



CHANGES FOR JUSTICE PROJECT FIFTEENTH QUARTER PROGRESS REPORT

JANUARY TO MARCH 2014

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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 FIFTEEN

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 is the fifteenth quarterly progress report of the C4J project, and covers the period 1 January to 31 March, 2014. This quarter marks the last full quarter of the C4J project contract. Based on the Year 4 Workplan, C4J focused this quarter on continuing those reforms that have proven to be most successful, and on those in need of additional follow-on coordination, with the objective of the reforms being sustained long-term under the Supreme Court's and AGO's respective leadership, and bringing the project to a successful conclusion in May 2014.

This quarter, the project continued to advance on all programmatic fronts. Several notable results and outcomes are recorded in this reporting period, including: (i) the Supreme Court issued a new Regulation (PERMA) No. 1/2014, on Legal Aid Services in the Courts, on January 16, 2014; (ii) training programs for 124 judges and prosecutors; (iii) the Chief Justice's Decree (SK KMA) No. III/2014, on Standardization of Decision Templates and Case Numbering System, on March 20, 2014; (iv) development of competency profiles for the heads of provincial prosecutors offices (PPOs) and district prosecutors' offices (DPOs); (v) public information campaign on combatting threats to biodiversity; and (vi) completion of the first drafts of the prosecution guidelines on illegal logging and land conversion, and on wildlife trafficking and poaching.

Highlights from Component 1

- Twenty-eight (28) of the initial 30 participants successfully graduated from the Supreme Court's Certified Human Resource Professional (CHRP) Program, after attending 11 weekly classroom trainings and passing a final examination, including a final paper and presentation to the Supreme Court.
- The Supreme Court and C4J successfully cooperated on the fourth in a series of discussions on human resource reforms. This session focused on conveying critically-needed knowledge to the Supreme Court on Performance Targets for Public Employees (*Sasaran Kinerja Pegawai Negeri Sipil*, or SKP), and the Performance Accountability Report for Public Institutions (*Laporan Akuntabilitas Kinerja Instansi Pemerintah*, or LAKIP). It was well attended by more than 50

participants from the Supreme Court's Administrative Unit, the three Directorate Generals, and Chief Judges and their respective Registrars/Secretaries from four court jurisdictions.

- Paramadina Public Policy Institute (PPPI), a local subcontractor under C4J, conducted the second workshop on Judiciary Budget Independence in 13 February 2014, and submitted a revised version of its Study Report on Judiciary Budget Independence on 28 March 2014.
- The Director General of the General Courts issued a directive to 39 general district courts to revise their 2014 budget to accommodate the provision of legal aid services, which includes fee waivers, mobile courts (hearings outside the court), and the legal aid office in the court.
- The Supreme Court Chief Justice Decree (SK KMA) No. III/2014 was signed on 20 March 2014, to standardize 94 decision templates and the case numbering system for all general district courts.

Highlights from Component 2

- Development of comprehensive standard operating procedures (SOPs) by the AGO Training Agency (*Badiklat*) in cooperation with C4J continued this quarter, including in-depth interviews, direct observations, document-tracing, and intensive focus group discussions.
- The AGO and C4J successfully cooperated on development of a competency model for two core positions under the AGO: the Head of each Provincial Prosecutors' Office (PPO); and the Head of each District Prosecutors' Office (DPO). The model will be used to improve the selection and promotion system within the AGO, and will be a reference for a merit-based, open system of review and promotion. Once implemented, the competency model will influence the performance evaluation process for 31 Heads of PPOs, and 425 Heads of DPOs throughout Indonesia.
- Following three earlier successful monthly discussion sessions that were fully supported by C4J, the AGO Center for Law Information (*Puspenkum*) and the Association of Journalists at the AGO (*Forwaka*) this quarter began conducting monthly discussion sessions together, using their own resources and with only minor support from C4J.

Highlights from Component 3

- C4J, in collaboration with subcontractors Wildlife Conservation Society (WCS), Indonesia Center for Environmental Law (ICEL), and Green Radio, as well as in cooperation with the Ministry of Forestry and the Ministry of Environment, conducted two radio talk shows in Jakarta.

- The AGO, in cooperation with C4J, and in collaboration with subcontractors Wildlife Conservation Society (WCS) and Indonesia Center for Environmental Law (ICEL), completed the first drafts of the prosecution guidelines on: illegal logging and land conversion; and on wildlife trafficking and poaching.
- A short animated video on the importance of preserving Indonesia's biodiversity and the role of the public is under development. The video will be used in future community training programs.
- Training for public and community groups on "Public Access to Information" and "Filing Civil Cases Focusing on Threats to Biodiversity" were successfully conducted for Bangkinang/Kampar, Riau and for Ketapang, West Kalimantan in January and February 2014.

INTRODUCTION

This Fifteenth Quarterly Report summarizes the overall activity progress of the Changes for Justice (C4J) Project during the period of 1 January through 31 March 2014. 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. This program was completed at the end of the previous quarter. The University of Atmajaya submitted the progress report on 21 January 2014, outlining the achievements of the individual students. 28 students passed the final exam, including a paper and presentation to the Supreme Court, and received a minimum passing grade. The two students who failed had not completed their final papers by the deadline date. C4J submitted the comprehensive report on the organization of the CHRP training program to the Supreme Court, and is waiting for the availability of Secretary of Supreme Court to schedule the closing ceremony. The alumni of the CHRP program are being invited to participate in follow-on activities relating to human resources and bureaucracy reforms, such as in the monthly discussion forum described below.

Monthly Discussion Forum on Human Resources Reform. Following three very successful discussion series in the previous quarters, this quarter C4J and the Supreme Court continued to implement the discussion series that provide a platform for the Supreme Court Personnel Bureau to learn from successes of other Indonesian public institutions that have undergone reforms in personnel management. Recognizing the effectiveness of the platform and the success of the previous discussion series, Pak Aco Nur, Head of Administrative Affairs (BUA) and C4J met in early January to identify

"It is important that judges and court staff prepare well-planned SKP and LAKIP not only to fulfill their obligations as state officials but also to improve the quality of court management and public service."

**Made Rawa Aryawan, SH, M.Hum.,
Chief Judge of Jakarta High Court**

discussion topics deemed urgent and important by the Supreme Court. For the fourth sharing discussion the Supreme Court decided on two critical topics: "Sasaran Kerja Pegawai Negeri Sipil - SKP" (Performance Targets for Public Employees) and "Laporan Akuntabilitas Kinerja Instansi Pemerintah – LAKIP" (Public Institution Performance Accountability Report).

The SKP is mandatory for all public employees and state officials, including judges and non-judge court staff, beginning on 1 January 2014. The LAKIP is required on a periodic

basis by the Ministry for State Personnel and Bureaucracy Reforms (*Kementerian Negara Pendayagunaan Aparatur Negara dan Reformasi Birokrasi*, or *MenPan*).

The 4th Sharing Session on the above topics was held on 5 February 2014, at the Supreme Court. It was attended by more than 50 participants, including Head of Legal and Public Relations Bureau, Head of Finance Bureau, Jakarta High Court Chief Judge, Jakarta High Administrative Court Deputy Chief Judge, Central Jakarta District Court Chief Judge, North Jakarta District Court Chief Judge, East Jakarta District Court Chief Judge, and Jakarta Administrative Court Chief Judge, along with their respective Registrars, Secretaries, and Deputy Secretaries. Around 15 CHRP alumni also actively participated in the discussion.

Resource persons for the discussion included Pak Purwanto, Director of Employee's Performance at the Agency for State Personnel (*Badan Kepegawaian Negara*), Ibu Rukmi Hadihartini, C4J Advisor and former Human Resources Director of PT Pertamina (*Persero*) and Pak Ronald Andreas Annas, Assistant Deputy for Policy Development, Bureaucracy Reform, Apparatus Accountability and Supervision at *MenPan*.



The sharing discussion was an important part of the Supreme Court's efforts to attain the Chief Justice's goal of improving the Court's grade, from "CC" (or 6.07) in the 2012 LAKIP, to "A" (or 8) for the 2013 LAKIP.

Photo left: Ibu Tri Diana Widowati, the Head of Secretariat Bureau of BUA participates in the discussion with the resource person Pak Purwanto from BKN on additional tasks to be included in the SKP.

The Supreme Court published a short article about this 4th discussion forum on their website on the same day: <https://www.mahkamahagung.go.id/rnews.asp?bid=3886>

Strategic Planning (*Rencana Strategis*), or RENSTRA. The Supreme Court through the Head of BUA requested C4J's technical assistance in developing the five-year, 2015-2019, RENSTRA. C4J and the Head of BUA held an initial meeting on 3 February 2014, which resulted in approval of the work steps for developing the topics of RENSTRA, agreement that C4J will facilitate two out of six meetings to develop RENSTRA topics, and appointment of team members to develop the RENSTRA, with the objective of C4J technical assistance focused on the non-judicial area.

