

Pacific Judicial Development Programme



Australian Government
AusAID

Activity Completion Report

National Coordinators' Forum

February 2008

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Abbreviations

NC	National Coordinator
ODS	Organisational Development Specialist
PC	Programme Coordinator
PD	Programme Director
PEC	Programme Executive Committee
PIC	Pacific Island Country
PJDP	Pacific Judicial Development Programme
SFM	Senior Faculty Member
TNA	Training Needs Analysis

1. Title of Completed Activity

This Activity Completion report refers to the National Coordinators' Workshop conducted in Brisbane between 12 and 14 February 2008.

2. Name of Counterpart Agencies and Participants

This National Coordinators' Workshop was the second regional activity conducted by PJDP. National Coordinators (NCs) from 12 of the participating Pacific Island Countries (PIC) were represented at the workshop¹:

- (1) John Kenning - Cook Islands
- (2) Erite Awira – Kiribati
- (3) Ingrid Kabau – Marshall Islands
- (4) Darren Tohovaka – Niue
- (5) Gloria Lonno – Palau
- (6) Judge Gibbs Salika – Papua New Guinea
- (7) Steven Oli – Papua New Guinea
- (8) Judge Clarence Nelson – Samoa
- (9) Nelson Laurere – Solomon Islands
- (10) Nunia Mone – Tonga
- (11) Afele Kitiona – Tuvalu
- (12) Nesbeth Wilson - Vanuatu

The PJDP core team of Programme Coordinator (PC) and Senior Faculty Member (SFM) designed and delivered the activity with presentations also being made by the Programme Director and the Gender Advisor from AusAID.

3. Executive Summary

Since its inception the PJDP has seen it as immensely important to bring together the NCs from all participating PICs. The NCs are the primary interface with PJDP for the implementation of its activities. In addition, they are accountable for articulating each PIC's national annual plan which feeds into the consultative process for the development of the PJDP annual plan for consideration, ultimately, by the Programme Executive Committee (PEC).

¹ Eparama Rokoika from Nauru, Kapilly Capelle from FSM and the NC from Fiji were not present

3.1 Activity description

Being accountable for timely and efficient implementation of activities, and increasing the level of resource sharing across the region, the workshop included the following topics:

- Clarification of roles and responsibilities of NCs including facilitating support to NCs to alleviate the burden of managing this role in addition to the responsibilities of their paid positions;
- Clarification of the details of proposed activities in each PIC in this Annual Plan, including the dates and content of those activities;
- Facilitating the development of national vision and mission statements as well as implementation plans for PJDP and other development activities in each PIC;
- Development of national and regional support networks;
- The importance of baseline data; what to collect and how to collect it;
- Skills to conduct training needs assessments;
- Identification of regional priorities and shared needs to increase efficiencies;
- Development of most effective country-specific communication strategies;
- Practical applications of cross-cutting issues;
- Encouragement of inter-country communication;
- Enhancement of local capacity and local technical pools of expertise;
- How to ensure that the PJDP comprises Pacific solutions to Pacific challenges; and
- Consultation with NCs on the draft Annual Plan for 2008-9.

The aim of the workshop was to strengthen regional understanding and relationships, as well as the understanding of regional and shared priorities so as to enhance appreciation of the importance of the role of NCs in PJDP.

3.2 Methodology

A variety of learning methodologies premised on participation and inputs by the NCs were employed. Most sessions were conducted by the presentation of ideas or plans followed by discussion and 'question and answer' sessions generated by the NCs. The sessions which aimed at enhancing understanding and building the capacity of NCs, covering topics such as baseline data, communication and cross-cutting issues, were predominantly delivered using presentations and reframing exercises, during which the NCs demonstrated their understanding through discussion or group exercises.

4. Outcomes/ Outputs

4.1 Anticipated outcomes/ outputs

At the completion of the workshop, it was intended that NCs be better able to:

- Understand the role and function of a National Coordinator (NC) particularly in relation to effectively utilising PJDP resources to implement sustainable professional development for judicial and court officers in their own jurisdiction;
- Understand the opportunities presented by and parameters of the PJDP as well as providing feedback on proposed modality for the implementation of activities under this and the next Annual Plans;
- Balance the commitments of their national roles with their role as NC;
- Engage with other NCs and Educators to identify and share challenges, solutions and lessons learned and leverage from this to improve their judicial education and systems;
- Appreciate the importance of baseline data and how to collect and update this data and use it to monitor and evaluate organisational performance;
- Undertake training needs analyses (TNA) and use this information to work with Educators to design and implement training and professional development to improve judicial and court officer work performance;
- Identify national and regional expertise able to contribute to national and regional activities;
- Prepare and implement action plans and strategies for judicial improvement and measure the success of this planning;
- Improve logistics in activity planning and delivery with regards to maximising the use of both PJDP and their own resources;
- Appreciate the importance of cross cutting issues and how these can be mainstreamed, where appropriate, across training workshops and professional development activities;
- Communicate more effectively and engage with key stakeholders internally and externally to achieve desired outcomes;
- Communicate efficiently with the PJDP team to share concerns and develop solutions to challenges as they emerge;
- Identify synergies with national plans where they exist and contribute to the achievement of national vision and mission statements.

