



CHANGES FOR JUSTICE PROJECT ELEVENTH QUARTER PROGRESS REPORT

JANUARY TO MARCH 2013

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**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)**

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 ELEVEN

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 quarter, C4J focused on coordination with counterparts on: individual assessments for 38 Echelon II positions in the Supreme Court; revising and developing the Supreme Court's legal aid program; a workload assessment of all levels of prosecutors' offices; implementation of version 2 of the automated case tracking system (CTS) in the general district courts; planning for potential implementation of a pilot CTS in select district prosecutors' offices; media engagement and improved public information services in both the courts and prosecutors' offices; development of training programs for judges, prosecutors, and support staff, including e-learning; further development of prosecution guidelines for terrorism cases; and a biodiversity assessment in three regions.

Highlights from Component 1

- In consultation with the Supreme Court, C4J's local subcontractor began designing the individual assessment for 38 Echelon II positions. This assessment will define criteria for filling Echelon II positions in the future, will evaluate the current 38 officials, and will be used to identify qualified candidates for consideration for Echelon I positions.
- At the end of this quarter, 196 general district courts had implemented either version 1 or 2 of the automated CTS. Expansion of the CTS is being achieved through an intensive training for most of the high courts and for leaders and IT staff of their lower district courts. C4J adjusted the design of the CTS training to emphasize the importance of the data quality, effective case management, and efforts to improve accountability and public service to justice seekers.
- A compressed one-week training module for the continuing judicial education (CJE II) program for mid-level judges (i.e., with 6-10 years experience) has been completed. A training of trainers (TOT) program has produced 9 senior-level judges who will serve as trainers.

- All 20 judges who participated in the C4J fellowship program graduated this quarter, with an average GPA above 3.0. Five graduates were awarded *cum laude* honors.
- In coordination with the Supreme Court, C4J's subcontractor completed drafts of public information materials in the form of posters, banners, and videos. These materials focused on four themes: CTS; public information desks; legal aid services for birth certificates; and the complaints system. Following formal approval by the Supreme Court, these materials will be finalized and distributed next quarter under the leadership of the Public Relations Bureau (*Humas*).
- The Supreme Court has proposed a revision to its 2013 budget to support improved legal aid services. The Supreme Court is considering similar measures to increase the allocation of funds for IT in the general district courts.

Highlights from Component 2

- In coordination with the Attorney General's Office (AGO), C4J and its subcontractor completed an intensive data collection in 7 district and provincial prosecutors' offices. This data will be used to assess current caseloads in prosecutors' offices. This data will be reviewed along with data from the AGO headquarters and other key data to propose a system for projecting and planning workload needs in each prosecutors' office.
- Standard operating procedures (SOPs) for *Badiklat* were finalized this quarter. The SOPs include new *Badiklat* workflow and business processes reflecting its elevation to an independent institution under the direction of an Echelon I leader.
- In March, C4J facilitated a focus group discussion (FGD) with *Badiklat* and *Puspenkum* to develop a joint training curriculum for all public information officers (PPID) in district and provincial prosecutors' offices. The curriculum is designed to enhance PPID officers' knowledge and the quality of public information services.

Highlights from Component 3

- Following the award by USAID this quarter, C4J began a new biodiversity program. Planning included workplan meetings with 3 local subcontractors: Indonesia Center for Environmental Law (ICEL); Telapak; and Wildlife Conservation Society (WCS).
- In March, in cooperation with the Supreme Court and AGO, C4J and its 3 subcontractors launched their baseline assessment in West Kalimantan to gather essential data on crimes threatening biodiversity in Ketapang and Pontianak, West Kalimantan. The baseline assessment will continue in Riau and Aceh next quarter.

INTRODUCTION

This Eleventh Quarterly Report summarizes overall activity progress of the Changes for Justice (C4J) Project during the period of 1 January 2013 through 31 March 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.

Standardized Guidelines on Transfers, Promotions, and Mutasi. Currently, there are no standardized guidelines on transfers, promotions, and *mutasi*.¹ As a first step toward addressing the need for standardized guidelines, competency profiles for case management-related positions were finalized during the previous quarter. This quarter, the completed competency profiles were presented at the Supreme Court's leadership at a meeting on 28 March. The meeting was attended by the Chief Justice, Vice Chief Justices, all Deputy Chief Justices, Echelon I positions, and Echelon II administrative positions. The Chief Justice proposed applying the new competency profiles to the new guidelines on transfers, promotions and *mutasi*.

C4J's human resources specialist has begun coordinating with the Human Resources, Assets, Planning and Finance Working Group to gather documentation on transfers, promotions, and *mutasi* processes, along with current practices under all three Directorate Generals (*Badilum*, *Badilag*, and *Badimiltun*). Next quarter, the Supreme Court and C4J will cooperate on development of the standardized guidelines.

Individual Assessment of Echelon II. In conjunction with the Supreme Court's efforts to define competency profiles and to develop standardized guidelines for transfers, promotions and *mutasi*, the Court and C4J are preparing to begin individual assessments of Echelon II positions with the support of subcontractor Hay Group. Hay Group developed the competency profiles for Echelon II positions through desktop analyses and comparisons with other government institutions such as the Attorney Generals Office (which recently completed a individual assessment process for Echelon III staff in its national headquarters), Ministry of Finance, Ministry of Education, and the State Personnel Body. The subcontractor has conducted focus group discussions as well with Echelon I and selected Echelon II officials.

The final competency profiles will be used to assess Echelon II staff in the Supreme Court. In preparation for the individual assessments, several meetings were held with

¹ *Mutasi* may include transfers, promotions, or other personnel actions, such as demotions.

Echelon I positions and the Deputy Chief Justice for Advancement in his capacity as Head of the Human Resources, Assets, Planning and Finance Working Group.



Photos left and below: Focus group discussions with Echelon I and II positions at the Supreme Court on 7 March.



In April, the Supreme Court's Echelon I leaders will review the final competency profiles for Echelon II positions, along with the instruments for conducting the individual assessment, including behavioral event interviews (BEI), case studies, and role plays. The briefing for Echelon II staff to be assessed will be conducted on 12 April. The individual assessments are scheduled to begin on 15 April.

Individual Assessment of Echelon III and IV. Based on the plan for the individual assessments, C4J's human resources specialist provided support to the Supreme Court's Head of the Personnel Bureau in developing the terms of reference for the next planned individual assessment for Echelon III and IV positions at the Supreme Court. These assessments will be based on lessons learned in conducting the individual assessments for Echelon II, and will be conducted using the Supreme Court's own budget.

Certified Human Resources Professional Program. This quarter C4J finalized a request for proposals (RFP) for a subcontractor to conduct a Certified Human Resources Professional Program. The RFP was sent out to potential bidders. This activity will begin next quarter.

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

Procurement of Subcontractor for the Study on Judiciary Budget Independence. C4J conducted a procurement in December 2012 for a subcontractor to conduct the study on judiciary budget independence. However, to date C4J has not been able to identify a satisfactory, qualified company. C4J will continue its search next quarter until an appropriate company is identified for this important work.

Budgeting for Legal Aid Program. The Supreme Court has proposed a budget revision to the Directorate General of Budget at the Ministry of Finance to provide funds for Legal Aid Posts (*Posbakum*) in the district courts for 2013 in the amount of Rp. 15 billion. The proposed the budget revision has been relayed to the parliament. If

the review process is successful, the Supreme Court hopes to have funds for *Posbakum* in the second half of 2013.

To secure funding for the legal aid services after 2013, C4J cooperated with the Working Group on Access to Justice and the three Directorate Generals this quarter on a proposed standardized budget for mobile courts (*sidang keliling* and *zitting plaats*), fee waivers (*prodeo*), and *posbakum*. C4J has prepared data on legal aid services in the general courts in relation to their geography, population, number of petitions, potential future petitions (e.g., estimated number of children without birth certificates), and previous unit costs to support the proposed standardized budgets.

