



# **SUPREME COURT & NATIONAL COURT**

## **CORPORATE PLAN 2018 – 2022**



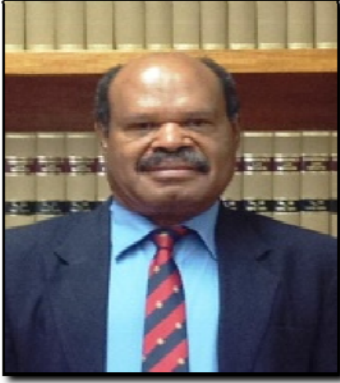
**BUILDING 21<sup>ST</sup> CENTURY COURTS OF EXCELLENCE**

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## MESSAGE FROM THE CHIEF JUSTICE



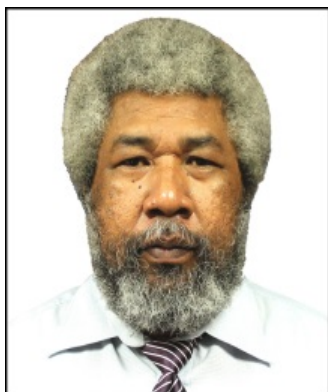
I am pleased to release the Judiciary's Five Year Corporate Plan 2018 to 2022.

The Judiciary has made significant progress in building its capacity to expand its services across Papua New Guinea over the term of the first Corporate Plan (2006- 2010) and the second Corporate Plan (2011-2017). The current Plan builds on the achievements of the past and focuses on key areas that will enable the Courts and Judges to improve on their performances. The Plan for the first time sets out performance outcomes for each objective that are measurable against clearly defined standards and timelines. Greater emphasis is placed on the Courts' commitment to achieving Court excellence in accordance with international standards for best Court practices. It lays out the Judiciary's core mission with its objectives and key activities and measurable performance standards and outcomes. It integrates the efforts of the Courts' internal and external support services in a way that will heighten performance of the high Courts in discharging the Courts' core function.

**Sir Salamo Injia, Kt, GCL**

Chief Justice

## MESSAGE FROM THE REGISTRAR



The Courts' are going through unprecedented changes because of the major Court reform-taking place.

The Registry is an important arm of the Judiciary in Waigani and right throughout the country and is committed to supporting the Judiciary in these reforms. We are also committed to enhancing and improving registry services to the Judiciary and to our external customers and Court users as well.

Much of this vision will be achieved through activities outlined in KRA 4: Court Registry Services.

The Registry will give emphasis on improving its systems and process as we move further into the 21<sup>st</sup> Century. The Registry will focus in developing electronic case management systems that will operate in all three levels of the Judiciary and in all jurisdictions of each Court. The registry will support reforms in the areas such as Alternative Dispute Resolutions and Court-annexed mediation.

The Registry will undertake a major restructure and realignment of business units and strive to increase competency levels of its staff to meet changing expectations of the Judiciary and other stakeholders. The Registry will also continue the registry expansion program to cover all Provincial locations and certain District locations throughout the country in the continued effort of the Judiciary to provide its services close to where people live.

The activities identified and outlined in KRA 4: Court Registry Services is focused on providing effective and efficient Registry services throughout the country to support the Judiciary and other Court users.

To support the Courts' in performing their core functions of the dispensation of Justice, it is vital to have an effective and efficient administrative system in place. This includes having systems and processes like a database of all cases in the system, scanning of all secured court records, posting of daily listings on the Judiciary's Webpage, implementation of the National Criminal Process Improvement Program and establishment of registries in the provinces and districts to receive Court documents/filings.

The implementation of programmes and activities identified in the Corporate Plan will bring Judicial services closer to where the people live in line with the Government's commitment of improved government services in the Provinces and Districts. The Registry and the National Judicial Staff Services (NJSS) support the Chief Justice and the Judges in the performance of their core functions, duties and responsibilities of hearing and disposition of Court cases.

**Ian V Augerea**

Registrar

## MESSAGE FROM THE SECRETARY, NJSS



The Corporate Plan is aligned to the government's overall Policy Framework, including the PNG Vision 2050 as well as the Law and Justice Sector Strategic Framework and has been approved by the Chief Justice and the Judges Consultative Meeting (JCM).

To support the Judges in performing their core functions in the dispensation of Justice, it is vital to have an effective and efficient administrative system. This is currently being addressed through an Organisational Restructure. The recommendations made through this process will align the organisation to the core business of the Judiciary now and in the future as circumstances change over the life of this Corporate Plan.

This Corporate Plan sets the direction of services and activities to be delivered in the next five years and beyond. It lists the Key Results Areas (KRA's) of the Judiciary, the objectives applicable to the KRAs, activities to be implemented to achieve the objectives and Key Performance Indicators (KPI's) to be monitored, reviewed and reported.

This document is the framework that provides the way forward to expand and improve Judicial Services to the people of Papua New Guinea in the Provinces and Districts. It is also the major framework upon which the Judiciary's next five years budget estimates will be formulated. The programmes and activities identified will bring Judicial Services closer to where the people live in line with the Government's commitment to bring government service to the Provinces and Districts. The National Judicial Staff Services (NJSS) supports the Chief Justice and the Judges in the performance of their core functions, duties and responsibilities of hearing and disposing of Court cases.

The Corporate Plan 2018-2022 contains all the elements to attain these commitments and Managers and Staff will be implementing the activities to achieve the Objectives of this Corporate Plan. I therefore take this opportunity to thank the Chief Justice, Sir Salamo Injia, Kt, GCL, and the Chairman and Members of the Judges Planning Committee for their leadership, support and the commitment in producing this Plan. I also thank those who have contributed in designing this Corporate Plan through the consultation process held in Port Moresby and the Regional centres.

**Jack Kariko**

Secretary

## TABLE OF ACRONYMS

	<b>Acronym</b>	<b>Definition</b>
1	<b>ADR</b>	Alternate Dispute Resolution
2	<b>CBFC</b>	Court Buildings and Facilities Committee
3	<b>CDS</b>	Case Docketing System
4	<b>CMIT</b>	Case Management and Information Technology Committee
5	<b>CRO</b>	Court Reporting Officer
6	<b>CRS</b>	Court Reporting Service
7	<b>CSR</b>	Chief Justice, Secretary NJSS and Registrar
8	<b>CUF</b>	Court User Forum
9	<b>e-Filing</b>	Electronic Filing
10	<b>FTR</b>	For the Record (Digital Recording System)
11	<b>HR</b>	Human Resources
12	<b>ICCSDB</b>	Integrated Criminal Case System Database
13	<b>ICT</b>	Information and Communication Technology
14	<b>ITD</b>	Information Technology Division
15	<b>JCC</b>	Judiciary Complaints Committee
16	<b>JSIMS</b>	Judiciary Services Information Management System
17	<b>JSS</b>	Judicial Support Services
18	<b>KPI</b>	Key Performance Indicator
19	<b>KRA</b>	Key Result Area
20	<b>LJS</b>	Law and Justice Sector
21	<b>LTI</b>	Legal Training Institute
22	<b>MOU</b>	Memorandum of Understanding
23	<b>NC</b>	National Court
24	<b>NCM</b>	National Coordination Mechanism
25	<b>NCPIP</b>	National Criminal Process Improvement Program
26	<b>NJS</b>	National Judiciary Services
27	<b>NJSIAC</b>	National Judiciary Services Internal Audit Committee
28	<b>NJSS</b>	National Judicial Staff Services
29	<b>NSW</b>	New South Wales
30	<b>OCJ</b>	Office of the Chief Justice
31	<b>Org. Dev</b>	Organisational Development
32	<b>PacLii</b>	Pacific Islands Legal Information Institute Website
33	<b>PFMA</b>	Public Finance Management Act
34	<b>PicCJE</b>	Pacific Centre for Judicial Excellence
35	<b>PJSI</b>	Pacific Judiciary Strengthening Initiative
36	<b>PngCJE</b>	Papua New Guinea Centre for Judicial Excellence
37	<b>PngInlaw</b>	PNG Inlaw Website
38	<b>SC</b>	Supreme Court
39	<b>SPRS</b>	Special Projects Registry Services
40	<b>SRC</b>	Salaries Remuneration Commission
41	<b>TNA</b>	Training Need Analysis
42	<b>UPNG</b>	University of Papua New Guinea

## THE PLAN

### 1. ALIGNMENT TO THE NATIONAL GOVERNMENT DEVELOPMENT POLICY FRAMEWORK

The Judiciary is the third arm of government. It is a service organisation and aligns its operations and directions to the government's National Policy Framework for Government service delivery;

The Judiciary's 2018-2022 Corporate Plan is aligned to the government's overall Policy Framework, including the PNG Vision 2050, Medium Term Development Strategies and the Government's White Paper on Law and Justice 2007. There has been a concerted effort by the Judiciary to provide services close to where people live. For example; Resident Judges have been located in provinces and districts and the expansion of National Court Registries has continued into the districts. Court circuits will continue to be expanded to enable Court circuits to be conducted in all of the 89 Districts.

The Judiciary plays a leadership role in the Law and Justice Sector through its membership on the National Coordination Mechanism (NCM). For example; the Judiciary facilitated the overhaul of the Criminal Justice process. This was a collaborative effort involving all the government agencies involved in the criminal justice process. The end result is the piloting of the Integrated Criminal Case System Database (ICCSDB). This integrated database stores information of those entering the criminal track from the time of arrest by the police through the various stages of the criminal track to the final stage of prison or community corrections.