4.2 Actual outcomes/ outputs

The majority of NCs considered that the objectives of the workshop were clearly articulated and met including the acquisition of new skills and understanding of many cross-cutting issues. Of the 13 participants who completed the workshop evaluation forms 12 (93%) either agreed or strongly agreed that workshop objectives were met. One NC disagreed. With regard to the relevance of workshop content to their NC role 46% strongly agreed and 7 out of 13 (54%) agreed. None disagreed. However in the

evaluation comments one NC considered that some sessions had no logical flow of ideas and two commented that the content of the workshop was not relevant to their work. However overall most expectations were well met and the content deemed relevant to their role.

Most NCs commented on the level of conviviality at the workshop which achieved the intention of reinvigorating and deepening the NCs understanding of their role and function, by providing an environment conducive to the development of partnerships between them and with PJDP, as well as reviving enthusiasm for judicial development across the region. The barriers NCs face in fulfilling their functions in addition to other judicial/court officer roles was also discussed, and NCs contributed significantly to the discussion about how these difficulties could be overcome so they are able to fulfil all responsibilities. This included a decision by all NCs to communicate with each other more frequently and share what judicial development activities are being undertaken in the PIC and share lessons learned as a result of them. While not captured in the evaluation, it was clear that NCs understood the value of baseline data in developing and measuring the effectiveness of judicial development activities, and greatly assisted in the redefinition of feasible baseline data they will endeavour to collect.

The presenters were acknowledged for their understanding of the Pacific and its diverse culture. As there were three presenters with mixed paces and methodologies, the response as to whether this was conducive to learning were similarly mixed. Several NCs commented that the presenters were well prepared, that the presentations were of a high standard, clear, and the presenters demonstrated a willingness to listen to the views and suggestions of NCs. NCs appreciated the opportunity to participate in a meaningful way, contributing to the development of their role, activities and how they will support each other.

NCs enthusiastically welcomed the opportunity to begin to consider vision and mission statements whilst beginning to develop implementation plans for the activities contained in the Annual Plan. Several also commented that they better understand PJDP, particularly its roles, responsibilities and constraints. They also enthusiastically looked for ways they could work with local educators to benefit from the results of TNAs and to develop activities for their PICs. The workshop did not however achieve the intended outcome of identifying national and regional expertise able to contribute to national and regional activities. This task will be taken up by the SFM in consultation with each NC, local educator and Chief Justice.

The use of various methodologies was appreciated by NCs who considered that group activities, presentations, handouts and discussion were appropriate for the content. However one NC suggested that in future set exercises should be used to demonstrate the application of presented material and that there should be one presenter per topic. This was not raised by any other participants.

Although 100% of participants either agreed or strongly agreed that they had a better understanding of cross-cutting issues following the workshop, some NCs commented that they had difficulty fully understanding cross-cutting issues and how to deal with them. It became obvious in the workshop that the level of understanding of cross-cutting issues was low, even where these related to international conventions and agreements supported by legislation within respective PICs. While background papers were prepared on the international legal frameworks for each of these issues to inform participants of the international commitments made by their respective nations, more focussed attention on this in the future would be valuable together with a realisation that while conventions and legislation might exist within PICs, it does not mean that judicial and court officers are aware of their content or ramifications. One participant

demonstrated clear resistance to the view that the specific cross-cutting issue of HIV/AIDS should have any role to play in the area of judicial development. This demonstrated that the encouragement of greater awareness and understanding of the impact of the role of the judiciary in this regard would be beneficial. It may be that PJDP would benefit from an expert in cross cutting issues as a short term specialist in subsequent annual plans to conduct workshop sessions regionally and in-country.

Another area of difficulty for some participants is that of communication - both within their own country and with other PICs. Again, this is an area that requires significantly more focussed attention. Organisational communication faces a number of difficulties in many PIC public sector agencies and this is an area that PJDP will assist as much as it can, particularly with the critically important communication between NCs and CJs. NCs informed the group that the barriers to communication are primarily a result of a lack of reliable telecommunication and technology, but more fundamentally were related to the need to defer to superiors and elders which makes initiation of communication by NCs difficult in some circumstances. Communication strategies sessions need to be strengthened and perhaps more time devoted to further identification of practical applications and a commitment from Chief Justices and senior judicial and court officers to facilitate more effective organisational communication. This need has been found in other regional Programmes such as PRPI and many bi-lateral Programmes across the Pacific.

