report summarizes the overall activity progress of the Changes for Justice (C4J) Project during the period of 1 October through 31 December 2013. Court activities are described under Component 1, prosecution activities under Component 2, and biodiversity activities under Component 3.

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.

Certified Human Resources Professional Program. By the end of October, all courses and materials in the 11-week Supreme Court Certified Human Resources Professional (CHRP) Program had been completed. Participants took the final test on 1 November. The CHRP participants presented their final group work results to the Supreme Court leadership, including to the Head of the Working Group on Human Resources, Asset, Planning and Finance and the Head of General Administration (*BUA*). Two groups of students received grades with distinction based on their strong drive and innovative proposals for improving the human resources system in the Supreme Court. Their proposals called for review and revision of the Supreme Court's performance management system and job descriptions through a new job analysis initiative and implementation of a competency-based career path, to be implemented through an inter-unit taskforce and institutional benchmarking initiative.

In December, the University of Atmajaya, as the CHRP Program subcontractor, submitted the final test results. Of the 30 total students, 17 students successfully passed all subjects, including 3 with distinction. 13 students were required to re-take exams on particular subjects they had failed. As part of their certification requirement, some students requested an extension of time through January 10, to complete their final



Photo above: CHRP participants work on a group assignment in a CHRP weekly class on “Existing Functions of Supreme Court Human Resources Management, and how the roles and responsibilities are managed.”

paper, which should apply their coursework to map the existing human resources management system within the Supreme Court and compare their findings with an ideal human resources management system. All final results will be announced by the end of January 2014.

The Head of *BUA* encouraged the establishment of an alumni community to facilitate the exchange of ideas on human resources reform. All *CHRP* participants were invited to participate in the *C4J* Monthly Discussion Fora on Human Resources Reform to further expand their knowledge on human resources reforms.

"This CHRP program is very exciting for me as I am learning many new knowledge and skills. I already have an idea how I can apply some of these lessons in my working unit and share with my seven subordinates. I am also hoping I can contribute to organizational reforms at the Supreme Court."

Hanizar, S.H., M.H., Head of Personnel Data Sub-Unit at the Personnel Bureau

Monthly Discussion Forum on Human Resources Reform. Following two successful monthly discussions on human resources reforms in the previous quarter, *C4J* facilitated the third "Brownbag" Sharing Session on 17 December, on the topic of "IT Functional Positions." The Supreme Court and *C4J* invited the Central Statistics Agency (*BPS*) to speak because of its role as the authoritative agency (*Instansi Pembina*) for IT functional positions in the government, and because of the need to create new IT functional positions to support court management. At the meeting, the Head of Functional Positions at *BPS*, Daryanto, was enthusiastic about the increasing strategic role of IT through deployment of the *CTS* in 350 district courts. He agreed to coordinate with the Secretary of the Supreme Court on the proposed plan to define the IT functional positions and career path.

The third sharing discussion on 17 December was attended by 46 participants, comprising the Head of *BUA* and his staff, *CHRP* training participants, IT staff of invited district courts and religious courts, and the Supreme Court Registrar's Office. In his opening speech, the Head of *BUA*, Aco Nur, conveyed the Supreme Court's view on the importance of the IT functional positions, particularly in the first instance courts where the Supreme Court is piloting six IT functional positions. The representative from *BPS*, Godlif Marulitua Nainggolan, delivered an in-depth presentation on all aspects of IT functional position, including the government mandated competency standards and career path. This sharing session was quite enlightening for many Supreme Court representatives on the work of, and requirements for, new IT functional positions under the Supreme Court. (*C4J* has observed confusion among court staff, many of whom cling to a belief that any person who uses a computer, including typists, should be able to qualify for an IT functional position. In fact, IT functional positions are strategic positions in the courts and should be filled only by people capable to providing high level IT support and leadership.)

Development of a Career Path and Competency Profiles for IT Positions. An IT career path has been established by the Ministry of State Apparatus and Bureaucratic Reform (*Kementerian Negara Pendayagunaan Aparatur Negara dan Reformasi Birokrasi*), which designates the Central Statistics Agency (*Badan Pusat Statistik*, or *BPS*) as the authoritative agency on IT functional positions (*Jabatan Fungsional Pranata Komputer*). *BPS* has established strict regulations on the recruitment, placement, promotion, training,

development, and remuneration. C4J has recommended that the focus of the IT career path should be on the following:

- Leadership support for IT functional positions;
- Establishment of an evaluation team for IT functional position advancement;
- Establishment of job competency standards (*Standar Kompetensi Jabatan*) for IT functional positions;
- Development and implementation of an individual performance evaluation system (*Standar Kinerja Pegawai*, or *SKP*) for IT personnel;
- Implementation and support for a training and development plan (*pola diklat*) for IT functional positions under the Supreme Court Training Agency (*Balitbangdiklat*); and
- Inclusion and implementation of the performance and competency standard (*Standar Kinerja dan Kompetensi Nasional Indonesia*), developed by the National Professional Certification Agency (*Badan Nasional Sertifikasi Profesi*) on the continuing professional development for IT functional positions.

In subsequent quarters C4J has the objective of proposing a career path, job family, job description, technical competencies, a technical competencies training program, and IT personnel development plan.

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

Judiciary Budget Independence. This quarter, C4J and Paramadina Public Policy Institute (PPPI), the selected subcontractor for the study of judiciary budget independence, continued developing the report on judiciary budget independence. On 17 October, the Supreme Court held a focus group discussion (FGD) on judiciary budget independence, facilitated by PPPI and attended by: the Head of *BUA*, Aco Nur; Director General of *Badilag*, Purwosusilo; Directorate General of *Badimiltun*, Sulistyo; officials from the Planning and Financial Bureaus; and invited secretary/registrars from the first instance and appellate courts in Jakarta.



Photo above: *A Focus Group Discussion on Judiciary Budget Independence at the Supreme Court on 17 October.*

The FGD proposed two options for increasing the Supreme Court's budget independence: basing the Supreme Court's annual budget allocation on a fixed percentage of the national budget, similar to the practice in the education sector (an approach that C4J argues is not in the Supreme Court's long-term interest); or

empowering the Supreme Court to coordinate more effectively with the parliament (DPR) during the budget development process, along with the Ministry of National Development Planning (*Bappenas*) and the Ministry of Finance, since both ministries have a role in reviewing the judiciary's budget request.

Additionally, PPPI has also met with stakeholders including *Bappenas* and the Supreme Audit Body (*Badan Pemeriksa Keuangan*, or *BPK*) to obtain their opinions on judiciary budget independence. Both have emphasized the need to support improved baseline data such as standard costs and performance, and to increase the transparency and accountability of court fee management. Another challenge cited was the need to strengthen internal capacity to manage finances.

As a result of these consultations and meetings, the C4J Project will continue to: support efforts to demonstrate that the Supreme Court is managing its resources more effectively; and seek policies in cooperation with the legislative and executive branches of government that encourage and reward improved fiscal management.

C4J reviewed the draft report from PPPI and proposed improvements in December. A second FGD is scheduled for next quarter to discuss the study's findings and recommendations further with *Bappenas*, the Ministry of Finance, the Supreme Audit Board, and the DPR.

Budgeting for Legal Aid Program. On 25 November and 12 December, the Budget and Finance Specialist attended a discussion on the draft revisions to SEMA 10 of 2010, on Legal Aid Services. The discussion produced agreement on several important issues, including streamlining the fee waiver process. The Supreme Court has already budgeted funds for legal aid services in 2014, and it has committed itself to issuing a new PERMA on legal aid services, using the SEMA 10 revision, by January 2014. More details on the SEMA 10 revision are discussed in the Access to Justice section below.

Development of Court Fee Financial Reporting System for Badilum. In October, C4J completed development of the court fee financial reporting application for district courts, as requested by the Supreme Court and *Badilum*. As a next step, a team tested the application by visiting three district courts to observe their current court fee management practices and to compare their data with the data produced by the CTS application, C4J team visited three district courts of Cibinong, Bandung, and Semarang in October and November. The team randomly sampled case data and interviewed cashiers and the financial journal bookkeepers. The results of the testing showed that the application for court fees management in the district courts is not yet workable because of the following important findings:

- Cash ledgers are not recording all transactions and the balance of case fees. Debits and payments, such as bank interest, taxes, bank administration charges, auction proceeds (from the execution of civil cases), escrow funds, bail (in criminal cases), and other funds are not being recorded in the cash ledger.
- There is no standard procedure for reconciling the cash balance in each court's accounting records with the balance in the bank account plus cash held by the cashier.

- The court cashier performs multiple roles: e.g., desk services to parties, management of cash receipt and disbursements, and financial bookkeeping for cases manually and electronically. As a result, the electronic accounting records of civil cases fees are not maintained properly.

To solve the above obstacles, C4J is recommending that the Supreme Court implement a regulation on a standard financial accounting system for district courts, and that the case fee reporting application be further developed for inclusion as a function of the CTS for efficient and complete reconciliation with bank records.

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

Data Entry Challenges. The objective of CTS implementation was to improve management and increase transparency of the courts through ready access to information and performance data. Although all 350 district courts have installed CTS, very few have input all of their pending case data. This problem is compounded by inconsistent data entry practices among district courts.

While data entry is supposed to be the responsibility of registry staff, many district courts, such as Bengkulu, Kotabumi, Jember, Probolinggo, and Kepanjen, still fully depend on their IT staff or operators to enter the data into CTS. Such a practice defeats the purpose of the CTS. It enables registry staff to avoid responsibility for their own data and for keeping their cases up to date, it increases the work of the IT support staff whose primary job is supporting the IT hardware and software. Data entry by IT staff or operators works against efforts to increase transparency and accountability of registry staff, since staff authorized to enter case data into the CTS must be those who register the cases and work on the cases, i.e., acting registrars. C4J has recommended that IT support staff should be full employees (PNS) of the court, that they should be fully responsible for effective management of all IT equipment and software, and that they should not be assigned data entry responsibilities.

In relation to the above, C4J has also observed practices among district courts to assign CTS data entry responsibilities to interns, honorary staff, or others. Such practices threaten the quality of the data as well as the security of the court. C4J has recommended that only full employees (PNS) of the court, who are directly accountable to the court's Registrar and panels of judges, should be authorized to enter data in the CTS. They must be held accountable for entering the data within a specific period of time and accurately.