This initiative illustrates the cooperation that is possible between government agencies to improve services to the community. Moreover, the development of this Corporate Plan has involved extensive consultation and that in itself has informed government and non-government agencies of the forward direction that the Judiciary will take in the near future. This document will inform other Law and Justice Sector Agencies of the Judiciary's priorities and activities to be undertaken. Regular monitoring and reviews will be conducted and reported on to ensure that satisfactory progress is made with regard to implementing the Key Result Areas (KRA's) incorporated in this Corporate Plan.

## 2. OVERVIEW OF JUDICIARY SERVICES

The core function of Judges and the Judiciary is the timely dispensation of Justice through dealing with cases that come to the Court. The aim of the Judiciary is to provide efficient and effective Judicial services to the people of Papua New Guinea.

To do this, the Judges need to have support services that are also efficient and effective. The organisational reforms now underway will assist not only to improve Judicial Support Services but will also include the restructuring of the Registry Services, Corporate Services and the PNG Sheriff Services to improve service delivery.

## 3. CORPORATE VALUES AND INTENT

The Judiciary's activities are driven by its Corporate Principles that underscore its Vision, Mission and Objectives. Each organisation develops its own work culture. It is what the organisation as a collective or group of people agree, share and commit to. The work culture defines an organisation. People, either staff or court users, can feel it and sense it. The work culture comprises and is underpinned by important values and principles that guide people in performing their work. The values and principles reflected in the Judiciary's Corporate Plan for the National Judicial Services are;

## 4. VISION

Administer and deliver a coherent Judicial Service that is based on Justice, Equality and Fairness in an independent, efficient and effective manner to all people.

## 5. MISSION

Provide equal access to an independent, fair and quality Judicial Service to all people.

### **Court-user/Customer Service**

To provide timely and professional service to all Court users.

### **Justice and Fairness**

To embrace Justice and fairness in the timely disposition of all Court cases.

### **Honesty, Integrity and Mutual Respect**

To ensure that working relationships are guided by the highest standards of personal and professional ethics, as every person is respected and valued as a team member and recognising one's expectations and aspirations.



### **Transparency and Accountability**

To ensure that the discharge of functions and responsibilities is done in a transparent, accountable manner and encourages probity to maintain, protect and promote the independence of the Judiciary.

### **Commitment to Excellence**

To ensure professional development of the Judges and staff to promote commitment, dedication and excellence.

## **6. OBJECTIVES, ACTIVITIES & PERFORMANCE STANDARDS**

The Key Result Areas of service departments or divisions within the National Judiciary are focussed to achieve the objectives for the service. Activities must be aligned and performed to achieve the objectives and performances are measured against measurable standards.

The Judiciary's key objectives are:

#### ***Court Restructure***

Objective: An appropriate Court Structure for Papua New Guinea that will deliver quality Judicial services.

#### ***Judicial Services***

Objective: Disposal of Court cases in a fair, timely and cost effective manner.

#### ***Judges Support Staff Services***

Objective: Provide eminence support services to Judges.

#### ***Court Registry Services***

Objective: Provide an effective and efficient Court Registry Service in support of the Judiciary and Court Users.

#### ***Corporate Services***

Objective: Provide quality, effective and efficient Corporate Services to the Judiciary.

#### ***Sheriff and Security Services***

Objective: Provide a secure Court environment, security for all Court Users, protection of property and enforce Court processes.

#### ***Court Records and Information, Communication and Technology Services***

Objective: Provide an user friendly Court records and information services, state of the art information, communication and technology (ICT) service to support the operations of the Courts.

***Law and Justice Sector-Wide Collaboration***

Objective: Facilitate collaboration with Law and Justice Sector government agencies and other stakeholders to bring about greater access of Judicial Services to the people.

***Court Excellence***

Objective: Provide education and training for Court officers, Judicial and non-Judicial officers, to enhance their knowledge and skills to enable them to perform in accordance with world best practices.

**7. KEY RESULT AREAS**

To achieve these Objectives, Activities and Performance; Indicators have been developed that are considered vital components of an effective Justice System. Activities must be implemented as prescribed in this Corporate Plan for services to be efficient, effective and to meet the needs of the community. For services to improve and expand each Key Result Area (KRA) must be well managed to ensure that the day to day activities are undertaken in providing services to the community. Directors and Managers have the authority and responsibility to manage their areas of work and in so doing achieve the Objectives that have been determined under Single Point Accountability. The Single Point Accountability will be the centre-piece of the Performance Management Process of all senior staff. This is to ensure that managers and their staff are focussed on the Activities and Objectives that have been set for the National Judiciary and the Support Services.

## 7.1 Key Result Area 1- Court Structure Reform

Court Structure reform entails separating the National and Supreme Courts' and establishing an intermediate appellate Court to be known as the Court of Appeal. Each of the proposed higher Courts; the Supreme Court, the Court of Appeal and the National Court, will have fulltime Judges appointed to that specific Court. These reforms are unprecedented and are designed to improve Judicial Services now and in the future. In essence the Court restructure reforms are:

- (a) The Supreme Court will comprise 7 Judges including the Chief Justice who is the head of the jurisdiction of that Court. The Court will consist of the Chief Justice, the Deputy Chief Justice and 5 other Judges. The Supreme Court will retain its jurisdiction as the final appeal Court, original jurisdiction in Constitutional matters and review jurisdiction.
- (b) Court of Appeal (proposed) will consist of 11 Judges for the Court of Appeal including the President who is the head of jurisdiction of that Court. The jurisdiction of the Court is to hear and determine appeals against the decision of the National Court and to determine any matters referred to the Court by the National Court.
- (c) The National Court will continue to be the trial Court where primary proceedings are commenced. The Court will consist of a Principal Judge who is the head of jurisdiction of that Court and 50 other Judges. It will remain a Court of unlimited jurisdiction and principal trial Court in all serious offences and major civil actions.

The separation of the National and Supreme Courts' and the establishment of the Court of Appeal is the three-tier High Court System, each having their own support services such as registry and corporate services.

Activities	Performance Indicator	Key Responsible Officer
Collaborate with government, Parliament and other relevant stakeholders for the <b>Legislative program</b> to achieve: <ul style="list-style-type: none"> <li>• Constitutional Amendments</li> <li>• Amendments to existing statutes</li> <li>• Enactment of new laws and</li> <li>• Promulgation of rules of practice and procedures</li> </ul> The above will achieve separating the National and Supreme Courts' and introduce the new Court of appeal	By 2018 the Legislative program is achieved through Constitutional Amendments, amendments to existing statutes and enactment of new laws and promulgation of rules of practice and procedures.	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Chairman, Court Restructure Committee</li> <li>• Chairman, CMIT</li> <li>• Chairman, Rules Committee</li> </ul>

Activities	Performance Indicator	Key Responsible Officer
<b>Operate a full time Supreme Court</b>	Seven (7) Judges including the Chief Justice appointed by 2018 or 2019 at the latest	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Chairman, Court Restructure Committee</li> <li>• Chairman, CMIT</li> <li>• Chairman, Rules Committee</li> </ul>
<b>Operate a full time Court of Appeal</b>	Eleven (11) Judges with a President appointed by 2018 or 2019 at the latest	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Chairman, Court Restructure Committee</li> <li>• Chairman, CMIT</li> <li>• Chairman, Rules Committee</li> </ul>
<b>Operate a full time National Court</b>	Up to Thirty (30) Judges appointed by 2018, or 2019 at the latest, increased to Forty (40) by 2019, increased to Fifty (50) by 2020	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Chairman, Court Restructure Committee</li> <li>• Chairman, CMIT</li> <li>• Chairman, Rules Committee</li> </ul>
<b>Operate a dedicated Registry Services for each Court</b>	In place by the end of 2018 or 2019 at the latest	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Chairman, Court Restructure Committee</li> <li>• Chairman, CMIT</li> <li>• Chairman, Rules Committee</li> </ul>
<b>Operate a dedicated Corporate Services for each Court</b>	In place by the end of 2018 or 2019 at the latest	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Chairman, Court Restructure Committee</li> <li>• Chairman, CMIT</li> <li>• Chairman, Rules Committee</li> </ul>
<b>Operate a dedicated Sheriff Services for each Court</b>	In place by the end of 2018 or 2019 at the latest	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Chairman, Court Restructure Committee</li> <li>• Chairman, CMIT</li> <li>• Chairman, Rules Committee</li> </ul>
<b>Operate dedicated (or shared Court facilities)</b>	<ul style="list-style-type: none"> <li>• Complete construction of Waigani Court complex by 2019</li> <li>• Complete construction of regional Court complexes for Mt Hagen, Kokopo and Lae by 2022</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Chairman, CBFC</li> <li>• Secretary, NJSS</li> </ul>

## 7.2 Key Result Area 2 - Judicial Services

*Objective – Disposal of Court cases in a fair, timely and cost effective manner*

The timely dispensation of Court cases before the Courts' is the core function of the Judiciary. Judges will achieve this by;

1. Effective Judicial management of cases
2. Maximising Judicial time spent by Judges in Court
3. Prompt delivery of Judgements
4. Standardising and producing uniform Court lists and hearing schedules
5. Publish Court Hearing lists on the Website and public notice boards
6. Planning and undertaking Court Circuits

Daily Court sittings will be conducted in every province and district where there is a resident Judge or Judges. In the Districts and Local Level Government Wards where there is no resident Judge, there will be a monthly Court circuit.

The caseload of Courts' is increasing and will continue to do so. Additional Judges will be appointed as the workload increases. Furthermore, Judges will be appointed to the remaining provinces that do not have resident Judges; Oro, Sandaun, Manus, Jiwaka, Gulf and Central. This supports the Judiciary's initiative of expanding Judicial Services across the country so they are accessible and close to where people live. Support infrastructure like National Court registry and associated staff will accompany the resident Judge in those provinces.