However, the workshop enhanced the ideas, skills and knowledge which NCs took home in a multifaceted way. These include the stated ability and willingness to:

- Approach superiors to regularly and efficiently convene National Judicial Development Committees (NJDCs) to develop vision/mission statements and annual plans and identify synergies with those plans and contribute to the achievement of national vision and mission statements;
- Involve Ministry of Justice personnel in planning and Programme issues generally – acknowledging that the Programme impacts upon them too;
- Communicate better with the PC, SFM, other NCs and within the workplace to share concerns and develop solutions to challenges as they emerge;
- Delegate to colleagues and plan to ensure the timely implementation of annual plans;
- Improve logistics in activity planning and delivery with regards to maximising the use of both PJDP and their own resources;
- Focus on assessing and responding to their own development needs and those of their staff/colleagues;
- Ascertain the relevance and practice responses to cross-cultural issues; and
- Establish which baseline data is relevant to how to collect it.

5. Lessons Learned

5.1 Logistics & Administration

None

5.2 Participants

None

6. Sustainability

6.1 Why the outcomes/outputs are sustainable

Part of the workshop evaluation looked at 'where to from here'. This section allowed the PJDP Team to assess what the NCs had acquired from the workshop; what needs remain; and what NCs are interested in pursuing in the future. This demonstrated the NCs commitment to being effective in their role. The areas for inclusion in the next NC workshop include how to:

- Manage people and change and build teams ;
- Build NCs into a more formal network;
- Develop collegial associations;
- Improve communication strategies;
- Prepare annual plans;
- Collect and analyse relevant baseline data;
- Review countries' activities, to assess if goals have been achieved;
- Respond to the challenges faced by smaller jurisdictions;
- Develop, monitor and evaluate activities; and
- Practically include the application and consideration of cross-cutting issues in activities.

6.2 Why the outcomes/outputs are not sustainable

Once the workshop closed, NCs returned to their PICs, and the challenge for PJDP and the NCs becomes the maintenance of momentum created at the workshop. As soon as NCs return home they are confronted by the requirements of their national judicial and administrative positions. During the workshop, NCs collectively articulated the lack of resource support they have at home, and how this impacts on their ability to carry out their NC functions efficiently and effectively. Without securing resource support when they return, it is envisaged NCs will experience similar difficulties which will thwart the progress they have pledged to make. The PJDP Team will continually support NCs through correspondence and ensuring that the processes used for implementation are as streamlined as possible, though the issue of resource constraints will remain.

Many NCs did not appear to understand the proposed AP and many appeared to have had little discussion with their CJ/NJDC about their needs. This is a matter which needs to be addressed at the strategic level as a matter of urgency. Once the Annual Plan has been approved by the PEC, the PD will provide all CJs with a summary of activities for each PIC (both individually and as a sub-region or region) which will be copied to NCs. This will then be discussed with CJs. The Programme will encourage communication between CJs and NCs wherever possible.

7. Cross-cutting issues

A brief session on cross-cutting issues was included in the workshop. As in other workshops cross-cutting issues were also included thematically in other workshop sessions. The presenter of the workshops, Sally Moyle, indicated that discussing these issues can sometimes be uncomfortable. In order to ensure that participants did not feel that these issues were donor impositions, the programme included discussions on perceptions of conflict and tension between cross-cutting issues and the participant nations' cultures.

The issue of gender was covered first by recognition of the representation of women across the region within the NC body. The PJDP Team also touched on some of the barriers which female NCs face in performing their functions within the National Judicial Development Committees and more broadly in organising and implementing judicial development activities. The group resolved to work together to support each other, particularly where individual NCs confront difficulties. The issue of gender and equity was also raised during the session which covered the collection and analysis of baseline data. During this session NCs went through the baseline data file to review what data is useful to them and can be collected. It was noted during discussions that it is important to retain in the baseline data file information pertaining to:

1. Peer support and mentoring, including:
 - a. Types of mentoring/support options available to women judges and court officers;
 - b. Types of support services available to women as service users; and
 - c. Practices by court staff to inform female litigants, accused and victims about services available to them outside of the court system.
2. Training, including:
 - a. The number and percentage of female attendants of past training courses/workshops; and
 - b. The number and percentage of female trainers.
3. Current practices, including:
 - a. An assessment of discrimination and marginalisation experienced by female service users;
 - b. An assessment of discrimination and marginalisation experienced by female judicial and court staff; and
 - c. The incidence of harassment towards women as staff and service users.

The goal of the specific session focussed on cross-cutting issues was to appreciate the importance of cross-cutting issues and consider how they can be mainstreamed, where appropriate, across training workshops and professional development activities. The concept of cross-cutting issues was discussed and a number of examples given including:

- Human rights and access to justice including people with disabilities

- Gender equity and equality
- HIV/AIDS
- Customary law and tradition
- Alternative dispute resolution and restorative justice

Towards the end of the session dedicated to cross-cutting issues one of the participants asked how HIV/AIDS was relevant to the roles of judicial officers. This question was of interest to all participants and due to its importance was covered for the rest of that session (which was coming to an end) and into the next session which covered the development of action plans. Participants were reminded that on occasion the action/s of one or a small number of members of the judiciary can impact negatively on the reputation of the judiciary as a whole. A number of examples were cited including, if a judicial officer made unacceptable remarks concerning HIV/AIDS victims generally or about a specific person appearing in court as a complainant or other litigant, defendant or witness, the general reputation of the whole judiciary as well as the judicial officer/s concern would very likely become a matter of serious public criticism that may result in people's confidence in the judiciary being undermined for a period of time.

