CHANGES FOR JUSTICE PROJECT (C4J)

YEAR 1 WORK PLAN
FOR THE PERIOD OCTOBER 1, 2010 – SEPTEMBER 30, 2011

Contract No. DFD-I-00-08-00070-00
A Task Order under the ENGAGE IQC

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

ACRONYMS AND GLOSSARY

AGO	Attorney General's Office
AusAid	Australian Government Overseas Aid Program
AIPJ	Australian Indonesia Partnership for Justice
Bappenas	National Development Planning Agency
BUA	Administrative Affairs Body, Indonesian Supreme Court
C4J	Changes for Justice project
CJE	Continuing judicial education
CJDC	Central Jakarta District Court
CMS	Case management system
COP	Chief-of-party
CPE	Continuing Prosecutors Education
DAR	Digital audio recording
DoJ/OPDAT	U.S. Department of Justice/Overseas Prosecutorial Development and Training
EU	European Union
ENGAGE IQC	Encouraging Global Anticorruption and Good Governance Efforts Indefinite Quantity Contract
In-ACCE	USAID Indonesia Anticorruption and Commercial Court Enhancement Project
IALDF	Indonesia Australia Legal Development Facility
IMF	International Monetary Fund
IT	Information technology
GGIJ	Good Governance in the Judiciary
Humas	*Hukum dan Humas* Legal and Public Affairs Bureau of the Supreme Court
J4P	Justice for the Poor
JRSP	USAID Judicial Reform Support Project
KPK	Corruption Eradication Commission
KRA	Key result area
LEAD	Legal Empowerment and Assistance for the Disadvantaged
MenPan	State Ministry for Empowerment of the State Apparatus
M&E	Monitoring and evaluation
MCC	Millennium Challenge Corporation
NRLP	National Legal Reform Project in Indonesia (IMF)
ICCP	USAID Indonesia Control of Corruption Project
NGO	Non-governmental organization
PMP	Performance monitoring plan
Pusidklat	Training Center (applied to both Supreme Court and AGO)
PNPM	National Community Empowerment Program
RFP	Request for proposal
SC	Supreme Court
SOP	Standard operating procedures
SOW	Scope of work
STTA	Short-term technical assistance
UNODC	United Nations Office on Drugs and Crime

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EXECUTIVE SUMMARY

The four-year USAID Changes for Justice Project (C4J) contract DFD-I-00-08-00070-00, a Task Order under the ENGAGE IQC, was awarded to Chemonics International on May 21, 2010. The contract requires a year one (YEAR 1) work plan for the period of October 1, 2010 to September 30, 2011, consistent with the activities defined in the C4J contract with USAID. This work plan also incorporates activities per the scope of work (SOW) for the Millennium Challenge Corporation (MCC) Threshold Country Program Indonesia Judiciary Assistance 2010 (a continuation of MCC-ICCP), as a Special Activity, under the C4J Component 3: *Providing Timely Assistance for Special Initiatives to Advance Justice Sector Reform* (referred to as the "MCC Task"). The MCC Task activities, however, are linked to the larger C4J project goal and objectives, and the activities of the C4J Project will be designed to build on achievements of these MCC activities.

This work plan and the C4J performance monitoring plan (PMP) will guide project implementation. Chemonics International is the prime contractor for C4J and will implement the project with the assistance of its ENGAGE consortium partner BlueLaw International. The C4J Project intends to work with Indonesian organizations as subcontractors, including several that satisfactorily performed on the USAID Anticorruption and Commercial Court Enhancement Project (In-ACCE), and the USAID MCC Indonesia Control of Corruption Project (MCC ICCP), as well as other firms that will be selected through a competitive bidding process.

PROGRAM DESCRIPTION

The C4J project is a four-year project focused on sustaining and deepening reforms in the Indonesian justice sector to produce a less corrupt, a more accountable and more highly performing justice system. This goal will be achieved through more efficient, credible, and transparent functioning of the Supreme Court (Component 1) and the 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 of the US government (USG) to further strengthen the reform process in the Indonesian justice sector.

C4J builds on several recent USAID efforts to support the bureaucratic reform processes of the Supreme Court and the Attorney General's Office (AGO), including the Justice Sector Reform Program (JSRP), the In-ACCE Project, and the two-year MCC ICCP and its six-month extension funded by USAID. Under the ICCP's assistance to the Supreme Court from 2007 to 2009, progress was made on improving the integrity, competence and productivity of officials within the Supreme Court System in a wide range of technical areas. The JSRP supported the development of a blue print for reform for the Attorney General's Office and, among many other activities, created job descriptions, conducted a staffing assessment and developed new curriculum for prosecutors to be delivered through the AGO training center (*Pusdiklat*). The In-ACCE Project assisted five model district courts with jurisdiction over commercial and anticorruption cases to improve court administration by introducing: computers; an automated case management system; public complaints/comment system; and a public information desk and internet kiosk in each court. C4J builds on these three projects and will liaise closely with the AGO, Supreme Court, and other donors (such as UNODC, AusAid, and the Dutch-assisted

National Legal Reform Program (NLRP)), as agreed with USAID, to ensure that actions are complementary and that there is no duplication of effort.

The Supreme Court is expected to unveil its new blue print during the period of this work plan and, as such, we anticipate adjustments to conform to its plans for the period of October 1, 2010 through September 30, 2011. The AGO is currently refining its own long-term blue print and, while a draft is not yet available to C4J, we have followed as closely as possible the priorities that have been identified through discussions with the AGO.

The project activity teams will work closely with the leadership of the Supreme Court and several key divisions of the Court's administration, including the Administrative Affairs Body (BUA) and the Training Center (*Pusdiklat*), as well as with the Supreme Court Legal Reform Team (reform team).

In the AGO, C4J's work with the reform team will identify the most appropriate entry points for continuing "quick wins" and longer term actions; we will focus on both opportunities for the bureaucratic reform program and new blue print. As well, the project team will liaise with National Development Planning Agency (*Bappenas)* to ensure that the activities undertaken are linked to the grand strategy of the Government of Indonesia (GOI).

The project team has a **results-oriented approach**, that will be **demand responsive** to USAID, the Supreme Court, and the AGO. We will actively seek **participation** of stakeholders in project planning and implementation, and we will be **flexible** to accommodate changes of priorities, as well as be **cooperative** in all reform efforts. Even more importantly, the Changes for Justice Project will be **phased and conditioned** by actual results.

Since contract award, the project team has developed sub activities under each component, and will provide and complete the following assistance during this inception period, as defined by the C4J contract.

Key Results Areas and Performance Management

To streamline and better manage C4J's activities and expected results as outlined in the C4J contract, we have organized the project under proposed key result areas (KRAs) for Components 1 and 2, which are in turn linked to the required and illustrative indicators detailed in the C4J Performance Monitoring Plan (PMP). Component 3 activities in many instances are expected to support the KRAs under both Component 1 and Component 2, but will have activity-specific expected results and indicators. While C4J's PMP is submitted as a separate document to USAID, we refer to the specific KRAs for each Component in this work plan.

Component 1 Sustaining and Broadening Reforms in the Supreme Court

Based on direction from the Supreme Court, C4J will consolidate and expand the Supreme Court's bureaucratic reform program and capacity building efforts initiated by the earlier assistance provided through previous USAID funded activities with the Supreme Court, for instance broadening the range of benefits through the inclusion of new categories of personnel.

The three KRAs under this component are briefly described below:

1.1 Enhancing the Management, Transparency and Accountability of the Supreme Court

A. **Human resources** more strategically placed in the Supreme Court's management.
B. Enhanced quality and efficiency of the Supreme Court administration and **finance** staff.
C. Improved media **communications** and public access to information.
D. Strengthened court capacity to use **case management** systems (CMS).

1.2 Improved Judicial Integrity and Technical Legal Competence

A. **Continuing Judicial Education** (CJE) program developed.
B. Accreditation mechanism for CJE certification into career development is incorporated into the **continuing education policy.**
C. **Mid-level judges**, i.e., 6 to 15 years of experience, are of comparable quality.

1.3 Professionalized Court Staff

A. More **committed court staff**, i.e., appreciation of their roles and responsibilities as members of a court team.
B. Incorporation of accreditation mechanisms for continuing training certification into **career development.**
C. Establishment of **transparent and accountable procedures** that support improved monitoring, accountability, and management of court staff.

Component 2 Sustaining and Broadening Reforms in the Attorney General's Office

C4J will support the Attorney General's Office's (AGO) "Prosecution Service Reform Agenda," building and expanding upon work done by USAID's JSRP Project, in improving the efficiency and ethics of prosecutorial services and practices. C4J will engage with the AGO Supervision Division in support of its reform agenda.

The two KRAs under this component are briefly described below:

2.1 Enhancing Institutional Management, Integrity and Efficiency of the AGO

A. More effective and efficient utilization of **AGO human resources and infrastructure** through reorganization and restructuring.
B. Improved **career advancement and disciplinary procedures** used by the AGO.
C. **IT-based transparent case management system** implemented in select prosecutor offices.
D. Strengthened **functional use of IT** to support prosecutorial office operations and administration.

2.2 Improving Staff Technical Competence and Accountability

A. Strengthened**AGO Training Center/Agency** (*Pusdiklat/Badiklat)*
B. Competent **AGO support personnel** able to work effectively on cases, and
C. Strengthened AGO **performance monitoring/evaluation and disciplinary system**

Component 3Providing Timely Assistance for Special Initiatives to Advance Justice Sector Reform

Under this component, timely assistance will be provided to government agencies, independent bodies, and other relevant government institutions for specific opportunities to address justice sector reform, as per specific direction from USAID. This assistance will be targeted, timely, and specific in duration and outcome and it will require the ability to mobilize quickly. The first assignment from USAID, received on June 4, 2010, is the "MCC Task."Activities for this task were described in detail in a separate work plan, submitted to USAID on June 25, 2010; subsequently we have integrated the MCC Task work plan into this document. Funding for all MCC Task activities are mandated to end on December 31, 2010.

The MCC Task activities complement Component 1 activities, and contribute to and reinforce the objectives and goals of KRA 1.1 *Enhancing the Management, Transparency and Accountability of the Supreme Court*, and KRA 1.3 *Professionalized Court Staff*. Specifically, the MCC Task links to KRA 1.1 elements to improve on media communications and public access to information, and strengthen court capacity to use case management systems (CMS). It also contributes to KRA 1.3 to develop a more committed court staff, i.e., appreciation of their roles and responsibilities as members of a court team, as well as the establishment of transparent and accountable procedures that support improved monitoring, accountability, and management of court staff.

MCC Threshold Country Program Indonesia Judiciary Assistance Task (MCC Task)

Under the MCC ICCP assistance to the Supreme Court, progress was made on improving the integrity, competence and productivity of officials within the Supreme Court system. Among the priorities of the Supreme Court was continued assistance to improve access to public information, including strengthening the skills and capacity in the Public Relations Bureau (*Humas*). The MCC Task focuses on expanding court transparency and accountability by introducing computers, an automated case management system, and public information desks in three district courts in Samarinda (East Kalimantan), Bandung (West Java), and Palembang (South Sumatra).

The MCC Task activity team is working closely with the leadership of the Supreme Court and several key divisions of Supreme Court administration, including the Administrative Affairs Body (BUA) and the Training Center, and the Supreme Court Legal Reform Team. The specific activities are as follows.

3.1 Improving Public Relations Functions

There are six activities which will improve both skills and systems for communicating with the public and the media, to be completed by December 31, 2010.

- 3.1.1 **Identifying and sponsoring visits by court public relations officials from other countries**to share experience and information with counterparts in Indonesian courts, so that internationally accepted standards of transparency are

incorporated into implementation of the Chief Justice's Decree No. 144/KMA/SK/VII/2007 on Judicial Transparency (SK 144).

- 3.1.2 **A comparative study tour for up to 10 supervisors from targeted courts (i.e., eight general jurisdiction courts and the Supreme Court) to visit a relevant country** so they can learn first-hand about how other countries and systems make information transparent and publicly available, and compare their experiences to the objectives of SK 144.
- 3.1.3 **Assistance in establishing (or improving) roles, responsibilities and procedures** for carrying out the public relations function in up to eight district courts and the Supreme Court. This may include the development and socialization of standard operating procedures (SOPs) for dealing with the public and the media.
- 3.1.4 **Mentoring of three *Humas* staff by an expatriate court public affairs officer** to deliver hands-on technical assistance to further improve the Supreme Court's skills and systems for dealing with the press and public, and for promoting increased transparency.
- 3.1.5 **Promotion of judicial reform activities** through television talk shows and publication of additional court information in both paper and online electronic formats, including preparation and publication of an annual report and outreach events with university students as a way of introducing them to judicial reform efforts.
- 3.1.6 **Technical assistance to targeted courts** to implement information management systems and to improve skills for accepting, acknowledging and addressing public complaints.

3.2 Improving Public Information Systems

There are four activities to be completed to improve greater public access to data and information on court proceedings in three district courts Samarinda, Bandung, and Palembang. These activities are:

- 3.2.1 **Install hardware and software for CMS and public information desks** including an estimated 150 computers (50 per court), computer servers, and digital audio-recording (DAR) units.
- 3.2.2 **Establish or strengthen public information desks, websites, brochures and public comment procedures implemented in three courts** to improve public access to court information generated by the CMS.
- 3.2.3 **Train judges and court staff**to maintain and use the CMS and the public information desks.
- 3.2.4 **Establish guidelines, including roles and responsibilities** for implementation of the new system.

Additional Component 3 activities (i.e., 3.3 *et seq.*) may be added in the future, as directed by USAID.

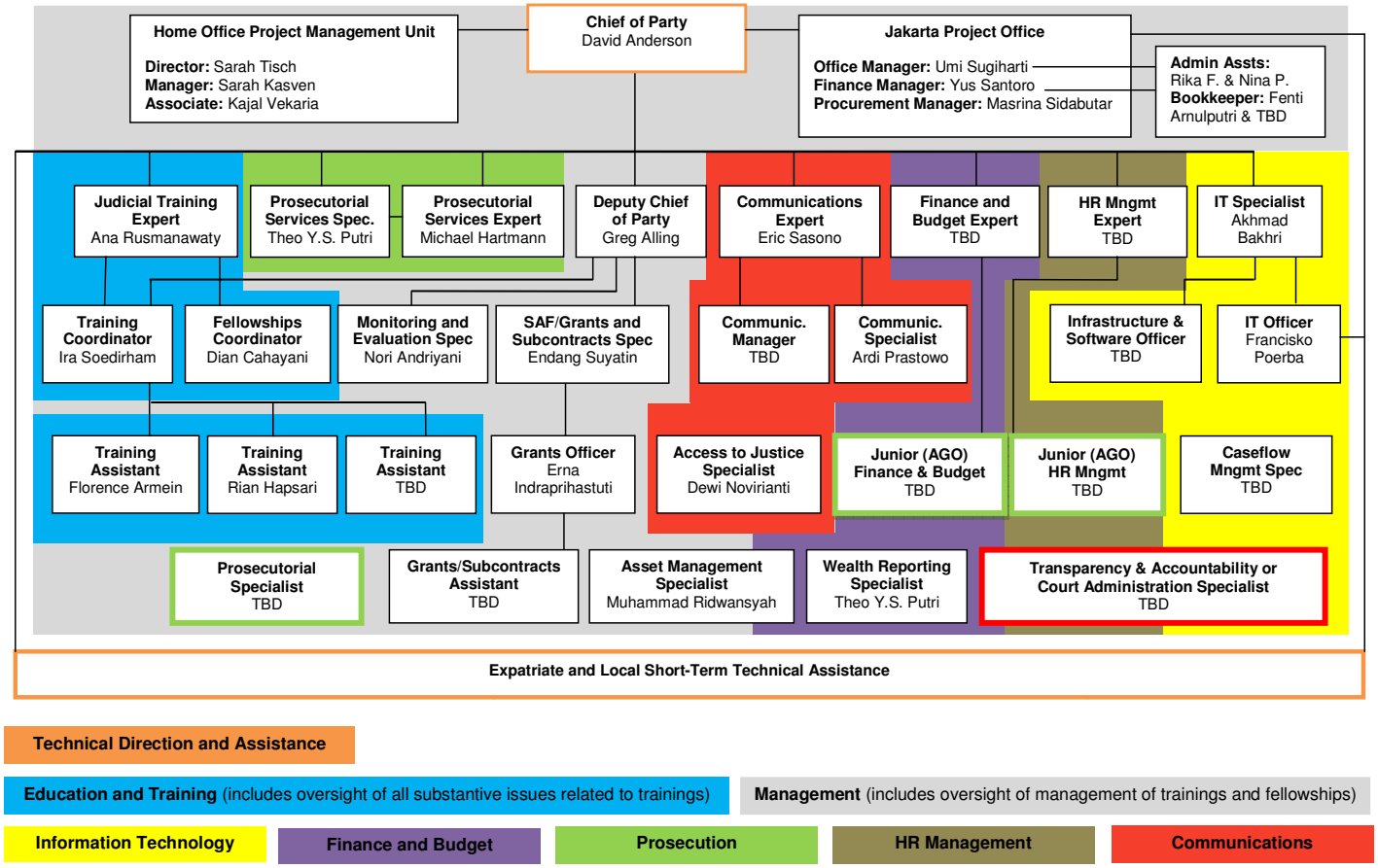
ORGANIZATIONAL STRUCTURE

The Changes for Justice chief of party (COP), David Anderson, is responsible for the technical and administrative management of the project. Specific teams are assigned to different project tasks, with recognition of the interdependencies that exist among project elements. The CoP is supported by a team that includes a deputy chief of party, long-and short-term Indonesian and expatriate professional advisors and experts, short-term expatriate and local consultants, and project managerial, and administrative support staff in Jakarta and the United States. The project is actively recruiting for TDB positions, and regular updates to this organizational chart will be provided to USAID. Dr. Sarah Tisch, home office program director, provides overall technical and administrative oversight and support.

To meet the technical needs of Component 3, i.e., the MCC-funded special initiative, this plan has been adjusted from the original proposal to add staff with specific experience with case management, IT and public information.