Activities	Performance Indicators	Key Responsible Officer
<b>NATIONAL COURT</b>		
<ul style="list-style-type: none"> <li>• <b>Effective Judicial civil case management in the National Court</b></li> <li>• <b>Strategically dispose of civil cases in accordance with agreed standards of timeliness</b></li> </ul>	<ul style="list-style-type: none"> <li>• Increase extempore judgments</li> <li>• deliver reserved judgements within 3 to 6 months of reserving</li> <li>• All cases Completed within three (3) years of filing</li> <li>• All Election Petition cases completed within 12 months of filing</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Judges</li> <li>• Chairman, CMIT</li> <li>• Judge Administrators of Court tracks</li> <li>• Provincial Judge Administrators</li> </ul>
<p><b>Increase summary disposal hearings to dispose of moribund civil cases</b></p>	<p>All moribund civil cases filed three (3) years ago are disposed of through summary disposal hearings</p>	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Judges</li> <li>• Chairman, CMIT</li> <li>• Judge Administrators of Court tracks</li> <li>• Provincial Judge Administrators</li> </ul>

<p><b>Reduce frequency of and the hearing time of interlocutory and directional matters; and expedite trials of substantive civil matters</b></p>	<ul style="list-style-type: none"> <li>• Complete Interlocutory and directional hearings within one to three months of case filing</li> <li>• Trials on substantive matters to be completed within 1-2 years of filing.</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Judges</li> <li>• Chairman, CMIT</li> <li>• Judge Administrators of Court tracks</li> <li>• Provincial Judge Administrators</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Introduce Judicial Dispute Resolution to settle 20% of civil cases under Court assisted settlement</b></li> <li>• <b>Introduce Compulsory Mediation to reach target set at 60% of civil cases disposed off by Mediation</b></li> </ul>	<ul style="list-style-type: none"> <li>• 20% of civil cases resolved by Judicial Dispute Resolution techniques of facilitating out of Court settlement</li> <li>• 20% of civil cases resolved by adjudication and</li> <li>• 60% of civil cases resolved by Mediation (or Arbitration)</li> </ul>	<ul style="list-style-type: none"> <li>• Chairman, ADR &amp; Mediations Committee</li> <li>• Chairman, PngCJE Board</li> <li>• Executive Director, PngCJE</li> </ul>
<p><b>Train and accredit more Mediators</b></p>	<p>Five-hundred (500) more Mediators to be trained and accredited between 2018 – 2020, at the rate of 100 per year</p>	<ul style="list-style-type: none"> <li>• Chairman, ADR &amp; Mediations Committee</li> <li>• Chairman, PngCJE Board</li> <li>• Executive Director, PngCJE</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Effective criminal case management in the National Court</b></li> <li>• <b>Conduct criminal trials according to agreed targets/standards in relation to:</b> <ul style="list-style-type: none"> <li>• <b>Commencement of trial</b></li> <li>• <b>Waiting time</b></li> <li>• <b>Use of Bench warrants</b></li> <li>• <b>Delivery of extempore &amp; reserved Judgements</b></li> <li>• <b>Directional hearings and Trials of substantive matters</b></li> <li>• <b>Application for Bail</b></li> <li>• <b>Time spent on Remand</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Trials commenced within four months from date of committal</li> <li>• Trial waiting time reduced to maximum of 12 months from the date of committal</li> <li>• Bench Warrants at around 5000 reduced by 60%</li> <li>• Number of extempore judgments increased and all reserved judgments delivered within 1 to 2 months of reserving</li> <li>• Directional Hearings fast tracked for the trial of substantive matters to commence within four (4) months of Committal</li> <li>• Current average of over 3000 pending bail and remand cases reduced to 1,500</li> <li>• Annual remand population at current average at 2,198 reduced to 600 nationwide</li> <li>• Remand time for criminal cases at current average at 2 years reduced to 9 months</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Judges</li> <li>• Judge Administrator, Crimes</li> <li>• Judge Administrator, Fraud Track</li> <li>• Chairman, ICCSD Committee</li> <li>• EO, National Criminal Justice Improvement Project (NCPIP)</li> </ul>

<b>SUPREME COURT</b>		
<ul style="list-style-type: none"> <li>• <b>Effective Supreme Court case management</b></li> <li>• <b>To manage cases in the Supreme Court on appeal or review or Constitutional References and Constitutional actions, in accordance to agreed target/standards with regard to;</b> <ul style="list-style-type: none"> <li>• <b>Delivery of judgements;</b></li> <li>• <b>Completion of cases;</b></li> <li>• <b>Completion of Election Petition decision reviews;</b></li> <li>• <b>Delivery of Reserve Judgements</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Complete 85% of pending cases within 18 months of filing</li> <li>• Complete all Election Petition decision reviews within 12 months of filing</li> <li>• Increase extempore judgments and reduce all reserve judgments time to 3 to 6 months or a maximum of 12 months for complex cases</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• SC Listing Judges</li> <li>• Judges</li> </ul>
<b>Reduce interlocutory and directional hearing time and expedite hearing of substantive matters</b>	Interlocutory and directional hearing and trials are dealt with and completed within 8 months of filing	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• SC Listing Judges</li> <li>• Judges</li> </ul>
<b>BOTH COURTS</b>		
<b>Increase Judge Court sitting time</b>	Increase National Court and Supreme Court Judge sitting time to minimum of 1000 hours per Judge per Year	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Judges</li> <li>• Chairman, Planning Committee.</li> <li>• Chairman, CMIT</li> </ul>
<b>Complete scheduled Court Circuits as per the Annual Court Calendar</b>	All circuits rostered are completed in accordance with the Annual Court Calendar for each year	<ul style="list-style-type: none"> <li>• Judges</li> <li>• Chairman, Planning Committee.</li> <li>• Chairman, CMIT</li> </ul>
<b>Standardise Court lists and Court diary</b>	Develop uniform Court Diary and Case Lists for Supreme Court and National Court by mid 2019	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Registrar</li> <li>• Deputy Registrar (SC)</li> <li>• Assistant Registrar (SC)</li> </ul>
<b>Publish Court Hearing lists on the internet and public notice boards</b>	<ul style="list-style-type: none"> <li>• All Court hearing lists are published on the Judiciary's website by 2018</li> <li>• Display monitors and notice boards in every Court by 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Registrar</li> <li>• Assistant Registrar (SC)</li> <li>• IT Director</li> <li>• CDS Manager</li> <li>• Database Manager</li> </ul>

### 7.3 Key Result Area 3 – Judges Support Staff Services

*Objective – Provide quality support services to Judges*

Judges’ personal staff comprising the Judicial Support Services (JSS) provide close, quality administrative support to assist Judges to undertake their core Judicial function in an effective and efficient manner. This is done by providing;

1. Administrative Support to the Chief Justice and the Judges
2. Public Relations and Protocol
3. Judgement Editing
4. Judicial Complaints Committee and Secretariat
5. Salary, Remuneration and Entitlement Administration

Activities	Performance Indicators	Responsible Officer
<b>Provide quality support services to Judges in the administration of their SRC entitlements</b>	Salary and other services entitlements processed without delay Travel arrangements including documents (airline tickets, accommodation payments, passport, visa) for both domestic and overseas duty travel, are processed without delay	<ul style="list-style-type: none"> <li>• Executive Director, Office of the Chief Justice</li> <li>• SRC Manager</li> <li>• Protocol Officer</li> </ul>
<b>Provide secure workplace for Judges</b>	Special security arrangements for Judges where needed are provided by NJSS or the State	<ul style="list-style-type: none"> <li>• Sheriff-Security Liaison Officer</li> <li>• Sheriff</li> </ul>
<b>Provide clerical and administrative support to the Judges</b>	Personal staff of Judges provide high quality and timely administrative and clerical services	<ul style="list-style-type: none"> <li>• Judges Associates</li> <li>• Secretaries</li> <li>• Drivers</li> </ul>
<b>Provide logistical support to local and visiting Judges</b>	<ul style="list-style-type: none"> <li>• Manage swearing-in ceremonies and Instruments of Appointment</li> <li>• Protocol and travel arrangements requirements are addressed promptly and collectively</li> <li>• Local &amp; Visiting Judges are accorded appropriate courtesies upon arrival at the airport and during their stay</li> <li>• Local Judges are accorded appropriate courtesies by overseas missions when engaged on official international duty travel</li> </ul>	<ul style="list-style-type: none"> <li>• Director Judicial Support Services</li> <li>• Protocol Manager</li> </ul>
<b>Publicize Judiciary’s initiatives in the community</b>	<ul style="list-style-type: none"> <li>• The media community is invited/advised of Judiciary’s events nationwide</li> <li>• Authorized Official Media Statements are supplied to the media community one (1) day before the event</li> </ul>	<ul style="list-style-type: none"> <li>• Chairman, Publications Committee</li> <li>• Team Leader, CUF Project</li> <li>• Public Relations</li> </ul>