Presenter Sally Moyle indicated that participants raised examples of relevant issues for discussion and noted that participants did in fact begin to think about some of the cross-cutting issues in alternative and more sophisticated ways.

The session on developing a national vision lead the participants through a process by which a relevant and appropriate mission statement with well chosen strategies and a properly designed implementation plan can be used as tools for the realisation of a well developed vision statement. While not a cross-cutting issue, the prevalence of alternative dispute resolution and restorative justice as a regional priority was used as an example of how the process could work at different stages leading to an efficient incremental progression towards effective implementation of this cross-cutting issue in PICs that embrace it.

Participants discussed the importance of International conventions and agreements and the social and economic costs relating to cross-cutting issues. A number of participants provided excellent insights and examples of work they had done in these areas. Others were less advanced in both their understanding and their roles in their respective jurisdictions in progressing these issues as national coordinators.

There were group discussions on the methodologies for embedding cross-cutting issues including: integration and mainstreaming; awareness raising (changing mindsets); continual reinforcement; policies and procedures; practical training activities and effectively engaging and collaborating with NGOs and others agencies. The participants were eager to undertake these methodologies to instil cross-cutting issues in their respective jurisdictions.

Presenter Sally Moyle indicated that whilst participants were actively involved in discussions and raised some challenging points, she identified the challenge for this type of workshop as sustainability. She noted that some participants who leave enthusiastically may nevertheless lose focus on relevant issues after time and therefore it is important to reinforce those messages.

It would appear from discussions during the workshop and this session in particular, apart from a lack of understanding of cross-cutting issues amongst some of those present, that there is also a distinctive lack of reference to critical cross-cutting issues in policies and procedures for judicial and court officers in most jurisdictions. One way in which PJDP might be able to improve this is to work with jurisdictions on their strategic plans. A first key step will be engaging CJs and obtaining their respective commitments to cross-cutting issues to provide the necessary and essential platform for these issues to not only be embedded in policies and procedures, but to be complied with at all levels of implementation and practice.

With regard to gender and equity 6 of the NCs in attendance were women. This represents 40% of the body, which more than adequately represents the number of women judicial and court officers. It was apparent however that the women in attendance were on the whole less vocal than the males. This must be progressively addressed by PJDP in subsequent workshops.

The session on cross-cutting issues was not as effective as anticipated. It may be that PJDP would benefit from considering the appointment of a cross-cutting expert as a short term consultant to assist with this critical area in regional and in-country workshops, and in assisting each of the PICs to incorporate these issues into policies and procedures relating to judicial and court officers roles and responsibilities as individuals and institutionally.

Communication and engagement was discussed during the Communication Strategies session on day 2. This session considered strategies to more effectively communicate and engage with key stakeholders internally and externally, and how to more effectively communicate with PJDP to share concerns and develop solutions. Although some NCs demonstrated a high level of commitment and understanding of their role they still face significant barriers, such as resource, time and financial constraints. Other NCs have not yet fully grasped their role or have been unable to commit the necessary time to achieve desired outcomes. This first step of getting NCs together assisted in motivation and sharing ideas, as well as fostering an understanding of the barriers they, and others face. These are the first key steps toward empowering NCs as they progressively undertake their role – PJDP will continue to support them in this role individually and collectively.

8. Follow-on Activities

The NCs expressed the desire to meet annually, and prior to the development of the Annual Plan. NCs all wish to provide PJDP with their national annual plans so they can be considered by the PD during the strategic development of the Plan. PJDP will build into its Annual Plan for 2007-08 which is still to be approved by the PEC, another meeting of the NC body in January 2008.

It was also suggested that PJDP develop a website with an online discussion forum to aide communication between NCs. The PJDP Team will look at how this can be done.

Significantly more strategic engagement required with CJs to enable an effective platform from which NCs can engage with PJDP with appropriate authority and support.

9. Other Information/ Comments / Recommendations

Overall, it is considered that the NC workshop was a success. Another workshop prior to preparing the 2009-10 annual plan is proposed and will be beneficial to allow NCs a meaningful opportunity to share

their progress and suggest ways forward into the next Annual Plan. Their participation will greatly assist the PJDP team develop the Annual Plan and will complement the consultations with Chief Justices.

10. Authorisation

Name: Helen Burrows, Programme Coordinator

Signed:

A handwritten signature in black ink, appearing to read 'Helen Burrows', written in a cursive style.

Date: 4 March 2008

Appendix 1

Participants' Pre-Workshop Evaluations

What do you think the result of your attendance at this forum will be?