ORGANIZATION CHART

USAID/INDONESIA CHANGES FOR JUSTICE (C4J) PROJECT



POLICY AGENDA

This policy agenda identifies and defines the concepts that are the foundation of the C4J project, and it will be used to assure consistency across the three project components. The following cross-cutting concepts should be applied by C4J in its work with the Supreme Court and Attorney General's Office:

- The respective vision, mission and values of the Supreme Court and AGO will be reflected in all the work that is performed by the C4J Project.
- All project staff assisting the Supreme Court and AGO must obey strict ethical standards promulgated by Chemonics International ("Living Our Values").
- Project staff will seek to dialogue with Supreme Court and AGO staff so they fully understand the purpose of the activities tasked to C4J and how these fit into the overall bureaucratic reform program of the State Ministry for Empowerment of the State Apparatus (MenPan), the blue print agenda of each institution, and the overall grand design of the GOI.
- The project will seek opportunities to inform and build support for reform among the public and within the organizations.
- The project will coordinate closely with other projects working on justice sector reform, and strive to learn from the experience and build upon the successes of prior projects.
- Although various activities are presented separately in this work plan and may separately target different groups within the respective organizations, all reform activities within the respective institutions are intended to be mutually reinforcing. Hence, the project will seek to keep officials and staff within the respective institutions informed on all project activities.
- The project will constantly evaluate its performance in relation to its reform objectives and seek to learn from its experiences. The two counterpart institutions are encouraged to be candid in evaluating activities and in suggesting improvements.
- Meetings with senior leaders are necessary and will be sought in each institution on a regular basis to ensure common understanding and shared objectives. These will be crucial to identifying challenges, addressing questions, soliciting ideas and feedback, and cooperatively strategizing on appropriate next steps.
- Successes and positive lessons learned in each institution will be shared in hope that such information will help to stimulate future reforms.
- The C4J Project acknowledges that the counterpart institutions may not be able to successfully absorb complex solutions that derive from lengthy experience and sustained investment in highly developed government systems. Thus, for each proposed solution, project leaders will consult closely with local leaders in the counterpart institutions to determine what realistically can be achieved and sustained by each institution under the terms and constraints of the project. Concern for sustainable development is a condition precedent for every capacity-building measure.
- To ensure sustainability of reforms within the justice sector, the project will apply similar approaches and methodologies, mindful that they may require adjustment to accommodate the unique character of Indonesia's justice institutions and their current stage of development. Activities identified that will benefit from a similar methodology and approach include:

- Organization design and/or restructuring
- Staff mentoring and training
- Development of certification and specialization curricula
- Career development, including criteria and SOPs for transfer and promotion
- Organizational and individual performance management
- Comments and public access including SOPs on soliciting and responding to comments, complaint resolution, and dissemination of information
- Ethics and code of conduct enhancements, supplemental commentary, interpretation, and enforcement/disciplinary processes
- Socialization of reforms
- Case information management
- Utilization of IT
- Anti-discrimination, gender and juveniles issues
- Qualitative and quantitative evaluation metrics

C4J activities will be responsive to the institutional and practical verities of its counterparts. Project staff will need access to officials, staff and official case and administrative records in the courts and prosecutors' offices for purposes of collecting and tabulating and measuring the relative accuracy of statistical data, and for assisting with various operational and administrative reforms such as IT, public information, media relations, human resources, budgeting and finance, and case information management.Project staff need daily access to professional, managerial, and line-level employees within the courts and prosecutors' offices to ensure a clear understanding of all reform-related issues and to effectively achieve the agreed upon reforms.

To stimulate reforms on a more ambitious schedule and to achieve project goals in a relatively short-time frame, we suggest designating "pilot" courts and prosecutors' offices. Such pilots could serve as designated sites to develop and test improved management practices and IT applications anticipated for subsequent implementation throughout the Indonesian justice system where the objectives underlying them are successfully achieved. A key criterion for the selection of successful pilots is that the current leadership of the court or prosecution office should remain onsite while it functions in pilot status during the project.

The justice development community in general has confirmed that retaining the leadership framework during any organization's status as a pilot is a core element in the success of the pilot, particularly where such leadership is established and comprises strong, reform-minded, and determined leaders whose continuity of leadership is essential to implementing and sustaining reform. Pilot courts should be selected on the basis of demonstrated leadership, a spirit of innovation, and positive expectations about the benefits of embracing change to improve and to reform how the organization can best accomplish its mission and serve its clientele. One of more of the pilots should include a location which faces serious challenges such as limited power, poor communications, remote access, and to embrace the opportunity to help them to achieve success. None of the pilots should be burdened by an overwhelming backlog of cases which could prevent attention to introducing and implementing new practices.

BACKGROUND AND CONTRIBUTIONS FROM OTHER REFORM PROGRAMS

This section describes the prior USAID-funded projects that inform the work of C4J and the current and recent other donor funded-efforts which C4J will coordinate with so that there is a complementary of effort with no duplication of support to the Supreme Court and the AGO. As well, C4J will coordinate and cooperate fully with the forthcoming USAID Educating to Justice project (E2J).

Millennium Challenge Corporation Indonesia Control of Corruption Project (MCC ICCP) and ICCP Extension (USAID)

During the two years of MCC-ICCP, substantial progress in developing project buy-in and refining of activities was achieved with the Supreme Court. During Year 1, certain activities developed at a rapid speed (job descriptions, budget reform, public relations training, and online publication of decisions); others needed substantial preparation (judicial ethics and code of conduct training, staffing assessment, and asset management); others required more extensive negotiations and refined definitions of work to be done (wealth reporting, public complaint system, human resources database, and increasing public access to information). Sustained enthusiasm from the highest leadership levels to staff in bureaus and offices established an environment that fostered a commitment to achieve all required tangible results at the close of the project. Part of MCC-ICCP's implementation success stems from regular consultation with established court working groups formed for the government of Indonesia's ongoing bureaucratic reform effort. Prior to the end of MCC-ICCP the USAID Democracy and Governance Office decided to extend several activities with the Supreme Court focused on human resources, budget and finance systems reform, and greater public access to court information.

USAID extended the project to maintain momentum for implementing change generated by MCC-ICCP. The Supreme Court and its Judicial Reform Team demonstrated strong commitment to internal change and was very responsive throughout the six-month contract period, enabling the project team to meet its goals. The greatest challenge faced by MCC-ICCP and the six-month extension was the insufficient time needed to assist the Supreme Court with follow-on hands-on assistance and training to implement the new human resources, budget and systems for transparency and public access throughout the lower courts and assist the court with the socialization process needed for successful change management. The MCC-ICCP and six- month extension also benefited from excellent relationships with the Indonesia Anticorruption and Commercial Courts Enhancement (In-ACCE) project and the Justice System Reform Project (JSRP). The MCC-ICCP extension permitted the provision of substantive technical materials on the public complaint system and judicial ethics to the In-ACCE and JRSP teams.

Indonesia Anticorruption and Commercial Court Enhancement (In-ACCE) Project (USAID)

The In-ACCE project began in December 2005, and, following an extension, continued through January 2010. The project began with an analysis of the Anticorruption and Commercial Court

blue prints. To conduct this analysis, the In-ACCE project team subcontracted with the two non-governmental organizations (NGOs) that drafted the blueprints to assess progress achieved in implementing the blue print recommendations since their inception (approximately four years later). The product of this work by the In-ACCE project was the Blue Print Implementation Strategy for Indonesia, which guided all strategic planning.

The first instance courts with jurisdiction over anticorruption court and commercial court cases, at Central Jakarta, Makassar, Medan, Semarang and Surabaya, were selected by the Supreme Court and USAID to serve as model courts for judicial reform in Indonesia. Because of the jurisdiction of these district courts over all general court cases, reform efforts were extended beyond anticorruption and commercial cases to all case types.

Key achievements of the In-ACCE project included creating and installing an automated case management system implemented in the five model courts for civil and criminal cases, and traffic; installation of computers; training of judges and court staff on caseflow management; improved court administration; recordkeeping; a total of sixteen digital audio recording units installed in the five model courts; a new Anticorruption Court Law, enacted by Parliament in 2009; and public information desks, websites, annual reports, brochures and public comment procedures implemented in all five model courts to improve public access to court information. Substantial strides have been made by the model courts during this four-year project. However, the greatest ongoing challenges to reforms implemented by the five model courts were observed to be: sustaining the CMS through timely and accurate entry of all case information; improved court infrastructure; reliable electricity and internet service; technical support; a structured program of software modifications and enhancements; an effective strategy for transition from the manual system to automation; improving the monitoring, mentoring and support of judges and court staff to encourage effective, new habits, better case management, and improved utilization of information technology (IT) in their daily duties; monitoring of court performance and management decisions through regular review of court performance reports by the court leadership; a realistic IT strategy for future development of the judiciary that is affordable and sustainable; and public access to court information in compliance with Supreme Court Decree No. 144 of 2007, and Public Law No. 14 of 2008 on Public Access to Information; among other reform needs.

The Justice Sector Reform Program (USAID)

The Justice Sector Reform Program (JSRP) worked with the Supreme Court and Attorney General's Office (AGO) and focused on four main areas: organizational strengthening; improved personnel systems; capacity building of personnel; and enhanced public outreach.

The JSRP assisted the Attorney General to develop six "work rules" that laid out in broad strokes the institutional reforms that were needed. In July 2008, MenPan issued *Guidelines for Bureaucratic Reform* that were designed to accelerate bureaucratic reform in key government agencies, with the AGO named as a priority. The AGO launched its own Bureaucratic Reform Strategy in September 2008, enabling the second phase of JSRP assistance to focus on wholesale organizational restructuring of the AGO.

Netherlands Embassy

The Netherlands' Ministry of Foreign Affairs delegates bilateral development cooperation Dutch embassies. The Dutch Embassy in Jakarta has developed a Multi-Annual Strategic Plan for 2008-2011, which includes the strategic result: "Improved democracy, stability, human rights and governance, resulting in an equitable and secure society." The Embassy supports both demand and supply side efforts in the field of judicial reform:

- The Indonesia-Netherlands National Legal Reform Program (NLRP) is a $6.2 million, two-year project expected to end in late 2010. Implemented through an arrangement with the International Monetary Fund (IMF), it currently supports activities in five areas, namely:
    1. Reform Planning of Judiciary (including support to the development of the Supreme Court's new blue print for reform for 2010-2035; the development of a blue print for the Judicial Commission; support for general management, budgetary, and integrity issues in the Supreme Court).
    2. Legal databases and public information to enhance publicly accessible information about legal institutions, and thus strengthen accountability mechanisms underpinning reform efforts. This was expected to include a comprehensive assessment of IT systems and needs at Supreme Court.
    3. Capacity building in the judiciary, including the development of a standardized curriculum and training materials for the judiciary, particularly judge candidates.
    4. Restatement of Indonesian law to enhance legal certainty and macroeconomic stability; publish regulatory manuals of key areas of Indonesian law; and monitor high-profile cases.
    5. Asset recovery: to strengthen the asset recovery legal framework and implementing legislation and institutional framework.

- The Netherlands Embassy's "Building Public Demand for Legal and Judicial Reform" project provides key demand-side support through 2010 for the World Bank's diverse Justice for the Poor Program (J4P), UNDP's Legal Assistance for the Disadvantaged (LEAD) project, and the Van Vollenhoven Institute at Leiden University's research on non-formal justice systems. This remains the Embassy's major demand-side justice sector project.

Future Netherlands activities are expected to commence after the new generation of USAID and AusAID programs begin implementation.

AusAID Legal Reform Programs

The Australia Indonesia Partnership (AIP) Country Strategy 2008-2013 identifies "Democracy, justice and good governance" as a key pillar for its work in Indonesia, including extensive support for democratic institutions. The plan includes support for both demand and supply side activities. Major efforts under this strategic guidance include the following:

- The Indonesia Australia Legal Development Facility (IALDF) was a 6-year program working with Indonesian Government agencies, legal and judicial institutions and legal and human rights-focused civil society organizations in four core areas: Anti-corruption; Access to Justice; Transnational Crime; and Human Rights. As an interim step towards its next round of assistance, AusAID is providing bridge support to the Supreme Court and AGO via the respective reform teams housed in those institutions, as well as technical assistance on posting of case decisions, strategic planning, and an access to justice pilot efforts on court fees handing and circuit courts. The bridge support also includes several studies on reform and access to justice topics.

- The Australia Indonesia Partnership for Justice (AIPJ) Program will be a successor program to the IALDF and is expected to commence by January 2011. The focus of the AIPJ will be primarily on working with key law and justice institutions to transform the high-level reform commitments made over the past ten years into improvements to the way the community interacts with the sector. Key partners will include the Supreme Court, the Attorney General's Office, the Corruption Eradication Commission (KPK), the National Human Rights Commission, the National Commission on Violence Against Women, the National Development Planning Agency (*Bappenas*) and a range of civil society organizations.

AusAID provides the bulk of Australia's development cooperation funding for good governance, but Australia also provides support through government-to-government training/exchanges; Australian-Indonesian university and scholarly collaboration, and targeted multilateral support, including funding for the World Bank's Global Justice for the Poor Project, which includes work in Indonesia. AusAID has been the main donor supporting most of the salaries of the reform team members at the Supreme Court and AGO, and this relationship is expected to continue under AIPJ.

World Bank Office Jakarta (WBOJ)

WBOJ's primary justice sector program is currently the Justice for the Poor (J4P) project. The overall goal of J4P is "to enhance access to justice for poor and marginalized communities." To achieve this objective the program supports the GOI in implementation of the National Strategy on Access to Justice through operational programs, policy support, and assistance to strengthen monitoring and evaluation frameworks. J4P also focuses on judicial reform at the sub-national level by increasing community demand for better justice services through formal and informal institution. The program further aims to strengthen the knowledge base for better integrating justice issues into Bank operations, both in Indonesia and through multi-country research and operations managed at the World Bank headquarters.

J4P began in 2002 as a pilot study to understand how communities were handling corruption complaints in the nascent *Kecamatan* Development Program (now the *Program Nasional Pemberdayaan Masyarakat* (PNPM) or National Community Empowerment Program). Today, building carefully off targeted research efforts and technical support for policy formulation, J4P undertakes pilot operations activities to enhance local level legal aid and dispute resolution services and raise legal awareness for marginalized citizens, including women, farmers and

laborers. J4P strengthens paralegal services for case referral, and incorporates community legal empowerment approaches into broader community empowerment programs in Maluku and Aceh. J4P also seeks to incorporate legal empowerment into PNPM while supporting increased transparency and accountability of PNPM operations. J4P is currently planning a significant expansion of activities within PNPM, which is expected to help fill the gap between non-formal and formal justice institutions.

WBOJ works with Netherlands trust fund money to conduct select research and training activities with the AGO, KPK, Supreme Court, and Ministry of Law and Human Rights. WBOJ has also recently conducted a gap analysis of its law and justice related programs in the context of its Country Partnership Strategy for Indonesia FY 2009-2012, *Investing in Indonesia's Institutions for Inclusive and Sustainable Development*. The WBOJ is expected to propose new support for Indonesia's formal justice sector institutions in the coming years.

United Nations Office on Drugs and Crime (UNODC)

UNODC is currently implementing several justice-sector related projects through funding from the bilateral and multilateral donors. First, the German-funded *Strengthening Judicial Integrity and Capacity in Indonesia, Phase II* project from 2008-2010 seeks to effectively prevent, investigate and prosecute corrupt practices in Indonesia to recover illegally acquired assets and to combat money laundering. This is supported through building the capacity of five key Indonesian anti-corruption institutions and support civil society actions. Main current activities are development and implementation of action plans based on justice sector integrity and capacity surveys in four provinces, plus development of public complaints posts with the Judicial Commission in eight provinces. The project also includes limited training for judges and prosecutors on counter-corruption.

Second, the Norwegian-funded *Strengthening the Capacity of Anti-Corruption Institutions in Indonesia* seeks to strengthen the capacity of the AGO, Supreme Court, National Police, KPK, and the Financial Intelligence Unit (PPATK) to counter corruption in Indonesia over a three year period (2009-2012). The program proposes to impart specialized training programs and build technological capabilities that enable these agencies to execute the Government of Indonesia's initiatives to check corruption and recover lost assets. Support to NGO activities to fight corruption and an anti-corruption campaign to increase public awareness is an important component of this program. These program activities will also help fight transnational crime and improve the image and effectiveness of these five institutions.

Third, the EU-funded *Strengthening the Rule of Law and Security in Indonesia Programme: Support to the Fight Against Corruption* is a new three-year program with the objectives: to strengthen the KPK's co-ordination and supervision function in relation to other institutions authorized to eradicate corruption; to provide specialized anti-corruption training to improve the operational, technical and coordination capabilities of key institutions mandated to investigate and prosecute corruption cases; and to support Indonesia to progress implementation of its National Action Plans for the Eradication of Corruption.

UNODC is supporting capacity building to the Jakarta Centre for Law Enforcement Cooperation

(JCLEC) with EU funding (this center has been funded by multiple donors and is focused on transnational crime), and has recently begun to work on transnational forest crimes as well.

United Nations Development Programme (UNDP)

UNDP's justice sector program is based on the description: "The Promotion and Protection of Human Rights and Strengthening Rights Based Legal and Justice Sector Reform." UNDP has been implementing three major efforts. First, in partial collaboration with the WBOJ J4P program, the Legal Empowerment and Assistance for the Disadvantaged (LEAD) Project aims to strengthen capacities of the public (claim holders), especially the most vulnerable and marginalized, to access justice and realize their rights through formal and informal justice delivery systems. This is done with a corresponding increase in the capacity of justice providers (duty bearers) to provide remedies that are consistent with national and international human rights standards. Funding through late 2010 comes from the Netherlands, Norway/NORAD, and Sweden/SIDA.

Second, the EU-funded program which ended in 2009, Strengthening Access to Justice for Peace and Development in Aceh (Aceh Justice Project), worked to improve access to justice for the vulnerable and marginalized, and support the evolution of an increasingly responsive justice delivery system in Aceh. It focused on improving the normative framework, increasing public legal awareness and strengthening civil society and the administration of justice. Third, the Enhancing Communication, Advocacy and Public Participation in Legal Reform (CAPPLER) Project, which also finished in 2009, was dedicated to strengthening the capacity of the Ministry of Law and Human Rights to communicate basic human rights and legal information to the media, civil society and the general public. The project also aimed to enhance legal drafting abilities at the provincial and local level, with specific regard to human rights, gender and sustainable development.

Other Donors

*European Union (EU):*In 2006-2008, the EU supported the Good Governance in the Indonesian Judiciary (GGIJ) program, which focused on strengthening the Supreme Court, including significant training of young/new judges. Currently, the EC's primary justice sector program is the *Strengthening the Capacity of Anti-Corruption Institutions Project*, which is implemented by UNODC (see above). The EC is contemplating a GGIJ-type project in 2011-2013, which would be designed subsequent to the beginning of USAID and AusAID's new programs.