Monitoring and Evaluation Visits to District Courts. On 14-16 November, C4J conducted CTS monitoring and evaluation visits to the district courts of Yogyakarta, Sleman, and Klaten. The district courts in Yogyakarta, Sleman, and Klaten showed relatively good CTS data input. In Klaten, the court achieved 100% compliance with CTS data input and maintaining the regular updates to the CTS. Klaten District Court's accomplishment is due in no small part to the strong and visionary leadership of its Chief Judge, Eka Budi Prijanta. Klaten District Court received the award for Most Innovative District Court at the launch of CTS version 2 in Bali December 2012. Klaten's district court is being showcased by the Semarang High Court as a model for CTS implementation in all district courts under its jurisdiction.

On 26-28 November, another CTS monitoring and evaluation visit was conducted to the Semarang District Court. C4J also provided technical assistance to resolve problems with CTS implementation. Unlike the district courts in Klaten, Sleman, and Yogyakarta, Semarang District Court's judges and the registry staff stated that they rarely use the CTS. Judges at Semarang still use manual log books to record case data and as their main source of case information. The IT staff there expressed their concern about the lack of data entered into the system, and cited poor human resources capacity, insufficient buy-in from the registry staff, and lack of trust of the CTS due to a bad experience with an earlier application (a sentiment also observed by C4J early in the project at Surabaya, but where the old sentiment was overcome through strong leadership from the Chief Judge). A quick survey among seven *calon hakim* (candidate judges) in Semarang showed inadequate knowledge about the CTS. Even acting registrars sitting side by side in the same room demonstrated significantly different levels of understanding about the CTS, one saying she used it regularly, and the other saying she never looked at it.

At Depok District Court, the C4J team found that the court had completely stopped inputting CTS data in July 2013.

The C4J team gathered information on all aspects of CTS implementation in those courts visited and found that the staff in the well performing courts were already using the CTS as a part of their daily activities. Those staff had found that the CTS helped them to manage their tasks more easily. C4J also noted that a common factor among those courts achieving excellent CTS data entry, and wide utilization by staff, was strong leadership from their chief judge. These findings have been compiled for discussion with the Supreme Court, *Badilum*, high courts, and chief judges.

Review of Pola Bindalmin and Recommendations on Business Process Reengineering (BPR). As stated in the Year 4 Workplan, in consultation with the Supreme Court's reform team, fully revising Book II is deemed impractical. However, C4J will support the Supreme Court to identify needs and strategies for re-engineering business processes to streamline court operations and to benefit from the efficiencies available through automation. A new C4J staff member has been hired to cooperate with the Supreme Court to develop a long-term strategy for development of a "Simplified Book II for Automated Courts."

Enhancement of the CTS. Having now accomplished the Supreme Court's goal of implementing the CTS in all district courts, the focus of support has now shifted to supporting the Supreme Court to enhance the efficiency of the CTS software, implement decision templates and minutes templates for acting registrars, and develop the financial reporting application. Equally important, the Supreme Court and C4J are cooperating to improve and monitor data entry. To support the Supreme Court, C4J's team conducted several CTS monitoring and evaluation visits in November and December 2013, as described above.

Due to the successes of CTS implementation in the several district courts in the Central Java and Yogyakarta provinces, C4J hopes to engage more actively with the Semarang and Yogyakarta High Court in the hope of inspiring a leadership model for other high courts.

In his speech at the inauguration ceremony for nine high court chief judges on 3 December, attended by around 200 guests including all Supreme Court leadership and leaders from all regions, Chief Justice Hatta Ali mentioned the successful implementation of CTS and underlined the importance of newly-appointed chief judges building on its success. The newly-promoted chief judges are also widely known as CTS champions. In a separate occasion, C4J was informed that the CTS was used as a source of information during the chief judges' promotion and transfer selection process. More than ever, the number of case disposals has become a determinant factor in measuring a judge's productivity.

As part of C4J's efforts to enhance the CTS, C4J met with the Supreme Court IT Office on 21 November 21 to discuss plans for enhancements to the CTS. The specifications for the enhancements are already under development

Development of Policy Paper. During the Case Management Summit, held on 12-14 March 2012, C4J noted the need for organizational reforms to sustain the reforms in IT and case management, primarily in relation to implementation of the CTS.

The need for a Policy Paper became even more urgent following successful implementation of the CTS in 350 district courts throughout Indonesia in 2013. C4J noted the serious need for a central authority to oversee implementation and management of all IT in the courts, as well as for the equally important areas of human resources, budget and financial management, and case management and administration – all of which support the implementation of IT, and are reliant on the timely, accurate, and consistent data from all courts.

C4J notes the serious challenges facing the Supreme Court to effectively and sustainably manage IT, budgeting and managing the costs of IT, case management through court performance reports, and human resources (including a career path for IT positions, defined roles of IT staff, efficient division of responsibilities, and performance management of judges and non-judge staff). Instead of a coherent system under the Supreme Court's leadership, the current management structure is fragmented among several authorities – *BUA*, *Badilum*, *Badilag*, and *Badimiltun* – each with overlapping responsibilities for IT, human resources, budget and financial management, case management and administration, and general administration. The current organizational system essentially replicates the systems that predated implementation of the “one roof” system in 2004, when the courts were managed separately under three different ministries. Such fragmentation poses the risk that any IT reform will not be sustained, and that IT development and implementation, instead, will be unstructured and haphazard.

Reforms in IT and case management, such as implementation of the automated case tracking system (CTS), will not be sustainable without the deeper reforms in the management of IT, human resources, budgeting and financial management, case management and administration, and general administration.

Consistent with the recommendations of the Supreme Court's Blueprint, the “Policy Paper on Options for Enhancing the Organizational Effectiveness of the Secretariat of the

Supreme Court of the Republic of Indonesia” contains a list of recommendations for increasing the efficiency of the courts and the independence of the Supreme Court. The recommendations were developed by C4J’s consultant, Dr. Markus Zimmer, and C4J staff following an extensive process of interviews and roundtable discussions with Supreme Court leaders, retired justices, reform team members, and NGOs. The recommendations are also based on Dr. Zimmer’s extensive comparative experience supporting judicial reform in many other civil law countries.

On 18 October, the C4J team developing the Policy Paper met with: Mohammad Saleh, Vice Chief Justice for Judicial; Widayatno Sastro Hardjono, Deputy Chief Justice for the Advancement Chamber; Harifin Tumpa, retired Chief Justice and Advisor to the Supreme Court; and members of the reform team to solicit input on the C4J Project’s proposal for reorganization of the Supreme Court and its Secretariat.

On 21 October, the team met with local NGO *Lembaga Independensi Peradilan* (LeIP), to compare the Policy Paper’s recommendations with the proposal for Supreme Court reorganization that is under development by their organization.

On 22 October, a meeting was held with Ahmad Kamil, Vice Chief Justice for Non-Judicial.

The team also met on 23 October with: Soeroso Ono, Supreme Court Registrar; Djoko Sarwoko, retired justice and Advisor to the Supreme Court; Nurhadi, Supreme Court Secretary; Aco Nur, Head of *BUA*; and Bahrin Lubis, Head of the Planning Bureau. The meetings provided valuable feedback for the recommendations in the Policy Paper proposal, and identified laws and regulations that may prove to be the most challenging obstacle in the realization of the objectives of the proposal. As described in the next section below, per the Supreme Court reform team’s recommendations, C4J will propose a roadmap for addressing such challenges.

The recommendations in the Policy Paper were communicated to the Chief Justice and his delegation and the issues were examined further during a comparative study visit to the United States in November 2013. Following the study visit, a more comprehensive version of the Policy Paper was completed by Dr. Zimmer. By the end of December 2013, copies of the Policy Paper were delivered to the Supreme Court’s Chief Justice, Registrar, Secretary, related working units, and reform team.

C4J Project staff have requested follow-on meetings to receive feedback from the Supreme Court on the recommendations they would like to pursue the remainder of the C4J Project.

CTS Roadmap. Following the series of meetings on the Policy Paper recommendations, the Supreme Court reform team requested additional assistance to facilitate development of a “Roadmap” for addressing laws, regulations, and other impediments to full realization of the Policy Paper priority recommendation on implementation of IT. On 5-6 December, C4J conducted the first roadmap planning discussion with: Ridwan Mansyur, Director of Supreme Court Public Relations (*Humas*); Wahyudin, Head of Administration at *Badilum*, and members of the reform team. The discussions were aimed at defining the scope of the roadmap, which should serve as a guide for the Supreme Court for

developing and to sustaining the CTS on its own in the future. The discussion included: streamlining and standardizing court processes; the CTS evaluation and enhancement process (e.g., IT help desk and change control); integrating data among courts (e.g., high courts); and linkages between IT and public information services, legal aid services, financial management, human resources, and administration.

C4J will begin developing the Roadmap next quarter. The work will continue through the remainder of the project.

Standardization of Court Documents. As a result of implementation of the CTS in 350 district courts, a number of inconsistent court practices in the courts have been identified. If addressed through improved implementation of the CTS, new standardized processes would support increased transparency and efficiencies in the courts. Examples of inconsistent practices identified have included: case numbering; case definitions (i.e., how cases are identified in the CTS); financial reporting of fees and disbursements; and automated templates for minutes, decisions, and court orders.

Development of a standardized case numbering system has been prioritized due to confusion among courts, due to inconsistent practices, whether the numbering system in the CTS is correct. A national case numbering standard is also needed for automating the production of forms and templates. The draft standardized case numbering system was proposed last quarter. Two follow-on meetings were held this quarter on 18 October and 12 November. At the November meeting, the Supreme Court Case Management Working Group, *Badilum*, and C4J successfully finalized the case numbering standard. The new case numbering standard will be adopted by the Supreme Court through a decree from the Chief Justice.