Budgeting and Disbursing of Funds for Information Technology. Despite having a limited budget to support the CTS, such as for infrastructure, the general courts' enthusiasm to implement the CTS has grown rapidly. Utilizing their existing facilities and without additional funding, nearly 200 courts across Indonesia, some of them quite small and remote, have already implemented the CTS this year. C4J has placed increased emphasis on securing an appropriate standardized budget for IT equipment and infrastructure by 2014. The Supreme Court has expressed interest in trying to allocate additional funds as early as 2013.

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

Expansion of the CTS. By the end of this quarter, 196 (or more than half of all) general district courts had implemented either version 1 or 2 of the automated CTS. As described below, expansion of the CTS is being achieved through an intensive training for most of the high courts and for leaders and IT staff of their lower district courts. C4J has adjusted the design of the CTS training to emphasize the importance of the data quality, effective case management, and efforts to improve accountability and public service to justice seekers. This is an encouraging step towards achieving the Chief Justice's goal for all general district courts to implement the CTS by the end of 2013.

"All district courts must already be implementing the automated case tracking system (CTS) before the dawn of 1 January 2014."

Hatta Ali, Chief Justice, Supreme Court of the Republic of Indonesia, speaking at the High Court Roundtable on 17 December 2012

Policy Paper. The C4J team has begun drafting a policy paper which proposes organizational improvements to sustain reforms in the implementation of IT, in addition to other reforms such as improved public information services in the courts. This quarter, C4J began meeting with key leaders of the Supreme Court, Directorate Generals, and high courts to collect information and ideas, and to compare alternative approaches. With the assistance of an advisor from the US and a local subcontractor, discussions will continue, and a draft policy paper will be presented to the Supreme Court, next quarter.

Standardization of Case Forms and Templates. Two focus group discussions (FGD) on the standardization of forms and templates (e.g., standard format of decision documents, minutes, summons, etc.) were held this quarter. These discussions are assisting the project to prioritize the forms and templates that should be included in

the automated CTS application. The forms and templates will also be utilized in training programs for judges and court staff.

Coordination with the Supreme Court and Badilum. On 25 March, the Directorate General for the General Courts (*Badilum*) facilitated a meeting with the Supreme Court's Supervisory Body (*Badan Pengawasan*, or *Bawas*) to increase awareness on how the CTS supports the work of supervisory judges, i.e., who are tasked with investigating allegations of misconduct. Traditionally, supervisory judges have examined the manual register books instead of an electronic register, which makes key information (such as time periods, reasons for delays, practices of specific judges or support staff, etc.) much more readily discoverable.

Through the CTS trainings for high courts and district courts, C4J has been inviting representatives from *Bawas* as trainers for district and high court judges on how the supervision process works and how the CTS may be utilized to investigate complaints.

C4J also continues to emphasize key performance data that chief judges and high court leaders should monitor on a regular basis as important indicators of court performance.

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

CTS implementation. This quarter, C4J began a training program, in cooperation with the Supreme Court, to achieve its goal of expanding version 2 of the CTS to all general district courts by the end of 2013, per the stated goal of the Chief Justice of the Supreme Court.

C4J began training in high court regions where district courts have had the most experience implementing IT, with the strategy of expanding the CTS training program further east over the next two quarters. During the CTS trainings, the C4J Project has been focusing also on improving the supervisory capacity of the high courts to: oversee implementation of the CTS; monitor the performance of the district courts in their respective jurisdiction; and develop new IT trainers for each region (which is described in more detail below), in addition to those IT trainers that have already been developed at the Supreme Court and Directorate General levels.

The first regional CTS training was held in Medan on 4-8 February. This included a three-day formal training program, at which C4J provided rented laptops for participants to practice using the CTS, followed by mentoring sessions (to ensure models of effective implementation) at the Medan, Lubuk Pakam, Kabanjahe, and Stabat District Courts. All subsequent trainings have included this format of a formal three-day interactive training on laptops at a hotel venue, followed by mentoring visits to select district courts.

Photos below: An effective method to maximize mentoring was to open a practice class in each department. The picture below left, shows criminal case staff being mentored at the Stabat District Court. The photo below right, shows mentoring to IT staff at the Kabanjahe District Court.



Based on C4J's internal evaluation of the first training under the Medan High Court, the format of the training program was modified as follows:

- In contrast to focusing more on training all staff from the one, largest district court (Medan District Court), C4J decided that future trainings should include more equal representation by leaders and IT staff from all district courts under the high court's jurisdiction.
- For high courts with less district courts under their supervision, C4J should invite neighboring high courts and their district court representatives so that knowledge of the CTS could be expanded more widely, more quickly.
- Distribution of materials should be shifted to a more efficient and environmentally-friendly method by distributing flash drives with the materials saved on them.
- To ensure that each court to be mentored at each new training location is prepared, C4J staff should visit the courts to be mentored in advance of the training. This advance preparation includes: installing, setting, and configuring the computers and local web host for version 2 of the CTS;² synchronizing between the local server, web host, and Supreme Court server; meeting with the high court and local district court leadership to explain the CTS and prepare them for the training; and beginning the mentoring relationship with local IT staff.

The next CTS trainings, following the new format, was held in Surabaya, East Java, on 17-22 February, including mentoring at the Surabaya, Malang, and Bangil District Courts. On 4-8 March, the CTS training was held in Semarang, Central Java, with mentoring at the Ungaran District Court. Also in attendance in Semarang were the high court and leaders of the district courts of Yogyakarta.

² C4J discovered at the Medan District Court that version 2 of the CTS was running extremely slow, and that the court staff had developed the perception that the CTS was the reason for the problem. C4J realized that the problem was old wireless access points, which were not relaying the data fast enough. The project offered to procure 25 new wireless access points to replace half of the old access points in the court. This quick fix solved the problem, and proved quite valuable in securing early support for version 2 of the CTS.

Photo right: Hands-on practice in a class for IT and CTS administrators during the CTS training in Surabaya.



Photo left: Badilum's CTS trainers provide mentoring at Bangil district court and supervise staff practicing the CTS version 2 application.

The impact of the revised training approach has been clear. Most of Java has now implemented the CTS, with adoption of the CTS last quarter strongest in the regions of Surabaya and Semarang. In South Sulawesi, the adoption of the CTS after the training in Makassar, on 18-22 March, was dramatic. The maps below illustrate the rate of adoption of the CTS, red indicating courts that had not implemented the CTS before the training, and green indicating those courts that had implemented the CTS as of the end of March.

Photo below left: Southeast Sulawesi before the CTS training.



Photo below right: Southeast Sulawesi after the CTS training.



Development of IT trainers. As trainings progress, newly-developed trainers from the Supreme Court and Directorate General (*Badilum*) are becoming increasingly effective and at ease in conveying their knowledge and experience. By the end of next quarter, C4J envisions that these IT trainers should be able to lead all trainings on their own.

To expand the base of IT trainers in the regions, a special TOT program for CTS trainers was held on 13-18 March in cooperation with the Supreme Court Training Center (*Badiklat*) in Ciawi. New trainers were hand-picked from those IT staff who exhibited exceptional training and leadership skills at earlier regional trainings. The TOT was led by trainers from the Supreme Court and *Badilum* who had already been developed.

From 18-22 February, C4J conducted the CTS version 2 training for court leaders and IT staff in district courts under the authority of the Surabaya High Court. Opening the



training, the Director General of *Badilum* emphasized that implementation of the CTS will be taken into consideration when determining eligibility for promotions and transfers of court leaders. He also reiterated the Supreme Court's commitment that all courts must be implementing CTS as soon as possible, and no later than January 2014.

Photo left: The Supreme Court's home-grown trainers share knowledge with training participants in an interactive manner.

CTS version 2 on the Supreme Court's server. A program for monitoring implementation of version 2 of the CTS has been installed on the servers at the Supreme Court. It is online at <http://cts.mahkamahagung.go.id>. The system is being used by the Supreme Court, *Badilum*, and high courts for purposes of monitoring performance and supervision. The district courts that have already installed CTS can be viewed on the Supreme Court's map at <http://cts.mahkamahagung.go.id/map/map.php>.

CTS version 2 installed in all Jakarta district courts. At the end of March, the Jakarta High Court ordered all district courts in Jakarta to implement the CTS. During the last week of March, C4J staff visited each district court in Jakarta to provide mentoring on version 2 of the CTS. The mentoring sessions involved CTS trainers from the Supreme Court, *Badilum*, along with supervisory judges and IT staff from the high courts.