Activities	Performance Indicators	Responsible Officer
		Officer
<b>Develop and Publish guidelines for support services to Judges to maintain confidentiality and ensure appropriate and timely disclosure of information in accordance to existing code of conduct standards.</b>	<ul style="list-style-type: none"> <li>Judicial Support Manual for Judges Associate, Judges Secretaries and other Judges Support staff published and implemented by 2019</li> <li>The “Information and Communication Policy and Procedures Manual” is published and implemented during 2019</li> </ul>	<ul style="list-style-type: none"> <li>Director Judicial Support Services</li> <li>Executive Director OCJ</li> </ul>
<b>Provide effective judgement editing service to the Judiciary, in relation to</b> <ul style="list-style-type: none"> <li>Timeliness to the Editing, printing and distribution of judgements</li> <li>Publication of the Legal Referencing Manual for Judges</li> <li>Up-to-date publication of Judgements on PaLII &amp; PNGInLaw</li> </ul>	<ul style="list-style-type: none"> <li>Judgements are edited, printed and distributed within: <ul style="list-style-type: none"> <li>* One (1) week of the submission – short and simple judgements;</li> <li>* Four (4) weeks of the submission - long and complicated judgements;</li> </ul> </li> <li>“Legal Referencing Manual for Judges” published by the end of 2018</li> <li>PaLII &amp; PNGInLaw websites are updated annually</li> </ul>	Judgement Editor
<b>Develop and implement a Database for the Judgement Register</b>	A Judgement Register database developed and implement by 2019.	
<b>Conduct monthly audits to identify missing judgments that are not published in PaLII &amp; PNGInLaw</b>	Missing Judgements are identified and published for the month in PNGInLaw and PaLii	
<b>Provide Secretariat support to the Judicial Complaints Committee and other Judicial Committees and Facilitate Judicial</b>	In accordance to calendar of meetings and on an as-needs-basis Judicial Committees are provided with quality secretarial support services	Executive Director, Office of Chief Justice
<b>Effectively Coordinate Judge’s Court schedules in relation to their Judicial responsibilities as set out in the Annual Court Calendar</b>	<ul style="list-style-type: none"> <li>Judge’s Court Schedules are coordinated in accordance with the Annual Court Calendar</li> <li>Protocol Unit is given notice at least three (3) days before date of scheduled travel</li> </ul>	<ul style="list-style-type: none"> <li>Judges Associates</li> <li>Secretaries</li> </ul>

Activities	Performance Indicators	Responsible Officer
	<ul style="list-style-type: none"> <li>Registry and Parties to a matter are given at least three (3) days' before listing of case</li> <li>Case File Endorsements are done before close of business for that day</li> <li>CDS Forms are returned to Registry and updated within twenty (24) hours of Court event</li> </ul>	
<p><b>The Judicial Complaints Committee (JCC) Secretariat will process complaints in a timely manner.</b></p>	<ul style="list-style-type: none"> <li>The JCC will meet at least four (4) times per year and registered complaints are dealt with within three (3) months from date of registration</li> </ul>	Executive Officer to JCC
<p><b>Develop and maintain competency for staff providing support services to Judges</b></p>	<ul style="list-style-type: none"> <li>Induction for all new support staff are performed at least two (2) weeks from enlistment on duty by NJSS HR Division</li> <li>All Judges Staff to attend at least two (2) Judicial Education courses per year run by PngCJE</li> </ul>	Director JSS

## 7.4 Key Result Area 4 - Court Registry Services

*Objective – Provide an effective and efficient Court Registry Service in support of the Judiciary and Court Users*

1. The Court Registry is the custodian of all Court records and is responsible for the security and efficient management of all Court files and Court records
2. The Court registry is also the gateway to all Courts' and the final exit from all Courts'
3. Processes and practices of the Court registry must provide for the undertaking of all legally required activities to support Court activities.
4. All activities of the Court registry must be aligned with creating an effective and efficient environment for the Court to properly and legally function

Activities	Performance Indicators	Responsible Officer
<b>Conduct Structured Community and Court User consultations and awareness programs and forums</b>	<ul style="list-style-type: none"> <li>• Conduct a CUF in every province each year</li> <li>• In consultation and collaborate with the media, develop guidelines for public awareness programs by first quarter of 2019, and deliver timely programs by the third quarter of 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• CUF Project Manager</li> <li>• Registrar</li> <li>• Secretary</li> <li>• Public Relations Officer</li> </ul>
<b>Introduce Suggestion Boxes in each Court to collect the views of Court - users</b>	By 2019, place Suggestion Boxes in every Court throughout the Country	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Registrar</li> </ul>
<b>Establish and implement the Registry-client service improvement program</b>	By 2020, a Help Desk will be established in all Registries to provide Pro Bono legal aid and other support services to Court Users, especially litigants in person, people with disabilities and women and children victims of crimes and violence; in collaboration with LJS agencies including PNG Law Society, Public Solicitor, PNG Women Lawyers Association and other civil society organisations	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Registrar</li> </ul>
<b>Provide timely and accurate client service to Court users in relation to registration of cases and processing of documents.</b>	<ul style="list-style-type: none"> <li>• A file is created for a new case within two (2) days of registration;</li> <li>• New documents are processed, scanned and uploaded to CDS within two (2) days</li> <li>• Processing is done with 99% accuracy</li> </ul>	<ul style="list-style-type: none"> <li>• Deputy Registrar Supreme Court</li> <li>• Deputy Registrar National Court</li> </ul>
<b>Develop a safe and secure storage system to manage</b>	Have a safe and secure storage system in place for exhibits and files by 2018	<ul style="list-style-type: none"> <li>• Registrar</li> </ul>

Activities	Performance Indicators	Responsible Officer
<b>Court files and exhibits</b>		
<b>Develop and implement a system to physically track movement of Court files and exhibits</b>	An electronic file and exhibit tracking system is developed and implemented by 2019	<ul style="list-style-type: none"> <li>Deputy Registrar Supreme Court</li> </ul>
<b>Restructure of the Registry to achieve the Judiciary's Modernization of the Courts</b>	<ul style="list-style-type: none"> <li>Updated and approved structure of the Registry by 2019</li> <li>Updated duty statements for all registry positions and the appropriate prerequisites are established by 2019</li> <li>Updated and documented Systems and Processes in the Registry by 2019.</li> </ul>	<ul style="list-style-type: none"> <li>Registrar</li> <li>Registry Special Project Manager</li> </ul>
<b>Enhance the Case Docketing System (CDS)</b>	Updated CDS is implemented within four (4) months of the quarterly review	<ul style="list-style-type: none"> <li>Chief Justice</li> <li>Chairman, CMIT</li> <li>Registrar</li> <li>Director, ITD</li> <li>Manager, CDS Unit</li> <li>Systems Developer ITD</li> </ul>
<b>Launch the Integrated Electronic Case Management System (IECMS)</b>	Have an Integrated Electronic Case Management System (IECMS) as the only database to register, track and maintain Court case files and documents by 2020	<ul style="list-style-type: none"> <li>Chairman, CMIT</li> <li>Registrar</li> <li>Director, ITD</li> </ul>
<b>Courts to encourage Court Users to use the Courts' Sentencing Database</b>	Run awareness programs at CUF program for Judges and Magistrates to make greater use of this service	<ul style="list-style-type: none"> <li>Registrar</li> <li>Director ITD</li> </ul>
<b>Implement the Integrated Criminal Case System Database (ICCS)</b>	<ul style="list-style-type: none"> <li>Complete ICCSD pilot project by March 2019 (Waigani, Lae &amp; Wewak) and the rest by 2020</li> <li>ICCS is in place and used by the Law &amp; Justice Sector to track and monitor the status of a complaint lodged with the Police by 2022</li> </ul>	<ul style="list-style-type: none"> <li>Registrar</li> <li>Judicial Commission of NSW</li> <li>Chairman, ICCSD Committee</li> <li>NCPIP Project Manager</li> </ul>
<b>Provide accessibility through the Implementation of Registry Expansion Program</b>	<ul style="list-style-type: none"> <li>All Provincial Centres have an established National Court Registry with adequate staff and are operating by 2020</li> <li>20% of all districts have an established National Court Registry with adequate staff and are operating by 2022</li> </ul>	<ul style="list-style-type: none"> <li>Registrar</li> <li>Buildings Manager</li> </ul>
<b>Digitise Court Records and</b>	<ul style="list-style-type: none"> <li>Digitize all Court case files by mid</li> </ul>	<ul style="list-style-type: none"> <li>Chairman, CMIT</li> </ul>

Activities	Performance Indicators	Responsible Officer
<b>introduce E-Filing</b>	2018 <ul style="list-style-type: none"> <li>• Establish and operate Electronic filing System (Lodgements) in the Supreme Court by the first quarter of 2019</li> <li>• Establish and operate Electronic filing System (Lodgements) in the National Court by 2020</li> <li>• Electronic filing for both Courts will be established and operated at;               <ul style="list-style-type: none"> <li>• 10% for the first year,</li> <li>• 20% for the second year,</li> <li>• 30% for the third year</li> <li>• 40% for the fourth year</li> <li>• 50% for the fifth year</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Registrar</li> <li>• Deputy Registrar (Supreme Court)</li> <li>• Deputy Registrar (National Court)</li> <li>• IT Manager</li> <li>• SPRS Manager</li> </ul>
<b>Tool Kits or Manual for each Court tracks</b>	<ul style="list-style-type: none"> <li>• Work in consultation with PJSI to develop Manuals for each Court track between 2018 and 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Registrar</li> <li>• Mr. David Gonol</li> </ul>
<b>Maintain consistency in systems and processes by developing registry policies and procedures manual</b>	<ul style="list-style-type: none"> <li>• Registry policies and procedures compiled into operational manuals</li> </ul> <ol style="list-style-type: none"> <li>1. Registry Manual Published and Implemented by 2018</li> <li>2. Updated Guide to Court Annexed Mediation by 2018</li> </ol> <ul style="list-style-type: none"> <li>• 2020 Documented Process mapping of various registry practices are in operation</li> </ul>	<ul style="list-style-type: none"> <li>• Registrar</li> <li>• Deputy Registrar Supreme Court</li> <li>• Deputy Registrar National Court</li> <li>• Assistant Registrar, Civil (Equity Div)</li> <li>• Taxing Masters</li> </ul>
<b>Conduct the functions of Registrars as directed by the Courts.</b>	<ul style="list-style-type: none"> <li>• Taxation of Costs are conducted and completed within 6 months of filing of bills and written decisions are given on contested matters</li> <li>• Wills and Probate Administration applications are heard and completed within 3 months of filing where Registrar makes a decision, a written decision is given and placed in the Court file within seven (7) days</li> <li>• Examination of debtors in insolvency and company winding up cases are attended to as directed by the Courts within the time stipulated by the Court Order</li> </ul>	