During the monitoring and evaluation visits described above, court staff suggested that, if the CTS included more document templates, it would help them do more work in less time. On 18 October, the Supreme Court, *Badilum* and C4J held their fourth FGD on development of standardized forms and templates. This meeting successfully completed all criminal decision templates (The decision templates for civil cases were completed last quarter.). At the Case Management Working Group meeting on 12 November, Deputy Chief Justice for Civil Chamber, Suwardi, expressed his hope that C4J will continue to support the Supreme Court with development of standardized forms and templates. The full availability of all templates in the CTS is expected to boost acting registrars' motivation to use the CTS.

To date, 65 civil cases decisions templates and 22 criminal cases decision templates have been developed and finalized. Next quarter meetings of the Case Management Working Group will continue developing the hearing minutes templates, as well as court orders, for civil and criminal cases.

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

CTS Implementation and Technical Assistance. C4J attended a coordination meeting of the Semarang High Court and chief judges of the district courts under its jurisdiction on 27-28 November in Salatiga. Semarang High Court Chief Judge, Cicut Sutiarmo, invited C4J to present the latest information on CTS implementation. The discussion included

helpful suggestions from the the district court chief judges on enhancements to the CTS. These recommendations are being included in the list of future enhancements still under development.

Development of CTS Trainers and IT Support. To support an effective transition to full ownership of the CTS, the Supreme Court and C4J agreed to reduce trainings and focus on technical assistance to CTS trainers and IT staff. Consequently, C4J conducted a “transfer of knowledge” training on the development process for the CTS version 2 on 16-20 December. The training was attended by thirteen IT administration staff from the Supreme Court, *Badilum*, and several model district courts. Leading IT staff in Indonesia’s courts were encouraged to contribute as trainers to develop their own teaching skills. Training issues included the CTS’s system architecture, relational databases, troubleshooting, and change control processes to build the capacity of IT support staff in the courts to improve the CTS application on their own.

To support the development of CTS, the C4J Project has begun developing recommendations to enhance the CTS from version 2 to version 3. C4J has identified exceptional IT staff from among Indonesia’s 350 district courts, who have been conducting performance audits of the version 2 application, to work with C4J to develop the specifications and version 3 application in-house.

IT Help Desk and Change Control Process. In early October, the IT Training Specialist met on several occasions with the Supreme Court to discuss the future of CTS development, including effectively identifying problems (both hardware and software) and solutions through the IT Help Desk, as well as evaluating and prioritizing proposed changes and enhancements to the software through a formal Change Control Process. These meetings included discussions about the security of the CTS application and the court websites, which make CTS data publicly available.

This quarter, C4J successfully fixed issues relating to the CTS as they were identified. For the future, the Supreme Court has agreed to prioritize development of the change control procedures, which will enable the Supreme Court (ideally through an IT Agency led by an IT expert) to: evaluate complaints and ideas; agree upon and prioritize enhancements, track and monitor change and enhancements to the software application, bugs and glitches; and to optimize the system.

Monitoring and Evaluation of the CTS. To trigger behavioral change in the courts and to realize full nationwide adoption of automation, C4J is assisting the Supreme Court to identify the key factors that have led certain courts to successfully embrace automation, and the barriers they overcame to make the switch. With the factors identified, the Supreme Court can formulate an effective regulation to motivate more courts to effectively transition to the CTS data-inputting model.

CTS Enhancements. On 9-13 December, C4J met with the Cicut Sutiarmo, Chief Judge of the Semarang High Court and former Director General of *Badilum*, to discuss ideas for improving the CTS. Ideas discussed included: interactive alerts when cases approach a deadline, target time standard, or person-in-detention time limit. The high court also recommended improved information management tools for providing sufficient, easy to

read information to the Supreme Court, *Badilum*, and high court leadership for monitoring and evaluating court performance.

The Supreme Court and C4J have been coordinating closely to analyze the performance of the CTS application, which has been installed on the Supreme Court server for aggregating and disaggregating data from all district courts in the country. To date, the Supreme Court CTS database has recorded more than 25,000 cases. Analysis of the database and its performance has found that the application database needs to be improved to more efficiently manage the data from thousands of cases. C4J's IT Training Specialist, with the support of an individual subcontractor, is re-designing the database to make the application more efficient. Re-engineering the CTS application for the Supreme Court will begin in January 2014.

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

Sub- KRA 1.2.3 Development of Juvenile Court Judges Certification Program

The Supreme Court has requested C4J to cooperate on the development of the curriculum for a Juvenile Court Judges' Certification Program, as required by Law No. 11 of 2012, on the Juvenile Justice System. The new curriculum must be developed by 1 August 2014.

By law, the Supreme Court is required to have at least one certified juvenile judge per district and high court. The Law on the Juvenile Justice System requires an integrated training approach among all justice sector institutions. Initially, the Supreme Court wanted to wait for the Ministry of Law and Human Rights to coordinate the integrated training. However, due to the current lack of capacity at the Ministry of Law and Human Rights to lead development of such an integrated training, and based on consultations between the Supreme Court, *Bappenas*, and C4J, the Supreme Court has been given approval by *Bappenas* to develop and implement its own training program. Chief Justice Hatta Ali sent a formal letter to the Ministry of Law and Human Rights to confirm that the Supreme Court will start developing the training materials on its own, although it will use materials developed by the Ministry of Law and Human Rights to enrich its own.

Work on the Juvenile Court Judges' Certification Program will begin early next quarter.

Sub-KRA 1.2.4 Non-Judges Program: More Committed Court Staff Developed

Candidate Acting Registrar Education (CARE) Program. Prior to the implementation of the CARE pilot training program, C4J conducted a plenary meeting on 18-19 November with the Supreme Court Education and Training Working Group, *Badilum*, and Supreme Court Deputy Registrars, Rahmi Mulyati and Pri Pambudi Teguh. The meeting finalized and approved the CARE materials, which have been tailored to meet the needs of newly-assigned acting registrars (with 0-1 year of experience) in the first instance courts, including general, religious, and administrative courts.

To select and prepare the trainers, the Supreme Court Training Agency (*Balitbangdiklat*) and C4J conducted a Training for Trainers (ToT) in Jakarta on 28-29 November. The ToT produced 25 qualified trainers – judges and registrars – to lead the pilot CARE training program and to deliver the training to other acting registrars throughout Indonesia.

The three-week CARE pilot training program was successfully implemented on 1-21 December at the *Balitbangdiklat*'s headquarters in Ciawi. The 30 participants included 16 men and 14 women, representing a significant improvement in female participation. The first week of the program focused on skills important for the work of acting registrars, such as communication, management, and coordination skills. The second week focused on the substance of procedural laws that registrars are expected to know and understand. During the third week, the participants learned how to prepare minutes for civil and criminal cases. During the third week, the young acting registrars were introduced to the CTS and to the automated forms and templates to be produced by the CTS.

Videos of hearings recorded by C4J in September 2013, at the Bogor District Court were used for the sessions on preparing minutes to give the participants practical exercises based on real hearings. The class used the language laboratory at the Training Agency, which was the first time that the laboratory's technology had been used for a training since being built, thereby demonstrating how the technology could support trainings in the future.

Unfortunately, due to the poor quality of the videos, the participants experienced difficulty in understanding and concentrating on the hearings. Moreover, due to time constraints when making the recordings, C4J was not able to record all hearings for a particular case. The *Balitbangdiklat*, recognizing the value of the videos and practical exercises, requested that C4J produce more professional quality videos of court hearings from the first to final hearing of a case. C4J has agreed to producing more professional quality videos, but also requested support to identify the very best examples of judges and acting registrars working together as a team and effectively managing hearings, so that the videos may be used for multiple purposes, such as demonstrating effective case and hearing management practices, leadership, etc.

Sub-KRA 1.2.5 E-learning: Enhanced Training Opportunities for Judges and Court Staff through IT and Distance Learning

This quarter, the e-learning program materials and illustrations were completed. In preparation for rolling out E-learning next quarter, a three-day IT Administration Training Program was conducted at the *Balitbangdiklat*'s headquarters in Ciawi on 18-20 December. Participants included representatives from the Supreme Court, *Balitbangdiklat*, and Directorate Generals.

The training introduced the court IT administrators to the E-learning application that was built in cooperation with *Balitbangdiklat*.

C4J hopes to pilot the e-learning application on judicial ethics for judges next quarter, to be followed by a content development training for the Supreme Court and *Balitbangdiklat*

for developing an integrated program combining in-class teaching and long distance learning, which may implemented in cooperation with the high courts in each province.

Sub-KRA 1.2.6. Study Visit: Public Services in the US Courts

C4J facilitated a comparative study visit to the US on 4-8 November for the Supreme Court leadership, including the Chief Justice, Vice Chief Justice for Judicial, Deputy Chief Justice for the Advancement Chamber, Supreme Court Secretary and Registrar, Head of *Humas*, Head of *Balitbangdiklat*, and chief judges from several district courts. C4J funded eight participants plus three C4J staff. The Supreme Court funded six participants. Two additional participants were funded by USAID.

The study visit focused on the key themes of public information services, information technology, court budgeting, judges' role in court administration, delegation of administrative responsibilities, and judicial training and research. These themes were motivated by the significant reforms currently underway in Indonesia, including implementation of the automated case tracking system (CTS) in 350 general district courts and development of the "Policy Paper on Enhancing the Organizational Effectiveness of the Secretariat and for Aligning the Roles of the Leadership of the Supreme Court," described above.

The study visit included meetings with the US Supreme Court, Administrative Office of the US Courts, Federal Judicial Center, Montgomery County Circuit Court, New York State Unified Courts, Kings County Supreme Court in Brooklyn, and the Center for Court Innovation in New York City. In addition, Chief Justice Hatta Ali made a presentation to the United States-Indonesia Society (USINDO) at the Cosmos Club in Washington, DC on judicial reform in Indonesia and met with leaders of the US Agency for International Development (USAID) in Washington, D.C.



Photo left: *The Indonesian Supreme Court leaders visit the US Supreme Court.*

More information on the comparative study visit is provided under Media and Public Relations below.

Sub-KRA 1.2.7. *Integrated Gender Training for Judges and Prosecutors*

This activity is still pending this quarter, while waiting for confirmation from OPDAT, which has agreed to provided the facilitators from the US.