Photo right: CTS trainers mentor staff at the West Jakarta District Court.



Assessment of the Supreme Court Training Center’s Computer Laboratory. The Supreme Court Training Center (*Badiklat*) at Ciawi has two computer labs, which it would like to begin using for CTS trainings. At *Badiklat*’s request, C4J conducted an IT assessment to evaluate their computer lab’s readiness, and to provide recommendations on improving them. *Badiklat* intends to begin supporting trainings with its own resources beginning next quarter.

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

Sub-KRA 1.2.1 Continuing Judicial Education (CJE II) Program. The pilot Continuing Judicial Education (CJE II) compressed program³ was held on 4-8 March at *Badiklat*, in cooperation with *Badiklat*. A total of 30 participants (21 males and 9 females) selected by the Supreme Court, from various district courts across Indonesia, attended the training.

New hypothetical cases were developed for the courses on Quality of Judgments and Judicial Ethics in the compressed program. A small group of participants who had participated in the earlier CJE II program were asked to evaluate the compressed program. They found that the new cases were more challenging, and that the condensed program’s time management and pace were better suited to the needs of the participants, as judges cannot be away from work for more than one week at a time.



This quarter, a training of trainers (TOT) program was also conducted on 13-15 March to develop additional trainers for the compressed CJE II program. A total of 21 participants (14 men and 7 women) were selected based on *Badiklat*’s strict criteria. The best 9 trainers from the TOT were selected to lead the program in the future.

Photo left: Candidate trainers lead a discussion during the TOT on 13-15 March in Ciawi.

³ Three separate CJE II training programs – on Caseflow Management, Quality of Judgments, and Judicial Ethics – we compressed into a single one-week program.

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

The 20 students who were awarded with Masters Degree Scholarship Program in Judicial Practice at the University of Indonesia's Faculty of Law have successfully completed their study with the average GPA above 3.0 on a scale of 4.0.

Five students graduated with *cum laude* honors, including: Mohammad Sholeh from Saumlaki District Court, Maluku with a GPA of 3.82; Ni Kadek Susantiani from Bangli District Court, Bali with a GPA 3.79; Dwi Hananta from Selong District Court, NTB with a GPA of 3.75; Amin Immanuel Bureni from Ende District Court, Flores, NTT with a GPA 3.74; and Muhammad Aliaskandar from Manggala District Court, Lampung with a GPA of 3.72.

The Supreme Court conducted a commencement ceremony for the 20 students at *Badilum's* office on 6 February. The ceremony was attended by the Deputy Chief Justice and Coordinator of the Judicial Reform Team, Deputy Chief Justice for Development, Deputy Chief Justice for Special Civil Affairs and Head of the Education and Training Working Group, Judicial Reform Team, and other Supreme Court's leaders.

In their remarks, the Deputy Chief Justices asked the graduating students to become "champions of change" when they return to their respective courts by sharing the knowledge they accumulated throughout their study with their colleagues, and to put in practice their knowledge.

Sub- KRA 1.2.3 Additional Courses: Improved judges' legal quality

Juvenile Certification Training. Law No. 11 of 2012, on the Criminal Justice System, requires that juvenile crimes be handled through an integrated law enforcement system approach, i.e., from police, through public prosecutors, up through the courts, and to address the needs of children needing to attend or be admitted to a correctional or other social institution. The law states that, five years after the enforcement of the law:

- District police offices shall have police who are certified in hearing juvenile cases;
- All district prosecutors offices (DPOs) and provincial prosecutors offices (PPOs) shall have prosecutors who are certified on juvenile cases;
- All district and high courts shall have certified judges; and,
- Correctional institutions for children shall be developed in every district.

The Ministry of Law and Human Rights is authorized to coordinate this justice sector system approach. However, Bappenas has offered to assume the lead.

A module has been developed by a joint team, and is being reviewed by the State Administrative Body (*Lembaga Administrasi Negara*). The module is expected to be piloted this year. Under Law No. 11, the training shall employ an integrated learning approach, and invite many institutions involved in the process, including police, prosecutors, judges, social workers, and correctional officers, to attend the training.

Customization of this training will require a great deal of coordination among all of these justice sector institutions.

C4J has voiced its willingness to support the courts and prosecutors' offices, but has stressed that support to police or other such law enforcement organizations is beyond the scope of the C4J Project. The greatest obstacle, however, appears to be that public institutions are not yet ready to take on their assigned responsibilities. As a result, C4J has agreed with the Supreme Court to drop this activity and to reassess its feasibility in Year 4.

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

Candidate Acting Registrar Education (CARE) Program. A training needs assessment was carried out by the Supreme Court Training Center (*Badiklat*) and C4J at general district courts in four provinces: North Sulawesi, Central Java, North Sumatera, and South Kalimantan. The results of the assessment were presented and reported to *Badiklat* and a focus group discussion was held on 18 January. The strongest feedback was that acting registrars needed to develop their skills in writing hearing minutes and improving their knowledge of court procedures. It was found that acting registrars were never given an initial training when they started their job, and C4J, therefore, should invest its efforts in a "Candidate" Acting Registrar Education (CARE) Program.



C4J was asked to involve not only acting registrars from the general district courts, but also those from the religious and the state administrative courts, as the work of acting registrars in all courts are similar even though the cases are different. After thoroughly reviewing several considerations and based on *Badiklat's* priority needs, C4J modified the original program plan to include candidate acting registrars from general, religious, and state administrative courts. However, it was agreed that the pilot training would still only be held for general courts.

Based on the *Badiklat's* request, a follow-up assessment was conducted for acting registrars in the religious and state administrative courts in the first and second week of February. C4J will share the results from those assessments with USAID and partners in the next quarter.

Photo above: A training needs assessment was conducted in four provinces. Judges, registrars, and justice responded to a list of questions to held gauge the training needs of acting registrars.



Photo left: Public at the Jantho Religious Court filling out the training needs assessment.

Registrars' Code of Conduct. The Association of Registrars and Bailiffs (IPASPI) is still revising the draft code of conduct after a list of recommendation was proposed by relevant stakeholders and C4J. C4J will continue to actively follow-up and report on the status of this activity in the next quarter.

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

C4J held a meeting with the Supreme Court reform team on 22 February. The meeting was aimed at fostering discussion on the initial draft E-learning blueprint and development roadmap for the proposed E-learning program for the Supreme Court. C4J agreed that it should develop a “prototype” E-learning module based on the CTS trainings to obtain buy-in from the Supreme Court leadership. The prototype will be developed based on the current CTS training program. The next phase of E-learning, after the prototype, is envisioned to focus on judicial ethics.

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 Information Desk Improvement: Standardization of Public Information Service in Supreme Court and District Court.

In January 2011, the Supreme Court issued SKMA 1-144 on Court Information Service Guidelines, followed in February 2012, by SKMA 26 on Standardization of Court Services for the Public. C4J is planning to develop the guidelines to assist the Supreme Court to achieve better standards for public information services based on SKMA 26. This activity is being done in coordination with the Supreme Court’s Public Relations Bureau (*Humas*), beginning with standardization of public information desk services. Guidelines will apply lessons learned from implementation of public information desks to date. This activity will be launched next quarter.

Sub-KRA 1.3.1.2. Improving Court’s Personnel on Court Transparency and Public Service Standard

C4J is preparing to conduct a public perception survey on court services. The survey, which will measure the perceptions of court staff and the public, will assess various court services, such as the information desk, legal aid, case management, CTS, and the public complaints system. The public perception survey is scheduled to be completed in June 2013.

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

Journalist Guidelines for Reporting Legal and Judiciary in Indonesia. The media plays an integral role in improving communications between the judicial sector and the public. In March 2013, C4J produced a book entitled “*Panduan Jurnalis untuk Hukum dan Peradilan*” (Journalist Guidelines for Legal and Judiciary Reporting). The book contains detailed information on case management, public information services, and a list of legal terms useful for Indonesian journalists assigned to report on the judiciary. The C4J Project printed 200 copies of the book and distributed it at the Workshop for Journalists described below.