*Germany:*Through *Deutsche Gesellschaft für Technische Zusammenarbeit* (GTZ), Germany has a strong presence in good governance programming at the local and national levels, including technical support to MenPan. It has provided support for KPK directly and through the Partnership for Governance Reform, and through UNODC's judicial integrity and capacity program (see above) it supports asset recovery and anti-money laundering efforts. Work with the judiciary has included support for UNODC's work on the judicial integrity survey and judicial training (see below), which is scheduled to end in 2010. Germany's future plans in this area are uncertain but, as it takes a long-term perspective on development programs, Germany may be expected to remain active in the judicial reform sector.

*Japan:*Through its official bilateral funding agency JICA, Japan has previously supported efforts of the National Police in adopting POLMAS (community policing) as the core program for reforming the police organization. It has also provided support to the Supreme Court on enhancing mediation processes. JICA had expressed interest in building the Supreme Court's training center, which ultimately was funded by GOI. Future assistance is expected to be focused on training, coordinated through the Judicial Reform Team.

Korea (KOICA): KOICA Indonesia supports the implementation of Bureaucracy Reform introducing Korean expertise and know how through training, dispatch of experts, and workshops in the field of government innovation. Twelve participating GOI agencies include the MenPan, State Secretariat, BAPPENAS, National Institute of Public Administration, AGO, KPK, National Civil Service Agency, Ministry of Home Affairs, Ministry of National Education, and Financial and Development Supervisory Board. This project began in 2007 and is in a second phase running through 2011.

YEAR ONE WORK PLAN

Purpose

The C4J Year 1 work plan is designed to guide implementation of the activities defined in the task order and as documented through subsequent consultations with the Supreme Court, lower courts, AGO, prosecutors' offices, and other key stakeholders. A meeting to discuss the preliminary work plan process was held on July 16, 2010, and attended by USAID, Bappenas, and the respective legal reform teams and planning bureaus of the Supreme Court and the AGO. The work plan subsequently was refined through consultations with the Supreme Court and AGO, including their respective planning bureaus, bureaucratic reform teams, legal reform teams, departments and senior leaders.

This work plan outlines the activities, sub-activities, and expected results for each project component. It integrates performance monitoring and evaluation plans to encourage adoption of activities to achieve maximum possible impact.

The original C4J proposal included the idea of creating strategic leadership councils (SLCs) for the Supreme Court and the AGO to help guide project implementation. *Bappenas* and USAID recommend that implementation be coordinated through the legal reform teams and planning bureaus of the Supreme Court and AGO. The project will explore whether the SLCs are feasible in light of the current leadership and reform structures already implemented in both counterpart institutions.

Targeting Women and Disenfranchised Groups and Addressing Gender Issues

Gender and minorities are linked issues that C4J will address in an integrated manner. Specific actions that C4J will take to anchor these efforts include:

- Case scenarios that involve gender, ethnic, and diversity issues in C4J training;
- Sensitivity training for all counterparts;
- Assistance to the Supreme Court and AGO to include women and minority participation in their recruitment, hiring and promotion determinations;
- Selection of women and individuals from geographically isolated regions for the C4J training programs described under Component 1.

The C4J Project will draw on the 2009 National Strategy for Access to Justice developed by *Bappenas* and UNDP, and the recommendations of the Supreme Court/AusAid sponsored "Report on Research Access to Justice: Empowerment of Women-Headed Households," which was released on July 19, 2010. C4J will draw on this report for information on discrimination that women tend to face when seeking access to the courts or prosecutors' offices.

The C4J Project will disaggregate the data gathered during the training needs assessments in Supreme Court and AGO by gender and minority group. Where needed, the project will offer supplemental training to women and minority groups to enable them to "catch up", thereby increasing opportunities for equitable representation in supervisory, management and professional-level positions. Access to justice reporting specialist Dewi Noviranti is tasked with

review of each C4J activity to ensure women and minority groups are included appropriately and no unintended negative impacts result from project activities.

Linkages with Counterparts, Donors, and Other Projects

The C4J team will make every effort to coordinate with other projects and donors working in the justice sector. Led by the COP, the individual activity experts and short-term consultants working on each component will collaborate with their appropriate counterparts to ensure that the goals of all activities are well defined, coordinated and implemented.

Component 1. C4J Project staff will actively coordinate with other donors working with the justice sector, including AusAID and the IMF/Dutch-funded National Legal Reform Program (NLRP), among others, to ensure that no duplication of effort occurs and that activities articulate well with these other efforts.

Component 2. The project team will complement ongoing US Department of Justice programs by coordinating with the Overseas Prosecutorial Development and Training (OPDAT) program in Indonesia and with AusAID's new AIPJ program.

Component 3. The first of the project's special initiatives, the MCC Task, is a short-term sub-project to be concluded on December 31, 2010. C4J will take utilize this opportunity to bridge previous USAID justice sector reform projects to the new, envisioned C4J Project activities.

During project implementation, C4J will avoid duplication of efforts and will build on lessons learned from counterparts and other USAID donor-funded projects. C4J staff will coordinate closely with local counterparts and partners. All work will be undertaken with the advance collaboration and coordination of the AGO, Supreme Court, and USAID in pursuit of mutual goals and the achievement of sustainable objectives. We will communicate regularly with other programs pursuing similar, synergistic, or related endeavors, as appropriate.

Counterpart Funding

C4J will seek cost sharing opportunities wherever possible. An "inception plan" will be presented to the Supreme Court and the AGO respectively once this work plan is formally approved. The inception plans will identify specific areas and activities where cost sharing or leveraging resources might be possible. C4J will request that both institutions "sign off" on the inception plan after they have had opportunity to review it.

Technical Program and Project Resources

The technical program described below is categorized by activities and sub-activities as detailed in the C4J contract, and the MCC Task scope of work for special initiatives through December 2010. Each activity, as described in the contract, corresponds to a key result area (KRA), as described below.

Component 1 Sustaining and Broadening Reforms in the Supreme Court

In addition to the COP and DCOP, those leading and supporting Component 1 tasks are as follows:

Human resources
Specialist: TBD
Subcontractor: TBD
STTA: Myra Howze Shiplett

Budget and finance
Specialist: TBD
Subcontractor: TBD

Communications
Expert: Eric Sasono
Specialist: Ardi Prastowo
Manager: TBD

Judicial Training
Expert: Ana Rusmanawaty
Fellowships Manager: Dian Cahayani
Training Coordinator: Ira Soedirham
STTA: Justice Joseph Nadeau

Asset Management
Specialist: Dr. Mohammed Ridwansyah
STTA: Dr. Maureen Berry

Cross-Cutting Specialists:
IT Specialist: Akhmad Bakhri
Training Coordinator: Ira Soedirham
Monitoring and Evaluation Specialist: Nori Andriyani
Access Reporting Specialist: Dewi Novirianti

C4J Component 1 activities are organized under three Key Results Areas. Each KRA includes critical elements of the "expected results" as identified in the C4J contract. The KRAs are linked to the required and illustrative indicators that will be finalized in the C4J PMP. C4J's illustrative indicators, which are to be more specifically aligned to program activities than the broader, higher-level required indicators, are being designed to be flexible to changing programmatic needs in consultation with USAID and the Supreme Court.

KRA 1.1 Enhance Management Transparency and Accountability in the Supreme Court to Support Bureaucratic Reform

A. **Human Resources** more strategically placed in the Supreme Court's management
B. Enhanced **quality and efficiency** of the Supreme Court administration and finance staff
C. Improved **media communications and public access** to information
D. Strengthened court capacity to use **case management systems** (CMS)

Activity 1.1.1 An assessment of the quantitative and qualitative human resources needs of the Supreme Court

Under the one-roof system, the Supreme Court supervises the effective operation of all courts. The Supreme Court Blue print, and the reforms it addresses, will therefore impact not only the Supreme Court but the entire judicial system. The C4J Project will support these bureaucratic reforms to improve the system of monitoring, accountability and transparency. The reform initiative will begin with bureaucratic reforms envisioned for the Supreme Court first, but subsequently will be extended to the lower courts as well.

Work will begin with a review of the new Supreme Court Blue print, assuming it is completed and provided to the C4J Team as scheduled in October 2010, and a systematic workforce analysis and planning activity relating to the Blue print objectives. In cooperation with the Supreme Court leadership, legal reform team, human resources working group, and planning bureau, the C4J Project team will conduct a baseline assessment to assess progress to date and plans for bureaucratic reforms within the Supreme Court, recommend appropriate activities in support of these reforms, and develop a plan for prioritizing, supporting and implementing reforms to enhance the Court's management, transparency and accountability.

The assessment and analysis will include identifying the key leaders, managers, supervisors, judges, and court staff at all levels of the judiciary, as well as other government agencies and the public. Their concerns and ideas will be taken in consideration in developing a step-by-step plan. The C4J team will consult with the Supreme Court leadership to identify the three most critical programs based on its review of all relevant organizational issues. We will cross-check with business processes recommendations from the AusAid and other donor-funded projects, including the studies on reorganization and work on change management undertaken by the JSRP.

As described in 1.1.2 below, from January through September 2011, the C4J team, in coordination with the Supreme Court, will agree upon and implement a human resources action plan for resolving the priority problems identified in the baseline assessment. These activities will be defined through consultations and agreement between the C4J Project and the Supreme Court.

These activities will be led by the human resources specialist, with the assistance of a local human resources subcontractor with experience working with the Supreme Court leadership on bureaucratic reforms, with C4J Project team oversight and coordination. The sub-contract will

begin by October, and the initial assessment and analysis will be completed by the end of December 2010, assuming timely delivery of the Blue print. These Indonesian experts will be assisted by intermittent visits by the STTA consultant, Myra Howze Shiplett.

Activity 1.1.2 Analysis and monitoring of court organizational restructuring

Human Resources

Consistent with findings from the baseline assessment on bureaucratic reforms described in 1.1.1 above, the C4J team will present findings to the Supreme Court and propose options and recommendations for addressing priority issues, including revised position descriptions, promotion/assignment/transfer system, and implementation of the "Excellent Court" concept. This will be developed with the assistance of a TBD local subcontractor and will be presented to the Supreme Court leadership as options and recommendations in January 2011. These will be finalized following feedback and agreements from the Supreme Court leadership by the end of April 2011. Socialization of these agreed upon reforms will begin immediately thereafter, focusing on the entire Supreme Court first, followed by socialization in select "pilot" courts through June 2011 (see the C4J Project Policy Agenda). The subcontractor, in cooperation with the project's human resources specialist, will document findings and recommendations, integrate responses from the Supreme Court, and produce a final report with an implementation plan for Year 2 by the end of July 2011.

All socialization activities will be coordinated with improvements in court administration and management, case information management, IT, and public information within the courts, to ensure that all reform activities are consistent and supportive of each other.

Budgeting and Finance

In conjunction with human resources reforms described above, the C4J Project will build upon prior bureaucratic reforms implemented under MCC ICCP on organizational restructuring relating to budget advocacy, financial reporting, and individual wealth reporting and monitoring. The TBD budget and finance specialist, with the assistance of a local subcontractor, will lead the analysis of human resources organizational restructuring in respect to its impact on budget and financial management. Similarly, an analysis of budget and finance support needs will inform the planning on human resources.

The assessment and analysis of budget and finance reforms will begin in October 2010 assuming timeline delivery of the completed Blue print, and will be completed in December 2010. Like the priority recommendations on human resources, findings and recommendations on budget and finance will be presented to the Supreme Court leadership as options and recommendations in January 2011, and they will be finalized following feedback and agreements from the Supreme Court leadership by the end of April 2011. Socialization of these agreed-upon reforms will begin immediately thereafter, focusing on the entire Supreme Court first, followed by socialization in select "pilot" courts through June 2011.

Budget and finance reforms will build upon bureaucratic reforms initiated under MCC ICCP, including organizational restructuring, budget advocacy, financial reporting, individual wealth-reporting monitoring, and the change management work undertaken by the JSRP. The Supreme Court Planning Bureau will be closely involved, with the objective of specifically addressing the problem of sources of money from different departments.

Regarding asset management, the Supreme Court has requested technical expertise from the C4J Project to get the "disclaimer" from the Ministry of Finance off of its audit report. The Ministry of Finance has found that the current reporting is not sufficient, and the Supreme Court has prioritized addressing the disclaimer by the end of 2010. Prior to the end of December 2010, the proposed asset-management specialist Dr. Mohammed Ridwansyah or two local subcontractors, and STTA consultant Dr. Maureen Berry will review the status of the asset-management system developed during the MCC-ICCP, and assist in addressing issues encountered. This will include developing the methodology, conducting the assessment, identifying the challenges encountered, and presenting findings to the Supreme Court on needed improvements in asset management, including the SOPs and database. Based on its findings, the C4J project will propose and implement a plan for assisting with Supreme Court and pilot courts with asset management throughout the remainder of Year 1. In July 2011, we will produce a report with recommendations for ongoing assistance and for implementing a sustainable solution for the Supreme Court.

Activity 1.1.3 Training of administrative and finance staff

Specially tailored training curricula will be developed for and delivered to administrative and finance staff in the Supreme Court and lower courts. In addition, direct technical assistance will be provided to improve financial management and budget administration with the imposition of appropriate internal controls and in compliance with Indonesian government-wide regulations and procedures governing the accounting, reporting, monitoring, and expenditure of public resources.

The TBD budget and finance specialist, with the assistance of a knowledgeable and experienced local subcontractor skilled in public finance administration, will lead in the analysis of the budgeting, advocacy, and financial reporting work done by the Supreme Court since the close of the six-month ICCP extension. Beginning in January 2011, the specialist will help determine retraining needs and resource gaps in training on budget templates, use of financial SOPs, and asset-management and inventory controls. Asset management specialist Dr. Ridwansyah or a local subcontractor will assess the asset management and inventory control training needs and develop the appropriate, responsive curricula. Extensive training on asset management does not seem to be required; instead, we will focus on the inventory reports first and identify where additional trainings are required. Following agreement with the Supreme Court, training modules will be developed in March-April 2011, and the trainings will be tested in May-June 2011. All trainings thereafter will be conducted from June through September 2011.

This work will build largely on the new Supreme Court Blue print which is scheduled for release in October 2010 and on the basis of which much of the work specified in this component of the work plan will be defined and executed.

Activity 1.1.4 Provision of technical assistance on wealth reporting

The C4J Project will assist the Supreme Court to strengthen and refine its authority and capacity to solicit the necessary financial disclosure information from all judges and to monitor and ensure the accuracy of their wealth declarations. Wealth reporting specialist Theodora Yuni Shah Putri will assess the status of the wealth reporting data exchange between the Supreme Court and KPK, beginning in January 2011. This will include an assessment of the current SOPs on managing the wealth reporting process (as developed under MCC ICCP) to assess the adequacy of access to the KPK's wealth-reporting database, and the measures in place for compelling the production of financial disclosure information by all judges and court staff required to submit the wealth report forms.

Ms. Putri will document her findings in a report on wealth reporting within the judiciary by the end of March 2011. This report will be presented to the Supreme Court. She will subsequently meet with Supreme Court officials to review recommendations for strengthening wealth reporting requirements, amending the current SOP, ensuring the adequacy and security of the financial information database, safeguarding and ensuring the functionality of the data exchange system, and monitoring judicial compliance with wealth declaration requirements. Findings from her assessment will be communicated to C4J team members involved in various human resources activities on a need to know basis to ensure confidentiality.

In April-June 2011 Ms. Putri will develop an improved wealth reporting SOP, as may be needed, and seek approval from the Supreme Court. During the same period of time, and through the end of YEAR 1, Ms. Putri will work with IT specialist Akhmad Bakhri to develop an improved system of data exchange, particularly as it relates to the court system's human resources database and rules requiring submission of the wealth report forms before promotions and rotations can occur, and any additional monitoring needs as required. Along with the Supreme Court, the project will include its management divisions (e.g. *Badilum*) in reviewing findings and discussing powers to remove and transfer judges and court staff. C4J's work on improving the centralized SOP for wealth reporting will be tested closely in pilot courts.

In July 2011, the project will produce a report with recommendations to the Supreme Court for ongoing assistance and implementation of a sustainable solution for monitoring and ensuring compliance with wealth reporting requirements.

The budget and finance specialist will assist Ms. Putri and, to the extent that IT solutions will be required, Mr. Bakhri will assist the wealth reporting specialist as appropriate to complete this work.

Activity 1.1.5 Provision of IT support and equipment to support public access to information as appropriate

The purpose of implementing IT in the courts is to improve management, transparency and accountability, as well as to increase reliable access to information by the public. Assistance on communications in Year 1 began with a public information assessment and IT assessment in

eight district courts and through consultations with the Supreme Court, as described under Component 3. The assessment was completed, and findings presented to the Supreme Court, during September 2010.

Based on the assessments, and consultations with the Supreme Court, the project will begin activities in the courts in October 2010 as described under Component 3 to improve public access to information, including improved websites, public information desks, internet kiosks, written and online brochures and annual reports, and trainings for judges and court staff on utilizing IT to improve public access to information. Led by communications expert Mr. Eric Sasono, the project will assist the court on the following activities by the end of December 2010:

- Provision of public information facilities (public information desk, comment box, and public access computers that provide user-friendly access to court and case information) to three pilot courts.
- Provision of and training on how to prepare court information publication materials (annual report, brochures, statistical information) in three pilot courts.
- Creation or renovation of public information websites for three pilot courts to provide user-friendly access to information on case status, hearing schedules and court decisions.
- Training of public information officers in the three pilot courts on interpersonal communication and strategies for utilizing IT to build proactive and productive relations with the public and the media in a manner that begins to transform endemic and embedded negative attitudes about courts and judges.

The project will seek to make the following information clearly visible to the public: court procedures, hearings schedules, and court fee payment (down payment and the refund for the balance).

Support will continue to these three courts and to pilot courts designated by the Supreme Court throughout Year 1.

A key objective of this assistance is to implement a new position of public information officers in the courts to create a professional liaison office designed to facilitate a better understanding of the role of judges and courts in a democratic society and to improve the manner in which judges and courts interact with the public and media in pursuit of the objective of increasing public trust, understanding and confidence in the judiciary.

Carefully designed training curricula and supporting materials will be provided for print and electronic media journalists on more fully understanding the role, responsibilities, jurisdiction, and functions of courts and prosecutors, their role in guaranteeing the protection of human rights, and statutory limitations on their authority within the justice system.