- Review my action plan in June of 2007, what has been achieved. Improve on means of developing and implementing action plan for Solomon Islands with PJDP
- Will fully understand and appreciate the way in which the PJDP can assist our national judiciary development activities
- And action plan for Niue is drafted and ties in will with Niue Activities schedule Department work Programme
- Niue to access ADR Programme in 2008-2009
- Get assistance on Action Plans and making it realistic to Niue
- To understand and appreciate the real role of national coordinators role and responsibilities from Magisterial service perspective and region as a whole
- As this is the first time for me to attend the NC workshop, I'll understand more about the PJDP Programme, how it works, what its all about (gain more knowledge)
- To be able to do annual plan that will that will the National Court with PJDP, Magistracy, NJSS
- Understanding of main concerns & issues – re faces by Tokelau; comparison with outer islands / rural systems of other countries rather than metropolitan
- Formulate new Action Plan
- Understand responsive fund applications
- Timelines for 08/09 activity re Samoa
- Understand communication strategies
- To gain better knowledge and skills on the roles of National Coordinators, also to realise how other countries are progressing on their training Programmes compared to my country and what assistance are available and in formulating these Programmes
- Understand the role of NC in my country – perform duties of NC
- Learn more about NCs role
- Network with other colleagues, improve ability to perform NC role
- Fruitful

What areas are you seeking to improve by attending this forum?

- Improve action plan
- Improve communication skills and means of achieving those action plan. How to source the responsive fund
- Understanding how to access responsive fund
- Improving communications between PJDP and NCs
- Judicial areas – ADR – specific training needs Judiciary and court support staff
- The project formulation documents in developing Annual Plan for the country that there should be flexibility in the variation submission to secure funding through responsive fund avenue
- Just my attending of the PJDP Programme and how its CSU help implement our strategic plan
- Improve communication with Magistrates, NJSS and PJDP
- Successfully applying for funding – appropriate information to include, correct process to follow, ensure accurately followed
- General understanding of PJDP policies
- Responsive fund applications
- Communication strategies
- Formulating Mission Statement
- Formulating training Programmes, apply for assistance in areas of personnel finance & technical
- Actively involve as NC by developing plans and follow through
- Ability to contribute to our judicial development Programmemes

- Know channel of communication with this PJDP framework
- What is the responsive fund form

What are your personal strengths and weaknesses within the broad topic of this forum?

Strengths:

- Like communication issues
- Can speak and be open with discussion with NCs
- Am in a position to implement plans nationally
- I have fair idea of developing Annual Plan for magisterial service
- I am now challenged to work with other regional authorities on common interest areas in judicial development Programmes and assistance MS receive from PJDP
- Not so sure, at the moment
- Good working knowledge of legislation and practical realities
- Good language skills
- Ability to complete Action Plans
- Have had experience with sourcing funding from NZAID for training Programmes – not Judicial
- Writing reports and evaluation
- Ability to learn

Weaknesses:

- Cross cutting issues
- Baseline data
- How to get access to responsive fund
- Understanding of processes / communications
- Actioning the plans on time
- Report writing
- Nervous, not much experience; don't know much about topics
- Lack of communication
- Forgetfulness
- Busy
- Time management
- Slightly out of touch with local context as been boxed in Wellington since July
- Inadequate time
- No one to assist in NC role
- Not having the full time to coordinate Programmes required for National Coordinators due to other work commitments
- Understand, participate, actively involved as an NC, perform role as NC
- I am new to this Programme me and not a court staff

What are your pre-workshop expectations with respect to:

- a. Relevance of the topics to your role and duties as a National Coordinator
 - Broaden my capacity and know how to communicate with PJDP and other National Coordinators in the region. How to source responsive fund and source response persons
 - The topics we go over will reinforce what we are supposed to do
 - I think the forum topics are quite relevant to confirm what we do in country and prepare to learn to improve on what we do back at home
 - I need to learn more about the role of the NC
 - Our system is Constitutionally dictated – We report to the Chief Justice and the plans are subject to his approval
 - Hope to have these take into account more general issue of increasing awareness of judicial system
 - Relevant
 - To know how to co-ordinate training Programmes and source funding, communication with PJDP
 - Relationship or role of NC within the NJEC
 - OK

- Expert to know everything
- b. Pace of the forum in terms of the subjects that will be covered?
- Need to go slowly and pitch in the appropriate level especially on cross cutting issues
 - Cover relevant items within time allocated but take more time in important areas / areas of concern
 - Programme is quite intense and level of participation and interaction with other NCs in the region is a must
 - PSCE – slowly so I can better understand
 - Good
 - Hope there is enough time to discuss finer details
 - OK
 - N/A. Pace is fine
 - OK
 - Good
- c. Level of complexity of the subjects to be covered?
- Cross cutting issues to be presented slowly. Also the base line data
 - Simple as possible but subjects are relevant to the country of need
 - Subject areas more akin to management areas than judicial – but this is require a shift in our mind set to learn the tips that as NC ought to know
 - Not too complex and complicated
 - Its OK
 - Hope there is enough commonality with other NCs (maybe in regards to rural / outlying areas) to participate in discussion of issues with them
 - OK
 - High
 - OK
 - Good

What other skills or knowledge are you interested in improving that are linked with the broad topics of this forum and their outcomes?