Workshop for Journalists on Reporting on Law and the Judiciary. Better communication between the Supreme Court and the media is vital in an era of transparency and accountability. While the Supreme Court keeps improving its effort in disseminating public information, journalists should be expected to increase their knowledge of the legal system and the judiciary in order to provide clear, objective reporting to the public. In cooperation with the Supreme Court, C4J successfully conducted a Workshop for Journalists in Bogor on 15-17 March, to help improve the Supreme Court’s engagement with the media through in-depth discussions on the role and functions of the Supreme Court in Indonesia’s legal system, while also creating the space for journalists to give input to the Supreme Court on ways to improve the way the institution communicates its messages to the public.

Chief Justice Hatta Ali opened the two-day workshop, attended by 68 participants of which 30 were journalists from all types of media organizations. The Chief Justice publicly expressed his appreciation for this initiative and his expectation that the Supreme Court will maintain these events regularly.

C4J is planning to conduct a similar workshop with the focus on district court’s public relations next quarter.

Development of Public Information Materials. During this quarter, C4J started the development and production of Court public information materials, which are expected to be completed by end of April 2013. The list of materials being produced include posters and video documentaries on the Case Tracking System, Public Information Desk, Birth Certificates, and Judge Supervision/Public Complaints. These materials will be used by *Humas* and *Bawas* in their efforts to improve the court’s public information services and transparency, as well as improve the reinforced appropriate behavior by judges and court staff.

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

The Access to Justice (A2J) program has continued to develop procedures for legal aid services under the courts, including on legal aid policy reform and the budgeting planning process. In order to maximize the impact of activities, C4J has been coordinating closely with other donor organizations, institutions, and government bodies that work on law and justice programs to advance the Supreme Court’s and government’s policies and needs relating to legal aid services.



Photo left: Wahyu Widianana, the former Director General of Badilag, led the group discussion on Posbakum during the Posbakum Workshop on 6 March 2012. The other participants are heads of selected general courts, religious courts, and administrative courts.

Develop legal aid procedures and support the courts's reform on legal aid policy. A landmark series of three workshops on improving legal aid services in Indonesia's

courts was concluded on 7 March. These three workshops, led by the Supreme Court of the Republic of Indonesia and fully supported by C4J, began with a workshop on fee waivers (*prodeo*) in December 2012. The workshop was followed this quarter by workshops on legal aid posts (*posbakum*) on 6 March, and mobile courts (*sidang keliling* and *zitting plaats*) on 7 March. The workshops brought together court leaders from the general, religious, and administrative courts to identify best practices in providing all types of legal aid services, and to propose standardized procedures and appropriate budget allocations for each court.

The workshops were attended by 45 participants on average: comprised of Supreme Court leaders; representatives of the Directorate Generals of *Badilum*, *Badilag*, and *Badimiltun*; chief judges of leading high courts and district courts; and, other relevant institutions. Substantive discussions focused on standardization of legal aid services and making procedures simpler and more effective, such as determination of eligibility of waivers from court fees (*prodeo*). They concluded with a list of recommendations for sustaining and improving the management of legal aid services in the courts.

At the final workshop the Head of the Supreme Court's Administration Unit (*BUA*) stated his commitment to improve and sustain legal aid services through the allocation of funds in the Supreme Court's annual budget, particularly in support of each court's legal aid post and mobile courts to reach persons in local communities who otherwise may not be able to easily access the nearest court. The mobile courts in particular have been successful in processing a substantial number of birth certificate petitions for children older than one year of age.

In the same spirit, the Supreme Court leadership has expressed its intention to develop a more detailed budget plan, which would include improved monitoring and reporting of legal aid services in the courts. The Supreme Court leadership is now studying the recommendations and reviewing its policies.

Proposed legal aid budgeting plan for Posbakum in 2013 and the overall legal aid budget for 2014 in the Supreme Court and the Directorate Generals. The A2J and budget and finance specialists have actively pressed for meetings and discussions on the *Posbakum* budget for 2013. C4J assisted the planning bureau at the Supreme Court and the three Directorate Generals to develop the budget items for *Posbakum*

beginning in 2013, as well as for 2014. This has included assistance drafting a Supreme Court circular letter (SEMA) concerning the *Posbakum* budgeting plan for the three types courts. Recommendations from the legal aid workshops described above have helped to define and prioritize the budget needs for legal aid in the courts. C4J is planning to support the Supreme Court in conducting more workshops and meetings for legal aid budgeting in the coming quarters.

Legal aid policy reform discussions within the Supreme Court and with other donors that further encouraged and supported improved legal aid services in court.

The C4J team has been regularly involved in formal and informal meetings in the Supreme Court and in collaboration with AusAID's and the World Bank's Justice for the Poor (J4P) programs, to propose essential reforms in legal aid services.

Partnerships with independent organizations and other donors on development of legal aid procedures and mapping out good practices on gender and juvenile justice.

C4J met with AusAid's access to justice project to discuss possible cooperation in collecting best practices on gender sensitivity and integration in the courts. The collection of best practices will continue throughout 2013.

Component 1. Training, Workshops, and Events Participation Summary

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

Table 1: Quarter 11 Total Participation by Position Title and Gender (N=number)

NO.	Training/Workshop/ Event Title	Male		Female		Judge				Non Judge				TOTAL	
		N	%	N	%	Male		Female		Male		Female		N	%
						N	%	N	%	N	%	N	%		
1	Focus Group Discussion: Discussion on District Court Document Templates I - Tangerang, January 21-23, 2013	15	79%	4	21%	13	68%	3	16%	2	11%	1	5%	19	100%
2	Workshop: Continuing Acting Registrar Education (CARE) Workshop - Jakarta, January 23, 2013	9	82%	2	18%	6	55%	0	0%	3	27%	2	18%	11	100%
3	Workshop: Continuing Acting Registrar Education (CARE) Workshop - Ciawi, January 30, 2013	8	89%	1	11%	7	78%	1	11%	1	11%	0	0%	9	100%
4	Training: Case Tracking System (CTS) version 2 Training for High Court & District Court - Medan, February 4-6, 2013	92	74%	32	26%	19	15%	3	2%	73	59%	29	23%	124	100%
5	Training: Continuing Judicial Education (CJE) II Compression Training of Trainers (TOT) - Ciawi, February 13-15, 2013	14	67%	7	33%	14	67%	7	33%	0	0%	0	0%	21	100%
6	Focus Group Discussion: Discussion on District Court Document Templates II - Tangerang, February 21-22, 2013	4	50%	4	50%	3	38%	3	38%	1	13%	1	13%	8	100%
7	Training: Case Tracking System (CTS) version 2 Roll Out Training - Surabaya, February 18-20, 2013	154	83%	31	17%	33	18%	11	6%	121	65%	20	11%	185	100%
8	Workshop: Legal Aid Post (POBAKUM) - Jakarta, March 6, 2013	28	65%	15	35%	20	47%	5	12%	8	19%	10	23%	43	100%
9	Workshop: Mobile Court (Sidang Keliling) - Jakarta, March 7, 2013	28	65%	15	35%	20	47%	5	12%	8	19%	10	23%	43	100%
10	Training: Case Tracking System (CTS) version 2 Roll Out Training - Semarang, March 4-6, 2013	176	85%	30	15%	50	24%	4	2%	126	61%	26	13%	206	100%
11	Training: Continuing Judicial Education (CJE) II Compression Pilot Training - Ciawi, March 4-8, 2013	21	70%	9	30%	21	70%	9	30%	0	0%	0	0%	30	100%
12	Training: Case Tracking System (CTS) Version 2 Training of Trainers (TOT) - Ciawi, March 13-15, 2013	15	65%	8	35%	0	0%	0	0%	15	65%	8	35%	23	100%
13	Workshop: Journalist on Judiciary, Public Information Transparency and Justice Collaborator - Bogor, March 15-17, 2013	56	82%	12	18%	28	41%	1	1%	28	41%	11	16%	68	100%
14	Training: Case Tracking System (CTS) version 2 Roll Out Training - Makassar, March 18-20, 2013	130	76%	42	24%	40	23%	4	2%	90	52%	38	22%	172	100%

COMPONENT 2: SUSTAINING AND BROADENING REFORMS IN THE ATTORNEY GENERAL'S OFFICE

KRA 2.1 Enhanced Management, Transparency and Accountability of the AGO

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

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

The Attorney General Office has expressed interest in C4J's assistance in determining the workload of prosecutors. One of the challenges facing the AGO is the lack of standards and data on the number of cases managed per prosecutor and the typical workload of a prosecutor for specific types of cases, e.g., special crimes, general crimes, civil and administration, and intelligence. The lack of sufficient standards for projecting the number of prosecutors needed per office has led to an imbalance in the distribution of human resources compared to the needs of those offices.