Efforts to expand and simplify public access to judicial decisions, to design and implement online applications for registering public complaints about court support services, judicial and staff misconduct, and to enhance justice system transparency will be coordinated by Mr. Sasono and Mr. Bakhri through public information and IT assessments and targeted follow-up activities

with the assistance of STTA public information and case information management/IT experts as needed.

Activity 1.1.6 Assistance to Human Resource Management

The C4J Project will assist the Supreme Court's efforts to establish transparent credentials, training, performance, and code of conduct compliance requirements for all judicial and non-judicial positions. It will encourage the Court to incorporate those into career development plans.

Beginning in January 2011, and in consultation with the Supreme Court, activities will include: information on criteria utilized in promotions and transfers; development of an improved SOP for reporting all the disciplinary actions against judges and court staff, socialization of the SOP, and improved publication of the disciplinary actions taken against judges and court staff on the Supreme Court's website; improved data on participation and/or lack of access to training programs. Based on consultation with the Supreme Court and based on prioritization of reforms, these activities may be postponed until Year 2.

A systematic review of factors that serve to discourage prospective qualified female and minority applicants from seeking careers with the court will be initiated. Led by the TBD human resources specialist, Ms. Novirianti, and consultant Ms. Shiplett, work will begin in January 2010.

Activity 1.1.7Caseflow Management

Assistance on case information management in Year 1 began with an IT assessment in eight district courts and the Supreme Court, as described under Component 3. The assessment was completed and findings were presented in an IT Assessment Report and presentation to the Supreme Court in September 2010. Based on the assessment report's findings and consultations with the Supreme Court, the project will implement an automated solution based on requirements defined by the Supreme Court, lower court representatives, and IT experts with the objective of collecting key data and producing monthly reports through an automated solution. The Supreme Court has tasked the C4J Project with working with its IT staff to conduct a formal requirements definition process and to appoint both a technical user advisory group and an end user advisory group comprising select court and outside representatives to inform the process of designing, developing, and pilot testing an automated case information management solution for eventual implementation in all district and intermediate appeals courts pursuant to best practices and deploying platforms, databases, operating systems, and open-source programming that are broadly endorsed and supported in the mainstream professional IT community for the functionality that the court system requires.

Project staff, with the assistance of a subcontractor, will carefully review existing manual procedures and previous workflow studies on improving case processing and information management to determine the extent to which the manual systems might be re-engineered to more efficiently process cases. Project staff also will examine the existing Oracle-based automated case information management system currently operational in five district courts to determine the extent to which its functionalities reflect the most efficient and user-friendly solution.

Although configuring a system that is technically compatible with that operative within the Supreme Court is an important objective, the cost and effort required to design and implement a comprehensive automated solution to the management of case information across the entire spectrum of Indonesia's courts, pursuant to modern best practices, should entail exploring all options to conceive, design and implement a system that deploys powerful technology, high-performance and low-maintenance networking systems, and programming tools that maximize flexibility in data structures and report generation, optimal functionality to minimize the cost of upgrades and expansion, and promote end-user confidence and ease in utilizing its capacities on the part of court staff, members of the practicing bar, and the public.

As the C4J Project team designs and implements IT solutions in courts in more remote regions of Indonesia in future years, the challenges of devising effective and sustainable information management solutions will increase. Constraints that the project will address in developing a unified standardized information system for the courts include: limited financial resources to sustain expensive technical solutions; a challenging but improving telecommunications infrastructure; lack of a functional national power grid with access to consistent and reliable electrical power resources necessary to support ongoing modern government and business operations; limited computer skills and expertise among the judicial system's population of judges and court staff; the lack of a national corps of technical experts required to assist in the design, implementation, operation, and maintenance of the information management systems, to which the judicial system must migrate to achieve the status of a modern, progressive and transparent judicial system; and inadequate capacity to respond in timely fashion to the training, support and maintenance requirements of courts outside the accessible perimeter of Jakarta's central judicial system headquarters, particularly those located in the far-flung reaches of Indonesia's more remote cities and towns with limited outside accessibility and bare-bones power and telecommunications infrastructures.

During Year 1, work on designing and implementing the first phases of a case information system will be limited at the beginning to three district courts, i.e., Bandung, Palembang, and Samarinda. The project will remediate the court electrical and networking infrastructure in the approved three new, district courts beginning in October 2010. Computer and software procurement for those courts will be completed in December 2010. Possible extension to other courts depends upon Supreme Court approval.

In consultation with the Supreme Court, the project will begin development of an IT policy on application, hardware and infrastructure for all courts beginning in January 2011.

During Year 1, training programs on caseflow information management, basic computer functional skills, the automated case information system combined with technical assistance will focus first on judges and staff of the Bandung, Palembang, and Samarinda District Courts as first-time recipients of donor-funded assistance. Curriculum materials from the caseflow management and IT training as well as updated caseflow monitoring information generated by the CMS will be integrated into training programs described under Components 1.2 (training for judges) and 1.3 (training for court staff).

At the conclusion of Component 3 activities in December 2010, the C4J project will continue to support the work begun on the automated CMS in the eight district courts. These eight courts will be considered among the twenty total courts to be automated by C4J by the end of the project. In this way, the work begun under the MCC Task will be sustained. The one district court that was assessed under MCC-funded Component 3, but was determined not to be ready for automation, Serang District Court, will be reconsidered for assistance in Year 2. Also in Year 2, the project will begin assessing district and high courts to receive IT assistance in more remote regions of Indonesia, including Papua, NTT, Maluku, and Aceh.

Activity 1.1.8Development of Media Strategy

Based on the assessment report's findings and consultations with the Supreme Court, the project will begin developing and implementing a proposed media strategy to advise and guide the Supreme Court in its efforts to draft national policies, procedures and guidelines for judges and designated court officials in their formal communications and interactions with representatives of the print and electronic media. Although the media strategy is a requirement of Component 3, the C4J project will continue to build upon it throughout Year 1 and future years of the project.

Development of the media strategy will be started at the Supreme Court level. Mr. Sasono and communications specialist Ardi Prastowo will develop the media strategy in close coordination with the legal reform team and the Legal and Public Affairs Bureau of the Supreme Court. In Year 1, the media strategy focuses on the short-term objective ofexpanding public access to court system and case information while simultaneously building public awareness of the Supreme Court's vision and mission and promoting a positive public image of the institution.

Development of the media strategy in Year 1 will be undertaken in conjunction with improvements in how key messages are developed and communicated to the media. The respective beneficiaries for this activity is the Supreme Court leadership and junior staffs of the Legal and Public Affairs Bureau. The objective of this activity will be to prepare the Supreme Court leadership to communicate the new "mission and vision" to the media and general public in a manner that is professional, consistent, and upright in order to commence the lengthy process of restoring public confidence in its judicial institutions.

Another objective of this activity is to prepare the junior staff in the Legal and Public Affairs Bureau to take greater responsibility for providing information directly to the public through paper-based and online communication tools such as Supreme Court website, information and guidance brochures, and other materials.A focus group discussion with personnel will be conducted in October 2010, to identiftytraining needs as baseline data for designing curricula. The curricula will be delivered in training programs to be scheduled during Year 1 of the project.

Within Year 1, development of the SOP for public relations functions will be completed. This development should be in conjunction with management of public information facilities to prepare the institution to respond to the challenge ofimproving public perceptions of the court. Mr. Sasono and communication specialist Mr. Prastowo will assist the court to select subcontractors to develop SOPs for publication material, website and other strategic public

communication solutions. The SOP and media strategy will be completed by the end of December 2010, and implemented throughout the duration of the project.

Efforts to expand public access to judicial decisions to an interactive public complaints system and other mechanisms designed to enhance transparency within the judiciary will be led by Mr. Sasono and Mr. Bakhri through the design of the Public Information and IT assessments and in the selection of consultants or subcontractors to assist in the implementation of various activities. They will be assisted by STTA public information expert and STTA caseflow/IT expert.

Activity 1.1.9Public Access to Judicial Decisions

A key objective of this assistance is to provide the court with standardized transparency practice which could also be implemented in other courts.

Within Year 1, the effort to increase access to judicial decisions will focus on the Supreme Court and eight lower courts. At the Supreme Court level, the project will consult with representatives from other donor projects which previously addressed this matter and coordinate with respective departments within the Supreme Court on further assistance needed. At the three new courts and pilot courts, the project will encourage the court to publish decision in their website. Mr. Sasono and Mr. Bakhri will assist the court to select consultants or subcontractorsto preparing the court website. Creation of an SOP for the first instance court on collection of electronic filesof judicial decision will also be considered as part of the activity within Year 1. Mr. Sasono will work with the courts in selection of consultant to draft an SOP to ensure such activity conforms to existing court procedure (*Hukum Acara*) and maintaining confidentiality and security provisions.

Beginning in April 2010, the project will begin developing an improved SOP for creating and collecting soft copy files of Supreme Court decisions, and harmonize policies and procedures among the Supreme Court, *Badilum*, and the high and district courts. By the end of Year 1, if feasible, the project will work with the courts, in cooperation with the AusAID programs to improve the uploading of case decisions onto the court websites.

The entire process will be supported by Mr. Bakhri and STTA public information expert and STTA caseflow management expert.

Activity 1.1.10 Public Complaint Mechanism

Beginning in January 2011, the C4J Project team will assess the implementation of public complaint system in the Supreme Court,the eight lower courts, and their respective high courts as governed by the complaints SOP. This assessment will include the implementation of Supreme Court Decree No. 067 year 2009 on Implementation of Oversight Function at the Court and the reporting mechanism to the Oversight Bureau. The project may select subcontractorsto assist with socialization of the complaint handling in the pilot courts beginning in July 2011.

Publication of the disciplinary sanctions against judges and court staff will also be continued as a important key message to be conveyed to the public. To enhance this publication, the project is

seeking the possibility of linking the effort with the Judicial Commission activities, especially related to improving public trust on judicial system and personnel in general.

KRA 1.2 Improved Judges' Integrity and Technical Legal Competence

A. **Continuing Judicial Education** program developed.
B. **Accreditation mechanism for CJE certification** into career development is incorporated into the continuing education policy,
C. Mid-level judges, i.e., 6 to 15 years of experience, are of **comparable quality**.

Activity 1.2.1 Assessment of education and training needs

From June through September 2010, the C4J team conducted a training needs assessment in eight district courts described under Component 3, in addition to four district courts designated by the Supreme Court, to assess the training needs of mid-level judges and all court staff. The initial results of the assessment indicate the need to:

- Create clear criteria and transparent selection methods for training participants and trainers.
- Training programs should follow the SK 140 and the 2008 *Pusdiklat* Training Manual.
- Trainof trainers (TOT).
- Determine training period and methods for training.
- Create a test training program on new subjects and using different methods.
- Improve existing curriculum.
- Adopt a comprehensive approach to training.
- Increase trainings on management and general skills.
- Introduce options for distance learning and spreading knowledge from the trainings to as many judge and court staff as possible.
- Create methods for monitoring and evaluating training and participant learning.

The assessment will also consider the prior methods of training commissioned by another donor organizations or institutions, such as utilizing the female Supreme Court judges' leadership training as trainers.

Activity 1.2.2Conduct an assessment using stakeholder analysis and mapping

As required by the C4J contract, the Training Needs Assessment, completed in September 2010, included a report on stakeholder analysis and mapping from consultations with other projects, donors, and the Supreme Court, as well as stakeholders, who may include law firms, chambers of commerce, civil society organizations, bar associations, and court users. This information will be utilized in planning for the Continuing Judicial Education (CJE) and Fellowship Programs.

Component 1: Sustained and broadened reform in the Supreme Court

1.1 Enhance Management Transparency and Accountability in the Supreme Court to Support Bureaucratic Reform

Activity	Tasks	Point Person		Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones
		C4J	Supreme														
1.1.1 An assessment of the quantitative and qualitative human resources needs of the Supreme Court	Review of the new Supreme Court Blueprint (expected in October 2010).	HR Specialist and local subcontractor		Supreme Court Blueprint, baseline assessment, and recommendations from other donor-funded projects													Bureaucratic reform activities clarified upon completion of Supreme Court Blueprint
	Conduct baseline assessment to assess progress to date and plans for bureaucratic reforms within the Supreme Court, recommend appropriate activities in support of these reforms, and develop a plan for prioritizing, supporting and implementing reforms to enhance the Supreme Court's management, transparency and accountability.	HR Specialist and local subcontractor															Baseline assessment on human resources completed
	Consult with the Supreme Court leadership to identify the three most critical programs, and cross-check with recommendations from the AusAid and other donor-funded projects.	HR Specialist and local subcontractor															Recommend a step-by-step plan for implementing priority reforms in human resources
	In coordination with the Supreme Court, identify and implement a human resources action plan for resolving the priority problems identified in the baseline assessment. (see 1.1.2)	HR Specialist and local subcontractor															Human resources action plan completed
1.1.2 Analysis and monitoring of court organizational restructuring	Present findings to the Supreme Court and propose options and recommendations for addressing priority human resources issues, including revised position descriptions, promotion/assignment/transfer system, and implementation of the "Excellent Court" concept.	HR Specialist and local subcontractor		Previous research and recommendations on human resources; and other projects													Propose to Supreme Court priority issues for reform on human resources
	Finalize human resources reform activities based on discussions and agreements with the Supreme Court leadership.	HR Specialist and local subcontractor															Agree with Supreme Court on human resources reform activities
	Socialize the agreed upon reforms, focusing first on the Supreme Court, then on select "pilot" courts.	HR Specialist and local subcontractor															Agreed upon human resources reforms socialized

Component 1: Sustained and broadened reform in the Supreme Court

1.1 Enhance Management Transparency and Accountability in the Supreme Court to Support Bureaucratic Reform

Activity	Tasks	Point Person		Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones
		C4J	Supreme Court														
	Document findings and recommendations from the socialization activities, integrate findings from the Supreme Court, and produce a final report with an implementation plan for Y2.	HR Specialist and local subcontractor															Final report completed on findings and recommendations
	Develop methodology, conduct assessment and identify the challenges, present findings to the Supreme Court on needed changes for budgeting, budget advocacy, and financial reporting, and prioritize the actions needed to address the challenges.	Budget and Finance Specialist and local subcontractor															Assessment conducted on budget and finance
	Consistent with findings from the baseline assessment on bureaucratic reforms, present findings to the Supreme Court and propose options and recommendations for addressing priority budget and financial management issues.	Budget and Finance Specialist and local subcontractor															Propose to Supreme Court priority issues for reform on budget and finance
	Finalize budget and financial management reform activities based on discussion and agreements with the Supreme Court leadership.	Budget and Finance Specialist and local subcontractor															Agree with Supreme Court on budget and finance reform activities
	Socialize the agreed upon reforms focusing first on the Supreme Court, then on select "pilot" courts.	Budget and Finance Specialist and local subcontractor															Agreed upon budget and finance reforms socialized
	Document findings and recommendations from the socialization activities, integrate findings from the Supreme Court, and produce a final report with an implementation plan for Y2.	Budget and Finance Specialist and local subcontractor															Final report completed on findings and recommendations

Component 1: Sustained and broadened reform in the Supreme Court

1.1 Enhance Management Transparency and Accountability in the Supreme Court to Support Bureaucratic Reform

Activity	Tasks	Point Person		Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones
		C4J	Supreme Court														
	Develop methodology, conduct assessment, identify the challenges, and present findings to the Supreme Court on needed changes on wealth reporting data exchange and use of Standard Operating Procedures (SOPs) and database.	Theodora YS Putri															Assessment conducted on wealth reporting
	Propose and implement plan for improving wealth reporting data exchange between pilot courts and the Supreme Court.	Theodora YS Putri															Plan proposed to Supreme Court on wealth reporting
	Develop methodology, conduct assessment, identify the challenges, and present findings to the Supreme Court on needed changes on asset management, use of SOPs and database.	Mohammed Ridwansyah or local subcontractors															Assessment conducted on asset management
	Propose and implement plan for improving asset management within the Supreme Court and pilot courts.	Mohammed Ridwansyah or local subcontractors															Plan proposed to Supreme Court on asset management
1.1.3 Training of administrative and finance staff	Determine retraining needs and resource gaps in training on budget templates, use of financial SOPs, and asset-management and inventory controls.	Budget and Finance Specialist and Ira Soedirham		Previous research and recommendations on budget and finance; and other projects													Retraining needs on budgeting identified
	Plan asset management and inventory control training needs.	Budget and Finance Specialist and Ira Soedirham															Training needs on asset management and inventory control identified
	Present a training plan to the Supreme Court for approval based on the Training Needs Assessment (TNA) and the assessment conducted by the budget and finance specialist on budget advocacy, use of financial SOPs, wealth reporting and asset management.	Budget and Finance Specialist and Ira Soedirham															Training plan on budget proposed to the Supreme Court

Component 1: Sustained and broadened reform in the Supreme Court

1.1 Enhance Management Transparency and Accountability in the Supreme Court to Support Bureaucratic Reform

Activity	Tasks	Point Person		Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones
		C4J	Supreme Court														
	Develop training modules on budget advocacy, use of financial SOPs, wealth reporting and asset management.	Budget and Finance Specialist and Ira Soedirham															Training modules developed
	Test and evaluate the training modules in select pilot courts.	Budget and Finance Specialist and Ira Soedirham															Training modules tested and evaluated
	Conduct the training utilizing the modules, continuing into Y2.	Budget and Finance Specialist and Ira Soedirham															Trainings begin
1.1.4 Provision of technical assistance on wealth reporting	Assess the status of the wealth reporting data exchange between the Supreme Court and KPK.	Theodora Yuni		Previous resarch and assistance provided on wealth reporting													Assess wealth reporting data exchange
	Document findings in a report on wealth reporting within the judiciary, and discuss with the Supreme Court what is required to improve the wealth reporting SOP, database and system of data exchange; identify any additional monitoring needs.	Theodora YS Putri and Budget and Finance Specialist															Document wealth reporting findings in report to Supreme Court
	Develop wealth reporting SOPs and request that Supreme Court review and approval them.	Theodora Yuni															Wealth reporting SOPs developed