Activities	Performance Indicators	Responsible Officer
<b>Implement a Personal and Professional Development Program for Registry Officers</b>	<ul style="list-style-type: none"> <li>• The Five (5) year training plan and program is developed by 2018</li> <li>• Basic Computing training conducted for all registry staff nationwide by 2018</li> <li>• Quarterly Registry Training/Workshops are conducted with regard to new court systems, rules and procedures each year</li> </ul>	<ul style="list-style-type: none"> <li>• Registrar</li> <li>• Deputy Registrar Supreme Court</li> <li>• Deputy Registrar National Court</li> </ul>
<b>Review of fees for filing, search, copying documents, provision of transcripts, etc</b>	<p>By 2019, amend rules of Court to increase fees for case filing, file searches, photocopying charges, Court transcription charges, etc.</p>	<ul style="list-style-type: none"> <li>• Rules Committee</li> <li>• Registrar</li> </ul>
<b>Enhancing Court Room Services</b>	<ul style="list-style-type: none"> <li>• Qualified and competent interpreters and court attendants are recruited by 2019</li> <li>• Interpreters must be fluent in at least 3 languages</li> <li>• Database of linguists with contact details established by 2019</li> <li>• Policy Guidelines on Court Room Services developed and implemented by 2019</li> </ul>	<ul style="list-style-type: none"> <li>• Registrar</li> <li>• Manager Court Room Services</li> </ul>

## 7.5 Key Result Area 5 - Corporate Services

*Objective – Provide quality, effective and efficient corporate services to the Judiciary*

Corporate services are aligned to support the performance of the Courts' core functions to hear and dispose of cases in a timely manner.

Activities	Performance Indicator	Responsible Officer
<b>Management of Corporate Services (Finance, HR, Planning &amp; Policy, Buildings &amp; Facilities)</b>	<ul style="list-style-type: none"> <li>• Ensure compliance with the NJSS Act,</li> <li>• Decisions are made and are consistent with the PFMA, the Finance Manual and the NJSS Act</li> <li>• Imprest Accounts Reports are completed and delivered to CSR consultative meeting on a quarterly basis</li> <li>• Appraisals are completed and Reports delivered to CSR consultative meeting on a quarterly basis</li> <li>• Assist the Chief Justice in the preparation of the Judiciary's Annual Budget Estimate</li> <li>• The Annual Report is presented to the CSR consultative meeting in the first quarter of each year</li> </ul>	<ul style="list-style-type: none"> <li>• Chairman, CBFC</li> <li>• Chairman, Finance &amp; Planning Committee</li> <li>• Secretary, NJSS</li> </ul>
<b>Implement the NJSS Home Ownership Scheme</b>	<ul style="list-style-type: none"> <li>• Approved NJS Home Ownership Scheme by first quarter 2019</li> <li>• Secure and develop Land for Home Ownership Scheme by 2020</li> <li>• 10% of Staff in Port Moresby have been housed under the NJS Home Ownership Scheme by 2020</li> <li>• 30% Staff in Port Moresby have been housed under the NJS Home Ownership Scheme by 2021</li> <li>• 50% Staff in Port Moresby have been housed under the NJS Home Ownership Scheme by 2022</li> <li>• 2022 Extend the Home Ownership Scheme to the Regional Centres</li> </ul>	<ul style="list-style-type: none"> <li>• Chairman, CBFC</li> <li>• Secretary, NJSS</li> </ul>
<b>Facilitate the establishment of the National Courts in-</b> <ol style="list-style-type: none"> <li>1. Daru</li> <li>2. Manus</li> <li>3. Popondetta</li> <li>4. Vanimo</li> <li>5. Minj</li> </ol>	<ul style="list-style-type: none"> <li>• Establish the National Court and have it operational in accordance to the annual Budget Strategy</li> <li>• Meetings are organised and held with the respective provincial governments and provincial administration to establish the National Court</li> </ul>	<ul style="list-style-type: none"> <li>• Chairman, CBFC</li> <li>• Secretary NJSS</li> <li>• Registrar</li> </ul>

<p><b>6. Central Province</b> <b>7. Vanimo</b></p>	<ul style="list-style-type: none"> <li>Identify officers responsible in the provincial administration and establish communication links</li> <li>Provide reports highlighting what is on the ground and plans of what needs to be done and the Budget implications</li> <li>Achieve full establishment of the National Court-Daru by 2018, Popondetta and Manus by 2019 and Minj by 2021, and Central Province and Vanimo by 2022</li> </ul>	
<p><b>Facilitate the establishment of Sub-registries in - Lihir, Bulolo, Wapenamanda, Pogera, Ialibu, Aitape, Maprik, Biella, Arawa, Bereina, Lousia, Esa'ala, Kiunga or Tabubil, Namatanai Bogia</b></p>	<ul style="list-style-type: none"> <li>In consultation with provincial managers in the registry expansion program establish the Sub-Registry and have it operational.</li> <li>Achieve full sub-registry establishments for Lihir, Biella, Lousia and Wapenamanda by 2019, Aitape, Maprik, Esa'ala, Bogia, Namatanai, Pogera and Ialibu by 2021</li> </ul>	<ul style="list-style-type: none"> <li>Chairman, CBFC</li> <li>Secretary NJSS</li> <li>Registrar</li> </ul>
<p><b>Prepare quarterly and annual performance reports.</b></p>	<ul style="list-style-type: none"> <li>Quarterly Performance Reports are prepared each quarter and circulated to the Managers and Judges Planning and Finance Committee each quarter</li> <li>Annual Performance Report is prepared in January for the previous year &amp;</li> <li>circulated to Judges and all Court staff after approval from Judges Planning Committee</li> </ul>	<ul style="list-style-type: none"> <li>Chairman, Judges Planning and Finance Committee</li> <li>Director Policy &amp; Planning</li> </ul>
<p><b>Develop and Publish Policies according to priorities set by Executive Management</b></p>	<ul style="list-style-type: none"> <li>Document policies identified by the respective divisions to implement this Corporate Plan</li> <li>Meet with the relevant divisional manager for the development of the Policy.</li> <li>Policy developed and presented to the Chief Justice, Secretary and Registrar (CSR)</li> <li>Policy approved and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>Chairman, Finance and Planning Committee</li> <li>Director Policy &amp; Planning</li> </ul>
<p><b>Develop and Publish the Annual Work Plan.</b></p>	<ul style="list-style-type: none"> <li>2018 Annual Work Plans finalised and approved by December 2017</li> <li>2019 Annual Work Plans finalised and approved by December 2018</li> <li>2020 Annual Work Plans finalised and approved by December 2019</li> <li>2021 Annual Work Plans finalised and approved by December 2020</li> <li>2022 Annual Work Plans finalised and approved by December 2021</li> </ul>	<ul style="list-style-type: none"> <li>Chairman, Finance &amp; Planning Committee</li> <li>Corporate Planner</li> </ul>
<p><b>Participate in meetings with</b></p>	<ul style="list-style-type: none"> <li>Attend the Planning, Budgeting and</li> </ul>	<ul style="list-style-type: none"> <li>Director Policy</li> </ul>



<p><b>statutory departments to maintain a working relationship.</b></p>	<p>Review workshops held in June/July and December with Provincial Administrative Officers</p> <ul style="list-style-type: none"> <li>• Attend Bi-Annual meetings with the Provincial Manager – Finance and Administration for quarterly reviews, planning and budgeting</li> <li>• Dialogue and communication links are maintained with the Departments of Treasury, Finance and National Planning and Monitoring</li> </ul>	<p>&amp; Planning</p> <ul style="list-style-type: none"> <li>• Director Finance</li> </ul>
<p><b>Resolve matters registered with the Legal Services in a timely manner.</b></p>	<ul style="list-style-type: none"> <li>• Recruit experienced litigation lawyers either on line positions or on contract to improve prosecution or defend claims by and against NJS</li> <li>• Ensure that all litigations against the NJS/NJSS are defended and resolved within six (6) months from registration date</li> <li>• Ensure that all contract issues are addressed within six (6) weeks from registration date</li> <li>• disciplinary proceedings are addressed within two (2) weeks from registration date</li> </ul>	<ul style="list-style-type: none"> <li>• Secretary, NJSS</li> <li>• Registrar</li> <li>• Deputy Secretary NJSS</li> <li>• Legal Officer</li> </ul>
<p><b>Audit and Inspections to maintain compliance with Public Finance Management Act.</b></p>	<ul style="list-style-type: none"> <li>• A Confidentiality and Conflict of Interest form is signed before every engagement to uphold the Independence of the Internal Audits Team</li> <li>• Conduct and provide documented audit reports in a timely manner to include - <ul style="list-style-type: none"> <li>• Adequacy of the internal controls</li> <li>• Compliance with established policies and procedures; and</li> <li>• Reliability of financial data for reporting and decision making process</li> <li>• Drawing attention to management to deficiencies of the internal controls and irregularities and variations against established norms and standards</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Chairman, NJSS Audit Committee</li> <li>• Secretary NJSS</li> <li>• Internal Auditor</li> </ul>
<p><b>Implement Personal and Professional Development of the Internal Audit Team in order to achieve its responsibilities efficiently and effectively</b></p>	<ul style="list-style-type: none"> <li>• The five (5) year training plan is developed and implemented for personal and professional development of staff by 2018.</li> <li>• Staff attain at least fourteen (14) Continued Professional Development hours for Internal Audit training/conference per annum</li> <li>• Staff hold current membership with</li> </ul>	<ul style="list-style-type: none"> <li>• Secretary NJSS</li> <li>• Internal Auditor</li> </ul>