With a workload analysis on prosecutors, the AGO can much more accurately estimate the number of prosecutors required per office, as well as establish the following realistic measures for assessing prosecutors' performance: recruitment and enhancement needs, and a reallocation of prosecutors based on their skills and competencies. The main objective of assessing and predicting workload is to achieve evenly distributed, manageable work among prosecutors and to avoid overloading and underutilization of prosecution staff. Through the workload analysis (and the subsequent work force planning), the AGO can accurately and properly estimate the number of prosecutors needed, and employ measures to evaluate performance for purposes of recruitment, promotions, and further developing employee competencies.

The C4J team launched the data collection for the AGO workload assessment this quarter. As a first step in the broader workload assessment, C4J began with a caseload assessment based on a random sampling of cases in nine prosecutors' offices, including small and large district offices, provincial offices, and AGO headquarters. The assessment began in January with testing of the data collection instruments that had been developed during earlier quarters. The kickoff meeting and training program for the data collection team began in early February.



Photos left and below: The data collection team completed hundreds of data collection forms by documenting specific data from register book and case files. The team has poured over thousands of documents, including registers, case files, monthly reports, and has interviewed more than 100 prosecutors in 7 prosecutors offices' across Indonesia to-date.



Due to the large number of data collectors, the data collection training was held in Bandung, near the office of the local subcontractor Letmi ITB and at the Bale Bandung District Prosecutor's Office. The training was led by the C4J team on caseload assessments in the justice sector. The data collection team trained included AGO staff, C4J staff, and eight collectors from the subcontractor Letmi ITB. The training program was designed to teach the team the methodology for data collection for

the caseload assessment and how to use the data collection instruments.

By the end of March, the team had collected data from 5 district prosecutors' offices in Medan, Blitar, Kuala Kapuas, Ambon, and Negara, and 2 provincial prosecutors' offices at DKI Jakarta and Makassar. The team will complete the case data collection in the district prosecutors' offices during the first week of April in Surabaya, followed by the AGO headquarters at the end of April.

Once the case data collection is complete, analysis will begin in late April. Data from the caseload assessment along with other key data will undergo an intense analysis, and the C4J team will produce a workload assessment report from its "Phase One Workload Analysis" by the end of June 2013. Data from Phase One will enable the AGO to refine its data needs and move toward Phase Two, during which the subcontractor may propose an initial case-weighted formula for discussion with the AGO leadership. Phase Three will be defined later based on acceptance of the Phase One and Phase Two reports by the AGO.

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

Prosecution Guidelines for Terrorism Cases. The draft Prosecution Guidelines for Terrorism Cases was completed in December 2012, at a workshop for the Terrorism Task Force from 28 February-2 March. The workshop, attended by 16 participants from the Task Force was designed to agree on next steps for finalizing the Terrorism Prosecution Guidelines. The participants were divided into 5 groups: to work on 5 case studies that should be used as a guidance for all prosecutors managing terrorism cases. Through these discussions, the prosecutors developed annotations which, upon agreement by the AGO leadership, will become part of the Terrorism Prosecution Guidelines. The latest draft of the guidelines, with annotations, will be completed by the end of April and re-submitted by C4J to the Terrorism Task Force. If accepted by the Terrorism Task Force, it will authorize the guidelines to be printed and disseminated among Indonesia's prosecutors' offices.

C4J intends to build on this significant success, which it has achieved despite frequent rotations of staff, to begin work on other prosecution guidelines. While it was originally C4J's goal to include sentencing guidelines, such an effort will require significantly more time and consensus-building.

Case Management and IT. Based on earlier consultations and agreement with the AGO, C4J developed specifications for IT equipment and software to support a CTS application to pilot an approach to automation in the district prosecutors' offices. This CTS application is similar to what was developed for Indonesia's general district courts, and would cover general crimes cases including terrorism, money laundering, human trafficking, intellectual property rights, and cyber crimes. In addition to the application, implementation would include development of an Intranet portal, and installation of a server and a minimum number of computers for the General Crimes Division.

In January and February, C4J conducted a procurement process to select the appropriate subcontractor to develop the CTS application for the AGO. Based on the evaluation of proposals and technical presentations, C4J selected local subcontractor PT Taramitra as the best candidate. Before proceeding, however, agreement is needed from the Planning Bureau, General Crimes Division, and the Center for Criminal Statistics and IT (*Pusdaskrimti*) within the AGO to ensure that there is sufficient consensus on the proposed approach. A presentation is scheduled for all counterparts next quarter on 11 April.

C4J has recommended that the AGO focus on the development of only one system, and that the system must be able to timely, accurately, and reliably capture all key case data from all prosecutors' offices for immediate access and use by the AGO headquarters.

KRA 2.2 Improved Staff Technical Competence and Accountability

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

Support for implementation of the *Badiklat* Development Roadmap. This quarter, C4J organized a workshop, attended by the Head and all Echelon II leaders within the AGO's Training Center (*Badiklat*), to finalize the standard operating procedures (SOP) for *Badiklat*. The workshop was the first forum to accommodate new workflows and business processes within *Badiklat* since upgrading its status to a more independent organization under the leadership of an Echelon I official. The workshop focused on the revised tasks and responsibilities of *Badiklat* staff in accordance with the new organizational structure



workshop, which encouraged intensive discussions among *Badiklat* staff.

and discussed how staff can coordinate more effectively on implementation of *Badiklat* trainings.

The leaders of *Badiklat*, recognizing the importance of the new SOP, have invited C4J to facilitate a training for the Heads of Advancement (*Pembinaan*) from 30 district prosecutors offices throughout Indonesia on how other units within the AGO may develop their own, improved SOPs. This training will be funded through the *Badiklat*'s own budget.

The training on development of SOPs also introduces the new program material created in 2012 by C4J's subcontractor Lutan Edukasi on change management.

KRA 2.3 Strengthened Public Information Interface in the Prosecutors' Offices

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

PPID Training. From 13-15 March, C4J facilitated a focus group discussion on training curriculum to be used for public information officers (PPID) in all of Indonesia's prosecutors' offices. The discussion, attended by 13 leaders from *Badiklat* and the Legal Information Service Center (*Puspenkum*), was designed to solicit inputs based on a review of the background of curriculum development to date, lessons learned from earlier PPID trainings led by C4J in give provinces, the training needs assessment led by C4J, and the proposed process for finalizing the training curriculum. Several substantial recommendations emerged from the discussions:

- The training program on public information services is expected to tackle several challenges, including: lack of knowledge about AGO regulations on public information services among the PPID staff; needs among staff for development of public information service skills; and the limited budget for improving the infrastructure and facilities to enhance public information services.
- To increase longevity and continuity of reforms in public information services, the training program should focus on developing the capacity of non-prosecutor staff due to the frequent rotation of prosecutors.
- Focusing on non-prosecutor staff presents the opportunity not only to increase the sustainability of the reforms, but also to focus on key skills needed by those providing public information services to the public.
- A process for frequent and consistent monitoring and evaluation of public information services should be institutionalized.
- The training program on public information services must emphasize the technical issues that have to be explained to the public, but well structured and user-friendly. This is in anticipation of integrating the training program into *Badiklat*'s core curriculum.

By the end of March, C4J completed the development of the PPID training curriculum. From 15 -18April, the AGO and C4J will facilitate a training-of-trainers program for PPID. Based on the ToT, the AGO and C4J will identify the best trainers to lead the PPID trainings beginning next quarter.