- None so far
- The ability and capacity to develop as NC to be able to formulate that into our Country Annual Plan
- How PJDP would be able to assist us in
- Communication and drafting of Annual Plan
- Hope to increase overall understanding of PJDP policies, especially funding
- Communication and coordination
- The language / vocabulary of aid projects
- Nil
- Able to complete responsive fund application
- Report writing, training need analysis stalls
- Communication

What are specific problems or issues not included in the Programme that you would like to see addressed in this forum?

- Bench Book issues
- New trainers beginning on level one
- Some affect on stress management as NC but some reference to - PJDP – illegible> info our country's Annual Plan that enhance TDS in country
- An issue I would like to see clarified; the level 2 of the Educators' course that started in Chuuk
- Each country be a beneficiary of a best practice Programme

- Concern is that some issues make assumptions about level of sophistication of the judicial sector. Realities for Tokelau, unlike rest of other metropolitan based systems, more like rural / outlying areas
- Legislative reforms
- Orientation for new judicial appointments
- Expected specific issues are being covered in forum
- Getting NJEC members involved with NC in my country especially the judges
- Issues relation to funding and transfer of funds to countries for workshops
- Leadership workshop

Appendix 2

Participants' Post Workshop Evaluations

Quantitative data

Question	strongly agree	agree	disagree	strongly disagree
the objectives were clearly explained	11	2	0	0
the objectives were achieved	11	1	0	0
my expectations were met	9	4	0	0
the content was relevant to my role	10	3	0	0
the pace of the forums and activities were suitable	8	4	0	0
adequate opportunity was provided to participants for input and personal experiences	12	0	1	0
the facilitators were aware of Pacific culture	10	2	1	0
I acquired new skills / knowledge	9	3	1	0
gained awareness issues concerning role as NC	11	2	0	0
the workshop was well managed / organised	7	6	0	0
the resource materials were useful	10	2	0	0
I was overall satisfied with the workshop	7	6	0	0

Qualitative data

A series of qualitative questions were then asked to elicit further data from the participants on a range of issues covered during the workshop, along with their experience if attending.

What were the most relevant topics for you?

- Responsive Fund (x 5)
- PJDP Draft Annual Plan
- Annual Plans (x 4)
- PJDP goals: more clarification on what to consider when making our Annual Plan
- Cross-cutting issues (x 2)
- Report writing
- Communication
- Team work (x 2)
- Baseline data

- Roles and responsibilities of NCs (x 2)

Which parts of the forum were not relevant and why?

- The gender equality / HIV /AIDs / Human rights needs to be set in the context of how it impacts on the courts. Realistic analysis of how Gender Equality fits into our court processes. Is thinking about Gender Equality going to change anything when you know the courts are very limited in what they do and decide?
- Cross-cutting issues (x 2)

Could the forum be improved with respect to the teaching style or methodology?

- It would be better if notes are given earlier or before the sessions so that participants will concentrate on listening rather than taking notes at the same time as listening
- Provide name tabs for materials in folders
- Make sure all the materials needed are in the folders
- Should have more hand outs and continue will exercises
- The group exercises/discussions worked well for me rather than be told a lot of information
- Presenter Sally Nash was very knowledgeable but her teaching style was not lively, she was talking too fast
- No (x 2)

Could the forum be improved with respect to the content / substance of the workshop?

- More time spent on what information is really required – development jargon and baseline data
- No (x 2)

Could the forum be improved with respect to the level of engagement by the participants?

- Engagement of participants much better but should have more exercises
- Maybe a bit more engagement by participants especially during Day 2 on the cross-cutting and gender equality
- No (x 2)

Please provide three examples of how cross cutting issues are relevant to your work including as a National Coordinator?

- Gender Balance in place of work – for cleaners and other support staff areas of work
- Interpreting in court rooms where issues are of a sexual nature and in harassment to female witness before male interpreters
- Retaining offenders too long without trial
- Appeals not heard until term of imprisonment served
- Raised awareness of issues
- Looking at solutions – adopting where necessary
- Solutions can be enhanced through networking
- Plan or develop practical and real situations for lay magistrates into their training to get the message to them - as not only awareness but handling these issues in the cases / processes they do
- Gender issues (x 5)
- HIV/AIDS (x 3)
- Leadership
- Human rights (x 3) – especially perceived breaches of constitutionally guaranteed human rights by the dominance of customary practices
- The role of women in village societies and customary institutions
- Can't provide – not relevant to my role
- Gender is not about sex, it's about equal treatment on merit
- Cross-cutting issues apply to other sector agencies not just law and order
- Other contagious diseases – awareness
- Sentencing
- Education

- I'm not sure

How will you use your new skills / knowledge when you return to your country?