	recognized Internal Audit Professional body to have access to resources and facilities per annum	
<b>The Annual Internal Audits Plan and all other appropriate matters are reported to the Audit Committee in a timely manner</b>	<ul style="list-style-type: none"> <li>• The NJS Internal Audit Committee (NJSIAC) meetings are held, at least four (4) per annum in accordance to the PFMA</li> <li>• the three (3) year Strategic Plan is approved by 2018</li> <li>• Updated Internal Audit Charter is implemented by 2018</li> </ul>	<ul style="list-style-type: none"> <li>• Secretary NJSS</li> <li>• Internal Auditor</li> </ul>
<b>Establish and implement a HR Help Desk to improve customer service</b>	<ul style="list-style-type: none"> <li>• The HR Help Desk is established and used to monitor and assess the turn-around-time for each registered query by staff</li> </ul>	Director HR
<b>Develop and update HR procedures manuals and policies to align with changes in HR systems and processes.</b>	Develop and update Policies and Procedures Manuals for HR Division by 2019	Director HR
<b>Develop and Implement a Salary Policy</b>	<ul style="list-style-type: none"> <li>• Established guidelines for maintenance of salary administration by 2019;</li> <li>• An established salary review process</li> <li>• Established guidelines for promotions &amp; demotions</li> <li>• Established guidelines for entry &amp; exit entitlements</li> <li>• Established guidelines for contract entitlement</li> <li>• Conduct review of the guidelines by 2020 and implement revised guidelines in 2021-2022</li> </ul>	Director HR
<b>Coordinate the alignment of NJS Organizational Structure to Court Reforms</b>	<ul style="list-style-type: none"> <li>• Updated duty statements for all HR positions and the appropriate prerequisites are established by 2018 and reviewed on an annual basis thereafter</li> <li>• Revised pay structure to be in parity with the updated duty statements</li> <li>• Established avenue to give advice to NJS Divisional Managers on how the divisional structures can support succession and career planning</li> </ul>	<ul style="list-style-type: none"> <li>• Director HR</li> <li>• Org. Dev. &amp; Recruitment Manager</li> </ul>
<b>Maintain, refine and stabilize the staff establishment register</b>	<ul style="list-style-type: none"> <li>• 2018 HR recruitment component of JSIMS to be fully operational</li> <li>• Reduce number of inconsistencies to: <ul style="list-style-type: none"> <li>○ 50% by 2018</li> <li>○ 25% by 2019</li> <li>○ 0% by 2020</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Director HR</li> <li>• Org. Dev. &amp; Recruitment Manager</li> </ul>
<b>Development of HR</b>	<ul style="list-style-type: none"> <li>• Conducted skill-based training in</li> </ul>	<ul style="list-style-type: none"> <li>• Director HR</li> </ul>

<b>Division's capacity to support the Court Reforms</b>	<p>accordance to the HR five (5) year training plan initiated by 2018</p> <ul style="list-style-type: none"> <li>• Conduct awareness with regard to change management</li> </ul>	<ul style="list-style-type: none"> <li>• Org. Dev. &amp; Recruitment Manager</li> </ul>
<b>Timely recruitment of competent and appropriately skilled staff against funded vacant positions</b>	<ul style="list-style-type: none"> <li>• By 2018 all job descriptions are reviewed and updated to reflect current changes in Systems and Processes. And incorporate correct prerequisites for that position</li> <li>• The majority of the interview panels comprise subject matter experts and operational managers for the field of recruitment</li> <li>• The newly recruited staff satisfy all the prerequisite stipulated in the updated job description</li> <li>• The turn-around time for recruitment of new staff is 6 weeks</li> </ul>	
<b>Coordinate and Collate a Training Needs Analysis for NJS</b>	<ul style="list-style-type: none"> <li>• As directed by PngCJE, a Training Needs Analysis Report is documented and the NJS five (5) year training plan 2018 – 2022 is developed from the TNA report by first quarter 2018</li> <li>• Scheduled skilled based training as identified in the TNA by 2018 onward;</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Director PngCJE</li> <li>• Director HR</li> <li>• Training Manager</li> </ul>
<b>Implement a succession plan through 'Future Leaders Program'</b>	<ul style="list-style-type: none"> <li>• All staff are equipped with supervisory skills;</li> <li>• The effective performance of supervisory roles and responsibilities by Sub-ordinate staff in an acting capacity</li> <li>• Senior Officers are competent to be promoted to managerial level</li> <li>• Identified and recommended staff in NJS have attained a certification through 'Future Leaders Program'</li> </ul>	
<b>Implement the Personnel and Professional Development drive for NJS Staff</b>	<ul style="list-style-type: none"> <li>• Annually conduct two (2) sessions of Training of Trainers by 2018</li> <li>• The approved NJS five (5) year training plan 2018 – 2022, based on the annual TNA in collaboration with Registry functional managers and Corporate Services divisional managers by 2019</li> <li>• Between 80% - 90% NJSS staff trained and to be competent users of relevant &amp; basic MS Office applications by 2020</li> </ul>	
<b>Promote awareness and addressing Cross-cutting Issues in the workplace</b>	<ul style="list-style-type: none"> <li>• Invite at least one (1) subject matter expert on respective cross-cutting issues to speak to staff each quarter</li> </ul>	Director HR

	<ul style="list-style-type: none"> <li>• Involve staff in one (1) annual event to support a course to raise awareness with regard to cross-cutting issues</li> <li>• Update and publish HIV and Equal Employment Opportunity (EEO) policies in 2018</li> <li>• 2019 Developed and Implemented an Occupational Health &amp; Safety (OHS) NJS Policy guideline</li> <li>• 2020 Develop strategies and plans to ensure a proactive approach to Cross-Cutting issues including the development of HR policy guidelines</li> </ul>	
<p><b>Ensure that all buildings and facilities are maintained and completed in a timely manner</b></p>	<ul style="list-style-type: none"> <li>• Completion of Waigani Court Complex, Wapenamanda and Wewak in 2018,</li> <li>• Construction of Kokopo Court Complex to commence in 2019</li> <li>• Completion of Lae Court and Mt Hagen Court Complex by 2020</li> <li>• Rehabilitation and maintenance of existing Court buildings</li> <li>• Maintain gardens and parks</li> <li>• All projects supervised and finished as per contract agreement</li> </ul>	<p>Manager Buildings &amp; Facilities</p>
<p><b>Implement and operate the Judicial Service Information Management System (JSIMS)</b></p>	<ul style="list-style-type: none"> <li>• By the end of 2018 all HR and Finance management tasks digitized and are processed through JSIMS</li> <li>• Management reports generated by JSIMS as and when required by 2018</li> <li>• All JSIMS users fully trained by end 2018</li> <li>• Refresher Training conducted for all users on a quarterly basis every year by 2019</li> <li>• JSIMS HR &amp; Finance training manuals completed by 2020</li> </ul>	<ul style="list-style-type: none"> <li>• Director Finance</li> <li>• Director HR</li> </ul>
<p><b>Coordinate the formulation of the Annual Budget Estimates</b></p>	<ul style="list-style-type: none"> <li>• Budget Strategy circulated to the Divisional Managers in Waigani and Provinces for them to prepare their Annual Plan and the Budget Estimates by June each year</li> <li>• Divisional Managers submit their Plan and Budget by July</li> <li>• Budget Sub-Committee screens the Divisional Budget in Waigani and the Provinces through a 2-3 review workshop held in the provinces</li> <li>• NJSS Sub-Committee compiles the budget estimates after the screening and submits</li> </ul>	<ul style="list-style-type: none"> <li>• Director Finance</li> <li>• Director Policy &amp; Planning</li> <li>• Chairman, Judges Finance &amp; Planning Committee</li> </ul>

	<p>to the Judges Planning and Finance Committee in August for their comments and endorsement</p> <ul style="list-style-type: none"> <li>• Chairman of the Judges Planning &amp; Finance Committee submits the estimates to the Chief Justice in August</li> </ul>	
<p><b>Facilitate the Judiciary's Budgetary process.</b></p>	<p>On an annual basis the:</p> <ul style="list-style-type: none"> <li>• Budget Strategy is Developed and approved by the Chief Justice by June;</li> <li>• Formulated Annual Budget Estimates are presented to Chief Justice by end of August;</li> <li>• Chief Justice presents the Budget Estimates to the Prime Minister on or before 30<sup>th</sup> September</li> <li>• Budget is revised against actual appropriation by Parliament within (2) months after the budget is passed</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Secretary NJSS</li> <li>• Director Finance</li> <li>• Director Policy &amp; Planning</li> </ul>

## 7.6 Key Result Area 6 - Sheriff and Security Services

*Objective – Provide a secure Court environment, security for all Court Users, protection of property and enforce Court processes*