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

Monthly Discussions. C4J has been cooperating with *Puspenkum* to develop a long-range communications plan, including development of measurable goals, to improve public trust and confidence in the institution. With that goal in mind, *Puspenkum* and C4J have been organizing monthly discussions in cooperation with the AGO's Journalist Forum (*Forwaka*) to provide a forum for the AGO to speak and consult with various media outlets. These monthly discussions with the media, organized by C4J, are being utilized to capture public inputs on improving the AGO's communications strategy. Key issues being addressed during these monthly discussions include case management, the new prosecutor's code of conduct, public information services, and the transparency of information and processes. These monthly discussions are slated to begin on April 8 and will be held at the AGO headquarter's media room. The Head of *Puspenkum* and approximately 15 journalists will be invited to attend the first discussion. Results and key issues that arise from the discussions will be reported in the next quarter.

Component 2. Training, Workshops and Events Participation Summary

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

Table 2: Quarter 11 Total Participation by Position Title and Gender (N=number)

NO.	Training/Workshop/ Event Title	Male		Female		Prosecutor				Non Prosecutor				TOTAL	
		N	%	N	%	Male		Female		Male		Female		N	%
						N	%	N	%	N	%	N	%		
1	Plenary Meeting: AGO SOP Badiklat (Education & Training Center) Plenary Meeting - Tangerang, January 21-22, 2013	27	60%	18	40%	16	36%	9	20%	11	24%	9	20%	45	100%
2	Workshop: AGO Case Handling Guidelines, Terrorism - Tangerang, 28 Feb-1 Mar, 2013	13	81%	3	19%	13	81%	3	19%	0	0%	0	0%	16	100%
3	*Training: AGO SOP Badiklat (Education & Training Centre) - Jakarta, February 6-12, 2013	21	70%	9	30%	11	37%	4	13%	11	37%	4	13%	30	100%
4	Focus Group Discussion: PPID (Documentation and Information Management Officer) - Bogor, March 13-15, 2013	9	69%	4	31%	7	54%	3	23%	2	15%	1	8%	13	100%

NOTE: * Non-USAID funding

COMPONENT 3: BIODIVERSITY

C4J initiated component 3 biodiversity activities this quarter. Component 3 is a special activity aimed at addressing challenges that the Indonesian Supreme Court, Attorney General’s Office, and local organizations face in combatting environmental crimes in the justice sector.

This activity is being implemented in coordination with USAID’s Indonesia Forest and Climate Support (IFACS) Project. The key objectives of this activity are to:

- Raise public awareness and understanding on biodiversity conservation;
- Foster dialogue and develop synergistic strategies on sharing natural resources and preserving biodiversity;
- Increase public participation in biodiversity preservation efforts; and
- Improve the way in which biodiversity is preserved through law enforcement and universally recognized principles and approaches.

C4J is focusing on the most serious forest crimes: conversion of land, illegal logging, wildlife trafficking, and wildlife poaching. The approach that is being taken by C4J is to promote a shared, accurate understanding of ‘biodiversity’ so that all the stakeholders – including the public, media, courts, prosecutors’ offices, local government, ministries, national parks, businesses, etc. – may engage with each other in a more collaborative and productive manner.

To combat threats to biodiversity through the justice sector, C4J is applying a three-part approach:

- Strengthening the participation of local populations in the legal process with public education for local communities, including a public information campaign and trainings;
- Strengthening the capacity of local district prosecutors’ offices, which includes development of prosecution guidelines, training programs for local prosecutors on managing cases relating to forest crimes and public information services, and implementation of an improved systems of oversight between local prosecutors’ offices and the AGO headquarters; and
- Strengthening the capacity of local district courts, which includes training programs for judges and court staff on managing cases relating to forest crimes in line with the Supreme Court’s new “green bench” (i.e., environmental certification), training programs on public information services in the courts, and implementation of the case tracking system (CTS) to improve oversight between local district courts and the Supreme Court.

A workplan meeting was held on 28 February and 7 March led by C4J and its three subcontractors—Indonesia Center for Environmental Law (ICEL), Telapak, and Wildlife Conservation Society (WCS). The meeting focused on the biodiversity workplan, the baseline assessment – to be conducted in West Kalimantan, Aceh, and Riau – and division of responsibilities for successfully achieving the objectives of the biodiversity activity.

From 13-22 March, the C4J team, in cooperation with the Supreme Court, AGO, and the three subcontractors, began the baseline assessment in West Kalimantan. The combined team visited the high court and provincial prosecutors' office (PPO) in Pontianak, as well as the Ketapang District Court and District Prosecutors' Office (DPO). Focus group discussions (FGD) were held with civil society organizations, non-government organizations, and the media in Pontianak and Ketapang. From those discussions, the team gathered essential facts on crimes threatening biodiversity in Ketapang and West Kalimantan generally. The team found that there has been minimal success in bringing environmental crimes to justice due to various challenges encountered among the community, government institutions such as the police and Ministry of Forestry, and other stakeholders. Local judges and prosecutors, as well as the local community, do not have adequate awareness on how to combat threats to biodiversity.

Photo right: A local village publicly voices its objection to a local palm oil plantation: "*Dear Manager . . . Please pay us the compensation for this land that we cultivated. Otherwise, this land is ours.*" Land conversion is the leading threat to biodiversity. Conversion of forests to plantations is a serious problem, and is happening frequently in a manner that contravenes existing environment regulations and agreements with local communities. The results do not bring the economic benefit promised to the local people, degrade the land, and reduce habitat.



Law enforcement on biodiversity faces significant challenges. Land conversion remains the biggest problem in Ketapang district as the government supports palm oil and mining companies to invest in the district. Illegal mining in Ketapang is also very common as support is provided by village officials. Most reported cases are not followed-up properly by the law enforcers, namely police/PNS.

While data on biodiversity cases is available, as it is collected by non-governmental organizations (NGOs) working in the region, they are not effectively utilized. Furthermore, the existing bureaucracy may dampen community efforts to access information on biodiversity crimes and cases. To counter these obstacles, public knowledge and awareness needs to be improved at the native community level, and solutions must be identified to encourage more cases being filed in the prosecutors' offices and/or the courts.



Photo above: C4J's biodiversity team not only assessed the existing biodiversity enforcement system and cases in the courts and prosecutors' offices, but the team also assessed the cases which appear in plain view in the community. During the assessment, the team stopped by a souvenir shop in downtown Pontianak, and found beaks of protected hornbill birds for sale for IDR 500,000 each. The team, which includes partners from Wildlife Conservation Society, reported the illegal sale to the local Conservation Agency (BKSDA). The agency conducted an investigation and uncovered a total of 8 hornbill beaks and 1 tiger skin. C4J and its team will use this as a test case to monitor what happens. Prosecutors and judges reported that most cases never make it to the formal justice sector process of prosecution and adjudication, hence the reason to place more emphasis on educating the public and empowering them to play a stronger, more productive role in monitoring crimes and processes that impact their livelihood.

C4J will compare its findings in West Kalimantan with the baseline assessments to be conducted in April in Riau and Aceh. The first draft of the assessment report will be completed by early May, and finalized by late May based on consultations with the Supreme Court, AGO, USAID, and other donors and stakeholders.

OBSTACLES TO ACTIVITY IMPLEMENTATION

No obstacles to report.