To start the development of RENSTRA methodology and process, C4J conducted a series of intensive consultations with various government officials in charge of RENSTRA in their own institutions, as well as with the Supreme Court officials and other stakeholders. On 10 March 2014, C4J met with Pak Harry Soeratin, Ministry of Finance (MOF) expert staff to the Secretary General for Human Resources Development (*Tenaga Pengkaji*

Sumber Daya Aparatur). The discussion produced in-depth knowledge on the MOF's development of RENSTRA as well as its Blueprint on the Institutional Transformation Program. The Blueprint not only covers the targeted strategic planning with the key performance indicators, but it also lists the accompanying activities and outputs, timeline for each activity, and it serves as the reference document for the MOF's RENSTRA. These lesson-learned from the MOF were used in designing a proposed RENSTRA methodology and process to the Supreme Court.

On 12 March 2014, C4J met with Pak Arifin, the Supreme Court's Head of Planning and Program Division, to present the C4J concept proposal for developing the RENSTRA. The proposed methodology uses a "Balance Scorecard" (BSC) approach which has also been used by *Bappenas* and MOF, as well as other international courts, such as Singapore's Subordinate Court, Scotland's Courts, and Dubai's Court. The methodology was selected because it is measurable, integrated, and can be aligned and replicated or cascaded down to the lower working units.

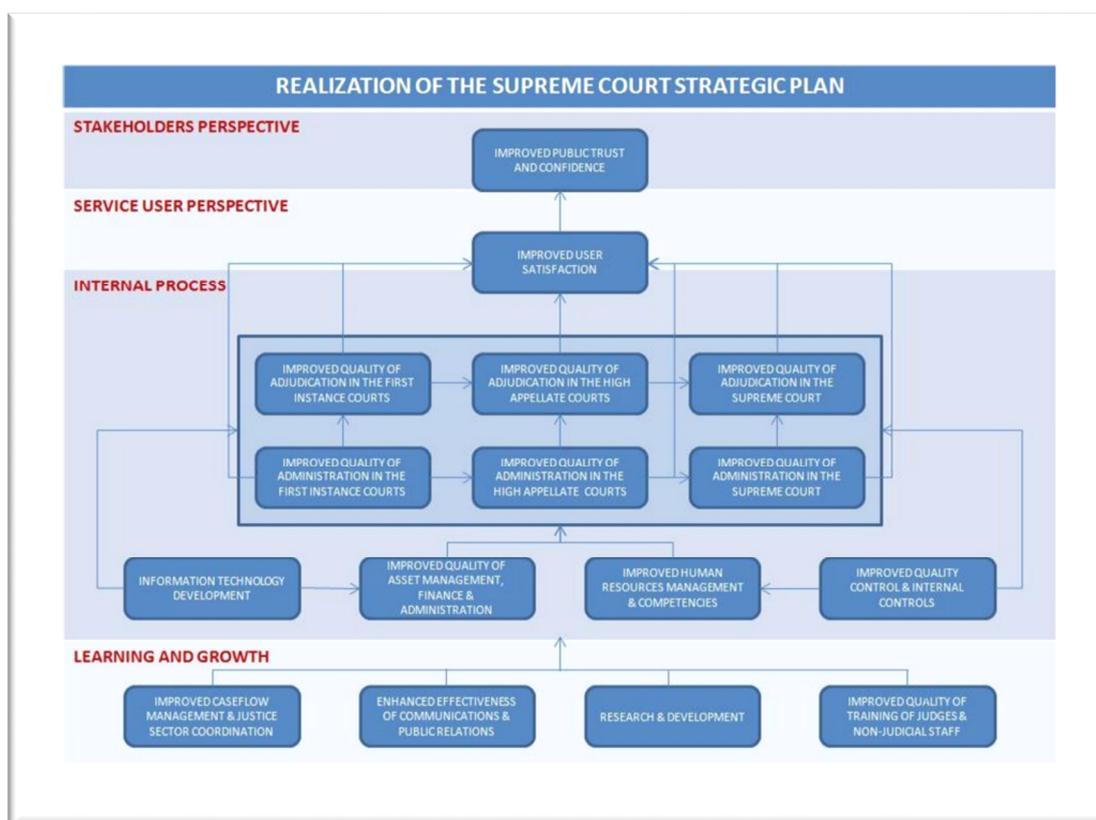


Image above: One concept of Supreme Court's Strategy map based on C4J internal discussions with the Supreme Court and analysis of international best practices.

In a meeting with JRTO on 13 March 2014, C4J was advised to develop a streamlined model RENSTRA using an activity that C4J is currently working on, such as the case tracking system (CTS). The objective of developing a sample was to show a final product as well as help the Planning Bureau to learn first-hand about the RENSTRA development process. On 20 March 2013, C4J staff met with Pak Ronald Andrea Annas, Assistant

Deputy at *MenPAN* for Bureaucracy Reform Policy, Accountability and Supervision, where they learned that, contrary to a common belief, *MenPAN* does not enforce a particular methodology or approach in developing a RENSTRA. *MenPan* permits each ministry/state institution to opt for any methodology or approach best-suited to their institution.

Based on the desk study and consultations conducted in this quarter, C4J's Budget and Finance Specialist and Training Specialist continued to work on the RENSTRA methodology, and C4J made arrangements to provide international expertise on comparative approaches to RENSTRA development among court systems worldwide. However, near the end of the quarter C4J was advised that the Supreme Court was no longer interested in C4J's assistance on this activity.

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



Photo left: Participants, including from the Supreme Court Secretariat, Bappenas, Commission III of the Parliament House of Representatives (DPR), Ministry of Finance, C4J, and PPPI actively contributed during the second discussion session on judiciary budget independence.

Judiciary Budget Independence. On 13 January 2014, Paramadina Public Policy Institute (PPPI), C4J subcontractor, submitted the final draft of its Study on Judiciary Budget Independence. This report provides information about the overall Indonesian budgeting system, budgeting practices among select institutions in Indonesia, budgeting practices of courts in Indonesia, and comparisons with budgeting practices of courts in other countries. It also contains the opinions of the Supreme Court, Bappenas, and the Supreme Audit Board (BPK) on the issue of judiciary budget independence. The study concludes that there are three major determinant factors affecting the independence of the Supreme Court in their own budgeting: 1) existing legislation; 2) national budget policy; and 3) the Supreme Court's internal capacity in managing its budget.

In order to present the final draft of the Study on Judiciary Budget Independence and to solicity feedback from the stakeholders, the Supreme Court, with support from C4J, conducted the second discussion session on 13 February 2014. This session was attended by approximately 50 persons from the Supreme Court and stakeholders from Bappenas, the Ministry of Finance, and the House of Representatives (DPR). Leaders at the meeting included: Pak Widayatno Sastrohardjono, Head of Supervision Chamber and Coordinator of Judicial Reform Team; Pak Nurhadi, Supreme Court Secretary; Pak Aco Nur, Head of Administration Affairs Body; Pak Ahmad Yani, member of Commission III at the House of Representatives; Pak Arif Christiono Subroto, Director

of Legal and Human Rights at Bappenas; Ibu Hesti Pandanwangi, Deputy Director of Human Rights at Bappenas; and Pak Sudadi, Deputy Director II of Budget at the Ministry of Finance. In addition, also in attendance were officials representing the Administration Affairs Body, general courts (*Badilum*), religious courts (*Badilag*), administrative and military courts (*Badimiltun*), the Supervision Bureau (*Badan Pengawasan*), and Research Development Training and Education Bureau (*Balitbang Diklat Kumdil*).

The discussion produced the following conclusions:

- It is imperative for the Supreme Court to have increased budget independence as an integral part of judicial independence. Adequate funding must be provided in order for the Supreme Court to properly carry out its judicial functions and duties.
- It is not necessary to develop a new law to support the implementation of judiciary budget independence; however, the Supreme Court recommended that some technical regulations, especially from the Ministry of Finance, should be amended to provide more flexibility to the Supreme Court to disburse its allocated budget.
- Bappenas recommended that the Supreme Court prepare and provide relevant, detailed data to defend its budget proposals because, without strong supporting data, Bappenas and the Ministry of Finance are unable to properly review the Supreme Court's budget proposals.
- All parties agreed to strengthen communication and coordination to support the Supreme Court in carrying out its judicial functions and duties.

These recommendations have been included in the final report on the Judiciary Budget Independence, which was still under review by C4J at the end of this quarter.

Budgeting for Legal Aid Program. This quarter marks a success in coordination within the Supreme Court to budget for court legal aid services. The Secretary of the Director General of *Badilum* issued a letter on 10 March 2014, instructing 39 general district courts in Indonesia to revise their 2014 budgets to support requests for court fee waivers. The Secretary issued the letter to comply with the new Supreme Court Regulation (PERMA) No. 1 of 2014, enacted this quarter, which stipulates that each court shall provide sufficient funding for court fee waivers based on a projection of standard costs and the number of expected cases for which parties will request the court fee waiver.