- To do proper strategic planning and annual plan in training
- Communication skills (x 3)
- Report writing (x 2) – hopefully would improve and get report done properly
- Will be able to fill out the application form for responsive fund
- In applying successfully for funding (x 2)
- Process for preparing annual plans (x4)
- Working in teams (x 2)
- Networking
- I will first use the magisterial Service Training Advisory Committees to introduce effective characteristics of teamwork and bring on board before work an 2008 Annual Plan
- Evaluation techniques
- Cross-cutting issues awareness
- I learned a lot and kind of understand how the Programme runs. When I return home after forming the NJDC I plan to explain the roles and responsibilities of the NC as well as the PJDP Programme

What are some of the issues you were made aware of with regards to your role as National Coordinator that you have previously overlooked?

- Made clear my role as NC, however I have not been using some of the provision available and as opportunities arise I will use them.
- The importance of having vision, GDT, Strategic Plan, TNA, training activity, M&E and integrating the Annual Plans with the Corporate Plan.
- Team work (x 2)
- Communication skills (x 2)
- Qualities of good leadership and members
- I could use the educators to help me with TNAs
- The role of the NC and how it fits within the system (x 2)
- As acting NC and first time in forum, I am now aware of the roles and responsibilities of NC. The role will be very challenging for me and my colleagues as I was not aware that there was quite a lot involved especially as part time JPs we will have to find ways to achieve this.
- Applying for Responsive Funding (x3)
- Preparation of Annual Plan (x 3)
- Leadership skills
- Evaluation techniques

What was well organised?

- The venue and food was good and per diem given in time.
- Lunch on Tuesday was good
- Programme
- Very efficient - good use of limited amount of time
- Presenters
- Meeting
- Accommodation (x 2)
- Meals
- Travel Arrangements (x 2)
- Payment of per diems at the airport of the place of the workshop/meeting

What needs improvement?

- Can the per diems be received on arrival at the accommodation
- Can we receive our per diems earlier next time
- Can we be booked at a place where there is no lift/stairs or on first floor as they make me dizzy
- Lunches were ok but should have variety so there can be choices

- Loved first day's lunch and expected next two days lunch to be similar
- Maybe a little improvement in the timing
- There should be improvement on the files for the forum being left at reception so that it could be received upon checking in.
- More attention to complete folders
- Half-day visit to relevant (non-alcoholic) local facilities
- Half-day for shopping for the girls
- Stop cold food at breaks

Appendix 3

Workshop Programme

Pacific Judicial Development Programme: NATIONAL COORDINATORS' FORUM: Brisbane 12 - 14 February 2008

Day 1 - Tuesday, 12 February

Time	Content/Topics	Outcomes. <i>At the conclusion of this session participants will be able to:</i>	Learning Methods	Learning Aids	Facilitator/Presenter
8.00 - 10.00 (120 mins)	1. WELCOME& INTRODUCTION (15 mins)	Feel welcomed and motivated about the workshop	Introduction		Enoka Puni
	2. OVERVIEW (15 mins) Purpose, aim, outcomes and structure of the forum; action plans; additional specific issues that participants want addressed	Clearly explain the purpose, aims, expected outcomes and structure of the forum as well as the need to complete comprehensive action plans to be progressed when they return to their home countries. In addition, they would have listed additional specific issues that they want addressed at the forum	Presentation (OHP) Listing of additional issues	Folders with workshop Programme and reading material	Enoka Puni
	3. ROLE AND RESPONSIBILITIES (90 mins) Reports: Presentations by 8 participants	Have presented a 10 minute report each on progress made in their respective countries since the last NCs' meeting in July 2007 with particular reference to their individual action plans and challenges encountered	Presentations by participants	One page written summary of each report	Enoka Puni
10.00 - 10.30	<i>Morning Break</i>				
10.30 - 12.30 (120 mins)	4. ROLE AND RESPONSIBILITIES CONTINUED ➤ Reports continued (80 mins including 5 mins break) - 6 participants ➤ Review NCs' roles & responsibilities that were articulated and formulated at the last NC meeting (40 mins)	Same as above Have comprehensively reviewed and made any necessary changes to the NCs' roles & responsibilities articulated and formulated at the last NCs' meeting in July 2007.	Same as above Plenary discussion	Same as above Handout	Enoka Puni Helen Burrows
12.30 - 1.30	<i>Lunch Break</i>				
1.30 - 3.00 (90 mins)	5. ROLE AND RESPONSIBILITIES CONTINUED ➤ Agreement on rationalising baseline data file for ease of collection of data annually; ➤ Case studies & interview schedule	Reach a workable agreement on how to rationalised baseline data file for ease of data collection annually, as well as how to record case studies and conduct interviews for baseline data.	Presentation Plenary discussion	PowerPoint Whiteboard / Butcher paper	Helen Burrows
3.00 - 3.15	<i>Afternoon Break</i>				
3.15 - 4.45 (90 mins)	6. ROLE AND RESPONSIBILITIES CONTINUED ➤ Communication	Successfully articulate and develop effective communication strategies	Presentation Group activities	PowerPoint Case studies / scenario	Helen Burrows
4.45 - 5.00	7. SUMMARY & ASSESSMENT of the day's sessions & activities	Fairly summarise and assess today's sessions and identify achievements made & areas for improvements	Q&A	Whiteboard	Enoka Puni