ANNEX A: INDICATORS

C4J PERFORMANCE MONITORING PLAN FY 2013 ACHIEVEMENT

Current Reporting Period: Fiscal Year 2013 (January – March 2013)

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q10	Q11	Q12	Q13		
COMPONENT 1: SUSTAINING AND BROADENING REFORMS IN THE SUPREME COURT								
1.1	Number of judges trained with U.S. government assistance	36	12	244			256	During this reporting period, 244 judges have received capacity building from the project. Of of these 244 participants, 16% of them were women participants.
1.2	Number of non-judge court staff who received U.S. government training	84	46	585			631	During this reporting period, 585 non-judges have received capacity building from the project. Out of these 585 participants, 23% of them were women participants.
1.3	Percentage of target personnel satisfied with project trainings	80%	91%	81%			81%	Based on all the training sessions conducted for SC in this period of reporting, as high as 81% of the participants mentioned their satisfaction towards the trainings provided by C4J.
1.4	Number of new courses or curricula developed and adopted, in cooperation with the Pusdiklat, with USG assistance and other Supreme Court management units	4	5	0			5	No updates during this period of reporting.
1.5	Number of USG assisted courts with improved case management	16	9	168			9	Up to this period of reporting, as high as 168 Courts have been identified implementing the CTS version 2, covering the area from western part of Indonesia (PN Sabang and PN Banda Aceh through as far as the eastern part of Indonesia (PN Saumlaki and PN Ternate in Maluku). A number of 42 PN is also recorded that is still implementing CTS Ver1 and 142 other Courts that have not implemented any automated CTS. In total, a significant 60% of total Courts in Indonesia have been implementing CTS ver1 and ver 2. Please see http://cts.mahkamahagung.go.id/map/map.php for more information. This is a non-cumulated indicator.

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q10	Q11	Q12	Q13		
1.6	Number of policy papers, e.g. draft decree letter (Surat Keputusan), standard operating procedure, or other management tool on Supreme Court Blueprint Implementation that are accepted for issuance by the Supreme Court	2	0	0			0	No updates during this period of reporting. Throughout this fiscal year, the Access to Justice is aiming to produce several papers, such as recommendations on prodeo standard development workshop, mobile court, posbakum workshops (in which was being drafted during this period of reporting –and will be reported for the next period fo reporting) as well as several best practices on juvenile justice and woman and children’s violence victims. Other documents to be completed are including competency-based profile guidelines for case management profile positions and e-learning blue print/plan development. From the Case Management area, several documents are planned to completed by mid of this fiscal year, namely, papers on human resources, IT infrastructure, funding & supervision and on BPR.
1.7	Significant positive change in public perception of court’s performance as evidenced through public surveys		0	0			0	The activities related to this indicator has just commenced during this reporting period where the bidding process was conducted. It is expected that the field work to be commenced by April 2013 and the analysis is finalized by end of this fiscal year.
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	0	0	0			0	No updates for this period of reporting. It is expected the series related to this specific indicators to be commenced when the application of competency-based profile guidelines is completed.
1.9	Application of the competency-based profile guidelines for case management related positions, i.e. judges and registrars	0	0	0			0	During the previous period of reporting, series of desktop analysis and FGDs have been conducted to finalize the draft of Competency Profile. In a SC leaders meeting the Chief Justice decided to apply the profile after development of a policy on promotion and transfer, which will also be assisted by C4J.
1.10	Number of people trained on human resources	20	0	0				No updates during this period of reporting.
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		0	0			0	No updates during this period of reporting.
1.12	Number of USG-supported studies and sessions held regarding proposed changes to the country’s legal framework to support judiciary budget independence	1	0	0			0	There is no update for this reporting period as the procurement process for this activity is on-going and is expected to be started by April 2013.
1.13	SC annual audit result by BPK (Supreme Audit of Indonesia)	1	0	0			0	The Audit for Calendar year 2011 has been completed and the report has been published in 2012. The next cycle of audit will be for Calendar Year

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q10	Q11	Q12	Q13		
								2012, which is currently ongoing and being conducted by BPK. The report is expected to be published in June 2013.
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 amended to support business process re-engineering (BPR)	1	0	0			0	The series of activities for this particular indicator has not been started. It is expected by the end of this fiscal year, a draft of regulation change on Pola Bindalmin will be produced.
1.15	Number of courts provided with new IT equipment	1	0				0	<i>This indicator is completed and will not be reported in the following reporting period.</i> The last of four courts supported by C4J has received IT equipment in September 2012. The installation was completed in October 2012. This achievement has been reported during Q09 reporting and therefore it is not being reported during this quarter. In total the 4 courts that received IT equipments from C4J are courts in Palembang, Samarinda, Bandung and Denpasar.
1.16	Number of courts using Case Tracking System (CTS)	7	9	168			168	Up to this period of reporting, as high as 168 Courts have been implementing the CTS version 2, covering the area from eastern part of Indonesia (PN Sabang and PN Banda Aceh through as far as the western part of Indonesia (PN Saumlaki and PN Ternate in Maluku). A number of 42 PN is also recorded that still implementing CTS Ver1 and 142 other Courts that have not implemented at all. In total, a significant 60% of total Courts in Indonesia have been implementing CTS ver1 and ver 2. Please see http://cts.mahkamahagung.go.id/map/map.php for more information. <i>This is a non-cumulated indicator.</i>
1.17	Number of courts using SMS reporting system on legal aid service	24	66	0			66	Continuing from the fiscal year 2012, as much as 66 courts throughout Indonesia has been implementing SMS reporting system on legal aid service activities. <i>C4J is no longer pursuing this indicator as the activities were completed.</i>
1.18	Number of CTS trainers developed	12	13	23			36	During this period of reporting, the project has established 23 trainers, whom 35% of them were women (and all of women trainers are non-Judge). Of all these trainers, they are located at the national offices in Jakarta, they are based in Ditjen BADILUM, Supreme Court, and Badan Litbang Diklat Kumdil.

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q10	Q11	Q12	Q13		
1.19	Number of people trained on CTS	35	24	687			711	During this reporting period, the project has trained 687 people on CTS version 2. The majority of participants on these series of training were male participants (80%).
1.20	Number of Case Tracking System (CTS) training courses developed	2	2				2	C4J has produced two modules for the CTS ver.2 training series. Those modules are guidelines for administrator and users. The project will not be producing any new modules, even though there is possibility these modules to be revised/updated, if necessary. <i>Therefore this particular indicator can be considered as completed.</i>
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		0	21			21	During this period of reporting, 21 judges have been trained as trainers by C4J, in which 33% of them were women judges.
1.22	Number of people trained on CJE II	67	0	30			30	During this period of reporting, 30 judges have been trained on judicial education by C4J, in which 30% of them were women judges.
1.23	Number of Continuing Judicial Education II curricula developed	3	3				3	For this reporting period C4J developed a one compressed module consisting of Quality of Minutes of Hearing, Case Flow Management and Ethics.
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	20	0	20			20	During this period of reporting, all students have graduated in February 2013. Therefore this indicator is completed.
1.25	Number of students with a Grade Point Average (GPA) of minimum 3	10	0	20			20	Continuing on Indicator 1.24, all students have a GPA above 3 points. Therefore this indicator is completed.
Sub-KRA 1.2.3. Additional Courses: Improved judges legal quality								
1.26	Number of curricula on specialized courses		0	0			0	The series of activities related to this indicator some has not been started and some are canceled.
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	3	0	0			0	No updates during this period of reporting as the curriculum and material is being developed.
1.28	Number of non-judge court staff trained on case management, quality of judgment & judicial ethics	30	0	0			0	No updates during this period of reporting.
Sub-KRA 1.2.5. E-learning: Enhanced Supreme Court training centre (Pusdiklat) methodology								

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q10	Q11	Q12	Q13		
1.29	E-learning blue print/plan developed	1	0	0			0	The draft of e-learning is currently being reviewed during this period of reporting.
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	1	0	1			1	During this period of reporting, C4J has produced a book entitled "Panduan Jurnalis untuk Hukum dan Peradilan" (The Journalists Guide for Law and The Court). The book consist of a solid and complete information of case management, public information services, and legal terms that is useful for Indonesian journalists who assigned to report any news related with Indonesia judiciary. A print of 200 copies were produced and most were already distributed in a "Journalist Workshop" which was conducted in Bogor, 15-17 March 2013.
1.31	Number of trainers trained on improved public interaction	12	0	0			0	No updates during the periof of reporting. The series of activities will be planned to start on April 2013, targeting the District Court Public Relation Officers. A Term of Reference for the activities is being designed, in which will include several phase of activities such as module development, trainers of trainers and the pilot training sessions.
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		0	39			0	During this period of reporting, as much as 39 journalists have received training on Judiciary, Public Information Transparancy and Justice Collaborator. Out of these 39 journalists trained, 16% of them were female journalists.
1.33	Number of courts publication materials	10	0	0			0	During this period of reporting, the activities for producing Court publication materials have been started and all materials are expected to be completed by end of April 2013. The list of materials being produced is (these achievements will be reported for the next quarter): <ol style="list-style-type: none"> 1. Video documentary of Case Tracking System 2. Video documentary of Public Information Desk 3. Video documentary of Birth Certificate 4. Video documentary of Judge Supervision/Public Complaint 5. Banner for Case Tracking System 6. Banner for Public Information Desk 7. Banner for Birth Certificate 8. Banner for Judge Supervision/Public Complaint 9. Poster for Case Tracking System