Development of Court Fee Financial Reporting System for Badilum. Based on the results of observation visits to the general district courts in Cibinong, Bandung, and Semarang in the previous quarter, C4J's Budget and Finance Specialist is currently developing the draft procedures for cash receipt and disbursement of court fees in the general district courts. These procedures are intended to facilitate the reconciliation of court financial records with bank records. The draft procedure is expected to be completed in the next quarter.

In conjunction with this activity, C4J is developing a new CTS application to manage the financial reporting of fees and disbursements for civil cases.

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

Progress in Addressing Data Entry Challenges. On 13 March 2014, the Supreme Court made an important step forward in improving court case management efficiency and case disposal rate by issuing a new Supreme Court Circular (SEMA) No. 2 of 2014, on the Case Disposal Timeframe. The circular stipulates that the maximum time to dispose a case in the first instance courts is reduced from six months to five months, while appellate courts shall take no longer than 3 months to dispose of their cases. This is part of a concerted effort to reduce the amount of backlog cases, and it follows the Supreme Court regulation implemented last year that limits the maximum time for case disposal within the Supreme Court to three months.

SEMA 2 of 2014 also demonstrates the continued strong push by Supreme Court leadership for IT-based case management. The circular states that the basis for this new regulation is the recognition that all first instance and appellate courts have implemented IT-based case management systems. The circular concludes with the directive to all courts to update case data in their IT-based case management systems in an accurate and timely manner.

C4J has documented additional, independent efforts by first instance courts to improve data management. During CTS technical assistance visits on 6-17 January, the Supreme Court and C4J team found that the Makassar and Sungguminasa District Courts have already fully implemented CTS to the extent that all manually-produced documents can be validated using the CTS. In those two courts, the chief judges refuse to sign a document if its data has not been entered into the CTS. Similarly, on a separate visit to the Klaten District Court, the team found that the court requires a special certification to be attached to the cover of the case file as proof that the case has been registered and all initial data entered into the CTS.

In addition, the Chief Judge of the Makassar High Court has issued a directive to all district courts under his authority to:

- Input case data into the CTS in timely and correct manner; and
- Send monthly reports with the attached printout of CTS data to the High Court Chief Judge at the beginning of each following month.

Such policies create a strong incentive for court staff to continually update case data in the CTS, and they offer an effective model for other courts to follow, i.e., using the CTS as the primary source for case data.

Monitoring and Evaluation Visits to District Courts. On 6-10 January, C4J conducted a field survey at the Surabaya High Court, Surabaya District Court, Makassar High Court, Makassar District Court, and Sungguminasa District Court. The survey was aimed to assess and understand current manual business processes and challenges to CTS implementation to identify a feasible approach to improving CTS implementation and further streamlining court processes. The main finding showed that acting registrars regularly fail to do their CTS tasks, even in those courts that frequently update their CTS.



Photo left: Surabaya High Court staff leads a discussion about the court's business processes to court leadership, judges, court staff, and C4J during an assessment visit on 6-10 January 2014.

In a monitoring visit to the Sidoarjo District Court, which has a low case disposal rate, the Supreme Court/C4J team found that acting registrars do not update case data regularly (especially on hearing dates and decision dates). C4J provided several recommendations to the court's leadership to overcome this issue, and conveyed the information that the Supreme Court, with support from C4J, is completing development of new decision templates for acting registrars to use in the CTS. Such new templates provide a needed tool for acting registrars to increase their productivity and efficiency, and should increase acting registrars' use of the CTS.

During the visit to the Makassar District Court on 16-17 January, C4J discussed with the Chief Judge and Registrar the idea of piloting fixed panels of acting registrars and judges, as well as fixed hearing schedules, based on the fact that the court has a sufficient number of hearing rooms and designated staff, i.e., Makassar District Court has nine courtrooms for eight judge panels with three to four acting registrars per panel. Thus, there should be no reason for delaying or postponing a court case hearing due to unavailability of a hearing room, and no obstacle to piloting streamlined system of assigning panels to specific hearing rooms, as opposed to the past practice of rotating panels among different rooms. The Chief Judge stated her readiness to work with the proposed system if the Supreme Court leadership officially assigns the court to pilot the system. The Makassar District Court offered to coordinate with related parties (lawyers, prosecutors, prisons) to make the plan work.

The district courts in Jakarta have unique qualities in that they are closer to the Supreme Court, they are often in the news, and thus they are a more common reference by the media. In addition, several leadership positions at the Jakarta courts are held by women (West Jakarta District Court's chief judge, East Jakarta District Court's deputy chief judge, South Jakarta District Court's deputy chief judge, and North Jakarta's deputy chief judge). In coordination with the Supreme Court, C4J visited West Jakarta District Court on 4 March, North Jakarta District Court on 5 March, and South Jakarta District Court on 6 March, to observe CTS implementation and to discuss challenges encountered with the courts' leadership to encourage active CTS use in those courts.

C4J discovered inconsistent practices among the courts. For example, implementation of the CTS at the South Jakarta District Court has been steadily improving, despite a typical weakness where acting registrars fail to update case hearing information regularly. The infrastructure in the South Jakarta District Court is no longer a problem. In contrast, there

are more challenges to implementation in the North Jakarta District Court, such as poor quality of data and poor IT infrastructure. West Jakarta District Court's leadership and IT staff were eager to receive additional assistance and training from the Supreme Court and C4J.

More cursory visits to the Central Jakarta and East Jakarta District Courts were conducted this quarter, and will be followed-up with more intensive assessment visits in the near future.

Review of Pola Bindalmin and Recommendations on Business Process Reengineering (BPR). C4J is in the process of developing two documents that are expected to streamline CTS implementation. The first document is "Standard Operating Procedures on the Implementation of the CTS." The second document is "Supervisory Guidelines on Using the CTS."

The draft "Standard Operating Procedures (SOP) for the Implementation of the CTS" is near completion for review by the Supreme Court. The draft SOP stipulates the specific job descriptions and responsibilities of each judge and court staff using the CTS and/or CTS data. It defines all processes, policies, and detailed procedures relating to management of the CTS and CTS data, and specific documents and reports to be used and produced according to each procedure. The draft SOP also recommends the transition process from current manual procedures to automation through implementation of the CTS.

The "Supervisory Guidelines on Using the CTS" will be a companion document to the SOP to provide specific guidance to court leaders on effectively managing court staff, delegating responsibilities, reviewing reports, and monitoring implementation of the CTS.

C4J will begin consulting with the Supreme Court on the new SOP next quarter.

CTS Roadmap. At the end of the last quarter, the Supreme Court accepted the draft outline of the CTS Roadmap and the vision for future development and implementation of the CTS. This quarter, the Supreme Court endorsed the latest developments in the CTS Roadmap and agreed, in cooperation with the C4J Project, to continue collaborating to identify all relevant issues and success factors for sustaining the CTS.

In a meeting with C4J on 4 February, Pak Widayatno Sastro Hardjono, SH. MSC., Deputy Chief Justice for the Advancement Chamber and Coordinator of the Reform Team, expressed his satisfaction with CTS implementation at the district courts across Indonesia. The documented success of CTS implementation has been included in the Supreme Court's current annual report (*Laporan Tahunan*, or *Laptah*) published at the end of February 2014. The meeting also covered performance issues and improvements needed in the CTS, and strategies for achieving the Supreme Court's goal of replacing the current manual system.

Replacing the manual system of register books is a priority need, as court staff complain about the tedious work of maintaining manual registers while also being required to input data into the automated CTS. As a result, the district courts are not realizing or achieving

the full benefits of automation. C4J agreed to begin developing simulations to demonstrate best approaches for replacing the manual process through effective implementation of the CTS.

As part of the conversion process from manual to automated systems for managing case data, other priority reforms must be addressed. Hence, the CTS Roadmap is being developed with the intention of addressing all needed reforms relating to effective implementation and sustainability of the CTS. Such reforms include:

- A new supervisory authority, i.e., and IT Agency or Center, to oversee all implementation of IT;
- A system of recruitment and hiring of full-time, professional IT staff in each court, or a system of sharing professional IT staff among courts in the same town;
- Development of job descriptions and an career path for IT staff, with vertical accountability to the IT supervisory authority;
- Greater and better allocation of budget funds and/or sharing of resources among courts to support the implementation of computer hardware, infrastructure improvements, software such as antivirus, and internet access, as well as for regularly replacing computer equipment as it depreciates;
- Addressing any legal or regulatory impediments to improved implementation of automation and phasing out manual processes;
- New policies to phase out the reliance on personal computers and software in the courts, i.e., of relying on staff to provide their own computers;
- New security policies and procedures to protect data and computer equipment in the courts;
- Improved supervision through more effective use of monthly performance reports by the Directorate Generals and the Supervision Bureau; and
- Improved public information services through improved public access to court data online and at each courts' public information desk.