Day 2 - Wednesday, 13 February

Time	Content/Topics	Outcomes. <i>At the conclusion of this session participants will be able to:</i>	Learning Methods	Learning Aids	Facilitator/ Presenter
8.00 - 10.00 (120 mins)	How to complete a successful Responsive Fund application	Clearly explain what the PJDP Responsive Fund (RF) is about, its purpose, criteria and how to complete a successful application.	Exercise in completing an RF use & report	Format of an application & activity report	Helen Burrows
	Report writing	Clearly explain the requirements, purpose and structure for writing activity reports			
10.00 - 10.30	<i>Morning</i>		<i>Break</i>		
10.30 - 12.30 (120 mins)	9. CROSS-CUTTING ISSUES REVISITED – What they are? How to apply them to day-to-day work and practical steps to improve integration	Reasonably list and explain what cross-cutting issues are; their relevance; and how they could be best applied and integrated to the day-to-day work of judicial officers and court support staff.	Presentation Q&A	PowerPoint Handouts	Sally Moyle
12.30 - 1.30	<i>Lunch</i>		<i>Break</i>		
1.30 - 3.00 (90 mins)	10. PRACTICAL SESSION Cross cutting issues	Clearly identify important cross-cutting issues that require immediate attention in different PICs and to develop practical and realistic steps to promote, advance and incorporate these issues into individual country's development plans and practice.	Small group exercises & plenary discussion	Butcher paper / Whiteboard	Sally Moyle
3.00 - 3.15	<i>Afternoon</i>		<i>Break</i>		
3.15 - 4.45 (90 mins)	11. REMAINING ISSUES FROM FIRST NATIONAL COORDINATORS' MEETING IN JULY 2007 & OTHER ISSUES Building NCs into a more formal network and developing collegial associations	Fully discuss and articulate challenges and workable resolutions and strategies to promote, develop and progress matters relating to issues raised at the first NC's meeting in July 2007 and other issues that will assist NC's carry out their roles and responsibilities more efficiently and effectively. Issues for discussion include establishing a more formal network for NCs and developing collegial associations.	Plenary discussion	Whiteboard / butcher paper	Enoka Puni
4.45 - 5.00	12. SUMMARY & ASSESSMENT of the day's sessions & activities	Fairly summarise and assess today's sessions and activities to identify achievements made & areas for improvements	Plenary discussion	Whiteboard	Enoka Puni

Day 3 - Thursday, 14 January

Time	Content/Topics	Outcomes. <i>At the conclusion of this session participants will be able to:</i>	Learning Methods	Learning Aids	Facilitator/ Presenter
8.00 – 10.00 (120 mins)	13. PJDP DRAFT 2008-09 ANNUAL PLAN Presentation & discussion	Clearly explain key points about the draft 2008-09 Annual Plan; the process and criteria for selecting activities that are included in the plan particularly in terms of numerous activities requested by different Pacific Island countries. In addition, to identify suitable dates for the implementation of different activities especially the in-country ones.	Presentations Q&A Plenary discussion	PowerPoint Handouts Whiteboard / butcher paper	Natalie David
<i>10.00 - 10.30</i>	<i>Morning Break</i>				
10.30 - 12.30 (120 mins)	14. REPAIRING IN-COUNTRY ANNUAL PLANS & DEVELOPING MONITORING AND EVALUATION PROGRAMMES	Reasonably demonstrate how to prepare in-country annual plans and developing Programmes to monitor and evaluate progress and lessons learnt in order to reinforce and consolidate achievements made and to address areas that needed improvement.	Presentation Small group exercise & plenary discussion	OHP Handout Case study	Enoka Puni
<i>12.30 - 1.30</i>	<i>Lunch Break</i>				
1.30 - 3.00 (90 mins)	15. TEAMWORK & CHANGE Working with teams - planning & implementing activities	Articulate and develop effective strategies to enhance team work particularly in terms of planning and implementing development and training activities	Presentation & group exercise	PowerPoint & case study	Helen Burrows
<i>3.00 - 3.15</i>	<i>Afternoon Break</i>				
3.15 - 4.45 (90 mins)	16. COMPLETING NEW ACTION PLANS (30 mins) 17. SUMMARY (30 mins) 18. EVALUATION (30 mins)	Properly complete their action plans and mechanism for following-up progress Clearly list and explain important points covered throughout the workshop including today's sessions and activities Critically evaluate the whole workshop and clearly comment on aspects that were well done and aspects that could have been done better	Completing action plans Questions, answers & discussion Complete evaluation	Action plan forms Whiteboard Evaluation form	Enoka Puni
4.45 - 5.00	19. CLOSING	Have been satisfied that they had actively participated, contributed and acquired maximum personal benefits out the workshop	Closing remarks	N/A	Enoka Puni