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q10	Q11	Q12	Q13		
								10. Poster for Public Information Desk 11. Poster for Birth Certificate 12. Poster for Judge Supervision/Public Complaint
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	3	0	0			0	<i>This a newly set of indicator that was just recently approved to replace the old indicator. The recommendations as a result of this indicator is currently being produced and is expected to be completed by the next period of reporting.</i>
1.35	Number of standard operational procedures, policies, regulations produced for core court services	3	0	0			0	<i>This a newly set of indicator that was just recently approved to replace the old indicator. The activities related to this indicator is on-going and is expected to be completed by end of this fiscal year.</i>
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		0	0			0	No updates for this indicator during the period of reporting.
2.2	Number of AGO personnel that received USG training	100	188	0			188	No trainings provided for AGO staff during this period of reporting. All activities are FGDs and plenary meeting related. Q10: During this period of reporting, as much as 188 AGO personnels have received capacity building from the project. In which, 18% of them were women participants.
2.3	Percentage of targeted personnel satisfied with project trainings	80%	88%	n/a			88%	As a result for no trainings for AGO staff as mentioned on Indicator 2.2., this indicator is not updated as well.
2.4	Number of new courses or curricula developed and adopted in cooperation with the Badiklat with USG assistance	1	2	1			3	During this period of reporting, a PPID Training Module has been finalized. Q10: During this period of reporting, there 2 modules that have been completed: - Basic Photography Journalism for Puspenkum AGO - Photography Journalism training module
2.5	Number of policy papers on AGO Blueprint are accepted by the AGO	1	1	0			1	No updates during this period of reporting. Q10: A new Prosecutor Code of Conduct has been signed on 13 November 2012, as part of C4J advocacy. The new Prosecutor Code of Conduct is adopted as AG decree which number is PER-014/A/JA/11/2012

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q10	Q11	Q12	Q13		
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	110	120	0			120	During this period of reporting, there were 120 AGO personnels who received capacity building on human resources topic. In which, 24% of them were women participants.
Sub-KRA 2.1.2. Career Advancement: Improved AGO career advancement process								
2.7	A recommendation document on transparent and fair criteria based on measurable selection and promotion methods	1	0	0			0	No report in this reporting period. The activities related to this indicator will be conducted after the completion of Work Load Analysis.
Sub-KRA 2.1.3. Prosecutorial Capacity: Improved prosecutorial management, decision making and ethics								
2.8	Prosecution guidelines developed	1	0	0			0	<i>This is a new set of indicator replacing the old one.</i> A final draft of guidelines for prosecution was developed and pending approval by the DAG of General Crimes and is expected to be completed by end of this fiscal year.
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	1	0	1			1	During this period of reporting, the SOP has been finalized and will be printed.
2.10	A Basic Prosecutorial Education Training (PPPJ) concept paper developed							<i>This indicator is completed and will not be reported.</i>
2.11	Number of course material developed	1						No updates during this period of reporting.
2.12	Number of AGO Badiklat trainers developed	15	12	0			12	During this period of reporting, 12 AGO staff have received capacity building from C4J to becoming trainers. In which, 4% of them were women participants.
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		24	0			24	During this period of reporting, there were no AGO personnel being trained on public information. However, all plans for the training are set for the following quarter, in which a PPID Training is set for April 2013, targeting staff from Puspenkum and Badiklat. Also a May schedule is set for the provincial Prosecutor Offices targeting Prosecutors and non-

NO	INDICATOR NAME	TARGET FY13	FY 2013 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q10	Q11	Q12	Q13		
								Prosecutors whom assigned for public information services in the Prosecutor Offices.
2.14	Number of curricula developed on improved public interaction	3	2	1			3	Besides the two modules that have been produced during Q10 (Basic Photography for Journalist and Photography Training Module), other module called PPID Training Module is also finalized during this period of reporting, pending for lay out and print out.
Sub-KRA 2.3.2. Public Engagement: Improved public engagement with the AGO								
2.15	Number of key messages communicated		3	0			3	The key messages recorded for Q10 were Transparency of information for public, anti-corruption, and issues on Integrity. No update during this period of reporting, however a plan has been set where issues on AGO's reforms, public information services, prosecutor code of conduct, human resources development, case management in AGO, combating corruption, terrorism, illegal logging, biodiversity crimes were set as part of the key messages for the planned bi-weekly discussions between Puspenkum, AGO officials and Journalist starting the next period of reporting (April 2013).
2.16	Number of participants in stakeholders meeting	3	0	0			0	This series of activities will be commenced by April 2013 where a bi-weekly discussions will be held and the medium for Puspenkum, high-ranking AGO officials and the journalist (Forum Wartawan Kejaksaan) to meet. The meeting location will be at AGO's Media Room.

ANNEX B: ADVISOR TRIP REPORTS and DELIVERABLES SUBMITTED TO USAID

None to report this quarter. Under development for submission next quarter.

ANNEX C: LOCAL SUBCONTRACTOR DELIVERABLES ACCEPTED BY C4J

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

Local Subcontracts Deliverables Accepted by C4J

Component 1			
Sub-Key Result Area	Subcontractor	Deliverables Name	Date of Acceptance
1.1.1	Muhammad Asmuni (Fixed Price Service Agreement-Administration Staff for Court Automation Readiness Survey)	Providing support in development of the Policy Paper: 1. Re-process, tabulate, summarize and/or refine raw data of CARS 2. Covering data for each court 3. Rearrange and keep the record data source (hardcopy) in systematic way	January 10, 2013
1.3.2	Helena Emerensiana Rea (Fixed Price Service Agreement – Guidelines for the journalist editor)	1. Revised updated version of the Journalist's guide to the courts and judiciary 2. Edited Journalist's Guide to the Courts and Judiciary 3. Legal Glossary 4. Layout and design	March 8, 2013
	Prof. Dr. Bagir Manan, SH., MCL (Fixed Price Service Agreement-Resource Person on Workshop for Journalist Guide for Courts and Judiciary)	1. Speech and PowerPoint material	March 14, 2013
	Dwi Indah (Fixed Price Service Agreement-Speaker at Workshop on Legal Aid Post Service and Mobile Court Procedure in Court)	1. Services as speaker	March 6, 2013
1.3.3.4	Wiwik Awiati (Fixed Price Service Agreement-Speaker at Workshop on Legal Aid Post Service and Mobile Court Procedure in Court)	1. Services as speaker	March 7, 2013
	Mibnasah (Fixed Price Service Agreement-Speaker at Workshop on Legal Aid Post Service and Mobile Court Procedure in Court)	1. Services as speaker	

Component 2			
Sub-Key Result Area	Subcontractor	Deliverables Name	Date of Acceptance
2.2	Bowo Priyatno (Team Leader on Improvement of Workflow and Standard Operating Procedures at the AGO)	1. Recommendation Report for the SOP 2. Summary of Activity Report	January 10, 2013 January 28, 2013
	Muhammad Rofiq Team Member on Improvement of Workflow and Standard Operating Procedures at the AGO	1. Recommendation report for the SOP 2. All detailed activity report	January 10, 2013 January 28, 2013
	Tri Purwanto Team Member on Improvement of Workflow and Standard Operating Procedures at the AGO	1. Recommendation report for the SOP 2. All detailed activity report	January 10, 2013 January 28, 2013
2.2.2.3	Helena Emerensiana Rea		
	(Fixed Price Service Agreement-Consultant for Module Development (CMD) for the Information Management and Public Information Service)	1. Facilitation on Focus Group Discussion (FGD) and Workshop 2. Revised layout and design of the training module	March 26, 2013