Component 1: Sustained and broadened reform in the Supreme Court

1.1 Enhance Management Transparency and Accountability in the Supreme Court to Support Bureaucratic Reform

Activity	Tasks	Point Person		Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones
		C4J	Supreme Court														
	Implement improved wealth reporting database, system of data exchange, and any additional monitoring tools as required.	Theodora Yuni															Improved wealth reporting database and tools implemented
1.1.5 Provision of IT support and equipment to support public access to information	Based on earlier public information assessment, C4J will do the following: 1) Renovating the court websites 2) Developing information desk and internet kiosk 3) Printing court brochures and court annual report 4) Training for judges and court staff on how to utilize IT to improve public access to information	C4J Communication expert - Eric Sasono	Legal and Public Affairs Bureau of the Supreme Court, Samarinda district court, Bandung district court, Palembang district court														Public information facilities implemented in three courts

Component 1: Sustained and broadened reform in the Supreme Court

1.1 Enhance Management Transparency and Accountability in the Supreme Court to Support Bureaucratic Reform

Activity	Tasks	Point Person		Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones
		C4J	Supreme Court														
	Based on the findings of the public information assessment, and in consultation with the Supreme Court, implement IT solutions in three new district courts and pilot courts designated by the Supreme Court to improve public access to information.	Based on the findings of the public information assessment, and in consultation with the Supreme Court, implement IT solutions in three new district courts and pilot courts designated by the Supreme Court to improve public access to information.	Legal and Public Affairs Bureau of the Supreme Court, Samarinda district court, Bandung district court, Palembang district court														IT solutions implemented in three district courts to improve public access to information
	Provide ongoing support to and build capacity within the three district courts staffs on how to utilize IT to improve public access to information	Communication expert - Eric Sasono and IT Specialist - Akhmad Bakhri	Legal and Public Affairs Bureau of the Supreme Court, Samarinda district court, Bandung district court, Palembang district court														Training conducted in utilizing IT to improve public information in the courts

Component 1: Sustained and broadened reform in the Supreme Court

1.1 Enhance Management Transparency and Accountability in the Supreme Court to Support Bureaucratic Reform

Activity	Tasks	Point Person		Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones
		C4J	Supreme Court														
	Provision of materials for print and electronic media journalists on the role, responsibilities, jurisdiction, and functions of courts and prosecutors, their role in guaranteeing the protection of human rights, and statutory limitations on their authority within the justice system.	Communication Expert - Eric Sasono	Legal and Public Affairs Bureau of the Supreme Court														Training materials provided to journalists on the justice system
	Expand public access to judicial decisions adjusted to revision of SK 144 of 2007 on court transparency	Communication Expert - Eric Sasono	Legal and Public Affairs Bureau of the Supreme Court														Socialization of the revised SK 144 conducted
	Assessing the implementation of online applications for registering public complaints about court support services, judicial and staff misconduct.	Communication expert - Eric Sasono and IT Specialist - Akhmad Bakhri	Oversight Bureau of the Supreme Court and Legal and Public Affairs Bureau of the Supreme Court														Assessment result of impelementation of online application for public complaints
1.1.6 Assistance to Human Resource Management	Introduce reforms to improve information on criteria utilized in promotions and transfers; develop improved SOPs for reporting all the disciplinary actions against judges and court staff; socialize the SOPs and improve the process for publication of disciplinary actions taken against judges and court staff on the Supreme Court's website; and improve data collected on participation and/or lack of access to training programs.	Human Resource Specialist - TBD	Human Resources Bureau and oversight bureau of the Supreme Court	Previous SOPs on disciplinary actions													Access to information on promotions, transfers, and disciplinary actions improved

Component 1: Sustained and broadened reform in the Supreme Court

1.1 Enhance Management Transparency and Accountability in the Supreme Court to Support Bureaucratic Reform

Activity	Tasks	Point Person		Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones
		C4J	Supreme Court														
1.1.7 Caseflow Management	Electrical and Computer Network Infrastructure Remediation at Three District Courts designated by Supreme Court	IT Specialist - Akhmad Bakhri	Division of Supreme Court Informatic Maintenance , Bandung DC ; Palembang DC; Samarinda DC	Documentation from previous projects on court automation; previous IT policies and procedures													Electricity and networking in three courts remediated.
	Computers and IT equipment procurement for three District Courts designated by Supreme Court	IT Specialist - Akhmad Bakhri															Computers for three courts procured
	Design and implement the first phases of a Case Tracking System as first phase of Court Case Management System in three District Courts and previous one District Court implemented CCMS in In-Acce Project designated by Supreme Court.	Court Case Administration Specialist - TBD ; IT Specialist - Akhmad Bakhri															First phase of case information system implemented
	Continuing design, development and implementation Court Case Management System in three District Courts and previous one District Court implemented CCMS in In-Acce Project designated by Supreme Court	Court Case Administration Specialist - TBD ; IT Specialist - Akhmad Bakhri															Case information system implemented in pilot courts

Component 1: Sustained and broadened reform in the Supreme Court

1.1 Enhance Management Transparency and Accountability in the Supreme Court to Support Bureaucratic Reform

Activity	Tasks	Point Person		Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones
		C4J	Supreme Court														
	Develop SOP of CCMS application, computers and IT equipment in three District Court designated by Supreme Court	IT Specialist - Akhmad Bakhri	Division of Supreme Court Informatic Maintenance ; Bandung DC ; Palembang DC; Samarinda DC	Sub contractor survey result on Electrical and Computer Network Infrastructure at Three District Courts; Previous project documentation related with District Court Automation; Supreme Court IT Policy and guidance													CCMS application, Computers and IT equipment SOP developed
1.1.8 Development of Media Strategy	Develop and implement a proposed media strategy to advise and guide the Supreme Court in its efforts to draft national policies, procedures and guidelines for judges and designated court officials in their formal communications and interactions with representatives of the print and electronic media.	Communication specialist - Ardi Prastowo	Tupoksi Biro Hukum dan Humas MA, SK MenPAN No. PER/109/M.	Previous SOPs relating to media and/or public relations													Media strategy developed
	Work with the SC and pilot courts to initiate a media-relations improvement campaign, including TV program(s) and placement in print-media if feasible.	Communication specialist - Ardi Prastowo															Media relations improvement campaign implemented
	Develop and conduct training on public relations and media relations for key judges and designated public information officials of the Supreme Court.	Communication specialist - Ardi Prastowo															Trainings on public and media relations conducted
	Complete the SOP on public relations functions.	Communication specialist - Ardi Prastowo															SOPs on public relations completed

Component 1: Sustained and broadened reform in the Supreme Court

1.1 Enhance Management Transparency and Accountability in the Supreme Court to Support Bureaucratic Reform

Activity	Tasks	Point Person		Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones
		C4J	Supreme Court														
1.1.9 Public Access to Judicial Decisions	Develop improved SOPs for creating and collecting information concerning how to upload Supreme Court decisions and identify the need of future supports;	C4J IT Specialist - Akhmad Bakhri and C4J Communication expert - Eric Sasono	SC Registrar, Legal and Public Affairs Bureau	Freedom of Information law Freedom of Information Act (UU No.14 of 2008), SK KMA No.144 of 2007 and previous SOPs													SOPs on publishing decisions and the need for future support completed
	Continuing supporting the process of uploading decisions into SC website and or district court, continuing to Year 2	C4J IT Specialist - Akhmad Bakhri and C4J Communication expert - Eric Sasono	SC Registrar, Legal and Public Affairs Bureau														Begin to support process for uploading decisions
1.1.10 Public Complaint Mechanism	Assessing the implementation of online applications for registering public complaints about court support services, judicial and staff misconduct.	Communication Expert - Eric Sasono	Oversight Bureau and Legal and Public Affairs Bureau	Previous public complaint procedures													Improved public complaint system implemented
	Continuing publication of disciplinary sanctions against judges and non-judges court staffs	Communication Expert - Eric Sasono	Oversight Bureau and Legal and Public Affairs Bureau														Improved public complaint system socialized

Activity 1.2.3Training on judicial skills

Following discussions with the Supreme Court on results of the training needs assessment in September 2010, led by judicial training expert Ana Rusmanawaty, we will develop a CJE Program and Fellowship Program during October through December 2010. These programs will be focused on mid-level judges, i.e., judges with six to 15 years of experience. This assistance will divided into two emphases for training: intermediate skills development for judges with six to 10 years experience; and advanced programs, including leadership development, for judges with 11-15 years experience. The structure of these trainings will be modeled on the trainings for junior judges, i.e., zero to five years of experience, developed by the NLRP. The emphasis will be on refreshing and refining judicial skills.

All programs will include training on implementation of ethical standards, evaluating evidence and expert witnesses, and management, including: caseflow management; courtroom management; court security; public access to court and case information; interacting with media; management of complex cases, legal research and writing, and effective utilization of IT. These management training will target judges and court staff. Training programs may include formal group meetings and informal, direct technical assistance in the courts.

Because other projects, donors and the training center itself have already planned to provide education on specific substantive areas, the Supreme Court and C4J have agreed that emphasis for substantive judicial education by C4J will be on such specialty areas as: environment; commercial; anticorruption; as well as generic technical skills training that is applicable to all case types such as legal reasoning, evaluation of evidence, and utilization and evaluation of expert witnesses.

Components such as gender, anti-discrimination, and juvenile justice will be included in all trainings.

The C4J Project will seek opportunities to partner with other projects, particularly NLRP, the future AusAID-funded reform project, and the future USAID Education to Justice (E2J) Project. In all trainings, the C4J Project will coordinate closely with the Supreme Court's training center, legal reform team, and planning bureau.

Continuing Judicial Education

All training for judges will follow the SK 140 and the 2008 *Pusdiklat* Training Manual. As such, C4J will follow the 3x3 formula whereby Continuing Judicial Education (CJE) courses are conducted every three months. The first stage in developing a CJE program will be the design and implementation of test programs in one of more of the four district courts designated by the Supreme Court in Depok, Gresik, Klaten and Sleman. Based on the results, a concept paper and proposed training program will be presented to the Supreme Court and its training center in December 2010. The proposed program and concept paper will include: specific training programs recommended for Year 2; the purpose of these training programs; training policies; guidelines for trainers; adult learning teaching methods to be utilized; proposed training sites, duration of training programs; technical assistance to be provided in the courts; application and

selection procedures for training participants; and selection, monitoring, and evaluation procedures for all trainers. Following acceptance of the concept paper, the C4J Project will develop a training plan and schedule, followed by the development of the first specialized courses.

Each course will have stated training objectives and will develop qualitative and quantitative metrics to judge the success or need for change in the program. At the end of the course an initial assessment will be made by both students and instructors on the program success or lack thereof. This feedback will be used to improve refine the course before it is offered again.

Once approved, development of the training materials will begin in cooperation with the Supreme Court in January 2011. Faculty will be selected by C4J, in consultation with the Supreme Court, by the end of February 2011. The first test CJE training will begin in March 2011. Following evaluation of the test CJE program, CJE training programs will be implemented starting in May 2011. Once implemented, C4J will ask the participants to evaluate each program, and all training programs will be jointly evaluated with the Supreme Court on a quarterly basis using baseline criteria and qualitative and quantitative metrics to measure the programs' success.

Fellowship Program

The Fellowship Program will follow the same development and approval schedule as the CJE programs above. However, because it will be a much more structured, lengthy, and intensive program, the curriculum and courses design will not be completed until June 2011. The fellowship program will not begin until Year 2 (i.e., following the 2011-2012 academic year), and only after consultations and formal agreement between the Supreme Court, University of Indonesia, the C4J Project, and USAID.

The Fellowship Program will have stated training objectives and will develop qualitative and quantitative metrics to judge the success or need for change in the program. At the end of the course an initial assessment will be made by both students and instructors on the program success or lack thereof. This feedback will be used to improve refine the course before it is offered again.

As described under Component 2, prosecutors will also participate in the fellowship program through a separate education and training schedule and based on a separate agreement with the AGO.

Training programs developed through the CJE Program, AGO program, as well as other C4J activities, such as court administration, IT, media relations, and public information, will be included in the fellowship program. Training coordinator Ira Soedirham and her team will work with the technical specialists in organizing the delivery and logistics of the C4J short –term training programs, while fellowship manager Dian Cahayani will arrange all longer term study tour and fellowship programs.

Activity 1.2.4Training opportunities abroad

Development of international programs for supervising judges (on mentoring and performance based assessment) and for some specialized judges (administrative, tax and/or anticorruption) will begin by Ms. Rusmanawaty, assisted by Ms. Cahayani and STTA Justice Nadeau. Work on this activity will begin in Year 2. These training opportunities will emphasize management skills, and will focus on the mid-level judges with 11 to 15 years of experience who the project determines, in consultation with the Supreme Court, exhibit strong leadership qualities, commitment and performance during the CJE and fellowship programs.

These programs will have stated training objectives and will develop qualitative and quantitative metrics to judge the success or need for change in the program. At the end of the course an initial assessment will be made by both students and instructors on the program success or lack thereof. This feedback will be used to improve refine the course before it is offered again.

Activity 1.2.5Development of training guidelines and policy

Strong guidance will be necessary to ensure that expectations are clear and the provision of trainers and in-court technical assistance are held to a strong, consistent standard. The training program is important given the critical role the mid-level training period plays in the development of a future supervisory judge/leader. C4J will also investigate the extent to which female candidate judges need additional support and whether all judges need training on sensitivity to gender issues and working with disadvantaged persons. C4J will not revise the curriculum in the *Pusdiklat* Training Manual, SK 140 of 2008 but will develop a Technical Guidelines of Manual Training. These guidelines will be completed in October 2010.

The project will examine current practices used by the Supreme Court and NLRP for in-depth training of candidate judges, and determine how these may be applied to trainings for mid-level judges. In line with the development of mentoring guidelines and policy, the pools of judges that already received training from previous and another project will be identified, such as AusAID's leadership trainings for female Supreme Court judges.

Work on this activity is led by Ms. Rusmanawaty, Ms. Novirianti, and assisted by STTA Justice Nadeau.

Activity 1.2.6Comparative studies of effective practices

The Supreme Court Training Center (*Pusdiklat*) curricula will benefit from effective practices employed by US and civil law jurisdictions of the region for continuing judicial education and accreditation mechanisms. This activity will be initiated in October by Ms. Rusmanawaty after the results of the training needs assessment are discussed with the Supreme Court; the studies will be targeted and specific to areas where comparison is useful. This activity will continue throughout the period of the project. The information derived from it will be used to develop the Technical Guidelines for Training Manual, consistent with the SK 140 *Pusdiklat* 2008 Training Manual 2008.

Activity 1.2.7Support opportunities for self-training of judges

District court libraries will be provided with materials developed in Indonesia, as well as those translated from the US, and other jurisdictions. Courses that can be successfully provided by or adapted to distance learning will be identified through discussions with the Supreme Court *Pusdiklat* during YEAR 1. Distribution of translated materials will begin in YEAR 1 if feasible. Ms. Rusmanawaty will explore this with the assistance of Ms. Cahayani and other C4J Project staff, and STTA Justice Nadeau, beginning in October 2010 and continuing throughout the period of the project.

The C4J Project will provide an orientation and information program for judges to provide them information about what is available under this component so that it gets used. Criteria will be established by which program success will be judged.

KRA 1.3 Professionalizing Court Staff

A. More **committed court staff**, i.e., appreciation of their roles and responsibilities as members of a court team.
B. Incorporation of accreditation mechanisms for **continuing training certification** into career development.
C. Establishment of **transparent and accountable procedures** that support improved monitoring, accountability, and management of court staff.

As described under Component 1.2, from June through September 2010, the C4J team conducted a training needs assessment that included a focus on the training needs of court staff. The Training Needs Assessment Report was completed in September 2010.

As described below, planning for training programs will begin in October 2010. All training will have stated objectives and qualitative and quantitative criteria by which success is judged.

Activity 1.3.1Collect baseline information and end-of-project data on public perceptions

As presented in the initial June 2010 Inception Work Plan, C4J omitted activity 1.3.a because we propose this as an activity cutting across all three key results areas. This activity is currently undertaken through a local subcontractor, PT. Qasa Strategic Consulting, managed by C4J monitoring and evaluation specialist Nori Andriyani. This activity was initiated during July through August 2010. The baseline survey will be followed up with the same surveys to discover the impact of C4J technical assistance and training toward a more transparent, fair and positive experience of court users.

Data on public perceptions of the justice system and court performance will be utilized to demonstrate the impact of C4J technical assistance and training on enhancing a more transparent, fair and positive experience of court users and the general public (men and women). These data will be also utilized in trainings for judges and court staff to improve their understanding of how the public views the courts. This activity will be led by Mr. Sasono, Ms. Andriyani and Ms. Novirianti.

Component 1: Sustained and broadened reform in the Supreme Court
KRA 1.2: Improved Judges' Integrity and Technical Legal Competence

Activity	Tasks	Point Person		Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones
		C4J	Supreme Court														
1.2.1 Assessment of education and training needs	Assessment of education and training needs in 12 courts.	Judicial Training Expert/ Ana Rusmanawaty and team		Report from other similar projects (NLRP)													TNA report on training and education
1.2.2 Conduct an assessment using stakeholder analysis and	Assesment by stakeholder analysis and mapping to get baseline data supporting	Judicial Training Expert/ Ana Rusmanawaty and team		Report from other similar projects													baseline data supporting is completed.
1.2.3 Training on judicial skills	In consultation with the Supreme Court, identify gaps and needs for new training and develop proposed training program for judges with six years to 15 years experience on selected judicial skills, such as courtroom control, media skills, deciding facts, handling expert witnesses, courtroom demeanor, legal reasoning, writing decisions and basic computer skills	Judicial Training Expert/ Ana Rusmanawaty	PUSDIKLAT and Curriculum team in Supreme Court	SK MA 140 of 2008													CJE training curriculum proposal developed and training begins
	Design Training based on consultation with Supreme Court by these activities: 1. create clear criteria and tranparent selection methods for training participants and trainers 2. training programs should follow the SK 140 of 2008 Pusdiklat Training Manual 3. Train of Trainers (ToT) 4. Determine training period and methods for training 5. Create a test training program 6. Improve existing curriculum 7. Adopt a comprehensive approach to training 8. Increase trainings on management and general skills 9. Introduce options for distance learning and 10. Create the monitoring and evaluating training and participants learning	Judicial Training Expert/ Ana Rusmanawaty	PUSDIKLAT and Curriculum team in Supreme Court														Design of CJE
	Design the in country master degree for judges with 8-15 experiences	Judicial Training Expert, Ana Rusmanawaty and Fellowship program	PUSDIKLAT	Report from other similar projects (ITAP)													Design of Master Degree Program and the Program to be implemented
1.2.4 Training opportunities abroad	In the first year, identify subject, design the criteria of selection and decide the location.	Judicial Training Expert/ Ana Rusmanawaty	PUSDIKLAT	n/a													The analysis outcome identified subject, selection criteria, and determined training location abroad for judges and court staffs.