It is expected that a more comprehensive CTS Roadmap will continue to be formulated next quarter, and that it will provide detailed guidance on future development and implementation of the CTS.

Because all courts must address similar challenges to implementation of IT, the CTS Roadmap may be extended to support reforms relating to automation of the religious and administrative courts if desired by the Supreme Court.

Standardization of Court Documents. Standardized decision templates are critical part in the Supreme Court's effort to reduce case backlogs and to strengthen the national jurisprudence. A major milestone was achieved when the Chief Justice of the Supreme Court issued a new Decree (SK KMA) No. 44/KMA/III/2014, on Standardization of Decision Templates and Case Numbering System, on March 20. The Decree stipulates the compulsory use of 94 decision templates by the general district courts in all case decisions. The decision templates, which were developed by a team of general district and high court judges with support and funding from the C4J Project, will be integrated into the automated case tracking system (CTS) to increase efficiency in the management of cases. The quality of decisions will be enhanced, and the amount of time spent by the

high (appellate) courts examining the lower courts' decisions will be minimized, as courts apply the new standardized decision templates.

This quarter, development of templates for case minutes and court orders continued through two focus group discussions (FGDs). C4J facilitated one FGD on 10-14 February, focusing on the hearing minutes templates, which would be used by acting registrars in the first instance general district courts. At the request of the Supreme Court, this FGD also included development of decision templates for the general high (appellate) courts. Based on a special decree by the Chief Justice, SK KMA No. 123A, a team of highly respected, experienced judges and registrars from first instance district courts and high courts was created to complete this work. C4J facilitated the drafting process with a language consultant to ensure that the new templates are EYD (formal Bahasa Indonesia) compliant. For the first instance general district courts, the FGD in February succeeded in completing 10 general civil case minutes templates, 22 special civil case minutes templates, 7 general criminal case minutes templates, and 1 master minutes template for special criminal cases; those are all for first instance court. For the general high courts, the FGD successfully produced 13 criminal case minutes templates, and 18 civil case minutes templates.

The second FGD on 20-22 March was attended by a new working team recommended by the Supreme Court's Vice Chief Justice for Non-Judicial Affairs, Suwardi. Another Supreme Court Justice, Soltoni, and representatives from *Badilum* worked with the new team of exemplary district court chief judges and registrars to produce 139 standardized court orders.

There remain some tasks for development of the document templates to be completed. For example, the templates for special civil cases—post judgment, i.e., bankruptcy, will be completed next quarter. These templates will be based largely on the forms previously developed by the USAID In-ACCE Project. A quality review of all templates by *Badilum* and the C4J team will be completed next quarter. The final step in development will be integrating all templates into the automated CTS, followed by creation of a formal change control process for evaluating all forms regularly and approving modifications and changes in forms in a controlled, accountable manner.

The amount of time spent to examine a lower court's decision and associated case file will be greatly minimized once all courts apply the standardized, concise hearing minutes through the CTS. Introduction of the automated templates should also motivate acting registrars – who are responsible for producing court minutes, orders, managing the case file, and transmitting the final decision – to rely on the CTS more heavily as a management tool.

Standardization of Case Numbering. In the same decree of the Supreme Court Chief Justice of 20 March, SK KMA No. 44/KMA/III/2014, all first instance district courts are mandated to conform to a standardized case numbering system. Like the standardization of decision templates, the standardized case numbering system is a critical reform for consistently inputting and monitoring all general district court cases through the automated case tracking system (CTS), and supports the Supreme Court's goals of improving management, increasing transparency, reducing case backlogs, and strengthening the national jurisprudence.

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

CTS Implementation and Technical Assistance. Technical assistance this quarter was focused on improving the quality of data entry, described above under Sub-KRA 1.1.3, Case Management. Efforts to improve IT support in the courts implementing the CTS are described below under Development of CTS Trainers and IT Support.

Development of CTS Trainers and IT Support. C4J, together with the Head of the IT Department of the Supreme Court and IT leaders from select district courts, visited the Surabaya District Court on 6-10 January to assess the CTS and data there for the purpose of designing enhancements to Version 2 of the CTS. C4J utilized the visit also to discuss the life cycle of development of software like the CTS. Such improved knowledge and experience from the assessment visit will be applied to enhance the CTS. The same Supreme Court and district courts' IT staff will continue to be engaged and mentored to increase their knowledge and ability to sustain the CTS after the project ends.

IT Help Desk and Change Control Process. Throughout this quarter, C4J and the Supreme Court's IT department conducted several discussions to develop the IT Help Desk and Change Control Processes. The draft processes have been completed and submitted to the Supreme Court for its review. The Supreme Court has agreed in principle to implementing the procedures and to sustaining support to the CTS. However, the Supreme Court is postponing the development and implementation of the IT Help Desk and Change Control Procedures until after it has made a decision on the department or unit to be tasked with managing the CTS.

Monitoring and Evaluation of the CTS. On 10-13 March, C4J's IT Training Specialist, Court Administration Specialist, and Communications Specialist conducted a CTS monitoring and evaluation visit to the Singkawang and Pontianak District Courts. In 2013, C4J had conducted in-house mentoring in those courts following a training in Pontianak on CTS Version 2. Singkawang was the first district court in West Kalimantan to fully implement CTS Version 2. The C4J team discovered that, since then, most units in the Singkawang District Court continue to use the CTS effectively in their daily work.

Singkawang currently is one of the most progressive district courts. For example, to promote public awareness of the CTS, the district court plans to launch an SMS-based service for sending court information and case-related information to the public. In addition, it has been working closely with Bank BRI to produce public brochures with information on court services and the case registration process. Bank BRI uses its corporate social responsibility (CSR) budget to support the brochures.

Unfortunately, in contrast to the positive findings at the Singkawang District Court, the project observed during its monitoring and evaluation visits that many other courts are still resistant to change and to monitoring the quality of their data despite follow-up visits and mentoring sessions with those courts.

As C4J has discovered repeatedly during this and other assessment visits, strong leadership from the Chief Judge, such as at Singkawang District Court, is the most

common reason for successful implementation of the CTS, regardless of the size, level of funding, or location of the court.

The Singkawang District Court's Chief Judge previously supervised implementation of IT at the Denpasar District Court, which has been another well performing court. Hence, well performing courts are proving to be an incubator for future court leaders. A key element in building strong court leadership is recognizing, appointing, and distributing leaders who have demonstrated their commitment to effective implementation of IT through their performance at those well performing courts.

CTS Enhancements. Enhancements to Version 2 of the CTS were made this quarter. These enhancements are being tested by C4J's team. With the enhancements, the CTS is now lighter and able to manage data requests faster than the first iteration of the Version 2 application.

Additionally, several menus or functionalities have been added to Version 2, such as the overview of each judge's performance based on the number of disposed cases compared to filings, as well as the inclusion of several specific performance reports that have been requested by *Badilum*. Following thorough testing of the enhancements, C4J plans to release the new version of the CTS.

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

Following the request from the Supreme Court for C4J's assistance in developing the curriculum for the Juvenile Court Judges Certification Program, C4J facilitated coordination meetings between the Supreme Court and the Ministry of Law and Human Rights in early January. These meetings resulted in official approval from the Ministry and agreement from the Supreme Court for C4J to proceed with development of the Juvenile Court Judges Certification Program during the first quarter of 2014.



Photo left: *A discussion meeting between the Supreme Court and Bapas on 30 January.*

In starting the development process of the curriculum, C4J conducted desk study and interviews with several stakeholders to determine the appropriate approach for

development of the program. The C4J team met with Pak Arist Merdeka Sirait, Head of the National Commission for Protection of Children (*Komisi Nasional Perlindungan Anak*, or KNPA) on 7 February. KNPA agreed to cooperate and to provide assistance. C4J contracted with two psychologists – Ibu Karina, an expert in child development and delinquency, and Ibu Nurul, an expert on assisting children in conflict with the law – to assist with development of the program.

Based on the recommendation of the Supreme Court *Balitbang Diklat Kumdil*, C4J attended a training held by USAID’s E2J Project and a local organization, LeIP, on 3-7 February, on “Enhancing Awareness on Access to Justice Issues: Persons with Disabilities, Multiculturalism, Minority Groups, and Language Access.” The training gave many valuable inputs for the certification program, and opened an opportunity for cooperation with AIPJ on developing the curriculum for managing cases involving disabled children with legal problems.

On 25 February, the Ministry of Law and Human Rights launched its own integrated curriculum on the Juvenile Justice System. This integrated curriculum is being used as a reference for development of the Supreme Court’s own Juvenile Court Judges Certification Program.

C4J staff attended a coordination meeting on the implementation of the juvenile law on 13-14 March. This meeting, led by *Bappenas*, was attended by the ministries and institutions responsible for implementation of their respective components of the integrated juvenile certification program, as well as donors providing support to those ministries and institutions.