KRA 1.3 Improved Court and Public Interaction

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

Sub-KRA 1.3.1.1 *Standardization of the Information Desk and Information Provisions in the Court*

Court Website Standardization. Almost all court websites fail to provide information as mandated by Supreme Court Chief Justice Decrees SK 1-144, and SK 26. For example, information that should be published on a regular basis includes court hearing schedules. The websites also lack regular updates and the security of the websites is poor, and people with disabilities need the court websites to be in a format easier to navigate. To standardize and improve court websites, the Supreme Court’s Head of *Humas*, Ridwan Mansyur, hosted a meeting on 14 October of the Website Standardization Working Group to assess and propose the standardization of court websites. The Working Groups twelve members representing *Humas* and the C4J Project (including support from C4J’s IT Specialist and IT Training Specialist) have been tasked with creating a blueprint and content guidelines for all court websites.

"Up to now, there is no clear direction in creating and managing court websites, so this standardization initiative will give us guidelines to develop and maintain better websites to improve public information services."

**Nani Indrawati SH., M.H., Deputy Chief Judge
South Jakarta District Court**



Photo left: C4J Communications Specialist led discussion with the Supreme Court *Humas* and IT staff during a work session to standardize court websites.

The Website Standardization Working Group conducted a two-day workshop on 28-29 November. In addition to working group members and C4J staff, participants included representatives from the AIPJ Project and the Support Group for People with Disability (*Mitra Netra*), which is dedicated to improving court access for persons with disabilities. The workshop successfully developed draft criteria for website content and organization, assessed courts' current website management and security, and proposed concept websites for access by people with a disability.

During December, the Working Group completed the Draft Standardized Court Website Guidelines, including the content development guide, template design, and visual guide. Finalization of the guidelines will require further discussions with the Supreme Court, *Bawas*, *Badilag*, *Badilum*, high courts, and district courts before seeking approval from the Chief Justice. C4J will seek final approval next quarter.

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

Sub-KRA 1.3.2.2 Mentoring to Humas Staff on a Regular Basis on Public Communications and Improvement of Hands-on Skills

To improve court and public interaction, C4J developed a “brownbag” discussion series for staff from *Humas* and other Supreme Court offices, including the Registrar and *Badilum*. . Each session in the series covers different topics featuring practitioners and experts from the communications field.

to present on relevant topics and attended by around 25-30 staff from *Humas* as well as as *Kepaniteraan* (Supreme Court Registrar) and *Badilum*.

The first discussion session, led by C4J on 11 October, focused on management of media events. *Humas* staff considered this an important skill to be developed, as they must frequently manage press conferences, press releases, television interviews, and occasional video conferences.

At the second brownbag session on 31 October C4J's consultant, Dr. Markus Zimmer, spoke on the core competencies of public information staff. He highlighted the key competencies, which include respect for a strong and effective Court Public Information Officer Code of Conduct, because of the critical role public information staff play in conveying information to the public about the courts in a professional manner.

The third brownbag discussion, on 22 November focused on effective writing using the “clustering method,” which is used to generate ideas on certain topics and to make connections among all related ideas. This technique is especially important for *Humas* staff, whose job it is to update websites and draft press releases and other media materials.

The next brownbag discussion, scheduled for 18 December on the topic of “Communications Crisis Management” was postponed to January 2014, due to scheduling conflicts within *Humas* during December.

Sub-KRA 1.3.2.3 Training on Public Relations for Humas and Other Court Jurisdictions

This quarter, the Supreme Court *Humas* and C4J facilitated two in-house trainings on public relations and media engagement for district courts. These trainings were aimed at developing district court *Humas* staff communications and public service skills to help fulfill public expectations of the courts.

The first of the trainings was conducted at the Surabaya District Court, one of Indonesia's busiest district courts, on 22-23 October. It drew enthusiastic participation not only by *Humas* staff and judges from the Surabaya District Court but, unexpectedly, also from the nearby district courts of Mojokerto, Sidoarjo, Gresik, and Jombang. It is evident that there is a strong interest among court staff to develop their skills in media and public relations. The two-day training covered the topics of public speaking, engagement with journalists and media, and developing key messages and techniques to manage communications crises. It opened with a presentation of the last public perception survey results to highlight the urgency for courts to improve information services to the public and media.

"We constantly seek valid information from the court. I think Bandung District Court needs to have a capable and active spokesperson to support and maintain good working relationships with the media. So hopefully this training will help to make court spokespersons more pro-active and create a better relationship between the media and the courts."

***Pak Endang, RRI (Radio Republik Indonesia)
Bandung***

The second training on public relations and media engagement for judges was conducted on 18-19 November at the Bandung District Court. Although it was not as well attended as Surabaya, this training went well, considering the court was undergoing an extra activity of swearing in a new chief judge. During a discussion with journalists at this training, it was discovered that, although Bandung District Court has developed a media engagement strategy, they still have not measured up to the expectations and the public and the media, especially when they try to obtain information from the court. The journalists expressed their expectation to receive valid information from the court and to have access to public information services. The media's knowledge about the CTS was found to be lacking. C4J advocating to the court to update its website frequently to provide the media with alternative sources of current information.

Based on the two trainings, C4J recommends that each district court enhance their media, communications, and outreach strategy to improve public opinion of the courts.

Sub-KRA 1.3.2.4 Enhancing Court Security through Improved Media and Public Relations

As reported above under Education and Training, on 4-8 November, C4J facilitated a comparative study visit of Indonesia's Supreme Court leaders to the US, including visits to the US Supreme Court, Federal Judicial Center, Administrative Office of the US Courts, New York Unified Court System, Center for Court Innovation in New York, and local courts. The delegation, sometimes in smaller groups, visited several justice

institutions in and around Washington DC and New York and met court officials. Key findings from the visit included: the vital role of IT in the systems and business processes of courts in the US; the use of IT management in measuring court performance such as clearance rates and times to disposition; the important role of research using data from the IT systems; utilization of non-judge professionals as court spokespersons; and serious attention to court security. Based on the discussions on the importance of research in the US courts, the Supreme Court expressed interest in revitalizing the Research and Development Unit (*Balitbang*), to utilize data to improve human resources, budgets, training programs, management and administration.

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

Sub-KRA 1.3.3.1 Preserving and Standardizing Legal Aid Services under the Courts

In cooperation with the Supreme Court, and with the support of subcontractor *Pusat Kajian Perlindungan Anak (Puskapa)*, C4J facilitated a series of meetings on preserving and standardizing legal aid services through revisions to SEMA 10 of 2010. These meetings included active contributions from Supreme Court Legal Aid Working Group, *Bappenas*, and other donors including the World Bank's Justice for the Poor (J4P) Program and AusAid's Australia Indonesia Partnership for Justice (AIPJ) Project.

The Legal Aid Working Group conducted meetings on 25 November and 12 December to discuss draft revisions and inputs, and to finalize the proposed revisions. C4J and the drafting committee refined the draft further during December, based on additional inputs, and submitted the final draft to Justice Suhadi, Head of the Legal Aid Working Group, for approval by the Chief Justice.

"This draft of the revised SEMA 10 is a great breakthrough to the current legal aid procedures."

Justice Suhadi, Head of Supreme Court Legal Aid Working Group

The final SEMA 10 revision is expected to be in the form of a Supreme Court Regulation (*Peraturan Mahkamah Agung*, or PERMA) because it regulates the procedural law and binds other institutions. The official approval from the Chief Justice is expected early next quarter.

Following adoption of the PERMA, the Supreme Court, C4J, and other donors will coordinate activities to officially launch the PERMA, educate all courts on the new legal aid service standards, draft new standard operating procedures for legal aid services, and facilitate coordination meetings between the Supreme Court and Ministry of Law and Human Rights on implementation of the new regulation.

Key Legal Aid Data in CTS. As part of discussions on implementing the new PERMA described above, C4J is examining how the CTS may capture additional, key data on legal aid services in the first instance courts, namely on court fee waivers and hearing outside the courts. Recommendations will be considered in future enhancements to the CTS.

Collecting Good Practices in the Area of SEMA 10, Juvenile Justice and Women and Children Victims of Violence. Effective practices of district courts delivering legal aid services, as well as meeting particular needs and interests of the public, were documented in Year 3, and became the basis for developing the SEMA 10 revisions. The new PERMA will give special attention to women's and children's issues.

C4J will continue collecting data on effective practices in delivering legal aid to juveniles, women, and other disadvantaged persons. These lessons will be utilized in C4J activities to develop the Juvenile Judges Certification Program described under Component 1.2, and the biodiversity program described under Component 3.

Component 1. Training, Workshops, and Events Participation Summary

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

TABLE 1: QUARTER 14 TOTAL PARTICIPATION BY POSITION TITLE AND GENDER (N=NUMBER)

NO.	Training/Workshop/Event Title	Male		Female		Total Participants per Activity		Judge				Non Judge			
		N	%	N	%	N	%	Male		Female		Male		Female	
								N	%	N	%	N	%	N	%
1	Seminar: Roadshow New York Convention Year 1958 on International Arbitration - Ciawi, October 3, 2013	30	83%	6	17%	36	100%	30	83.3%	6	17%	0	0	0	0
2	#Training: Brown Bag PR <i>Training Series</i> - Jakarta, October 4, 2013 - January, 2014	13	59%	9	41%	22	100%	0	0.0%	0	0.0%	13	59.1%	9	40.9%
	Training: Brown Bag PR 1st Training "Media Event Management" - Jakarta, October 4, 2013														
	Training: Brown Bag PR 2nd Training "Public Information Service Standard for Court" - Jakarta, October 25, 2014														
	Training: Brown Bag PR 3rd Training "Creative Writing and Social Media" - Jakarta, November 22, 2014														