Activities	Performance Indicators	Responsible Officer
<b>Execution of Writ of Levy of Properties and liaise with Police for execution of warrants</b>	<ul style="list-style-type: none"> <li>Regular execution of Court orders with Police is undertaken under the MOU signed between NJS, NJSS and Police in 2017</li> <li>Execution of enforcement process within two (2) weeks from date of registration</li> </ul>	<ul style="list-style-type: none"> <li>Sheriff</li> <li>Chief Process Enforcement Officer</li> <li>Police – NJS Sheriff/Security</li> <li>Police Liaison Officer</li> </ul>
<b>Admiralty Marshall Flag</b>	Execution of Admiralty orders is undertaken expeditiously	Admiralty Marshall
<b>Efficient Management of the Sheriff's Trust Fund</b>	<ul style="list-style-type: none"> <li>Distribute proceeds from execution to Judgement Creditors/Debtors in accordance with Court Orders</li> <li>Quarterly reconciliation of the Sheriff Trust Fund is reported to the Sheriff</li> <li>Enforcement fees are remitted to Department of Finance Annually</li> </ul>	<ul style="list-style-type: none"> <li>Sheriff</li> <li>Chief Process Enforcement Officer</li> </ul>
<b>Sheriff's Auctions are conducted efficiently and effectively</b>	<ul style="list-style-type: none"> <li>A minimum of 3 Sheriff auctions are held annually</li> <li>An auction report is provided within one (1) month from the date of the auction</li> </ul>	Chief Process Enforcement Officer
<b>Provide secure Courts and ensure that Court users are safe at all times</b>	Ensure that people and assets are safe and secure and any issues that arise are resolved expeditiously	Chief Security Officer
<b>Amalgamation of Sheriff and Security Operations</b>	<ul style="list-style-type: none"> <li>Achieve administrative amalgamation of the Sheriff and Security Operations by 2018</li> <li>2019 Sheriff Act Amended</li> <li>By 2019 Sheriff Division and Security to be merged by Legislation</li> </ul>	<ul style="list-style-type: none"> <li>Sheriff</li> </ul>
<b>Personal Development and training to enhance the Sheriff and Security Services</b>	<ul style="list-style-type: none"> <li>2018 - A formal training requirement is implemented for existing and newly appointed Sheriff and Security Staff</li> </ul>	<ul style="list-style-type: none"> <li>Sheriff</li> <li>Chief Security Officer</li> </ul>

<p><b>Improved Customer Service for the Sheriff and Security Services</b></p>	<ul style="list-style-type: none"> <li>• 2018 - Publish a Sheriff and Security Services Operational Manual</li> <li>• 2018 - Complete a streamlined restructure of the Sheriff and Security Services to achieve the Judiciary’s Modernization of the Courts</li> <li>• 2018 - Launch the Sheriff Database that captures and tracks all registered files</li> <li>• 2018 - Draft the Legislative amendment to the Sheriff Act to accommodate the current Judicial environment</li> <li>• 2018 - Publish a formal training requirement for Sheriff and Security Officers</li> </ul>	<ul style="list-style-type: none"> <li>• Sheriff</li> <li>• Chief Processing Officer</li> <li>• Chief Security Officer</li> </ul>
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## 7.7 Key Result Area 7 - Court Records and Information, Communication and Technology

Objective: Provide an user friendly Court records and information services, state of the art Information, Communication and Technology (ICT) Service to support the operations of the Courts

The Judiciary relies heavily on a fully functional, dependable and modern ICT service to fulfil its core function of timely dispensation of cases

Activities	Performance Indicators	Responsible Officer
<b>Achieve full capacity of CDS Docketing System (CDS)</b>	Full Capacity is reached by 2019	<ul style="list-style-type: none"> <li>Chief Justice</li> <li>CMIT</li> <li>CDS Manager</li> <li>Smith Tende</li> </ul>
<b>Digitized Records</b>	<ul style="list-style-type: none"> <li>By 2018, all Court files are digitized and converted to electronic form</li> <li>By mid 2019, introduce e-filing in the Supreme Court</li> <li>By 2020, introduce e-filing in the National Court</li> <li>Digitise all archived records and consolidate all archives information into one repository by 2020</li> </ul>	<ul style="list-style-type: none"> <li>Chief Justice</li> <li>Registrar</li> <li>SPRS Manager</li> <li>Database Manager</li> <li>Archivist</li> </ul>
<b>Expansion, implementation and management of Court Reporting Service</b>	<ul style="list-style-type: none"> <li>Consolidate and enhance FTR digital Court Recording service already installed in all Courts, by 2018</li> <li>Ensure that Court reporting services are adequately resourced and working efficiently. Provide verbatim and certified transcripts and audio recordings of proceedings</li> <li>CRS Charter guidelines are reviewed and revised charter guidelines are implemented by 2019</li> <li>Provide Audio Playback booths in the designated locations within the Court complex by 2019</li> <li>2020 All FTR systems are upgraded throughout the country.</li> <li>FTR Audio Playback is installed on all NJSS authorised users laptops and desktops by 2020</li> <li>All projects regarding electronic processes, systems and products completed by 2020</li> <li>The audio data is stored on DVD and USB and made available to qualified stakeholders</li> <li>The digital audio and transcripts management and sale are performed online to qualified stakeholders by 2020</li> <li>The engagement of external transcription agencies will be undertaken to assist with the backlog by 2020</li> </ul>	<ul style="list-style-type: none"> <li>Chief Justice</li> <li>Director CRS</li> </ul>
<b>Professional development and training for CRO's and support staff</b>	<p>Ensure that CRO staff undertake regular training and development to keep up to date with technological advances and modern practices:</p> <ul style="list-style-type: none"> <li>Conduct two (2) Certificate in Court Reporting Courses</li> </ul>	Director CRS



Activities	Performance Indicators	Responsible Officer
	<ul style="list-style-type: none"> <li>with 12 trainees by 2018</li> <li>• Conduct two (2) Certificate in Court Reporting Courses with 20 trainee by 2020</li> <li>• Conduct two (2) Certificate in Court Reporting Courses with 20 trainees by 2021</li> <li>• Conduct one (1) Certificate in Court Reporting Courses with 20 trainees by 2022</li> </ul>	
<b>Implement Electronic Library Services</b>	<p>Continuously update materials and establish libraries in Provinces without them. Progressively introduce electronic library services. Continuously update legislation and amendments and distribute. Continuously update PngInlaw and PaLii</p> <ul style="list-style-type: none"> <li>• Court Rooms provided with pro tablet by 1<sup>st</sup> quarter, 2019</li> <li>• Library and information disseminated effectively and efficiently through electronic means by 2021</li> <li>• Amendment to Act of Parliament and National Government Gazettes are accessed electronically by 2019</li> <li>• PngInlaw updated regularly</li> <li>• Introduce and Implement e-library system by 2019</li> </ul>	Librarian
<b>Development of Personal and Professional capabilities of ITD Staff</b>	<ul style="list-style-type: none"> <li>• ITD Technical Staff are certified Comptia A+ and Comptia Network + Industry by end of 2020</li> <li>• ITD Missions, Vision and Values published by end of 2018</li> <li>• ITD Staff personal values identified and mapped to corporate values</li> <li>• ITD Values Based Competencies aligned with ITD values developed and integrated into Performance Management Plan by end of 2019</li> <li>• The five (5) year Continued Personal and Professional Development Training Plan for ITD Staff completed and implemented by end of 2018</li> </ul>	Director ITD
<b>Network and Server Infrastructure Redundancy Upgrade</b>	<ul style="list-style-type: none"> <li>• Network and Server Infrastructure Redundancy Upgrade Installed, configured and commissioned by 3<sup>rd</sup> Quarter of 2018 taking into consideration Vendor FX Challenges.</li> <li>• Overall Service Level Agreement from IT to NJSS business is 99.98%</li> <li>• Critical services delay due to Operating System failure or corruption is recovered by one (1) hour or less.</li> <li>• Files retrieved and recovered from system failure backdated four(4) weeks;</li> </ul>	Director ITD
<b>Implementation of Virtual Desktop Infrastructure</b>	<ul style="list-style-type: none"> <li>• Virtual Desktop Infrastructure Implemented by end of 2019</li> <li>• Two-hundred (200) end users are using Windows Virtual Desktop end replacing Windows Desktops</li> </ul>	Director ITD

Activities	Performance Indicators	Responsible Officer
	<ul style="list-style-type: none"> <li>• Service Level agreement from IT to NJSS Business in Virtual Desktop Infrastructure is 99.98%</li> <li>• Virtual desktop devices replaced in less than 1 hour</li> </ul>	
<b>New Court Complex IT Infrastructure Setup Project</b>	<p>New Court Complex IT Infrastructure Project to be completed by end of October 2018</p> <ul style="list-style-type: none"> <li>• End users have access to CDS, JSIMS, Email, Internet and Files and folders from old Domain in the new Court Complex by November 2019</li> <li>• End Users in the support services like Finance, CRS etc. receiving email from contacts that have pngjudiciary.gov.pg email addresses of NJSS staff and contact being updated with new domain when end users reply</li> <li>• There is restricted access to non-authorized users with respect to Court staff in the respective Courts; cannot access files and folders belonging to the other Courts.</li> <li>• All end users in new Court complex using Windows Virtual Desktops.</li> <li>• Overall Service Level Agreement from IT to NJSS business is 99.98%</li> <li>• Recovery of critical services due to Operating System failure or corruption is 1 hour or less</li> </ul>	Director ITD

## 7.8 Key Result Area 8 – Law and Justice Sector Wide Collaboration in PNG

*Objective – Facilitate collaboration between the Judiciary and other Law and Justice Sector government agencies and other stakeholders*

Collaboration between other government agencies involved in law and is essential to improving services and meeting community expectations.