The kick-off meeting for development of the Juvenile Court Judges Certification Program was conducted on 18-19 March in Jakarta. The two-day meeting included five judges from *Balitbang Diklat Kumdil* and one district court judge. The meeting successfully concluded with a draft work plan, overall framework and first draft of the curriculum, training materials, and a draft of the diversion (mediation) procedures. The meeting was followed by ongoing development of the program materials. By the end of the quarter, the draft Juvenile Court Judges Certification Program curriculum was submitted for review by the Supreme Court’s *Balitbang Diklat Kumdil*. The Supreme Court and C4J expect to finalize the curriculum next quarter.

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

Candidate Acting Registrar Education (CARE) Program. The CARE program has been adopted by the Supreme Court’s Training Agency (*Balitbang Diklat Kumdil*). The program will be implemented in June 2014, with the Supreme Court’s own funds. The *Balitbang Diklat Kumdil* aims to deliver the CARE program not only to general court staff, but also to the religious and state administrative courts.

Based on the effectiveness of using videos of court hearings as a training tool during the CARE Training of Trainers (TOT) program conducted in December, the Training Agency requested C4J’s help to develop improved videos with better quality audio and video training the general, religious, and state administrative court staff. This quarter C4J contracted with a professional video-maker to record hearings for eight cases: four

cases from the general courts; two cases from the religious courts; and two cases from the state administrative courts. The recordings follow the case process from the first hearing until the decision in each respective case is delivered. With the help of the Supreme Court, C4J is reviewing and selecting cases, which should include exemplary judges, during which the hearings will be recorded. The cases will range from simple to complex.

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

Development of the E-learning program was completed this quarter. A workshop, held on 9 January, was attended by: Professor Jim Moliterno, who assisted C4J with development of the E-learning program; functional judges from the Supreme Court's *Balitbang Diklat Kumdil*; Supervision Agency (*Badan Pengawasan*), and judges from three types of courts (general, religious, and state administrative). The workshop resulted in the successful development of 50 hypothetical questions on judicial ethics for the e-learning application. The 50 questions on judicial ethics were refined further by C4J staff after an internal trial among C4J staff to make the questions challenging but realistic and easy to understand.

Photo right: *Judges from the Supreme Court Training Agency and Directorate Generals learn how to develop content for the E-Learning application during an intensive workshop on 4-7 March.*



At the Supreme Court's request, C4J agreed to develop four new videos to add to the Supreme Court's collection of videos originally developed by the previous MCC- ICCP Project. These new videos include scenarios that the Supreme Court feels are serious issues that tend to arise frequently and that are important for judges to consider. During the workshop, the participants reviewed and discussed the proposed scenarios and scripts.

To equip the Supreme Court Training Agency with the capacity and skill to develop the content of E-Learning application independently in the future, C4J held an E-Learning development training on 4-7 March. 19 judges and staff from the Training Agency, who were involved in the previous content development workshop, attended a four-day training at *Balitbang Diklat Kumdil*. The training studied the application development process, and participants practiced writing hypothetical case scenarios and making video content for the E-learning application based on the hypothetical cases.

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 provide 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. This quarter, C4J continued its support to the Supreme Court on development of a standardized format for court websites and web content. Following several coordination meetings with *Humas* in January and February, the team standardization team completed the website templates and guidelines at the end of February. The Head of *Humas*, Ridwan Mansyur, has approved the recommendations from the team, but the final decision on the recommended standardization will not take place until after special guidelines on access for people with disabilities have been included. C4J plans to complete the recommendations on standardized templates and guidelines by the end of 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

Mentoring to Supreme Court *Humas* staff continued this quarter with two trainings. On 15 January, C4J with assistance of Ika Soebroto, a crisis communication expert, conducted the 4th Brownbag Discussion for *Humas* staff on “Media and Communications Crisis Management.” The brownbag session was well attended by 17 persons from the Supreme Court’s *Humas* unit. The discussion highlighted the importance of crisis management and the need of the Supreme Court to develop a communications crisis management plan.

During the four-hour brownbag session, the participants discussed recent high profile cases that stirred a communications crisis for the Supreme Court and stimulated public criticism of the courts. The participants practiced a strategy for responding to such crises. Based on this discussion, *Humas* staff and C4J have agreed to work together to develop a crisis management plan and a SOP to manage public relations across Supreme Court departments.

The 5th Brownbag Discussion was held on 18 March, focusing on "Corporate Writing." The session was led by Harry Soerjadi, a senior journalist. This session was attended by 18 staff from *Humas* and other units. The participants learned and practiced creating public service materials, such as fact sheets, news releases, website news, and other

articles. This training was deemed extremely valuable by the *Humas* staff, as each of them is expected to have good writing skills and to be a constant source of news for journalists covering the Supreme Court and high profile cases.

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

The Supreme Court Training Agency (*Balitbang Diklat Kumdil*) requested C4J's support with implementation of a training program on Court Public Information Transparency. The Training Agency used state funds to conduct the trainings during February and March for Chief Judges, Secretaries, and Registrars from all four types of courts. C4J provided training modules from earlier training programs, which were then modified by the Training Agency to serve the needs of the training program.

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

During the CTS monitoring visit to the Singkawang District Court, described above at Sub-KRA 1.1.3, Case Management, the C4J team discovered that the court's approach to the public information desk – "One Stop Service" – is an excellent model for other courts. The "One Stop Service" system enables the information desk to provide all court public services by a dedicated public information staff in one location. The public does not need to have direct access to court staff or judges. Based on the visit, the Supreme Court posted an article about the service on its website:

<https://www.mahkamahagung.go.id/rnews.asp?bid=3940>



Photo left: Public Information Desk at Singkawang district court which provides "One Stop Service."

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

On 9 January, following coordination among the Supreme Court, C4J, and other donor-funded projects (i.e., Australia's AIPJ Project and the World Bank's J4P Program), the Supreme Court Leadership Meeting (*Rapat Pimpinan*) approved the proposed revisions to SEMA 10 of 2010, to improve legal aid services, with a minor change to the

administrative court section. The leadership further agreed to evaluate the implementation of the revisions on a periodic basis.

The Supreme Court subsequently revised SEMA 10 of 2010, on Guidelines for Legal Aid Services (*Pedoman Pemberian Bantuan Hukum*) into Supreme Court Regulation (PERMA) No. 1 of 2014, on Guidelines for Legal Services for the Poor in Court (*Pedoman Pemberian Layanan Hukum Bagi Masyarakat Tidak Mampu di Pengadilan*). The new PERMA was signed by the Minister of Law and Human Rights and enacted in the State News of the Republic of Indonesia, Year 2014, No. 59, on 16 January.

For the 2014 budget year, the Directorate General for the Religious Courts (*Badilag*) had allocated funds for all types of legal aid services (court fee waivers, hearings outside the court, and the legal aid office in the court) in select courts. The Directorate General for the Administrative Courts (*Badimiltun*) had budgeted for legal aid offices and court fee waivers. However, the Directorate General for the General Courts (*Badilum*) had not allocated any budget for legal aid services in the general district courts. Therefore, to comply with the new PERMA 1/2014, *Badilum* issued a letter to 39 select general courts directing them to adjust their budgets to fund legal aid services. In addition, *Badilum* instructed the courts to implement the legal aid office services (*Posbakum*) based on a reasonable hourly-rate standard – the same standard employed by the Religious Courts.

In cooperation with the Supreme Court, next quarter C4J will organize a Summit to disseminate information to all high courts on the standardized legal aid services under PERMA 1/2014.

Gender Mapping and Analyses. In February, C4J initiated a “Gender Mapping and Analysis” under the leadership of a gender expert subcontracted by C4J. This assessment will review project achievements and challenges, and produce recommendations on improving and promoting gender equality among C4J’s activities. Several C4J staff have been appointed as focal points to support the assessment, which includes interviews with select Supreme Court and AGO leaders.

Two internal FGDs were held with C4J staff on 28 February and 28 March. On 14-18 March, discussions were held with community groups in Ketapang, West Kalimantan to gather information on distribution of work and other gender issues among communities where C4J is working. On 27 March, a presentation on preliminary findings from the assessment was presented to USAID. The final report is expected to be finalized next quarter.