	Training: Brown Bag PR 4th Training "Writing Technique with Clustering Method" - Jakarta, December 6, 2013														
3	Focus Group Discussion: FGD Judiciary Budget Independency - Jakarta, October 17, 2013	13	87%	2	13%	15	100%	2	13.3%	0	0.0%	11	73.3%	2	13.3%
4	Training: Public & Media Relations for Humas Training at District Court - Surabaya, October 22-23, 2013	9	60%	6	40%	15	100%	5	33.3%	2	13.3%	4	26.7%	4	26.7%
5	*Training: Certification Human Resources Professional (CHRP) <i>Training Series</i> - Jakarta, August 23 - November 1, 2013	17	57%	13	43%	30	100%	0	0.0%	0	0.0%	17	56.7%	13	43.3%
	Training: CHRP Training 7th week - Jakarta, October 4, 2013														
	Training: CHRP Training 8th week - Jakarta, October 11, 2013														
	Training: CHRP Training 9th week - Jakarta, October 18, 2013														
	Training: CHRP Training 10th week - Jakarta, October 25, 2013														

	Training: CHRP Training 11th week - Jakarta, November 1, 2013														
6	Plenary: Document Template for District Courts Plenary - Jakarta, November 12, 2013	14	88%	2	13%	16	100%	4	25.0%	1	6.3%	10	62.5%	1	6.3%
7	Training: Public & Media Relations for Humas Training at District Court - Bandung, November 18-20, 2013	17	77%	5	23%	22	100%	7	31.8%	2	9.1%	10	45.5%	3	13.6%
8	Meeting: Legal Aid Working Group Meeting on SEMA 10/2010 Revision - Jakarta, November 25, 2013	15	94%	1	6%	16	100%	5	31.3%	0	0.0%	10	62.5%	1	6.3%
9	Workshop & Meeting Coordination: Website Standardization for Courts - Ciawi, November 28-29, 2013	14	70%	6	30%	20	100%	0	0.0%	0	0.0%	14	70.0%	6	30.0%
10	Workshop: Continuing Acting Registrar Education (CARE) - Jakarta, November 28-29, 2013	14	61%	9	39%	23	100%	6	26.1%	5	21.7%	8	34.8%	4	17.4%
11	Workshop: Workshop on Case Tracking System (CTS) Roadmap - Tangerang, December 5-6, 2013	6	100%	0	0%	6	100%	2	33.3%	0	0.0%	4	66.7%	0	0.0%
12	Meeting: Legal Aid Working Group Meeting on SEMA 10/2010 Revision (Second Round) - Jakarta, December 12, 2013	14	78%	4	22%	18	100%	5	27.8%	0	0.0%	9	50.0%	4	22.2%

13	Training: Continuing Acting Registrar Education (CARE) Pilot Training - Ciawi, December 2-20, 2013	16	53%	14	47%	30	100%	0	0.0%	0	0.0%	16	53.3%	14	46.7%
14	Training: CTS Transfer of Knowledge Training - Ciawi, December 16-20, 2013	6	86%	1	14%	7	100%	0	0.0%	0	0.0%	6	85.7%	1	14.3%
15	Discussion: Sharing Discussion Series Competency-based Human Resource: "IT Functional Position" by Central Statistic Agency (Badan Pusat Statistik/BPS) - Jakarta, December 17, 2013	27	60%	18	40%	45	100%	0	0.0%	0	0.0%	27	60.0%	18	40.0%
16	Training: SC Admin Training for E-Learning - Ciawi, December 18-20, 2013	20	80%	5	20%	25	100%	0	0.0%	0	0.0%	20	80.0%	5	20.0%
17	Workshop & Meeting Consultation: Website Standardization for Courts - Jakarta, December 23, 2013	20	67%	10	33%	30	100%	5	16.7%	3	10.0%	15	50.0%	7	23.3%
TOTAL		265	70%	111	30%	376	100%	71	18.9%	19	5.1%	194	51.6%	92	24.5%

*CHRP Training is a series of training, conducted once a week on Friday (August 23-November 1, 2013). The number of participants is counted one time & is reported as indicator achievement in Quarter 14 (Oct-Dec 2013).

#Brown Bag PR *Training Series* consist of 5 trainings in Jakarta is conducted on October 4 until January 2014. The number of participants is counted one time & the questionnaire evaluation will be distributed to participants at the end of training series (Quarter 15: Jan-Mar 2014).

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

Talent Management. Complementary to activities to develop technical competencies for prosecutors, C4J began a process to identify a subcontractor to develop a policy paper on talent management in the AGO. The sub-contract selection and implementation of this activity will begin next quarter.

Development of competency model for strategic positions in the AGO. During November 2013, C4J and Subcontractor PT. *Langkah Mitra Selaras* met with four resource persons for insight from their experience on the knowledge, skills, abilities, and other characteristics needed for effective performance as Head of a Provincial Prosecutors' Office (PPO) and a District Prosecutor's Office (DPO). The resource persons were: Head of the Banten PPO, Feri Wibisono (former Head of the AGO Planning Bureau); Head of the AGO International Legal Cooperation Section, Reda Mathovani; General Crimes Assistance in Bali PPO, R. Narendra Jatna; and C4J's Prosecution Advisor, Ramelan Partadimeja. C4J also held a series of meetings with the Head of the Sub-section for Career Advancement, Danang Suryo, and Head of the General Affairs Section, Aryani, to discuss and develop the competency model further.

The Subcontractor has submitted a final desk analysis report, draft competency dictionary, and draft competency profile. The draft competency profile consists of 18 behavioral competencies, 7 technical competencies related to management of cases, and 6 technical competencies related to management skills.

On 20 December, C4J met with the AGO's Deputy Attorney General for Advancement (*Jambin*), Head of Planning Bureau, and Head of Personnel Bureau for a kick-off meeting and discussion on the competency profile recommendations. The *Jambin* gave his approval, with several notes requesting the team to select all respondents from the DPOs and PPOs appropriately and to respect the AGO's internal values.

The *Jambin* also agreed to hold follow-on coordination meetings during implementation of the competency profiles to get updates.

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

Prosecution Guidelines for Terrorism Cases. The Terrorism Prosecution Guidelines were launched at the AGO national working meeting (*Rakernas*) on 26 November. With the approval of the AGO and with a cover letter signed by the Head of Terrorism Task Force, on behalf of the Deputy Attorney General for General Crimes, C4J has supported the distribution of approximately 490 copies of the Terrorism Prosecution Guidelines to 31 Provincial Prosecutors Offices (PPO's) throughout Indonesia. The PPOs distribute the prosecution guidelines to their libraries and to all District Prosecutors' Offices (DPOs)

under their jurisdiction. With these prosecution guidelines disseminated, this activity has been completed.

Additional guidelines, to be focused on combating the crimes of illegal logging, land conversion, wildlife trafficking, and wildlife poaching, are under development. These guidelines are described under Component 3.

Case Management and IT. The results of efforts conducted in the previous quarter indicated that it was likely that the AGO would choose SIADKARI as their case tracking system in support of SIMKARI. However, based on discussions this quarter, there does not seem to be a clear consensus yet. C4J continues to offer it support for developing an IT vision and strategy for transitioning to an integrated, automated management system, although C4J recommends beginning with a simplified, local case tracking application that focuses on collecting data effectively from each district prosecutors' office. C4J also continues to emphasize the challenges of developing a system that would effectively integrate fully with SIMKARI.

A C4J team met with the AGO General Crimes Division on 23 December to discuss the possibility of establishing a technical team to facilitate cooperation and to identify opportunities for collaboration in defining the IT vision for the AGO and prosecutors offices.

KRA 2.2 Improved Staff Technical Competence and Accountability

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

Improving the AGO Badiklat Workflow. On 19 December, the AGO Training Agency (*Badiklat*) and C4J jointly facilitated the kickoff meeting for implementing the new standard operating procedures (SOP's) developed for *Badiklat*. The Interim Head of *Badiklat*, M. Salim, expressed his enthusiasm to continue cooperating on implementation, monitoring, and revision of the new SOP's. At the meeting *Badiklat* appointed staff to lead implementation of the relevant provisions of the new SOPs in their respective divisions and subdivisions.

Badiklat and C4J will meet again early next quarter to agree on the specific training program and schedule for piloting the new SOPs.

Sub-KRA 2.2.2 Integrated Gender Training for Judges and Prosecutors

This activity is still pending this quarter. OPDAT has agreed to provide facilitators from the US, subject to their availability.

KRA 2.3 Strengthened Public Information Interface in the Prosecutors' Offices

Sub-KRA 2.3.1 Public Access: Improved public access to Information in the Prosecutors' Offices

Sub-KRA 2.3.1.1 Integrating Public Information Services in the Prosecutors' Offices with Badiklat and Puspenkum

There are some lessons learned from implementation of the public information training at prosecutor's offices in previous quarters:

- Extensive coordination was essential with both *Puspenkum* and *Badiklat*;
- The program was designed based on an evaluation of previously conducted trainings;
- A training assessment was conducted through discussions with staff within the *Badiklat* and *Puspenkum*;
- The curriculum was developed by a well respected expert; and –
- Intense coordination continued throughout the development process.
- To ensure balanced gender representation at training programs (women constituted only 2% of total participants at the public information service trainings), *Badiklat* and *Puspenkum* should ensure that more women are invited to future training programs.

Badiklat and *Puspenkum* have agreed to integrate the training curriculum into *Badiklat*'s annual training program to ensure the sustainability of the training program and the capacity development of public information staff.

In recognition of the AGO *Puspenkum*'s achievements, the Indonesia Information Commission (*Komisi Informasi Pusat*) awarded the AGO for being one of the top five government institutions in delivering public information services. The award was presented to the AGO by the Indonesian Vice President in December 2013.

Sub-KRA 2.3.1.2 Capacity Building for Information Officers in Handling Information Requests

To complement the biodiversity program described below under Component 3, AGO *Puspenkum*, *Badiklat*, and C4J cooperated to train over 40 public information officers from 40 different prosecutor's offices across Riau and Aceh last quarter, and in West Kalimantan on 18-21 November. Key findings recorded during the training program included:

- The need to sensitize most prosecutors' offices to the importance of public information desks;
- There is no functional or structural role for public information desk staff. Thus, there is no career path for staff employed to provide public information services. The assignment of public information staff is not based on competency; instead, staff are often appointed randomly without a clear job description.
- To anticipate higher public demand for information at prosecutor's offices in Indonesia, and to improve public opinion of prosecutors, the AGO should professionalize public information staff. Furthermore, information officers should be selected based on their skills and well-equipped with public relations skills for interacting with the public and the media in regard to prosecution cases in their offices.