Component 1: Sustained and broadened reform in the Supreme Court
KRA 1.2: Improved Judges' Integrity and Technical Legal Competence

Activity	Tasks	Point Person		Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones
		C4J	Supreme Court														
1.2.5 Development of training guidelines and policy	Training guidelines and policies designed.	Judicial Training Expert/ Ana Rusmanawaty	PUSDIKLAT	Pusdiklat training policies.													Training guidelines completed
	Examine current mentoring practices used by the Supreme Court for candidate judges and determine how these may be applied to training for mid-level judges.	Judicial Training Expert/ Ana Rusmanawaty	PUSDIKLAT														Training guidelines completed
	Apply **in-depth training** to mid-level judges.	Judicial Training Expert/ Ana Rusmanawaty	PUSDIKLAT														In-depth training for judges implemented
1.2.6 Comparative studies of effective practices	Comparative studies of CJE best practices in the US and civil law jurisdictions for inclusion in Pusdiklat curricula. Studies will be targeted and specific to areas where comparison is useful and will continue throughout the duration of the project.	Judicial Training Expert/ Ana Rusmanawaty	PUSDIKLAT	Resources from other projects and countries													adoption of the best parctices of CJE to be included in PUSDIKLAT
1.2.7 Support opportunities for self-training of judges	Support opportunities for self-training of judges through materials adapted from other countries and translated into Indonesian or other sources.	Judicial Training Expert/ Ana Rusmanawaty	PUSDIKLAT	Resources from other projects and countries													Select materials self-training program

Activity 1.3.2Provide ethics trainings to registrars and other court staff

The Supreme Court's judicial code of conduct is the heart of the ethicstraining programs so that all those supporting the work of judges in the courts are held to a common standard of conduct, and all staff in the judiciary can implement the code of conduct on a daily basis. These trainings will improve the ability of court staff to support the judges and also to improve their services for the court users, and disadvantaged groups in particular. In Year 1, the code of conduct trainings will be integrated within other trainings for registrars and other court staff, such as on public information, caseflow monitoring, and media relations. These will utilize scenarios to illustrate code of conduct issues important to the context in which the court staff are working. Planning for this activity will be initiated in January 2011 by Ms. Rusmanawaty.

Activity 1.3.3Provide specialized trainings on public information, media management, courtroom decorum and security to court staff

The effectiveness and security of each hearing depends on court capacity in all of these areas. Development and implementation of a hearing management checklist for all judges and court staff will help ensure that all parties have received notice and are present and prepared for the hearing.

Special training modules and manuals will be developed for each division of the courts, including registrars, junior registrars, acting registrars, bailiffs, acting bailiffs, human resources and finance on public information, court decorum, and court security. All staff will be trained in the pilot courts designated by the Supreme Court.

Special trainings for court security staff will help ensure that parties, judges, court staff, the public, and media are all adequately protected, that everyone is adequately screened and monitored, and that the public is restricted from administrative areas of the court where the public should not have access.

Public information staff will be trained to ensure that the public and media are adequately informed on courtroom rules of procedure and decorum. Planning for this activity will begin in January 2011 (incorporating lessons learned from activities under the MCC Task), and training will begin in the pilot courts designated by the Supreme Court in March 2011. This activity will be led by the TBD court administration specialist, and will include STTA by a court public information and security expert or subcontractor in February 2011, whose work will include development of model court blue prints for improving court security and regulating public access.

Beginning in June 2011, the project will assess progress in improving court security and propose recommendations for Year 2.

Activity 1.3.4Provide training and equipment to improve collection, and reporting, of court data through IT and more transparent and accountable procedures

Data entry is the responsibility of all judges and court staff, and polices are needed to hold them accountable for recording all case information in the automated case management system (CMS) on a timely basis. Training events for staff will focus on: Supreme Court requirements on public information; the importance of accurate and timely data entry; the improved production of performance reports to the Supreme Court on a monthly basis; and supporting judges effectively to ensure that all data is collected and reported.

This activity will also support Component 3.2, to facilitate implementation in select courts of case information reporting and improved monitoring, and to further accountability of judges and court staff. Trainings on Component 3.2 will begin in eight district courts in September 2010, and will include basic computer skills training, how to use the automated case management system (CMS), and for IT staff on daily system maintenance. Follow-up trainings and technical support within the courts will continue on regular basis throughout Year 1 as the CMS is revised and updated.

In consultation with the Supreme Court, three pilot courts will be selected to receive more intensive technical assistance. Additional courts will be added in Year 2. Planning will be led by Mr. Bakhri and the TBD court administration specialist.

Activity 1.3.5Provide professional skills trainings to improve career development for court staff

Even prior to the establishment of performance-based promotions and career development of non-judicial court personnel, the project will begin providing trainings to increase professional capacity among non-judge court staff.

Other projects, donors and the Supreme Court *Pusdiklat* have not planned to provide trainings targeting the non-judicial court staff, which play a critical role in supporting the adjudicatory role of judges. C4J training programs for court staff will include material on implementation of standards of conduct, evaluating evidence and expert witnesses, and management, including: caseflow management; courtroom management; court security; public access to information; interacting with media; management of complex cases, legal research and writing, and effective utilization of IT. Caseflow management trainings will target both judges and court staff, and may include formal group meetings and informal, direct technical assistance in the courts.

In cooperation with the human resources specialist, and in close consultation with the Supreme Court, the project will seek to better define court staff roles, responsibilities and authority, and to reinforce the importance of judges and court staff working together as a team. These activities will include the following goals:

- Develop Acting Registrars: areas of focus include legal expertise and high-level skills in legal research and writing for production of minutes, drafts of decisions, and

maintaining all case documentation, and who should be assigned to specific judge panels and should be directly accountable to the judge panels they serve.

- Proposed Public Information Officer: as a senior level, non-judge position serving under the authority of the Chief Judge in each court, with responsibilities for communicating to the public on behalf of the court on a daily basis, and with one to three designated support staff.
- Proposed IT Officer: as a senior level, non-judge position serving under the authority of the Chief Judge in each court, with responsibilities for managing all IT within the court, and to coordinate closely with the Public Information Officer, on a daily basis, and with one to three designated support staff.

Considerable emphasis will be placed on developing the substantive skills of acting registrars. C4J will collaborate with the Supreme Court to develop templates and trainings to assist in producing accurate hearing minutes and minutations that comply with all procedural rules and that are produced on a timely basis. The Supreme Court and C4J have agreed that emphasis for substantive judicial education programs by C4J will be on such areas as: environment, commercial, anticorruption, possibly fisheries cases and technical skills trainings that are important to all case types such as legal reasoning, evaluation of evidence, and utilization and evaluation of expert witnesses. As a result, these areas will also be the initial focus of trainings for acting registrars.

Trainings will also be targeted to: bailiffs to improve delivery of notices in compliance with procedural rules; public information staff to improve public access to information and media relations; registry staff to improve input and production of reports on key performance indicators for the Supreme Court; both IT support and all court staff on utilization and maintenance of IT in the courts; and human resources and budgeting/finance staff on bureaucratic reforms implemented by the Supreme Court. Caseflow monitoring training will be socialized through one-on-one technical assistance in the pilot courts as they implement practices result in accurate and timely reports.

Like the CJE program, a concept paper and proposed training program will be presented to the Supreme Court and its training center in December 2010. The proposed training program concept paper will include: specific trainings recommended for Year 1; the purpose of these trainings; training policies; guidelines for trainers; adult learning teaching methods to be utilized; proposed training sites, duration of trainings; technical assistance to be provided in the courts; application and selection procedures for training participants; as well as selection, monitoring, and evaluation procedures for all trainers.

Development of training materials for court staff began in September 2010, beginning with trainings on caseflow management and public information. Indonesian trainers will be selected jointly by the C4J Project, in consultation with the Supreme Court, as planning begins for each event. Each training event for court staff will be evaluated by the participants, and all training programs will be jointly evaluated with the Supreme Court on a quarterly basis.

In all trainings, the C4J Project will coordinate closely with the Supreme Court's training center, legal reform team, and planning bureau.

This activity will be led by the human resources specialist, the court administration specialist, Ms. Rusmanawaty, and STTA Ms. Shiplett, with the assistance of Ms. Soedirham, a human resources subcontractor and other subcontractors to assist with trainings as needed.

Activity 1.3.6Integrate gender and juvenile issues sensitization and anti-discrimination in activities

All trainings provided by the C4J project, to both judges and court staff, will include components designed to improve the experience of all court users within the court, ensure that they receive just and fair treatment, protect the confidentiality of protected persons in closed cases, and improve the performance of all staff who interact with the public and are involved in the adjudicatory process, particularly in relation to those cases impacting women, children and disadvantaged persons. They will be given materials on gender, anti-discrimination, and juvenile justice. Planning for this activity began in September 2010 by Ms. Novirianti, after the results of the training needs assessment are discussed with the Supreme Court.

Exhibit 1. Component 1 Project Targets

REQUIRED INDICATOR	BASELINE	PROGRESS MARCH 2011	TARGET SEPTEMBER 2011	C4J LIFE OF PROJECT TARGET
Component 1: Sustaining and Broadening Reforms in the Supreme Court				
1.1: Number of judges trained with U.S. government assistance.	0	tbd	tbd	300*
1.2: Number of non-judge court staff who received U.S. government training on:	0	tbd	tbd	300*
• Special courts training workshops (administrative, anticorruption, juvenile and commercial).	*0*	*tbd*	*tbd*	*tbd**
• Budget advocacy and IT training for staff.	*0*	*tbd*	*tbd*	*tbd**
• Gender and anti-discrimination training for court personnel.	*0*	*tbd*	*tbd*	*tbd**
At least 15 judges have received training abroad.	0	tbd	tbd	15
Number of judges/court staff have received in-country long-term training (e.g. Masters/LLM).	0	tbd	tbd	20
PROPOSED: 1.3. Percentage of targeted personnel satisfied with project trainings.	0	tbd	tbd	80%+
PROPOSED (replacing "A minimum of 10 new, different sets of practical training materials developed and provided to MA *Pusdiklat*"**):** 1.4: Number of new legal courses or curricula developed and adopted, in cooperation with the *Pusdiklat*,	XX (per ICCP and In-ACCE)	tbd	tbd	10
PROPOSED: 1.5: Number of USG assisted courts with improved case management.	5 (per In-ACCE)	tbd	tbd	30#

*Life of project targets distinguishing judge and non-judge staff to be determined.
+To be reviewed after the first year of project.
#To be discussed further, based on PMP discussions.

PIR 1: Sustained and broadened reform in the Supreme Court
KRA 1.3: Professionalized Court Staff

Activity	Tasks	Point Person	Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones
1.3.1 Collect baseline information and end-of-project data on public perceptions	Conduct surveys of the perceptions of the public and of court users, i.e., within the court, in 16 courts, the first phase of which was completed in September 2010.	Communication expert - Eric Sasono, Monitoring and Evaluation Specialist - Nori Andriyani, and access to justice specialist - Dewi Novirianti	Public perception and court user surveys													Public and court users perception surveys completed
1.3.2 Provide ethics trainings to registrars and other court staff	Integrate code of conduct training scenarios within other trainings provided to registrars and court staff.	Judicial training specialist - Ana Rusmanawaty	Code of Conduct; scenarios													Code of Conduct issues integrated in trainings.
1.3.3 Provide specialized trainings on public information, media	Develop hearing management and minutasi checklist.	Court administration specialist (TBD)	Previous SOPs; documentation from other projects; assessments of the courts													Ethical code and best practices created/improved
	Develop a training module and manual for each divison of the courts (registrars, junior registrars, acting registrars, bailiffs, acting bailiffs, HR and Finance) on public information, decorum in the court, and court security, and train all staff in the pilot courts, as designated by the Supreme Court.	Court administration specialist (TBD)														Court staff training modules developed
	Assess security in each pilot court and make recommendations for limiting public access.	Court administration specialist (TBD)														Court security assessed and improved
	Provide trainings to court staff on court security and limiting access to non-public areas of the court..	Court administration specialist (TBD)														Court staff trained on security and public information

PIR 1: Sustained and broadened reform in the Supreme Court
KRA 1.3: Professionalized Court Staff

Activity	Tasks	Point Person	Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones
	Assess progress in improving court security and propose recommendations for Y2.	Court administration specialist (TBD)														Recommendations developed
1.3.4 Provide training and equipment to improve collection, and reporting, of court data through IT and more transparent and accountable procedures	Trainings on caseflow monitoring completed in three new district courts.	Court administration specialist (TBD)	Training materials from other projects													n/a
	Provide basic computer skills training.	Court administration specialist (TBD)														Basic computer skills trainings completed in 3 courts
	Provide trainings to IT staff on technical support in the courts.	Court administration specialist (TBD)														Court IT staff trained
	Provide trainings to public information staff in the courts.															Court public information staff trained
	Provide trainings on the new case information software once implemented in the court, and provide follow-on trainings and technical support in the three new district courts.	Court administration specialist (TBD)														Case information software trainings provided in 3 new courts
	Provide trainings on the new case information software, and provide follow-on trainings and technical support in the pilot courts designated by the Supreme Court.	Court administration specialist (TBD)														Case information software trainings provided in pilot courts

PIR 1: Sustained and broadened reform in the Supreme Court
KRA 1.3: Professionalized Court Staff

Activity	Tasks	Point Person	Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones
1.3.5 Provide professional skills trainings to improve career	In consultation with the Supreme Court, complete a training plan for the three new district courts and the courts designated as pilots by the Supreme Court.	Court administration specialist (TBD)	Training materials from other projects													Court staff training plan developed
	Develop curriculum and courses for court staff including including: caseflow management; caseflow monitoring; courtroom management; court security; public access to information; interacting with media; management of complex cases, legal research and writing, and effective utilization of IT.	Court administration specialist (TBD)														Curriculum and courses for court staff developed
	Implement court staff trainings and follow-up assistance or on the job mentoring in consultation with the Supreme Court.	Court administration specialist (TBD) and Judicial training specialist - Ana Rusmanawaty														Court staff training courses implemented
	Integrate court staff trainings with CJE and fellowship trainings for judges.	Court administration specialist (TBD) and Judicial training specialist - Ana Rusmanawaty														Court staff training courses integrated with CJE and fellowship program

PIR 1: Sustained and broadened reform in the Supreme Court
KRA 1.3: Professionalized Court Staff

Activity	Tasks	Point Person	Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Milestones
	Evaluate trainings and propose recommendations for Y2 for linking training participation and successful performance to human resources reforms.	Court administration specialist (TBD) andJudicial training specialist - Ana Rusmanawaty														Trainings evaluated
1.3.6 Provide gender and juvenile issues sensitization and anti-discrimination training	Develop components to be integrated in all trainings on effectively managing cases impacting women, children and disadvantaged persons. Materials will be developed on gender, anti-discrimination, and juvenile justice.	Judicial training specialist - Ana Rusmanawaty dan Access to Justice Specialist - Dewi Novirianti	Training materials from other projects													All trainings include sensitization to access to justice issues

Component 2 Sustaining and Broadening Reforms in the Attorney General's Office

The technical program described below is categorized by activities and sub-activities as detailed in the C4J contract, and the MCC Task scope of work for special initiatives through December 2010. Each activity, as described in the contract, corresponds to a key result area (KRA), as described below.

In addition to the chief of party and deputy chief of party, this Attorney General's Office (AGO) component will be led by Prosecution Advisor Michael Hartmann. Given her background on legal reform with the AGO and criminal justice expertise, Prosecution Specialist Theodora Yuni Shah Putri will assist Mr. Hartmann. An additional prosecution specialist with expertise in training design, curricula and implementation, will be recruited to ensure sufficient overlap to take leadership for this component once Mr. Hartmann's assignment is completed. In addition, various C4J Project staff will assist with both Component 1 Supreme Court and Component 2 AGO activities, including those working on training, public information, IT and caseflow management.

<u>Prosecutorial Services</u>
Expert: Michael E. Hartmann
Prosecutorial Specialist: Theodora Yuni Shah Putri (currently budgeted at 67 % of full-time)

<u>Training</u>
Prosecutorial Specialist (primarily training but other duties as assigned): TBD
Training Expert Ana Rusmanawaty, Training Coordinator Ira Soedirham, and two Training Assistants Florence Armein and Rian Hapsari (currently budgeted at up to 30% for AGO)

<u>Human resources</u>
HR Specialist: TBD
HR Specialist: (also familiar with budget/finance issues): TBD
STTA Myra Howze Shiplett (pending USAID approval for early 2011)

<u>Case Information Management</u>
Case Information/Caseflow Management Specialist and Transparency & Accountability Specialist: currently budgeted at up to 30% for AGO
Possible subcontract/STTA as budget priorities allow in Year 1

<u>Communications</u>
Communications Expert: Eric Sasono, Communications Specialist Ardi Prastowo and Communications Manager: TBD (currently budgeted at up to 30% for AGO)

<u>Cross-Cutting Specialists:</u>
IT Specialists Akhmad Bakhri (currently budgeted at up to 30% for AGO) & Fransisko Poerba (up to 24% for AGO)
Monitoring and Evaluation Specialist: Nori Andriyani (currently budgeted at up to 30% for AGO)

Access Reporting Specialist: Dewi Novirianti ((currently budgeted at up to 30% for AGO)

The AGO component of the work plan, including its Gantt charts, is based upon the assumption that C4J access will improve and that the AGO-proposed priorities and refinements of the project are realistic. Thus, unlike the C4J Supreme Court component, which has had the advantage of defined relationships and known circumstances, the AGO component work plan must contain the following caveats. First, that C4J will have frequent, direct and timely access to, and the cooperation of, the AGO headquarters and POs, including access to files and data in the relevant subject matter areas. Second, this work plan is devised after discussions with the AGO Planning Unit and AGO Reform Team. The activities and time lines are thus based upon AGO priorities, but the specific implementation may be affected by factors unforeseen by C4J.