Activities	Performance Indicators	Responsible Officer
<p><b>Increase Co-ordination between NJS and NCM to address sector wide requirements</b></p>	<ul style="list-style-type: none"> <li>• Attend all NCM meetings</li> <li>• Report regularly to NCM on projects undertaken by NJS</li> <li>• Complete ICCSD Pilot Project by first quarter of 2019</li> <li>• Achieve full ICCSD establishment by 2021</li> <li>• Conduct at least three (3) meetings per year by heads of LJS agencies involved in the Criminal justice System, to deliver results of ICCSD and implementation of various MOUs signed in 2014</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Secretary NJSS</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Support LJS sector-wide activities to foster improved working relationship</b></li> </ul>	<ul style="list-style-type: none"> <li>• Collaborate with the PNG Law Society to Co-host annual Bench Bar Dinners</li> <li>• Implement the PngCJE and the Annual Training Activity Plan that includes participants from other LJS agencies</li> <li>• Contribute to improvements in the standard of learning at the UPNG Law School by the Judiciary’s membership on the UPNG Law Faculty Board, through the Sir Salamo Injia lecture series, by guest lectures, and through short term internship with Courts for senior Law Students</li> <li>• Contribute in lecturing at the Legal Training Institute on practical subjects</li> </ul>	<ul style="list-style-type: none"> <li>• Chief Justice</li> <li>• Secretary, NJSS</li> <li>• Registrar</li> <li>• Legal Training Institute (LTI)</li> <li>• All Law &amp; Justice Sector Heads</li> <li>• Director Policy &amp; Planning</li> <li>• Director PngCJE</li> <li>• Justice Hitelai Polume-Kiele</li> </ul>

## 7.9 Key Result Area 9: Commitment to Court Excellence

*Objective: Strengthen PngCJE and then transform PngCJE into Pacific Centre for Judicial Excellence (PicCJE) by 2020, to achieve Court excellence in every sphere of the Courts' activities through integrated and regimented and consistent education and training programs*

Collaboration between PngCJE and PJSI to achieve this objective.

Activities	Performance Indicators	Responsible Officer
<p><b>Strengthen PngCJE's Capacity to deliver more education and training programs</b></p>	<ul style="list-style-type: none"> <li>Complete recruitment of staff under organisational structure staff establishment by 2018</li> <li>Conduct up to minimum of 31 training activities, conferences etc each year in accordance with Annual Activity Plan developed by PngCJE Board</li> </ul>	<ul style="list-style-type: none"> <li>Chief Justice (Chairman, Board of PngCJE)</li> <li>PngCJE Executive Director</li> <li>PJSI Secretariat</li> </ul>
<p><b>Transform PngCJE into PicCJE</b></p> <ul style="list-style-type: none"> <li>Under its Business Plan, PngCJE will focus on the following priority areas;</li> <li>Implementing the decision to establish PicCJE made in a meeting of the Chief Justices of the region during the Pacific Judicial Conference held in Port Moresby in September 2016. A road map to achieve the full establishment of PicCJE by 2018 by which time PngCJE will be absorbed into or amalgamated with PicCJE is set out in the PicCJE 2018 – 2022 Business Plan. This will be done in three phases. The first step is to intensify the training activities of PngCJE itself to prepare itself to assume a bigger role as a regional player by 2018; the second is to address transitional arrangements, by 2019; and the third is to achieve</li> </ul>	<ul style="list-style-type: none"> <li>Implement PngCJE-PicCJE Business Plan 2018-2022</li> <li>PicCJE to be fully established by 2020</li> <li>Complete training and trainee accommodation facilities on site by 2019</li> </ul> <p><b>STANDARDS</b></p> <ul style="list-style-type: none"> <li>Fifteen (15) working days or three (3) weeks in the year are to be set aside for Judicial Officers and Court staff training in any area of Court work</li> <li>At least one (1) training per year for technical training in the use of modern information technology in Court for all Court staff (Judicial and non-Judicial officers)</li> <li>Conduct at least three (3) coursework certificate training in any area of Court work for Court officers (other than Judges). Each certificate course will run for four (4) months</li> <li>One (1) training for Village Court Magistrates &amp; Lay Judicial Officers in PNG and the region per year</li> <li>Five (5) working days in the year are</li> </ul>	<ul style="list-style-type: none"> <li>Chief Justice (Chairman, PngCJE Board)</li> <li>Executive Director, PngCJE</li> <li>PJSI Secretariat</li> </ul>

Activities	Performance Indicators	Responsible Officer
<p>full establishment by 2020 – 2022</p> <ul style="list-style-type: none"> <li>• Emphasis is given to modernising the Courts through training Court officers, Judicial and non-judicial, on the use of modern technology to improve performance of the Courts.</li> <li>• Introduce formal certificate programs to train Court officers (other than Judges) to enhance the knowledge and skills of non-law trained court officers</li> <li>• Emphasis will be given to training Village Court Magistrates and Lay or non-lawyer trained Court officers</li> <li>• Adopting a holistic approach to building the capacity of the Courts to administer justice to all levels of the community by investing in building the capacity of stakeholders to better serve the Courts, through; <ul style="list-style-type: none"> <li>▪ <i>assisting litigants in person in providing Court information and drafting court documents</i></li> <li>▪ <i>emphasising a collaborative effort to training Lawyers, officers of the LJS and</i></li> </ul> </li> </ul>	<p>to be set aside for orientation for new Judicial officers</p> <ul style="list-style-type: none"> <li>• Three (3) working days in the year are to be reserved for an Induction Course for Court staff</li> <li>• Three (3) working days for induction courses for LJS officers and others involved in the Court process</li> <li>• Two ToT programs per year</li> <li>• Two (2) workshops for Court officers (Judges and Court officers) and lawyers per year</li> <li>• One (1) workshop with other LJS agencies per year</li> <li>• Three lectures per year to UPNG Law Students under “Injia Lecture Series”</li> <li>• One lecture per year for Police and Correctional Services Trainees at Bomana Police/Correctional Services College on Court practice and procedure</li> <li>• One Judges' Clerkship training for UPNG Law graduates or LTI graduates per year of up to 12 months duration</li> <li>• One (1) major international convention per year that includes Pacific countries</li> <li>• One (1) regional conference for Pacific countries</li> <li>• One (1) national legal and/or judicial conference per year for PNG</li> <li>• Additional programs will be set to cater for individual or collective needs of Pacific Islands jurisdictions after consulting with Chief Justices of PJSI countries</li> </ul>	

Activities	Performance Indicators	Responsible Officer
<p><i>other court users in order for them to support the Courts to deliver on its core judicial functions</i></p> <ul style="list-style-type: none"> <li>▪ <i>Provide support for the training of future lawyers attending the University Law School and Legal Training Institute to enhance the quality of legal education and skills training provided by these institutions</i></li> <li>▪ <i>Provide a forum for stakeholders including the public and civil society to discuss developments in the law that affect Constitutional Rights and other important legislation that impacts on the Courts</i></li> <li>▪ <i>Facilitate firm working arrangements through MoUs or other arrangements for cooperation between;</i></li> <li>▪ <i>PngCJE and other institutions that offer judicial education and training; and</i></li> <li>▪ <i>Judiciaries of different countries in the Pacific region and other countries;</i></li> <li>▪ <i>Judiciaries and institutions and</i></li> </ul>		

Activities	Performance Indicators	Responsible Officer
<p><i>organisations that provide public access to Court information and legal information</i></p> <p>The recipients of judicial education and training include the following: Judges, Magistrates, Judges associates, court interpreters, attendants and reporters, Registry staff, Sheriff officers and staff, Corporate management staff; Law and Justice Sector agencies staff engaged in Court processes; Village Court Magistrates and Lay or non-lawyer trained Court Officers; Regional (Pacific Island Countries) and international Judges and court support staff; and other stakeholders on ad hoc basis, i.e. lawyers, public, Legislature, Executive and non-judicial members of administrative tribunals and school children/students</p>		
<p><b>Increase cooperation with Regional and International Jurisdictions</b></p>	<ul style="list-style-type: none"> <li>• Successfully implement existing MoUs with the Federal Court of Australia, Supreme Court of Queensland, Judicial Commission of New South Wales, Sheriff of New South Wales, University of Queensland Pro Bono Research Centre, Judiciary of Solomon Islands and University of South Pacific to support PaLii</li> <li>• Explore opportunities for MoUs with other regional and international Courts and institutions to promote judicial cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• Advisor to the Chief Justice on Organisational Development</li> <li>• MOU/CUF Project Manager</li> <li>• Executive Director PngCJE</li> </ul>
<p><b>Under the initiative PngCJE – PicCJE appoint PNG Judges to serve in regional and other international Courts</b></p>	<p>At least one PNG Judge appointed to a regional or international Court, commencing in 2018</p>	<p>Chief Justice</p>

## **8 PERFORMANCE MONITORING, EVALUATION AND REPORTING**

It is necessary for the Judiciary and its support services to monitor, evaluate and report on the performances of the respective divisions to assess their performances against the performance indicators and to determine if the key objectives have been achieved. The monitoring and evaluation standards need to be developed in accordance with international standards of Court excellence over the term of the Corporate Plan. The Judiciary will establish a Court Performance Monitoring and Evaluation Committee chaired by a senior Judge appointed by the Chief Justice that will develop and implement those standards and report to a formal meeting of the Chief Justice, Registrar and Secretary, NJSS (CSR Meeting), which will in turn report to the Consultative Meeting of Judges (JCM). Ultimately, the performance of the Courts' will be reported to the Parliament through the Annual Report of Judges under Section 187 of the Constitution.

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