Sub-KRA 2.3.2 Public Engagement: Improved Public Engagement by the Prosecutors' Offices

Revitalizing Public Relation in Puspenkum. As described above, the C4J project is cooperating with the AGO to improve public information services in the prosecutors' offices. However, there is also a need to improve the quality of reporting by the media. One of the recommendations from the concept paper on "Revitalizing Public Relations in Puspenkum," completed on 23-27 September and presented during the AGO technical meeting (*Rakernis*), is to improve the quality of journalists' reporting on prosecution cases. AGO *Puspenkum* and C4J agreed to conduct a workshop involving members of the AGO Journalists Forum (*Forwaka*) as active participants. The workshop was successfully held on 18 December. It was attended by most of the *Puspenkum* leadership and eight representatives from *Forwaka*.

One of the main recommendations resulting from the workshop was the need to publish Journalists Guidelines which, as described below, are currently under development.

Journalist Guidelines for Reporting of Prosecution Cases. *Puspenkum*, *Forwaka* and C4J have collaborated to draft the Journalists Guidelines for Reporting on Prosecution Cases. During workshop with representatives from *Puspenkum* and *Forwaka*, C4J collected the inputs that will be included in the final version, to be released in February 2014.

Monthly Discussions. For this quarter, C4J, AGO and *Forwaka* had scheduled monthly discussions until December 2013. However, due to schedule conflict within AGO leadership, the monthly discussions have been re-arranged for undetermined dates. In the meantime, AGO and *Forwaka* have been conducting monthly discussions on their own initiatives.

Increasing Puspenkum's Engagement with the Public. C4J provided support for the first three editions of *Bulletin Adhyaksa*, AGO's new internal magazine, issued in August through October 2013.

The C4J communications team is cooperating with *Puspenkum* staff to provide guidance on how to create professional layout and content.

Component 2. Training, Workshops and Events Participation Summary

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

TABLE 2: QUARTER 14 TOTAL PARTICIPATION BY POSITION TITLE AND GENDER (N=NUMBER)

NO.	Training/Workshop/Event Title	Male		Female		Total Participants per Activity		Prosecutor				Non Prosecutor			
								Male		Female		Male		Female	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%
1	Workshop: Guidelines for AGO Journalist Workshop - Jakarta, December 18, 2013	9	75%	3	25%	12	100%	7	58.3%	2	16.7%	2	16.7%	1	8.3%
2	Meeting: Discussion on SOP of AGO Agency for Education & Training (Badiklat Kejaksaan) - Jakarta, December 19, 2013	10	59%	7	41%	17	100%	5	29.4%	5	29.4%	5	29.4%	2	11.8%
	TOTAL	19	66%	10	34%	29	100%	12	41.38%	7	24.14%	7	24.14%	3	10.34%

COMPONENT 3: BIODIVERSITY

KRA 3.1 Enhancement Management and Accountability in the Supreme Court to Support Bureaucratic Reform

Sub-KRA 3.1.1 Improved Prosecution of Crimes Relating to Biodiversity

Development of prosecution guidelines. In October, C4J's biodiversity team held coordination meetings with the Indonesian Center for Environmental Law (ICEL), Telapak, and the Wildlife Conservation Society (WCS) to set the schedule for a series of Focus Group Discussions (FGD) on new prosecution guidelines for illegal logging, land conversion, wildlife poaching, and wildlife trafficking cases.

In early November Subcontractors WCS and ICEL contributed their recommendations on the structure and content of the prosecution guidelines. On 23 December, C4J staff presented the draft prosecution guidelines to the Deputy Attorney General for General Crimes. He agreed to create a technical team tasked to work together with C4J on the prosecution guidelines. Next quarter meetings will be launched with general crimes and the AGO Environmental Task Force. OPDAT has offered to provide support developing articles for the guidelines.

Sub-KRA 3.1.2. Trainings on Management of Biodiversity Cases

On 16 October, the biodiversity team and ICEL conducted a focus group discussion (FGD) with the Supreme Court Training Agency (*Balitbangdiklat*) in Ciawi to discuss development of training modules on: public information services in the courts; and management of criminal and civil biodiversity cases. The FGD was attended by the Head of the *Balitbangdiklat*, Siti Nurdjanah, and the *ad interim* Head of Training, Marni, among others. They welcomed the activity, especially since biodiversity is very relevant to the Environmental Judge Certification Program. They agreed to appoint technical staff to work with C4J and ICEL in developing the training modules. The *Pusdiklat* leadership also recommended that the training schedule to be integrated with the existing *Pusdiklat* training schedule, and that the curriculum is designed in such a manner that it will accommodate varying levels of qualifications and experience among judges attending as participants. The second FGD was held on 27 November in Bogor. Attended by officials from *Balitbangdiklat* and WCS, the FGD produced a draft training modules on: public information services, and management of biodiversity cases by judges. The third FGD was conducted in Bogor on 9 December. The modules were finalized and approved in a meeting with the Supreme Court, *Balitbangdiklat*, and ICEL on 20 December.

On 17 October, the biodiversity team conducted a FGD with AGO *Puspenkum*, with the support of the three Subcontractors ICEL, Telapak, and WCS. The FGD focused on evaluating and enhancing the existing training module on public information services for prosecutors by incorporating lessons learned from the September trainings in Pekanbaru and Banda Aceh. The FGD recommended to modify the current methodology of training to put more emphasize on providing information services related to wildlife and forrest-related crime cases.

KRA 3.2. Improved Court and Public Interaction

Sub-KRA 3.2.1. Public Information Campaign

Following the successful media road show in Pekanbaru and Banda Aceh last quarter, the biodiversity team and ICEL led a media roadshow in Pontianak on 21 November. The team met with the Pontianak Post and Tribun Pontianak, two leading media in the city, about the current monitoring process for biodiversity cases in West Kalimantan. The road shows helped the team to understand the dynamics of local reporting on biodiversity issues. Most media reporting on biodiversity issues is trivial; the local media stated that they find it difficult to report and develop biodiversity issues as a feature story or investigative report. Based on the consultations, the C4J biodiversity team will design a media workshop, which will be conducted next quarter. To stimulate interest among local journalists, a writing competition will be held following the workshop.

In October, the biodiversity team initiated talks with the Society of Indonesian Environmental Journalists (SIEJ) and Radio KBR68H (Green Radio) about cooperating on the biodiversity media campaign and radio talk shows. C4J has finalized the scope of work and created an agreement with both SIEJ and the Green Radio. SIEJ will facilitate the media campaign, including journalist workshops, the writing competition for journalists, and a field visit for journalists, while Green Radio will facilitate the talk shows. These activities are part of a public information campaign linked to community outreach activities in the field. The media campaign and talk shows are expected to start in January 2014.

C4J has selected a Subcontractor to develop a multimedia video as a training tool for the communities. The concept for the video was designed by C4J's biodiversity communications specialist with technical input from Telapak and the Subcontractor. The film is expected to be completed by the end of January 2014.

Other tools that are being developed include puzzle toys using the biodiversity program image, which will be used for games and interactive discussion during community trainings next quarter.

Sub-KRA 3.2.2. Public Information Training Programs

Training for courts and prosecutors' offices on providing public information services.

Training for the public on how to access public information services in the courts and prosecutors' offices. C4J has completed trainings for prosecutors on public information services Pekanbaru, Banda Aceh and Ketapang. The trainings in Pekanbaru and Banda Aceh were conducted during the previous quarter, and the in-house training for 20 staff at the Ketapang District Prosecutor's Office (DPO) was conducted on 19-20 November. Compared to the previous trainings, this training was better attended, including not only public information staff but also representatives from all working units in the DPO, a result of AGO Puspenskum's official letter to the DPO encouraging their participation.

Public information services trainings for district courts in the three program areas are scheduled to be implemented in January. Approximately 15 participants from among the

four district courts will be invited to Jakarta for the training. Additional participants from a fifth court, Meulaboh District Court, in the Aceh region, will be included due to a recent high profile biodiversity (peatland conversion) case there.

In collaboration with Telapak, C4J conducted a Training of Trainers (ToT) program on 18 December in Jakarta for community organizers who work in each of Telapak's program areas. Using an interactive discussion format, the ToT was designed to share lessons learned to date, and to strategize on the next phase of community assistance.

Telapak's community organizers provided inputs on the training module for community paralegals ("Public Access to Information and Legal Action relating to Biodiversity Issues"), currently under development. Feedback on the training module for community paralegals was also received through an FGD in Pekanbaru, Riau, in November, and Laman Satong, West Kalimantan, on 23 December. The FGD in Kampar was attended by representatives from the Bangkinang/Kampar community, forest community groups, and local non-governmental organisations WWF and WALHI.

Various common biodiversity issues are plaguing the communities in Kampar and Ketapang, such as: legal challenges relating to land tenure and small scale illegal logging; blocked access to their own land, thereby forcing them to sell their land to plantations and mining companies; lack of information about procedural legal issues, thus causing them to fall victims; and long distances from their villages to government offices, courts, prosecutors' offices, and police.

The community representatives who attended the FGDs welcomed the plan for training the community. The training participants will be developed as paralegals through continuous community assistance activities by community organizers from Telapak. The community representatives recommended that the trainings should be scheduled 7:00-10:00 pm, as they have to complete farming work during the day. Due to this consideration, the community training is planned to be conducted over the course of three days to deliver all training materials. The trainings in Aceh and Riau are currently planned for January. The training in Ketapang is planned for February.



Photo above: A community FGD was held on 23 December in Manjau Subvillage, Laman Satong village ((West Kalimantan) and attended by 18 participants, comprising the head of subvillage, head of youth organization, head of Adat, and community members.