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 15 TOTAL PARTICIPATION BY POSITION TITLE AND GENDER (N=NUMBER)

NO.	Training/Workshop/Event Title	Male		Female		Total Participants		Judge				Non Judge			
		N	%	N	%	N	%	N	%	N	%	N	%	N	%
		1	#Training: Brown Bag PR Training Series - Jakarta, October 4, 2013 - April 10, 2014	13	59%	9	41%	22	100%	0	0.0%	0	0.0%	13	59.1%
	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, 2013														
	Training: Brown Bag PR 3rd Training "Creative Writing and Social Media" - Jakarta, November 22, 2013														
	Training: Brown Bag PR 4th Training "Writing Technique with Clustering Method" - Jakarta, December 6, 2013														
	Training: Brown Bag PR 5th Training "Corporate Writing" - Jakarta, March 18, 2014														
2	Workshop: e-Learning Workshop - Jakarta, January 9, 2014	18	100%	0	0%	18	100%	16	88.9%	0	0.0%	2	11.1%	0	0.0%
3	Discussion: Sharing Discussion Series Competency-based Human Resource: "Civil Service Performance System & Report on Accountability of Government Performance" (Sasaran Kerja Pegawai Negeri Sipil - SKP Badan Kepegawaian Negara (BKN) & Laporan Akuntabilitas Kinerja Instansi Pemerintah – LAKIP Kementerian Negara Peningkatan Aparatur Negara & Reformasi Birokrasi (KeMenPAN & RB)) - Jakarta, February 5, 2014	37	74%	13	26%	50	100%	10	20.0%	0	0.0%	27	54.0%	13	26.0%
4	Focus Group Discussion & Plenary: Document Template on Hearing Minutes for District Courts - Tangerang, February 10-13, 2014	26	72%	10	28%	36	100%	13	36.1%	4	11.1%	13	36.1%	6	16.7%
5	Focus Group Discussion: FGD Judiciary Budget Independency (Second round) - Jakarta, February 13, 2014	24	83%	5	17%	29	100%	6	20.7%	1	3.4%	18	62.1%	4	13.8%
6	Training: SC e-Learning Module System Training - Clawi, March 4-7, 2014	18	90%	2	10%	20	100%	10	50.0%	1	5.0%	8	40.0%	1	5.0%

7	Focus Group Discussion: FGD 1 Curriculum Development on Certification of Juvenile Judges - Jakarta, March 18-19, 2014	4	67%	2	33%	6	100%	4	66.7%	2	33.3%	0	0.0%	0	0.0%
8	Focus Group Discussion: SC Document Template: Summons, Notification - Serpong, March 20-22, 2014	18	67%	9	33%	27	100%	4	14.8%	3	11.1%	14	51.9%	6	22.2%
9	Focus Group Discussion: FGD Meeting on Development of Video Code of Conduct - Jakarta, March 24, 2014	8	89%	1	11%	9	100%	8	88.9%	1	11.1%	0	0.0%	0	0.0%
10	Training: Communication Crisis Management and Mitigation Training at District Court - Bangkinang, March 25-26, 2014	11	73%	4	27%	15	100%	6	40.0%	0	0.0%	5	33.3%	4	26.7%
TOTAL		177	76%	55	24%	232	100%	77	33.2%	12	5.2%	100	43.1%	43	18.5%

#Brown Bag PR *Training Series* consist of 6 trainings in Jakarta is conducted on 4 October 2013 until 10 April 2014. The number of participants is counted one time, and the questionnaire evaluation will be distributed to participants at the end of training series (Quarter 16: Apr-Jun 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. Following development of the AGO's technical competencies, described below, C4J is reviewing the feasibility of a new scope of work to assist with development of a policy paper on talent management in the AGO.

Development of competency model for strategic positions in the AGO. On 8 January, C4J and subcontractor *Langkah Mitra Selaras* (LMS), met with the Deputy Attorney General for Advancement (*Jambin*) and the Head of the Planning Bureau for a second round discussion on development of technical competencies for prosecutors (following a first round of discussions last quarter). The development of AGO's technical competency profiles not only will complete the competency model, which already includes core and leadership competency profiles, but will offer transparent criteria for an open system of evaluations and promotions in the AGO, as well as guidance on essential, specialized prosecutor trainings based on the specific technical competencies required of prosecutors.

To complete development of the technical competencies, C4J and subcontractor LMS had planned to interview prosecutors from various provincial prosecutors' offices (PPOs) and district prosecutors' offices (DPOs) this quarter. However, due to travel constraints, they revised their plan this quarter and focused on interviews among prosecutors in the vicinity of Jakarta.

On February 20, C4J met with Bambang Rukmono, Head of the AGO Personnel Bureau, and two of his staff, Ibu Katarina, Unit Head for Ranking (*Kabag Kepangkatan*) and Danang, Sub-Unit Head for Career Development (*Kasubag Pengembangan Karir*), to review the preliminary draft of the complete competency model for the Heads of PPOs and DPOs, and to discuss piloting implementation of the new competency model following its completion.

C4J also met with the Secretary of AGO Training Agency, Salim, on 27 February to discuss the draft competency model and to explore ways of synchronizing the education and trainings received by the heads of PPOs and DPOs in Badiklat with the competency model.

During the first two weeks of March, C4J and subcontractor LMS, along with C4J Advisor Ramelan Partadimedja, reviewed the competency dictionary. Following another review next quarter, the competency dictionary will be finalized during a FGD with AGO leaders.

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

Prosecution Guidelines. In January, OPDAT requested permission to reproduce up to 200 copies of the terrorism prosecution guidelines, which were developed through cooperation between the AGO and C4J, to share with universities and other justice sector institutions. C4J received approval from Ibu Anita, Head of International Cooperation on the Terrorism Task Force, for OPDAT to reproduce the materials.

To further facilitate dissemination of the the terrorism prosecution guidelines to a wider audience, the AGO Terrorism Task Force is coordinating with the AGO Center for Crime Data Statistics and Information Technology (*Pusdaskrimti*) to upload the terrorism prosecution guidelines to the AGO's website for access by all prosecutors and the public.

On 10 February, C4J and subcontractors Indonesia Center for Environmental Law (ICEL) and Wildlife Conservation Society (WCS) met with the General Crimes Task Force for a three-hour session on development of two prosecution guidelines: on illegal logging and land conversion; and on wildlife trafficking and poaching. This discussion led to approval from the Task Force on the outline for the two prosecution guidelines. A follow-up meeting for a more detailed discussion was held during the third week of February. A more detailed description of the development process for the prosecution guidelines is provided under Component 3 below.

Case Management and IT. This quarter the Head of the Planning Bureau requested support from C4J to assess the readiness of the AGO's IT structure, i.e., whether the current IT infrastructure, resources, and application in the DPOs can provide valid, updated information for prosecutors in the DPOs, PPOs, and AGO. No decision was made this quarter.

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

Improving the AGO Badiklat Workflow. On 8 January, the Head of the AGO Training Agency issued a letter of assignment (*Surat Perintah*) creating a team to support development of an SOP on Monitoring and Evaluation within the Training Agency (*Badiklat*). Based on this *Surat Perintah*, five leaders from *Badiklat* met with C4J staff on 16 January to review the latest version of the SOP. C4J also met with representatives from each division of *Badiklat* to solicit their inputs on the SOP.

The first meeting to develop the SOP on Monitoring and Evaluation was held on 28 January. C4J conducted a pilot test of the revised SOP at the audit and public relations training programs on 18-20 February.

To facilitate and expedite the SOP development process, on 3 March *Badiklat* appointed a team of six officials (Team 6) to work with C4J and its subcontractor on all aspects of the SOP development. The review process was completed during the first week of March. On 11-20 March, the revised SOP on Monitoring and Evaluation was tested again. The SOPs will be finalized at a FGD to be held next quarter.

Sub-KRA 2.2.2 Integrated Gender Training for Judges and Prosecutors

C4J and OPDAT met on 23 January, and agreed to postpone the gender sensitivity training until OPDAT is able to get the preferred judge/facilitator scheduled for a visit to Indonesia.

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

The C4J communications team met with the Secretary of AGO Badiklat, Salim, on 4 February to discuss collaboration on training programs on public information services. Pak Salim expressed his enthusiasm for public information training. He expressed his goal for the AGO to become a Top Five government institution in public information transparency. These discussions will continue next quarter within the context of the C4J's biodiversity activities described under Component 3.

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

This activity, as proposed under Component 2, was completed in Year 3. However, the biodiversity activities, under Component 3, will continue to provide support to public information officers.

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

Revitalizing Public Relations in Puspenkum. The Head of the AGO Planning Bureau has expressed his support for C4J efforts to improve *Puspenkum's* capacity to support public information services and the public relations skills of prosecution office staff. He agreed that the AGO needs an integrated communications training that includes representatives from *Puspenkum*, the Planning Bureau, Training Agency (*Badiklat*), and Personnel Bureau.

On 14 March, the communications team met with the National Commission of Public Information (*Komisi Informasi Pusat*) to discuss potential cooperation between C4J, the AGO, Supreme Court, and the Commission. C4J also used the opportunity to express appreciation to the Commission for having selected AGO as a top five government institution in the provision of public information services.

Journalist Guidelines for Reporting of Prosecution Cases. This quarter, *Puspenkum*, *Forwaka*, and C4J continued to collaborate to draft the Journalists Guidelines for Reporting on Prosecution Cases. In January, C4J held coordination meetings with *Puspenkum* and *Forwaka* (Journalists Forum for the AGO) to finalize the journalist guidelines. The draft is still pending, pending *Forwaka's* final review, and it will need

approval from *Kapuspenkum* before it can be reproduced and printed. The finalization and production of the Journalist Guidelines is expected to be completed next quarter.