Best practices in modern organizational development and prosecutorial reform initiatives strongly advocate that cooperative approaches with the assistance of experts are the most effective when analyzing needs and establishing priorities. In the absence of such cooperative approaches, the risk of failure in (i) identifying the major areas requiring attention and resources, and (ii) targeting the best possible solutions for sustainable outcomes is dramatically increased. Specifically, this workplan assumes full and successful cooperation and collaboration between C4J and the AGO's technical teams. The AGO will form approximately one dozen technical teams in accordance with its reform activities, and each C4J activity will be within the scope of an AGO technical team. The success of each C4J activity will thus depend on the expected effective cooperation and collaboration between C4J staff and consultants and the relevant technical team staff.

C4J Component 2 activities are organized under two key result areas. Each KRA includes critical elements of the "expected results" as identified in the C4J contract. The KRAs are linked to the required and illustrative indicators that will be finalized in the C4J PMP. C4J's illustrative indicators, which are to be more specifically aligned to program activities than the broader, higher-level required indicators, are being designed to be flexible to changing programmatic needs in consultation with USAID and the Attorney General's Office.

Note that the KRAs under 2.1 and 2.2 encompass the four-year span of the C4J Project, while the activities delineated below are for the first year of the four year project duration. These activities were proposed and agreed upon by AGO, USAID and C4J after comprehensive collaboration and consensus consultations.

KRA 2.1 Enhancing institutional management, integrity and efficiency of the Attorney General's Office (AGO)

A. More effective and efficient utilization of **AGO human resources and infrastructure** through reorganization and restructuring.
B. Improved **career advancement and disciplinary procedures** used by the AGO.
C. **IT-based transparent case management system** implemented in select prosecutor offices.
D. Strengthened **functional use of IT** to support prosecutorial office operations and administration.

Activity 2.1.1 Provide technical assistance to support the ongoing bureaucratic reform

The design and implementation plan for organizational restructuring of the AGO is set forth in the soon to be released AGO Regulation (*Perja*) on Organization and Procedure. If not yet completed upon the start of C4J assistance to the AGO, we will offer to assist in the development of this regulation and, upon its publication, will provide technical support to the AGO's technical teams in two areas:

- Assist and facilitate the AGO Change Management Technical Team on the policy impact analysis and implementation of the Regulation on Organization and Procedure. This will include beginning in Year 1 and through Year 2 assisting this technical team on utilizing its analysis to preparing for and develop the envisioned reforms.

- Assist the relevant AGO technical team to prepare revised business processes and SOPs pursuant to the objectives of the Regulation on Organization and Procedure for all work units within the AGO and the provincial and district prosecutors' offices.

Implementation of these activities is contingent on successful implementation of the reforms identified in 2.1.1.The AGO has requested specific expertise on training of trainers in relation to the above Change Management reforms. Design, pilot-testing and implementation of such a train the trainers programs will begin by end of February 2011, and continue throughout Year 2 and beyond.

These activities will be led by prosecutorial services expert Michael Hartmann, prosecutorial specialist Theodora Yuni Shah Putri, the TBD human resource specialists and possible Indonesian subcontracted specialists, and STTA subject-matter experts, as required. We will have two prosecution specialists, one as an umbrella coordinator/collaborator on all 2.1 and 2.2 issues, and another to specialize in training issues. C4J now has Ms. Putri and the latter will be hired in Year 1 to support these activities. This cooperation and collaboration between C4J and the AGO (including the AGO Bureaucracy Reform Team and all AGO technical teams) will commence upon agreement with the AGO Bureaucracy Reform Team, the AGO Planning Unit, the AGO Assistance Team (also known by some as the AGO Legal Reform Team), and the AGO technical teams. We will also coordinate closely with the US Department of Justice OPDAT Program in Indonesia, and other donors, projects and NGOs.

2.1.2 Establish transparent credentials and training requirements

The AGO has asked for assistance in the revision and implementation of the Minimum Professional Standards Regulation, as part of its reform aiming to establish transparent credentials and training requirements. This will entail as well corollary SOPs and complementary revision of the Regulations on Career Development and Management and on Career Advancement. See2.1.3.,*infra.*We will provide technical assistance to the AGO technical team in revision and to begin implementation of the Minimum Professional Standards Regulation, including comparative and international prosecution standards and qualifications adapted to

Indonesian circumstances and needs. Once finalized, we will provide technical assistance to the *Pusdiklat* consistent with this Regulation and related SOPs. See 2.2.3, *infra.* Note that the *Pusdiklat* will become the *Badiklat* after its transformation and "promotion" from Center to Agency)

This activity will be led by Mr. Hartmann and Ms. Putri, along with the TBD prosecution training specialist, and the TBD human resources specialist. It will commence with discussions with the AGO Bureaucracy Reform team, the AGO Planning Unit, relevant AGO prosecutors, the AGO Assistance Team, and the AGO technical teams, as well as with US DOJ/OPDAT, and other donors, projects and NGOs.

2.1.3 Improvement of Career Advancement Process

The AGO has requested specific assistance in Year 1 on preparing the career path for prosecutors and staff, and on developing a system for identifying and managing talent. Following C4J technical assistance to the AGO technical team finalizing the Minimum Professional Standards Regulation (see 2.1.2., *supra*), and its promulgation, the C4J team will cooperate with the technical teams to develop a design for career path and talent management procedures.

At the same time, we will collaborate and cooperate with the relevant technical teams on development of a new AGO Regulation on Career Advancement that will be developed in reference to the changes in organizational structure. This has as a necessary predicate the AGO's promulgation of the new Regulation on Organization and Structure, anticipated by November 2010. Our assistance will include collaborating and cooperating with the AGO technical teams that will:

- Develop prosecutorial competence and leadership models for strategic positions in the AGO (modeling competency) and link competence and leadership models to developing job criteria for strategic prosecutorial position in the AGO organization.
- Develop for prosecutor, staff, and work units a simple but effective performance appraisal instruments (IPKJ/S/U), to be used in transition in the bureaucracy reform phase in the AGO, including involvement of Advancement as well as other relevant technical teams.
- Develop the design of a permanent AGO assessment center within the authority of the Deputy Attorney General of Advancement (beginning in December 2011 and continuing through Year 2).
- Design and begin implementation of Human Resources Training for the Human Resources Management Unit of the AGO headquarters.

Preparation and planning for the above activities will commence as early as possible in Year 1 following agreement with the AGO leadership and technical teams on the specific scopes of work, which we seek to have by no later than January 2011.

We will coordinate and cooperate closely with the future USAID Educating to Justice project on recruitment and development of talent from the Indonesian law schools.

A systematic review of factors that might discourage women and members of minority or disadvantaged groups to seek careers with the AGO will also be initiated and continued during the process, and extending into Year 2 and beyond.

These activities will be led by the human resources specialists and possible Indonesian subcontractor(s), and STTA Ms. Shiplett, in consultation with Mr. Hartmann and Ms. Putri. These activities will commence in Year 1 once the assigned technical team's human resources action plan phasing, sequencing and priorities are revealed, which we assume will be no later than three months after the new AGO regulation is finalized. The activities will commence with discussions with the AGO Bureaucracy Reform team, the AGO Planning Unit, relevant AGO prosecutors, the AGO Assistance Team, and the AGO Technical Teams, as well as with US DOJ/OPDAT and other donors, projects and NGOs.

2.1.4 Provide assistance to build capacity of SIMKARI IT

The AGO's Management Information System (SIMKARI) is a valuable asset that must be managed properly to ensure the integrity, security, efficiency and smooth operation of the internal functioning and public services provided by the AGO. To carry out this mission, the AGO has expressed its need for the standardization of work processes and procedures on matters relating to SIMKARI. In the implementation phase, SIMKARI often faces obstacles, one of which is that SIMKARI lacks standardization of all of its processes and working procedures, *i.e.,* no SOPs. Policies and procedures for efficient and effective utilization of information technology are needed to facilitate and support access by AGO staff to all relevant information in the AGO.

Accordingly, we will provide assistance to the AGO SIMKARI Technical Team in drafting the SOPs related to IT SIMKARI on selected topics in accordance with the requested priorities and needs of AGO. As a precursor activity before we begin assisting in developing SOP IT SIMKARI, the topics of the selected SOPs will be discussed with the AGO technical team. We will then begin with an assessment of SIMKARI in the AGO HQ, and with three prosecutor offices located in proximity to Jakarta with the purpose of producing a source material for develop and update SOP IT SIMKARI.

Meetings will be held with relevant AGO IT contractors and AGO unit technical officials to review the IT needs of prosecutorial offices and to analyze the manual and automated case information management systems in use, along with related document reviews. These activities will be followed by consultation visits in collaboration with SIMKARI technical team members to three prosecutorial offices to review their IT infrastructure and case management system. Based on these consultations, we will assist the AGO technical teams on development of and updates to the IT policies and procedures, with the goal of completing the selected SIMKARI SOPs by the end of September 2011.

These activities will be led by Mr. Bakhri and Mr. Poerba, with possible Indonesian subcontractors and an STTA (if approved by USAID), in consultation with Mr. Hartmann and Ms. Putri, assisted by the TBD Caseflow Management and Transparency/Accountability Specialists. These activities will commence with discussions with the AGO Bureaucracy Reform

team, the AGO Planning Unit, relevant AGO prosecutors, the AGO Assistance Team, and the AGO technical teams, as well as with US DOJ/OPDAT and other donors, projects and NGOs.

2.1.5 Provide technical assistance to ensure Prosecutor Office performance is uniform, objective and to improve internal accountability

The AGO has identified the following reforms that it would like to ensure the objectivity of prosecutorial office performances through uniform and objective treatment of all cases and suspects/accused persons, and also to improve AGO internal accountability. To achieve that goal, we will assist relevant AGO technical teams to:

- Develop standardized substantive criminal law and procedure guidelines and indictment guidelines, including case selection, investigation/police follow-up, charging and amendment/dismissal policies, and sentence requests, with priority on special crimes issues and specific AGO requests once C4J begins implementation.

This activity is led by Mr. Hartmann, Ms. Putri, with the consultations and collaboration/ensuring of consistency of approach the TBD Prosecution Training Specialist. It will commence with discussions with the AGO Bureaucracy Reform team, the AGO Planning Unit, relevant AGO prosecutors, the AGO Assistance Team, and the AGO technical teams, as well as with US DOJ/OPDAT and other donors, projects and NGOs.

2.1.6 Provide technical assistance to increase public access

The AGO has expressed a need to implement the AGO Regulation on Public Information Management and Services at prosecutor offices. We will assist the relevant technical team to:

- Provide capacity-building training and dissemination of training resources for the officer in charge of Information and Documentation Management (PPID) in each of the three pilot prosecutor offices, including assisting the technical team to design curriculum and materials for FOI Act compliance for PPIDs staff.

We will provide training and curriculum assistance after the Attorney General's Regulation on Public Information Management is finalized. If finalization occurs within three months, the PPID training will begin by May 2011, following a thorough review of the Freedom of Information Act and the related Attorney General's Regulation, and design of the training curriculum with AGO technical team.

Led by Mr. Sasono and Indonesian specialists TBD, with consultations with and input on substantive prosecution duties and responsibilities from Mr. Hartmann and Ms. Putri, meetings will be held with the AGO and media and NGO representatives, defense attorneys and other stakeholders, on the current access of the public to information on cases, public complaints, and disciplinary measures, and other media and information-related issues. These activities will commence with discussions with the AGO Bureaucracy Reform team, the AGO Planning Unit, relevant AGO prosecutors, the AGO Assistance Team, and the AGO technical teams, as well as with US DOJ/OPDAT and other donors, projects and NGOs.

PIR 2: Sustaining and broadening reforms in the AGO

KRA 2.1: Enhancing institutional management, integrity and efficiency of the AGO

Activity	Task	Person In Charge	Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestone
2.1.1 Provide technical assistance to support the ongoing bureaucratic reform	Assist Technical Team to Train AGO Change Management Technical Team in designing change management program	Human Resources Specialist with Prosecution Training Specialist	Previous SOPs; documentation and studies from previous projects													AGO Change Management Technical Team trained in designing change management program
	Assist the AGO Change Management Technical Team on drafting the impact analysis policy	Human Resources Specialist														Complete impact analysis policy
	Assist AGO Technical Team on drafting and revising selected business processes and standard operating procedures (SOPs)	Human Resources Specialist														Selected Business processes revised and selected SOPs prepared
2.1.2 Establish transparent credentials and training requirements	Assist Technical Team in revision and begin implemention of the Minimum Professional Standards Regulation	Human Resources Specialist	Previous SOPs; documentation on professional standards													Minimum Professional Standards Regulation revised and implementation begun

PIR 2: Sustaining and broadening reforms in the AGO

KRA 2.1: Enhancing institutional management, integrity and efficiency of the AGO

Activity	Task	Person in Charge	Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestone
2.1.3 Improvement of Career Advancement Process	Assist technical team to develop the Modelling competency for strategic positions	Human Resources Specialist	National and Internal Regulation on Career Development and Management													Modelling competency for strategic positions developed
	Assist technical team to develop Job Criteria/descriptions for strategic positions	Human Resources Specialist														Job criteria for strategic positions developed
	Assist technical team to design and begin development of the Assessment Center	Human Resources Specialist														Assessment center designed and development begun
	Assist technical team to develop Performance Appraisal for Prosecutors, Staff and for Units (IPKJ/S/U) to be use in transition phase	Human Resources Specialist														Performance Appraisal for Prosecutors, Staff and for Units (IPKJ/S/U)
	Assist technical team to design and begin development of the Talent Management	Human Resources Specialist														The Talent Management designed and begun development

PIR 2: Sustaining and broadening reforms in the AGO
KRA 2.1: Enhancing Institutional management, Integrity and efficiency of the AGO

Activity	Task	Person in Charge	Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestone
	Begin assisstance to technical team to design and conduct a Human Resources Training for Human Resources Unit in AGO HQ	Human Resources Specialist														Human resources Unit has begun being trained
	Assist technical team on develop and revise AGO Regulation on Career Advancement.	Human Resources Specialist														New regulation on career advancement developed and revised
2.1.4 Provide assistance to build capacity of IT SIMKARI	Assist technical team to review and assess IT SIMKARI with the purpose of producing a source material to develop and update IT SIMKARI in AGO HQ and 3 pilot POs in proximity of Jakarta	Akhmad Bakhri	Previous SOPs; documentation and studies from previous projects; all documentation relating to SIMKARI													IT SIMKARI assessed
	Assist technical team to develop and update the AGO's IT SIMKARI SOPs	Mr. Bakhri														IT SIMKARI SOPs developed

PIR 2: Sustaining and broadening reforms in the AGO
KRA 2.1: Enhancing institutional management, integrity and efficiency of the AGO

Activity	Task	Person in Charge	Resources	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestone
2.1.5 Technical assistance to ensure prosecutorial office performance is uniform, objective and to improve internal accountability	Assist the technical team to develop and standardize selected substantive criminal law and procedure, and indictment guidelines, including case selection, investigation/police follow-up, charging, dismissal decisions, and sentence requests, with priority on special crimes issues and AGO requests.	Mr. Hartmann, Ms. Putri														Standardize selective substantive criminal law/procedure and indictment guidelines developed
2.1.6 Provide technical assistance, to increase public access	Assist the technical team to design the training curricula and materials for FOI Act compliance to be use in Training for PPIDs staff	Mr. Sasono	Previous SOPs; regulation on public access to information, and documents from JSRP and others.													Freedom of Information training curricula and materials developed
	Assist the technical team to train PPIDs staff from 3 Pilot POs	Mr. Sasono and Training Specialist														PPID from 3 Pilot POs Training compeleted

KRA 2.2 Improving staff technical competence and accountability

A. Strengthened **AGO Training Center/Agency** (*Pusdiklat/Badiklat)*
B. Competent **AGO support personnel** able to work effectively on cases, and
C. Strengthened AGO **performance monitoring/evaluation and disciplinary system**

The AGO has requested assistance with two separate but related institutions, the *Pusat Pendidikan dan Latihan* (*Pusdiklat*) or Training Center, and the *Pusat Penerangan Hukum* (*Puspenkum*) or Legal Information Center. The former, *Pusdiklat*, trains the prosecutors on their functions, while the latter, *Puspenkum*, educates the society as well as AGO staff as to the mandate, purpose, and actions of the AGO; including the legal literacy of Indonesians and prosecution users. Note that the C4J legal education and training activities are dependent upon the AGO's completion and promulgation of regulations, SOPs and organizational reforms that form the basis of such trainings.

2.2.1 Complete a comprehensive assessment of education and training needs of the Pusdiklat/Badiklat

The C4J contract with USAID specifies that a training needs assessment should be conducted. However, the AGO has stated in several meetings with C4J and USAID its strong preference that rather than re-assessing programs already so evaluated, a dedicated briefing and documentation review and limited focus group discussions be held to understand the capacity of the Legal Information Center (*Puspenkum*) staff, to allow us to assist the AGO technical team to assist *Puspenkum* employees and to assist in the design and implementation of Public Relations and Public Speaking training. See 2.2.7, *infra.*

C4J as preparation for technical assistance to the *Pusdiklat/Badiklat* must necessarily perform briefing and focus group discussions, and review of reports and documents, on the *Pusdiklat* to form the basis for our assistance to the AGO technical team managing the implementation of the AGO Regulation that will transform that center into a higher level Training Agency (*Badiklat*). The focus is to assist the technical team on reviewing and assessing the training management and operation, and selected training curricula, of the *Badiklat.* In response to the express priorities stated by the Director of the Pusdiklat, these activities will be done by us before finalizing any other technical assistance on training now provided by the *Pusdiklat*. We will thus review and assess the training management and operation of the Badiklat, and selected curricula, with assistance to the technical team on implementation of development of management/operation of the Badiklat in Year 2 and later. See 2.2.5, *infra.*

This activity will be led by the TBD prosecution training specialist, assisted by Mr. Hartmann and Ms. Putri, Ms. Rusmanawaty, Ms. Cahayani, and any necessary STTA TBD. This activity will commence during Year 1, after the assessment on *Badiklat* training management and operation is completed. This activity will commence with discussions with the AGO Bureaucracy Reform team, the AGO Planning Unit, relevant AGO prosecutors, the AGO Assistance Team, and the relevant AGO technical teams, as well as with US DOJ/OPDAT and other donors, projects and NGOs.

2.2.2 Identification of training opportunities

The AGO has prioritized specific categories of training that it desires to improve the skills and professionalism of its training officials, including public relations and public speaking, code of conduct, training methodologies, management of trainings, and relevant publications development.