Component 3. 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 14 TOTAL PARTICIPATION BY POSITION TITLE AND GENDER (N=NUMBER)

NO.	Training/Workshop/Event Title	Male		Female		Total Participants per Activity		Judge				Prosecutor				Non Judge & Non Prosecutor				Community			
								Male		Female		Male		Female		Male		Female		Male		Female	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
1	Focus Group Discussion: FGD1 Biodiversity Module PPID AGO - Jakarta, October 17, 2013	5	45%	6	55%	11	100%	0	0%	0	0%	1	9%	2	18%	4	36%	4	36%	0	0%	0	0%
2	Training: PPID Biodiversity Training - Ketapang, November 19-20, 2013	14	82%	3	18%	17	100%	0	0%	0	0%	8	47%	1	6%	6	35%	2	12%	0	0%	0	0%
3	Focus Group Discussion: FGD on Develop Training Module for Public Info Services & Managing Bio Cases for Courts - Bogor, November 27, 2013	3	75%	1	25%	4	100%	3	75%	0	0%	0	0%	0	0%	0	0%	1	25%	0	0%	0	0%
4	Focus Group Discussion: FGD on Develop Training Module "Public Information Services for Courts & Managing Cases Relating to Biodiversity Civil and Criminal Cases for Judges" - Bogor, December 9, 2013	1	50%	1	50%	2	100%	1	50%	0	0%	0	0%	0	0%	0	0%	1	50%	0	0%	0	0%
5	Training on Trainers: TOT for Community Facilitators on Public Access to Information and Legal Action relating to Biodiversity issues - Jakarta, December 18, 2013	10	100%	0	0%	10	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	10	100%	0	0%
6	Focus Group Discussion: FGD2 on Training Module "Development for Public Capacity on Public Information and Civil Action (Paralegal)" by TELAPAK - Ketapang, December 23, 2013	12	100%	0	0%	12	100%	0	0%	0	0%	0	0%	0	0%	12	100%	0	0%	0	0%	0	0%
TOTAL		45	80%	11	20%	56	100%	4	7.14%	0	0.00%	9	16.07%	3	5.36%	22	39.29%	8	14.29%	10	17.86%	0	0.00%

ANNEX A: INDICATORS

C4J PERFORMANCE MONITORING PLAN FY 2014 ACHIEVEMENT Current Reporting Period: Q14Fiscal Year 2014 (October-December 2013)

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT			TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q14	Q15	Q16		
COMPONENT 1: SUSTAINING AND BROADENING REFORMS IN THE SUPREME COURT							
1.1	Number of judges trained with U.S. government assistance	20	7			7	During the first quarter of fiscal year 2014, the project has provided capacity building for 7 judges on the topics of media relation and public communication. Of these judges trained, 28% were female participants.
1.2	Number of non-judge court staff who received U.S. government training	60	93			93	During the first quarter of fiscal year 2014, the project has provided capacity building for 93 non-judge personnels. Topics were ranged from the issues of e-learning, media relation, public communication, and human resources. Of these people trained, approximately 38% were female participants.
1.3	Percentage of target personnel satisfied with project trainings	80%	83%			83%	During this period of reporting, the satisfaction level for training participants are recorded at 83%. Slightly higher than the project's annual target of 80%.
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	2	2			2	During this period of reporting, the project has produced guidelines for court's website standardization and the module for Public Information Transparency for Administrative Court.
1.5	Number of USG assisted courts with improved case management	-				350	This indicator is completed where all district courts have implemented the CTS version 2 and more than 100 cases have been entered. Reference: http://cts.mahkamahagung.go.id/map/map.php The project is now moving into overseeing the implementation of the CTS and provide mentoring as necessary to the district courts assiting them to implement the system correctly.
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	9	0			0	All documents are in work-in-progres status. Documents are planned to be completed by the end of the fiscal year, at the latest. The list of documents planned to be produced are: <ol style="list-style-type: none"> 1. Recommendation on IT career path 2. Recommendation on IT Competency Profile 3. Recommendation on placement, mutasi, transfer, promotion 4. Recommendation on <i>Pelaksanaan Kemandirian Anggaran</i>

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q14	Q15	Q16			
								<i>Peradilan</i> 5. Recommendation on <i>Biaya Standar Pengoperasian Peradilan</i> 6. Simplified <i>Otomatisasi Buku II Pola Bindalmin</i> 7. <i>Standardisasi Dokumen Pengadilan Secara Nasional</i> , integrated into CTS 8. <i>Roadmap Pengembangan SIPP yang Berkelanjutan</i> 9. PERMA 1/2014
1.7	Significant positive change in public perception of court's performance as evidenced through public surveys	-	-	-	-	-	-	This indicator is completed.
KRA 1.1. Enhanced Management, Transparency, and Accountability of the Supreme Court								
Sub-KRA 1.1.1. Human resources more strategically placed in the Supreme Court management								
1.8	Development of a system for merit based promotion for court personnel involved in case management in general, high and district courts	4	0				0	All documents are in work-in-progress status. Documents are planned to be completed by the end of the fiscal year, at the latest. The list of documents planned to be produced are: 1. Recommendation on IT career path 2. Recommendation on IT Competency Profile 3. Recommendation on placement, mutasi, transfer, promotion 4. Recommendation on Pelaksanaan Kemandirian Anggaran Program
1.9	Application of the competency-based profile guidelines for case management related positions, i.e. judges and registrars	0	0	0	0	0	0	No update during this period of reporting. The respective team is working with the SC working group to advocate future plan on use of the Competency Profiles and Dictionary on promotion, transfer, and hiring. To be completed in Y4.
1.10	Number of people trained on human resources	30	30				30	During this period of reporting, 30 non-judge position have received capacity building on the topic of Certified Human Resources Professional. Of these people trained, 43% were female participants.
Sub-KRA 1.1.2. Budget and Finance: Enhanced quality and efficiency of the Supreme Court administration and finance staff								
1.11	Number of administration and finance staff trained	-	-	-	-	-	-	This indicator is completed.
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						PENDING FOR FINAL REPORT
1.13	SC annual audit result by BPK (Supreme Audit of Indonesia)	-	-	-	-	-	-	This indicator is completed.
Sub-KRA 1.1.3. Case Management: Strengthened court capacity to use case management systems (see also Sub-KRA 1.1.4)								
1.14	Number of case management-related regulations reviewed and	3	0					The project is currently working on the following documents and looking

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q14	Q15	Q16			
	amended to support business process re-engineering (BPR)							for completion by the end of the fiscal year: 1. Simplified Otomatisasi Buku II Pola Bindalmin 2. Standardisasi Dokumen Pengadilan Secara Nasional, integrated into CTS 3. Roadmap Pengembangan SIPP yang Berkelanjutan
1.15	Number of courts provided with new IT equipment	-						This indicator is completed.
1.16	Number of courts using Case Tracking System (CTS)						350	This indicator is completed where all district courts have implemented the CTS ver2 and more than 100 cave have been entried. The project is now moving into overseeing the implementation of the CTS and provide mentoring as necessary to the district courts assiting them to implement the system correctly.
1.17	Number of courts using SMS reporting system on legal aid service							This indicator is completed.
1.18	Number of CTS trainers developed							This indicator is completed.
1.19	Number of people trained on CTS							This indicator is completed.
1.20	Number of Case Tracking System (CTS) training courses developed							This indicator is completed.
KRA 1.2. Improved Capacity, Integrity and Technical Legal Competence of Judges and Court Staff								
Sub-KRA 1.2.1. CJE II Program Developed								
1.21	Number of Continuing Judicial Education II trainers on Case Flow Management, quality and Judges ethics							This indicator is completed and the follow up trainings are taken by the Supreme Court using the State Budget
1.22	Number of people trained on CJE II							This indicator is completed.
1.23	Number of Continuing Judicial Education II curricula developed							This indicator is completed.
Sub-KRA 1.2.2. Fellowship Program: Mid-level judges, i.e., 6-15 years of experience, are of comparable quality								
1.24	Number of judges graduating from the Masters Degree program							This indicator is completed.
1.25	Number of students with a Grade Point Average (GPA) of minimum 3							This indicator is completed.
Sub-KRA 1.2.3. Additional Courses: Improved judges legal quality								
1.26	Number of curricula on specialized courses	20						No update during this period of reporting. A plan to conduct juvenile certification training for judges is currently being discussed.
Sub-KRA 1.2.4. Non-Judge Curriculum Development and Training: More committed court staff developed								
1.27	Number of curriculum for non-judge training on Case Flow Management, Quality of Judgements and Judicial Ethics developed							This indicator is completed.

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q14	Q15	Q16			
1.28	Number of non-judge court staff trained on case management, quality of judgment & judicial ethics	50	30				30	During this period of reporting, the project has provided training for 30 non-judge staff. Of these participants, 46% were female participants.
Sub-KRA 1.2.5. E-learning: Enhanced Supreme Court training centre (Pusdiklat) methodology								
1.29	E-learning blue print/plan developed	1						WEB E-LEARNING ?
KRA 1.3. Improved Court and Public Interaction								
Sub-KRA 1.3.1. Public Information: Improved public service standards and transparency								
1.30	Number of curricula developed on improved public interaction	2	2				2	During this period of reporting, the project has produced guidelines for court's website standardization. The other module developed was for Public Information Transparency for Administrative Court.
1.31	Number of trainers trained on improved public interaction		15				15	During this period of reporting, the project has provided capacity building for judge and non-judge positions on how to improving public interaction. Of these participants, 40% were female participants.
Sub-KRA 1.3.2. Media Relations: Improved engagement between the court, media and public								
1.32	Number of journalists trained on the judiciary system and the courts							This indicator is completed.
1.33	Number of courts publication materials							This indicator is completed.
Sub-KRA 1.3.3. Acces to Justice: Improved access for women, the poor and marginal communities to court service								
1.34	Number of recommendations and/or best practices produced for core court services	1	1				1	One set of recommendation is produced for the recommendation for the revision of SEMA 10. Therefore this indicator is completed due to the availability of this document.
1.35	Number of standard operational procedures, policies, regulations produced for core court services	1	0				0	During this period of reporting, a PERMA 1/2014 on Pedoman Pemberian Layanan Hukum Bagi Masyarakat Tidak Mampu di Pengadilan has been approved by the Supreme Court. This regulation has recently been legalized in January, in which will be reported during the following period of reporting.
COMPONENT 2: SUSTAINING AND BROADENING REFORMS IN THE ATTORNEY GENERAL'S OFFICE								
2.1	Adoption of merit-based criteria or procedures for selection and promotion of AGO personnel through USG assistance	2	0				0	The project is currently in the work to produce these following documents on this fiscal year: 1. Technical Competency Dictionary 2. Competency Profile for selected positions in AGO
2.2	Number of AGO personnel that received USG training							During this period of reporting, there is no training provided to the AGO.
2.3	Percentage of targeted personnel satisfied with project trainings							None
2.4	Number of new courses or curricula developed and adopted in	1	0				0	During this period of reporting, the project is currently working on