Monthly Discussions. This quarter, *AGO* and *Forwaka* successfully conducted monthly discussions on their own with only minimum support from C4J. The project's continued assistance on this activity will be based upon request.

Increasing Puspenskum's Engagement with the Public. C4J assisted with articles for the first three editions of the *AGO* magazine during previous quarters. Since *Puspenskum* is currently receiving funds from the Australia-funded AIPJ Project, C4J has withdrawn further support on the magazine at this time.

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 15 TOTAL PARTICIPATION BY POSITION TITLE AND GENDER (N=NUMBER)

NO.	Training/Workshop/Event Title	Male		Female		Total Participants per Activity		Prosecutor				Non Prosecutor			
		N	%	N	%	N	%	Male		Female		Male		Female	
								N	%	N	%	N	%	N	%
1	Focus Group Discussion: FGD 2 AGO SOP Agency for Education & Training (Badiklat Kejaksaan) - Jakarta, March 3, 2014	0	0%	7	100%	7	100%	0	0.0%	5	71.4%	0	0.0%	2	28.6%
2	Focus Group Discussion: FGD Meeting AGO SOP Agency for Education & Training (Badiklat Kejaksaan) - Jakarta, March 19, 2014	1	13%	7	88%	8	100%	0	0.0%	5	62.5%	1	12.5%	2	25.0%
TOTAL		1	7%	14	93%	15	100%	0	0.0%	10	66.7%	1	6.7%	4	26.7%

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. This quarter, in cooperation with the AGO Environmental Task Force and General Crimes (*Jampidum*), and in collaboration with subcontractors Wildlife Conservation Society (WCS) and Indonesia Center for Environmental Law (ICEL), C4J completed the first drafts of the prosecution guidelines on: illegal logging and land conversion; and on wildlife trafficking and poaching. The guidelines will be developed further in the subsequent quarter.

A coordinating team was created during the initial meetings on 21-22 January. Thereafter, focused discussions on the guidelines were held on 28 January, 10 February, 18 February, and 11 March.

This quarter, the C4J biodiversity team also met with other programs, including OPDAT on 28 February, the ProRep Project on 12 March, and the Center for International Forestry Research (CIFOR) on 13 March, to share information on activities and to discuss potential collaboration. The project has also been developing the prosecution guidelines consistent with the multi-door approach under UKP4.

The prosecution guidelines will be ready for review by the AGO next quarter.

Sub-KRA 3.1.2. Trainings on Management of Biodiversity Cases

A training module on managing biodiversity cases is being developed in parallel with development of the prosecution guidelines to synchronize the training needs of prosecutors with the guidelines. Discussion on the training modules was conducted with the AGO *Badiklat* and Supreme Court *Balitbang Diklat Kumdil* on 21 March. The training modules are in the final stages of development, subject to final consultations with the respective training agencies. The next round of consultations will be held next quarter.

To achieve a common understanding among prosecutors and judges on effective management and coordination of biodiversity cases, C4J has agreed to merge judges and prosecutors. The training will be conducted next quarter.

KRA 3.2. Improved Court and Public Interaction

Sub-KRA 3.2.1. Public Information Campaign

Radio Talk Shows: The C4J biodiversity team conducted two series of radio talk shows in collaboration with Green Radio KBR 68H, on 20 March and 3 April. The first talk show discussed forest fires in Riau, which was a trending topic during that week; speakers included representatives from ICEL and the Ministry for Environment. The second talk show focused on wildlife crimes with speakers from WCS and the Ministry of Forestry.



Photo left: A representative from Wildlife Conservation Society participates on the radio talk show discussion at Green Radio KBR 68H on wildlife crimes in Indonesia.

During both talk shows, key messages focused on: laws relating to the crimes of illegal logging, land conversion, and wildlife trafficking and poaching; the rights of Indonesian citizens; ways of accessing legal aid assistance; processes for accessing case information; and public complaint procedures, specifically on forest-related issues. The talk shows also provided the opportunity for the radio audiences to speak with the resource persons directly. The talkshows concluded that public participation in monitoring and minimizing forest and wildlife crimes are currently very low due to the lack of information from authorities, lack of coordination among stakeholders, and a finding that a more effective campaign to mainstream public participation in preserving biodiversity is needed.

Journalist Workshops, Writing Competition for Journalists, and Journalists Field Visits: C4J entered into an agreement with the Society of Indonesian Environmental Journalists (SIEJ) in March to support journalist workshops, a writing competition for journalists, and field visits. The workshops and writing competition will begin next quarter. Three winning feature articles will be selected and the winners will be invited to a media visit to one of biodiversity project areas. C4J hopes that these activities will generate greater and improved media coverage on biodiversity issues and law enforcement.

Biodiversity Short Film: The final edits to the biodiversity short film were being completed this quarter. Based on one more review focused on key messages, the short film will be completed next quarter.

Sub-KRA 3.2.2. Public Information Training Programs

Training for courts and prosecutors' offices on providing public information services. In connection with the communications crisis management training conducted in cooperation with *Humas* in the Supreme Court this quarter, C4J held a training program on public relations and communications crisis management at the Bangkinang District Court on 24-26 March. The training was attended by 15 participants including the Chief Judge, Deputy Chief Judge, and Secretary/Registrar. Also in attendance were two representatives from the Bangkinang Religious Court. The three-day training was divided into sessions where the participants practiced skills at responding to a specific situation, such as engaging with media, improved public speaking, and developing and delivering key messages to the public and media.

Despite its limited human resources capacity, the Bangkinang District Court is striving to deliver effective public service. The court's CTS data and application are regularly maintained and updated, and the court leadership has demonstrated its commitment to creating more public access to court information.

"We never thought that we would ever need these public speaking and managing communication crises skills. But now we are ready and better equipped to give better public information services for community as well as engage with the media"

Suharno, SH., Chief Judge of Bangkinang District Court

Training for courts on public information services was conducted in Jakarta on 22 January. Seventeen judges from among district courts in Bangkinang, Ketapang, Tapaktuan, Blangkejeren, and Meulaboh attended the training. The Meulaboh District Court, from West Aceh, was invited based on its recent high profile biodiversity case relating to a land dispute.

Training for the public on how to access public information services in the courts and prosecutors' offices. The training module for communities on how to access public information services in the courts and prosecutors' offices has been completed, following the last FGDs which in Aceh (i.e., Tapaktuan and Blangkejeren) on January 19 and 21.

Community Trainings: The first training for the community was conducted in Domo village, Kampar District, in Riau, on 21-22 January. Twenty participants attended the training. As a result of the training, a paralegal forum was established, and its organizers selected. The training has motivated them to seek legal advice because of their conflicts with PT Arara Abadi, a plantation company in their area.

In Ketapang, the community training was conducted in Laman Satong village on February 9-13 February. The training was attended by 30 participants, who also agreed to establish a Paralegal Forum. The forum will be managed by a committee selected directly by the community organizers during the training.

This quarter also saw completion on facilitating gender mapping and assessment in Laman Satong village, Ketapang on 14-18 March. Led by C4J's gender consultant, the team identified various findings to improve gender representation and knowledge of laws relating to biodiversity, especially on access to justice, land use, and land status issues, where the inclusion of women is very minimum.

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 15 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				Community					
		N		%		N		%		N		%		N		%		N		%		N		%	
		N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%		
1	Focus Group Discussion: Developing Training Module on Public Info for Paralegal (Telapak) - Pemukiman Mangamat, Tapaktuan in Nanggroe Aceh Darussalam, January 19, 2014	10	100%	0	0%	10	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	10	100%	0	0%
2	Focus Group Discussion: Developing Training Module on Public Info for Paralegal (Telapak) - Desa Kedah, Blangkejeren in Nanggroe Aceh Darussalam, January 22, 2014	5	100%	0	0%	5	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	5	100%	0	0%
3	Training: Paralegal Training for Community (Telapak) - Padang Sawah Village in Kampar, Riau, January 21-23, 2014*	20	100%	0	0%	20	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	20	100%	0	0%
4	Training: PPID Biodiversity Training (ICEL) - Jakarta, January 21-23, 2014	16	94%	1	6%	17	100%	5	29%	1	6%	0	0%	0	0%	11	65%	0	0%	0	0%	0	0%	0	0%
5	Focus Group Discussion: FGD Developing of AGO Prosecution Guideline on Biodiversity (ICEL & WCS) - Jakarta, February 10, 2014	6	50%	6	50%	12	100%	0	0%	0	0%	2	17%	4	33%	4	33%	2	17%	0	0%	0	0%	0	0%
6	Training: Paralegal Training for Community (Telapak) - Ketapang, February 11-13, 2014*	26	84%	5	16%	31	100%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	26	84%	5	16%
7	Focus Group Discussion: FGD Developing of AGO Prosecution Guideline on Biodiversity - Jakarta, March 11, 2014	4	44%	5	56%	9	33%	0	0%	0	0%	2	22%	1	11%	2	0%	4	0%	0	0%	0	0%	0	0%
8	Focus Group Discussion: FGD Training Module on Bio Cases Management for Prosecutors - Jakarta, March 26, 2014	7	41%	10	59%	17	100%	0	0%	0	0%	5	29%	5	29%	2	12%	5	29%	0	0%	0	0%	0	0%
TOTAL		94	78%	27	22%	121	100%	5	0.00%	1	0.00%	9	7.44%	10	8.26%	19	15.70%	11	9.09%	61	50.41%	5	4.13%		