As described below, in conjunction with assistance in the transformation and implementation of the Regulation converting the *Pusdiklat* to the *Badiklat*, we will advise and assist the *Pusdiklat* staff and relevant AGO technical team to identify training for Continuing Prosecutor Education (CPE), including training opportunities in Indonesia and abroad, and to develop a strategy for longer-term comprehensive training on selected topics.

This activity will be led by a TBD prosecution training coordinator and TBD prosecution training coordinator, in consultation with Mr. Hartmann and Ms. Putri, and possibly a subcontractor and expert STTA. This will occur after consultation with the AGO and the *Pusdiklat/Badiklat.* This activity will commence after agreement with the AGO on the scope of these activities is completed. This activity will commence with discussions with the AGO Bureaucracy Reform team, the AGO Planning Unit, relevant AGO prosecutors, the AGO Assistance Team, and the relevant AGO technical teams, as well as with US DOJ/OPDAT and other donors, projects and NGOs.

2.2.3 Provision of training opportunities in Indonesia and abroad

International and Indonesian training programs such as fellowships for prosecutors will begin development in Year 2.These training opportunities will emphasize both management and technical skills for prosecutors. International technical training programs will be defined in consultation with the AGO, and may emphasize trans-border crimes, secure extraditions of convicted criminals, transfer of convicts, mutual legal cooperation for law enforcement operations, prosecutor investigations, trial evidence and asset recovery, effective coordination with the courts, and obtaining and exchanging evidence. Participants will be selected, in consultation with the AGO, from among those who exhibit strong leadership qualities, commitment and performance during technical assistance and trainings in Year 1. Planning for this activity and selection of topics and opportunities will be led by Mr. Hartmann and Ms. Putri, after consultation with the TBD prosecution training specialist, and selection will be in consultation with the *Pusdiklat/Badiklat,* the AGO Bureaucracy Reform team, the AGO Planning Unit, relevant AGO prosecutors, the AGO Assistance Team, and the relevant AGO technical team, as well as with US DOJ/OPDAT.

Fellowship opportunities at Indonesia University and abroad will be identified and discussed as to subject matter, resource allocation and the selection process for candidates, with any implementation in Year 2 and afterwards. Planning for these training opportunities will be led by a TBD prosecution training specialist and Ms. Cahayani, after consultation with Mr. Hartmann and Ms. Putri, Ms. Rusmanawaty and Ms. Soedirham, and possibly expert STTA as determined in consultation with the AGO Bureaucracy Reform team, the AGO Planning Unit, relevant AGO

prosecutors, the AGO Assistance Team, and the relevant AGO technical teams, as well as with US DOJ/OPDAT.

2.2.4 Provision of in-country pilot training

Training curriculum, including materials on the code of conduct with commentary and annotation, will be devised, as part of technical assistance to *Pusdiklat/Badiklat* through comparative review and focus groups on design, and will begin implementation of trainings for trainers on Code of Conduct, Civil Service Disciplinary procedures and Prosecutors' Honorary Council (MKJ), and international prosecution standards applicable to Indonesia, including use of fact and legal simulation, case studies and other interactive teaching methods. Presentation modes may include tutorial, seminar, and other formats.

Led by Mr. Hartmann, planning for this activity will commence during Year 1, and trainings will commence following agreement with the AGO. Mr. Hartmann will be assisted by Ms. Putri, the TBD prosecutorial training specialist, other C4J staff, and Indonesian local subcontractor if required, after consultation with the AGO Bureaucracy Reform team, the AGO Planning Unit, relevant AGO prosecutors, the AGO Assistance Team, and the relevant AGO technical teams, as well as with US DOJ/OPDAT and other donors, projects and NGOs.

2.2.5 Support to the AGO *Badiklat* to Implement Assessment results and specific *Badiklat* activities

After updating its knowledge base of *Pusdiklat/Badiklat* strengths and weaknesses and lessons learned, as stated in 2.2.1, *supra,* we will assist the AGO relevant technical team in designing development plans in the management and operation of *Badiklat* in accordance with the results of the assessment, which will be followed by implementation in Years 2, 3 and 4.

We will also assist the AGO technical team to begin design and development of selected curricula in accordance with the results of the assessment, and design the training pilot projects.

We will also implement a tutorial/seminar schedule, as led by Mr. Hartmann on selected substantive topics of interest to the AGO.

These activities will be led by the TBD prosecution training specialist, after consulting with Mr. Hartmann, Ms. Putri and a TBD human resources specialist, and to commence during Year 1 and will continue through the remainder of the project. During these activities, we will consult, especially on prioritization and topic selection, with the AGO Bureaucracy Reform team, the AGO Planning Unit, relevant AGO prosecutors, the AGO Assistance Team, and the relevant AGO technical teams, as well as with US DOJ/OPDAT and other donors, projects and NGOs.

2.2.6 Provision of Pilot Skills Training by the *Badiklat*

We will coordinate closely with, and provide requested technical assistance to, the AGO *Pusdiklat/Badiklat* throughout Year 1 in its transformation. In particular, based on its assessment and vetting with *Badiklat* staff, we will assist the technical team to devise SOPs and begin design

of materials for detailed class notes and handouts (fact patterns, laws, regulations, legal analyses, and SOPs).

After assessment and design, we will use focus groups to begin devising testing through pilot training and evaluation processes the skills and subject-matter training materials and methods for training (for prosecutorial and prosecutorial services staff).

These activities will be led by a prosecution training specialist TBD, after consulting with Mr. Hartmann, Ms. Putri, Ms. Rusmanawaty and Ms. Soedirham, and a TBD human resources specialist, with the topics and areas of priority to be selected upon consultation with the AGO Bureaucracy Reform team, the AGO Planning Unit, relevant AGO prosecutors, the AGO Assistance Team, and the relevant AGO technical teams, as well as with US DOJ/OPDAT and other donors, projects and NGOs.

2.2.7 Support to the AGO *Puspenkum* (Legal Information Center)

We will coordinate closely with, and provide requested advice and technical assistance to the *Puspenkum* staff on building internal communications and facilitating uniform approaches and professionalism in the AGO. In particular, we will assist in the design and implementation of Public Relations and Public Speaking training for *Puspenkum* officers for the purpose of interacting with the media, and begin design and planning of the same for AGO officials of Echelon III. The latter activity will start in Year 1 but continue through Year 2 and afterwards.

These activities will be led by Mr. Sasono upon consultation with Mr. Hartmann and Ms. Putri, the prosecution training specialist, and other C4J staff, and after consultation with the AGO Bureaucracy Reform team, the AGO Planning Unit, relevant AGO prosecutors, the AGO Assistance Team, and the relevant AGO technical teams, as well as with US DOJ/OPDAT and other donors, projects and NGOs.

PIR 2: **Sustaining and broadening reforms in the AGO**
KRA 2.2: **Improving staff technical competency and accountability**

Activity	Tasks	*Point Person*	*Resources and Notes*	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestone
2.2.1. Complete a comprehensive assessment of education and training needs	Assist Technical Team to review and assess the training management and operation of the Badiklat.	Training Specialist	AGO reports, Pusdiklat materials, comparative exemplars													Management and operation of the Badiklat assessed
	Assist technical team to review and assess the selected training curriculums	Training Specialist	AGO reports, Pusdiklat materials, comparative exemplars													Selected training curriculums assessed
2.2.2 Identification of training opportunities	Identify training for CPE, including training opportunities in-country and abroad, and develop strategy for longer-term comprehensive training on the selected topics.	Training Specialist	AGO priorities and internal reports, assessment.													Training for CPE identified; strategy for longer-term comprehensive training developed
2.2.3 Provision of training opportunities in Indonesia and abroad	Fellowship opportunities abroad and at Indonesia University identified and priorities of AGO discussed as to subject matter, resource allocation and selection process for candidates.	Training Specialist	AGO priority, experiences from other law enforcement institutions such as Supreme Court													Opportunities selected
	Short-term specialized training abroad (e.g., International legal assistance and transnational criminal law and procedure) to be identified and priorities/resources discussed with AGO.	Training Specialist and Mr. Hartmann														short term training abroad identified

PIR 2: **Sustaining and broadening reforms in the AGO**
KRA 2.2: **Improving staff technical competency and accountability**

Activity	Tasks	*Point Person*	*Resources and Notes*	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestone
2.2.4. Develop training on Code of Conduct and profession ethics	Technical assistance to Pusdiklat/Badiklat through comparative review and focus groups on design and begin implementation of trainings for trainers on Code of Conduct, Civil Service Disciplinary procedures and Prosecutors' Honorary Council (MKJ), including simulation, case studies and interactive teaching methods.	Mr. Hartmann	Badiklat materials, comparative exemplars, international standards													Development of Code of Conduct training curriculum and materials including pilot finalization
2.2.5. Support the AGO Badiklat to Implement Training Need Assessment result	Implementation of a program of Tutorial and Seminar with topics to be prioritized in consultation with AGO.	Mr. Hartmann, Ms. Putri and Training Specialist	AGO reports, Pusdiklat materials, comparative international exemplars													Tutorial program implemented
	Assist technical team in designing the develop plans in the management and operation of Badiklat accordance with the results of the assessment, which will be followed by implementation in year 2, 3 and 4	HR Specialist, Training Specialist														Development plans in the management and operation of Badiklat designed

PIR 2: **Sustaining and broadening reforms in the AGO**
KRA 2.2: **Improving staff technical competency and accountability**

Activity	Tasks	*Point Person*	*Resources and Notes*	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestone
	Assist technical team in designing and develop of selected curricula in accordance with the results of the assessment, and design the training pilot Project, which will be followed by implementation in year 2, 3 and 4	Training Specialist														Development plans in the training curriculum designed
2.2.6. Provision of pilot training	Based on assessment and vetting with Pusdiklat staff, assist technical team to devise SOPs and begin design of materials for detailed class notes and handouts (fact patterns, laws, regulations, and SOPs).	Training Specialist	AGO reports, Pusdiklat materials, comparative exemplars													SOPs and design done with exemplar material
	After assessment and designing, use focus groups to begin devising testing through pilot training and evaluation processes the skills and subject-matter training materials and methods for training	Training Specialist														Pilot testing done
2.2.7 Support the AGO Puspenkum (Legal Information Center)	Provide assistance for Puspenkum employees regularly based on the request of Puspenkum employees and time avalaibility of C4J consultant.	Mr. Sasano	Media and AGO reports, examplars													Assistance for Puspenkum employees provided

PIR 2: **Sustaining and broadening reforms in the AGO**
KRA 2.2: **Improving staff technical competency and accountability**

Activity	Tasks	*Point Person*	*Resources and Notes*	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Milestone
	Assist in design and implementation of Public Relations and Public Speaking training for Puspenkum officers for the purpose of interacting with the media, and begin same for AGO officials of Echelon III.	Mr. Sasano														Public relations and public speaking training designed, and trainings begun.

Component 3 Providing Timely Assistance for Special Initiatives to Advance Justice Sector Reform

Component 3 is designed to meet the needs for special initiatives, as determined by USAID from time to time over the course of the project.

The first of these special initiatives is an MCC-funded activity to provide assistance to eight district courts in two activity areas: public information and implementation of IT, or Components 3.1 and 3.2 respectively.

The activities under this MCC-funded initiative are integral to other assistance to be provided to the Supreme Court. Thus, the same C4J Project staff will provide assistance to the eight courts, with the support of subcontractors on such activities as public perception surveys, development of the automated case management system, and IT procurement. While the MCC-funded special initiative will conclude at the end of December 2010, the C4J Project will continue to support these reforms over the course of the project through Component 1.

For purposes of the Training Needs, IT, and Public Information Assessments, described above under Component 1, the project will focus on the eight Component 3 courts for collecting information and will compare findings from the five district courts that previously received assistance with the three new district courts that are receiving assistance for the first time.

The C4J individuals working on Component 3 tasks are as follows

<u>Communications</u>
Expert: Eric Sasono
Specialist: Ardi Prastowo

<u>Case Management</u>
STTA: Katie Fahnestock

<u>IT Team</u>
Specialist: Akhmad Bakhri
Local consultants and subcontractors

<u>Training</u>
Training Coordinator: Ira Soedirham
Training assistants: Florence Armein and Rian Hapsari

<u>Cross-cutting team</u>
Monitoring and Evaluation Specialist: Nori Andriyani
Access Reporting Specialist: Dewi Novirianti

Task 3.1 Improving the Public Relations Functions

All 3.1 activities will be led by Mr. Sasono. He will be assisted by Mr. Ardi Prastowo, who will take the lead on developing and implementing a media strategy and media training with the Supreme Court. This communications team will work in close collaboration with the IT team and all of the C4J Project staff. The key results areas that these activities relate to are also listed below.

3.1.1 Providing information services to the public

We will identify and sponsor a visit by a court public relations expert from a court in the region (to be determined) to meet with male and female representatives from each of the nine courts; meet with the Supreme Court leadership; and to provide training.

3.1.2 Public information study visit

In November 2010, representatives from each of the eight district courts and the Supreme Court will visit the Supreme Court and Subordinate Courts in Singapore. This visit will be facilitated and led by Mr. Sasono along with Mr. Prastowo. Participants will be selected by the Supreme Court. The purpose of this study visit will be to teach the participants first-hand how another country in the region makes information transparent and publicly available in an appropriate manner for the courts.

3.1.3 Development of standard operating procedures on public information

An objective of the training and the study visit will be for the public information expert to work with project staff and court representatives on improved roles, responsibilities and procedures.The goal from these exercises will be to have new proposed SOPs, and to lead the first round of socialization on these SOPs by the end of December 2010.

3.1.4 Mentoring to court staff on providing public information

We will identify male and female junior staff within the Supreme Court who will receive regular mentoring by the public information expert and project staff improve their skills and strengthen the Supreme Court's strategies fordemonstrating transparency to the press and public.

3.1.5 Development of a media strategy within the Supreme Court

Concurrently with the other activities described in this section, the project's communications specialist will work with a committee established by the Supreme Court to develop a media strategy beginning in July 2010. This will include TV talk shows, printed material and other outreach activities. Committee members involved in development of the media strategy will also work with the court representatives participating in public information trainings, the study visit and development of SOPs to apply lessons learned. A Supreme Court media event will be held by the end of December 2010, and a training workshop on public and media relations will be held by the end of December 2010.

3.1.6 Improving skills for addressing public complaints

In conjunction with development of improved SOPs, the public information expert and project staff will assist the courts to implement systems and improve skills for addressing public complaints.

Task 3.2Improving Public Information Systems

Activities will focus on the three district courts being assisted by the MCC public information and court automation effort, i.e., Bandung, Palembang and Samarinda District Courts. In addition, a fourth district court in Denpasar may be added. These activities will be led by IT Mr. Bakhri and an expatriate expert on IT and STTA caseflow management consultant Kathryn Fahnestock. Mr. Bakhri will be assisted by a staff of one full-time IT infrastructure and software manager and up to six short-term consultants to be based in the three new courts so that these courts have daily support in implementing the automation. The IT team will be supported by the project's training team in developing and implementing IT and case monitoring trainings, to be held at each of the three new courts. In close coordination with the communications team, the trainings will emphasize how technology should be used to increase the public's access to data and information on court proceedings.

3.2.1 Procurement of computers

A total of 150 computers will be procured and installed in the three to four new courts, in addition to up to three servers per court for managing the automated case tracking system (CTS) and two digital audio recording (DAR) units per court. At least one of the 50 computers procured for each court will be installed at the public information desk and internet kiosk at the public entrance to the court. Prior to installation of the computer equipment, we will subcontract for an electrical survey and the courts will be remediated to manage the electrical loads prior to installation of the computerized equipment.

As an alternative to cabling each court building for connecting computers to the servers, we may install wireless access pointsto avoid what are likely to be significant costs and delays to install cabling throughout each court. Electrical surveys and remediation, if necessary, will be completed by the end of December 2010. Basic computer skills trainings will begin concurrently with remediation of the courts following delivery of the computers. CTS trainings will begin as soon as basic computer skills trainings have been completed and the first phase of the software development has been completed.

3.2.2 Implementation of public information desk and internet kiosk

We will hire a subcontractor to construct one public information desk and one internet kiosk for each of the three new courts if required.Another subcontractor will design and print brochures and annual reports under the direction of the communications expert. Websites will be utilized to provide appropriate court information to the public, but we have found that each of the three new courts have already developed good websites. Public complaint/comment procedures will be improved and posted at the public information desk, along with public complaint/comment forms. These tasks will be followed by intensive in-court trainings and mentoring through the end of December 2010.

3.2.3 Basic computer skills training

A local subcontractor, with the assistance of the project training team, will train all judges and court staff on basic computer skills and how to maintain and use the CTS.

3.2.4 Development of standard operating procedures on IT

Development of the SOPs described above under Task 1 will include establishing guidelines, roles and responsibilities for implementation of the new computers and software. Intensive daily trainings and mentoring will be provided to all judges and court staff by the IT, training and communications teams.

Additional activities to be determined

Additional Component 3 activities (i.e., 3.3 *et seq*) may be added in the future, as directed by USAID.

MCC SCOPE OF WORK

	Activities	Point Person	Resources	2010								Milestones
				May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Task 1. Improving the Public Relations Function	Study visit to another country facilitated public information expert	Eric Sasono										
	Assist courts with improved roles, responsibilities and procedures / SOPs	Eric Sasono										
	New SOPs implemented	Eric Sasono										
	Identify and mentor junior staff within the Supreme Court on public relations	Eric Sasono										
	Begin development of Supreme Court media strategy	Ardi Prastowo										
	Supreme Court media event	Ardi Prastowo										
	Training on public and media relations	Ardi Prastowo										
	Implement systems and improve skills for addressing public complaints	Eric Sasono										
Task 2. Improving Public Information Systems	150 computers, 15 servers, 6 digital audio recording (DAR) units procured for 3 new courts, and possibly Denpasar District Court	Akhmad Bakhri										
	CTS software enhanced in 4 district courts	Akhmad Bakhri										
	Electrical surveys and remediation completed in 3 new courts	Akhmad Bakhri										
	Basic computer skills trainings in 3 new courts	Akhmad Bakhri										
	CTS trainings in 4 new courts	Akhmad Bakhri										
	CTS goes live in 4 new courts	Akhmad Bakhri										
	Build and install 1 public information desk and 1 internet kiosk in each of 4 new courts	Communications Manager										
	Improvement of website for each of 3 new courts if required	Communications Manager										
	Design and print brochures and annual reports for each of 3 new courts	Communications Manager										
	Public complaint/comment procedures improved and posted at public information desk, along with public complaint/comment forms	Eric Sasono										