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q14	Q15	Q16			
	cooperation with the Badiklat with USG assistance							Journalist Guideline Book for AGO
2.5	Number of policy papers on AGO Blueprint are accepted by the AGO	4	0				0	The following documents are in the work and will be 1. Policy paper on talent management framework 2. Recommendation on Technical Competency Assessment 3. Recommendation on streamlining and standarzising business process 4. Recommendation on effective IT staff allocation
KRA 2.1. Enhanced Management, Transparency and Accountability in the AGO								
Sub-KRA 2.1.1. Human Resources: Improved AGO Human Resources capacity								
2.6	Number of people trained on human resources							The project is not aiming to conduct training in related to this indicator. However it is being discussed for future training events for AGO Human Resources. Target and information related to this indicator is likely being updated during next period of reporting.
Sub-KRA 2.1.2. Career Advancement: Improved AGO career advancement process								
2.7	A recommendation document on transparent and fair criteria based on measureable selection and promotion methods	1	0				0	The project is currently working on this document: - Recommendation on Technical Competency Assessment
Sub-KRA 2.1.3. Prosecutorial Capacity: Improved prosecutorial management, decision making and ethics								
2.8	Prosecution guidelines developed							This indicator is completed
KRA 2.2. Improved Staff Technical Competence and Accountability								
Sub-KRA 2.2.1. AGO Training Agency/Badiklat: AGO Training Agency developed								
2.9	AGO training center (Badiklat) business process document developed							This indicator is completed
2.10	A Basic Prosecutorial Education Training (PPPJ) concept paper developed							This indicator is completed
2.11	Number of course material developed							This indicator is completed
2.12	Number of AGO Badiklat trainers developed							This indicator is completed
KRA 2.3. Strengthened Public Information Interface in the Prosecutor's Office								
Sub-KRA 2.3.1. Public Access: Improved Public Access to the AGO								
2.13	Number of AGO personnel trained on public information							Currently there is no training set during this fiscal year. Additional trainings might be inserted once the extension plan is formally signed.
2.14	Number of curricula developed on improved public interaction							Currently there is no training set during this fiscal year. Additional trainings might be inserted once the extension plan is formally signed.

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q14	Q15	Q16			
Sub-KRA 2.3.2. Public Engagement: Improved public engagement with the AGO								
2.15	Number of key messages communicated							This indicator is completed
2.16	Number of participants in stakeholders meeting							This indicator is completed
COMPONENT 3: BIODIVERSITY¹								
1	Number of people receiving USG supported training in natural resources management and/or biodiversity conservation	120	27				27	During this period of reporting, the project has provided capacity building for 27 people on the topic of natural resources management and/or biodiversity, in which 11% of them were female participants. These participants including prosecutors, District Prosecutor's Office staff, and the community.
2	Number of days of training on natural resources management and/or biodiversity conservation supported by USG assistance	52	3				3	During this period of reporting, a total of 3 days of training has been spent for the capacity building activities
3	Number of policy papers produced by C4J	2	0				0	During this period of reporting, the project is currently working to produce the following documents: 1. Illegal Logging & Land Conversion 2. Wildlife Trafficking & Poaching
4	Percentage of targeted personnel satisfied with project trainings	80%	79%				79%	During this period of reporting, level of training participants' satisfaction toward the trainings conducted by the project is recorded at 79%.
KRA 3.1. Enhance Management and Accountability in the Supreme Court to Support Bureaucratic Reform								
5	Number of USG assisted courts and prosecutors' offices with improved case management	3	0				0	No update during this period of reporting.
6	Number of district courts and DPOs provided with new IT equipment	-						This indicator is proposed to be dropped. Pending USAID approval.
KRA 3.2. Improved Capacity, Integrity, and Technical Legal Competence								
7	Number of training modules developed with USG assistance	6	0				0	The project is working on the following documents and aiming of completion by end of the fiscal year: 1. Training module for prosecution on managing cases relating illegal logging 2. Training module for prosecution on wildlife cases 3. Training module for court on on managing cases of civil and criminal relating to biodiversity 4. Training module for prosecutions office on information services 5. Training module for courts on information services

¹The Biodiversity activities has just recently started in the last quarter of FY2013 (September). All targets set for Biodiversity indicators are for end of project target.

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q14	Q15	Q16			
								6. Training module on public information and civil action (paralegal)
KRA 3.3. Improved Court and Public Interaction								
8	Number of key messages communicated	5	0				0	During this period of reporting, the project is currently finalizing the key messages to be communicated to the partners and the beneficiaries.

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.

Component 1

Sub-Key Result Area	Subcontractor	Deliverables Name	Date of Acceptance
1.1.3.2	Wrenges Widyastuti (Fixed Price Service Agreement - Policy Paper Consultant)	1. Final draft version of the policy paper	October 30, 2013
1.2.5	Harry Soesanto (Fixed Price Service Agreement - Illustrator for E-Learning)	1. First draft of the illustration 2. Second draft of the illustration 3. Final illustrations 4. Digital files	October 25, 2013 November 8, 2013 November 29, 2013
1.1.4.4	Catur Adi Sukrisno (Fixed Price Service Agreement - Team Member of the CTS audit team for evaluation of the CTS internal control design and effectiveness in the district courts of the Republic of Indonesia)	1. CTS audit report in the district courts 2. CTS audit report on the CTS web portal evaluation 3. CTS audit report in the Supreme Court	October 24, 2013 November 8, 2013 December 16, 2013
1.1.4.4	Didik Irfan Setiawan (Fixed Price Service Agreement - Team Member of the CTS audit team for evaluation of the CTS internal control design and effectiveness in the district courts of the Republic of Indonesia)	1. CTS audit report in the district courts 2. CTS audit report on the CTS web portal evaluation 3. CTS audit report in the Supreme Court	October 24, 2013 November 8, 2013 December 16, 2013

1.1.4.4	Puji Wiyono (Fixed Price Service Agreement - Team Member of the CTS audit team for evaluation of the CTS internal control design and effectiveness in the district courts of the Republic of Indonesia)	<ol style="list-style-type: none"> 1. CTS audit report in the district courts 2. CTS audit report on the CTS web portal evaluation 3. CTS audit report in the Supreme Court 4. Final report 	<p>October 24, 2013</p> <p>November 8, 2013</p> <p>December 16, 2013</p>
1.1.4.3	Bani Pamungkas (Fixed Price Service Agreement - Data Entry and Processing Associate for Kuesioner Kesiapan Perangkat SIPP/Case Tracking System (CTS))	<ol style="list-style-type: none"> 1. First draft of completed survey data based on the cut-off date as determined by C4J technical staff. 2. Final compilation and consolidation of data. C4J may review the data entry at any time prior to completion. 	November 15, 2013
1.1.2.1	Paramadina Public Policy Institute (Fixed Price Service Agreement - Study on Budget Independence of the Judiciary in Indonesia)	1. Inception Report	October 18, 2013
1.3.3.2	Pusat Kajian Perlindungan Anak (PUSKAPA) (Fixed Price Subcontract – Policies and Standards Development for Court Fee Waivers (Prodeo), Mobile Courts (Sidang Keliling), Legal Aid Posts (Posbakum), and Revision of SEMA (Surat Edaran Mahkamah Agung) 10 of 2010)	<ol style="list-style-type: none"> 1. List of changes to SEMA 10 of 2010 2. Initial draft of the revised SEMA 10 of 2010 	<p>October 15, 2013</p> <p>November 18, 2013</p>

Component 2

Sub-Key Result Area	Subcontractor	Deliverables Name	Date of Acceptance
2.1.1.2	PT. Langkah Mitra Selaras (Fixed Price Subcontract - Competency Profile for the AGO)	1. Final report on the desk analysis research, methodology design and approach for the development of the technical competency profiles 2. Draft competency model for core, behavioral and technical competencies for the Head of PPO and Head of DPO positions	November 22, 2013 December 19, 2013

Component 3

Sub-Key Result Area	Subcontractor	Deliverables Name	Date of Acceptance
3.2.1	Wildlife Conservation Society (WCS) (Fixed Price Subcontract - Biodiversity - Development of Wildlife Trafficking and Poaching Training Modules for Prosecutors)	1. Detailed activities plan and timeline 2. Outline of training module for prosecutor and managing wildlife trafficking and poaching cases 3. Draft of training module for prosecutor and managing wildlife trafficking and poaching cases	November 25, 2013 December 27, 2013

3.2.2	Wildlife Conservation Society (WCS) (Fixed Price Subcontract - Biodiversity - Development of Wildlife Trafficking and Poaching Prosecution Guidelines)	1. Detailed activities plan and timeline 2. Outline of wildlife trafficking and poaching prosecution guidelines	November 25, 2013
3.3.2	Perkumpulan TELAPAK (Fixed Price Subcontract - Biodiversity - Community Education, Development of Training module and Training Program on Public Access to Information in District Courts and Prosecutors' Offices and on filing cases focusing on threats to Biodiversity)	1. Detailed plan of activities and timeline 2. Draft training module on public access to information and how to file civil cases, focusing on threats to biodiversity	October 14, 2013 December 27, 2013
3.2.2	Indonesian Center for Environmental Law (ICEL) (Fixed Price Subcontract - Biodiversity - Development of Training Modules for Judges and Prosecutors respectively, on managing cases relating to threats to biodiversity)	1. Detailed activities plan and timeline 2. Outline of 4 (four) training modules 3. Draft of 4 (four) training modules	October 9, 2013 December 27, 2013
	Indonesian Center for Environmental Law (ICEL) (Fixed Price Subcontract - Biodiversity - Development of Prosecution Guidelines on Illegal Logging and Land Conversion)	1. Detailed activities plan and timeline 2. Outline of Illegal Logging and Land Conversion Prosecution Guidelines	October 9, 2013

ANNEX C: FINANCIAL PIPELINE ANALYSIS