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ANNEX A: INDICATORS

C4J PERFORMANCE MONITORING PLAN FY 2014 ACHIEVEMENT Current Reporting Period: Q15 Fiscal Year 2014 (January-March 2014)

NO	INDICATOR NAME	TARGET FY14	FY 2014 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	17			24	During this reporting period, the project has provided capacity building for 17 judges on the topics of e-learning module and communication crisis management & mitigation. So far on this fiscal year 2014, the project has provided capacity building for 24 judges, in which 13% were female judges.
1.2	Number of non-judge court staff who received U.S. government training	60	93	18			111	During this reporting period, the project has provided capacity building for 18 non-judges on the topics of e-learning module and communication crisis management & mitigation. So far on this fiscal year 2014, the project has provided capacity building for 111 non-judges, in which 37% were female non-judges.
1.3	Percentage of target personnel satisfied with project trainings	80%	83%	89%			89%	During this period of reporting, the satisfaction level for training participants are recorded at 89%. 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	1			3	Q15: E-learning module is completed and planned to be tested during April 2014 on several district courts Q14: 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 (out of 352 district courts in 33 provinces) 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 assisting 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	2			2	Q15: Standardisasi Dokumen Pengadilan Secara Nasional (National Standardization Document Template) has been approved via Keputusan Ketua Mahkamah Agung Nomor 44/KMS/SK/III/2014 as well as approval of PERMA 1/2014

NO	INDICATOR NAME	TARGET FY14	FY 2014 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q14	Q15	Q16			
								During this fiscal year, the project is planning to produce the following documents: 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 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> [√] 8. Roadmap Pengembangan SIPP yang Berkelanjutan 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			0	All documents are in work-in-progress/draft 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 <i>Pelaksanaan Kemandirian Anggaran Program</i>
1.9	Application of the competency-based profile guidelines for case management related positions, i.e. judges and registrars	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	0			30	No update 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	-	-	-	-		-	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	-	-				Paramadina (project's sub-contractor) has submitted the draft for final report and pending for C4J's approval.
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)								

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NO	INDICATOR NAME	TARGET FY14	FY 2014 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q14	Q15	Q16			
1.14	Number of case management-related regulations reviewed and amended to support business process re-engineering (BPR)	3	0	1			1	Q15: Standardisasi Dokumen Pengadilan Secara Nasional (National Standardization Document Template) has been approved via Keputusan Ketua Mahkamah Agung Nomor 44/KMS/SK/III/2014. Overall, the project is currently working on the following documents and looking for completion by the end of the fiscal year: 1. Simplified Otomatisasi Buku II Pola Bindalmin 2. <i>Standardisasi Dokumen Pengadilan Secara Nasional</i> [√] 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 350 district courts (out of 352 district courts in 33 provinces) 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								

NO	INDICATOR NAME	TARGET FY14	FY 2014 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q14	Q15	Q16			
1.27	Number of curriculum for non-judge training on Case Flow Management, Quality of Judgements and Judicial Ethics developed							This indicator is completed.
1.28	Number of non-judge court staff trained on case management, quality of judgment & judicial ethics	50	30	-			30	Q15: No update during this period of reporting Q14: 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	0	1			1	The module for e-learning is completed and ready for piloted during the month of April 2014. Any revision or additional elements to the module was/would be directly fed into the web system.
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	0			2	Q15: No updates for this period of reporting Q14: 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			30	During this period of reporting, the project has provided capacity building for judge and non-judge positions on communication crisis management and mitigation. Of these participants, 27% 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	0			1	Q14: 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	1			1	During this period of reporting, PERMA 1/2014 on <i>Pedoman Pemberian Layanan Hukum Bagi Masyarakat Tidak Mampu di Pengadilan</i> (Guidelines of Legal Service for Disadvantaged People in the Court) has been approved by the Supreme Court. Supreme Court decided to legalize this guidelines as PERMA (<i>Peraturan Mahkamah Agung</i>) instead of SEMA (<i>Surat Edaran Mahkamah Agung</i>) because PERMA has higher legal binding & jurisdiction for other institutions besides Court. This regulation has recently been legalized in January, therefore this indicator is completed.
COMPONENT 2: SUSTAINING AND BROADENING REFORMS IN THE ATTORNEY GENERAL'S OFFICE								

JANUARY TO MARCH 2014

NO	INDICATOR NAME	TARGET FY14	FY 2014 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q14	Q15	Q16			
2.1	Adoption of merit-based criteria or procedures for selection and promotion of AGO personnel through USG assistance	2	0	0			0	No update during this period of reporting, 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 cooperation with the Badiklat with USG assistance	1	0	0			0	During this period of reporting, the project is currently working on Journalist Guideline Book for AGO
2.5	Number of policy papers on AGO Blueprint are accepted by the AGO	4	0	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			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								

NO	INDICATOR NAME	TARGET FY14	FY 2014 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q14	Q15	Q16			
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.
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	68			95	During this period of reporting, the project has provided capacity building for 68 people on the topic of natural resources management and/or biodiversity. These participants including judges, prosecutors, District Prosecutor's Office staff, and the community. During this fiscal year, the project has provided capacity building for 95 participants, in which 13% were female participants.
2	Number of days of training on natural resources management and/or biodiversity conservation supported by USG assistance	52	3	9			12	During this period of reporting, a total of 9 days of training has been spent for the capacity building activities. During this fiscal year, a total of 12 days has been spent for 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%	96%			96%	During this period of reporting, level of training participants' satisfaction toward the trainings conducted by the project is recorded at 96%.
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	2			2	Q15: Training module for courts on information services are completed for courts and AGO The project is working on the following documents and aiming of

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 FY14	FY 2014 ACHIEVEMENT				TO DATE	REMARKS FOR CURRENT REPORTING PERIOD
			Q14	Q15	Q16			
								completion by end of the fiscal year: <ol style="list-style-type: none"> 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. <u>Training module for courts on information services</u> [√] 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	5			5	During this period of reporting, the project team has conducted 2 radio shows and 2 paralegal trainings in Ketapang and Bangkinang, in which the key messages of law related to forest crime, rights of Indonesian citizens, way to seek legal assistance, access information on cases and file complaint related to forest crime were communicated. Specifically for the radios shows, the events were relayed through Biodiversity's assisted area in Aceh, Bangkinang and Ketapang.

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
1.3.3.2	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)	Final report on the process of developing the December 23, 2013 revised SEMA 10 to secure acceptance by the Supreme Court	23-Jan-14
1.1.3.2	Wrenge Widyastuti (Fixed Price Service Agreement - Policy Paper Consultant)	2. Documentation on court’s modernization initiatives 3. Final Policy Paper	30-Jan-14
1.1.2.1	Paramadina Public Policy Institute (Fixed Price Service Contract - Study on Budget Independence of the Judiciary in Indonesia)	Draft Study Report	13-Feb-14
1.1.1.2	Rukmi Hadihartini	Summary Note of Presentation Attendance list by signed by the contractor	20-Feb-14

1.2.1.3	Suprpto (Fixed Price Service Agreement - Video Hearing Documentary Consultant)	Schedule of eight cases	28-Mar-14
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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)	Draft competency dictionary for the core, behavioral and technical competencies for the Head of PPO and Head of DPO positions.	16-Jan-14
2.2.1.1	Bowo Priatno Fixed Price Service Agreement-Consultant on Improvement of Workflow and Standard Operating Procedures at the AGO	Preparation of monitoring and evaluation tools for the SOP	20-Feb-14
2.2.1.1	Tri Purwanto Fixed Price Service Agreement-Consultant on Improvement of Workflow and Standard Operating Procedures at the AGO	Preparation of monitoring and evaluation tools for the SOP	20-Feb-14

Component 3

Sub-Key Result Area	Subcontractor	Deliverables Name	Date of Acceptance
3.1	Annisa Muharammi	1. Video treatment 2. Script 3. Ready-to-show-video	16-Jan-14 30-Mar-14
Cross Cutting	Leya Cattleya	Implementation Plan and Desk Review Report	27-Feb-14

ANNEX C: FINANCIAL PIPELINE ANALYSIS