

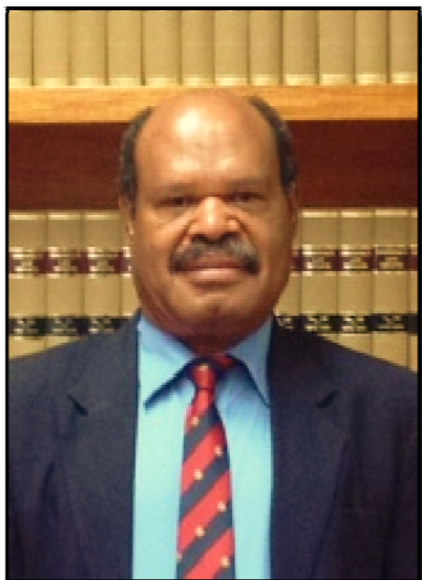


**Papua New Guinea Centre for Judicial Excellence  
(PngCJE)  
&  
Pacific Centre for Judicial Excellence  
(PicCJE)**



**Business Plan  
2018 - 2022**

## FOREWORD



PngCJE was established in 2010 under a Memorandum of Understanding (MoU) entered into between the Chief Justice, Chief Magistrate and the Secretary for the Department of Justice and Attorney General. Its aim is for PngCJE to deliver structured training programs for Judges, Magistrates, Court officers and other officers of the Law and Justice Sector (LJS) agencies that play a part in the Court process. In 2013, PngCJE developed a five year Business Plan that has guided the delivery of those programs. The first Business Plan expired at the end of 2017. This Business Plan covers the next five years. In this Business Plan the bulk of the provisions of the first Business plan have been retained and others modified to support new initiatives. The Business Plan incorporates plans to establish a regional centre for judicial excellence for the Pacific region (PicCJE) in PNG. The decision to explore establishing PicCJE was made in a meeting of the Chief Justices of the region during the Pacific Judicial Conference held in Port Moresby in September 2016. The Business Plan contains a separate PicCJE Supplement which sets out the road-map to achieve full establishment of PicCJE by the end of 2020. By then, PngCJE would be capable of becoming a regional centre that would meet the domestic needs of PNG Courts and those of regional Pacific Islands Courts.

### **Sir Salamo Injia Kt, GCL**

Chief Justice  
Chairman, PngCJE Board

## EXECUTIVE DIRECTOR'S MESSAGE



Judicial Education and Training is at the cornerstone of the efficiency and effectiveness of a robust judicial system. The Papua New Guinea Centre for Judicial Excellence (PngCJE) has achieved much success over the years through the provision of training for every level of the Judiciary. The efforts of our Chairman - Sir Salamo Injia Kt, GCL, and the Board of Directors has been tremendous in ensuring that the integrity of the organization is maintained. Through the tireless efforts of the Board and the Staff of the PngCJE Secretariat we have been able to develop a foundational Business Plan which is the blue print for the expansion to our regional support role.

As we seek to transition toward the establishment of the Pacific Island Countries Centre for Judicial Excellence (PicCJE), we anticipate embracing the great opportunities to assist other judiciaries in meeting or exceeding their training needs. In being responsible for all aspects of the professional development of the judiciary in the Pacific Islands we will promote judicial excellence and development.

John Carey, JP

Executive Director  
PngCJE

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## 1. FRAMEWORK FOR JUDICIAL EXCELLENCE

An *“independent, impartial, honest and competent judiciary is integral to upholding the rule of law, engendering public confidence and dispensing justice”*: Part IV of The Commonwealth Latimer House Principles of Government (2003); Harare Commonwealth Declaration (1991). Adherence to this principle demands excellence in all areas of performance for judicial officers and Court staff engaged in the provision of judicial services. Professional development of judicial officers and Court support staff through structured judicial development programs is essential to achieving excellence.

The govPNG in the White Paper on Law and Justice affirms its support for the establishment of a judicial training institute that integrates stakeholder participation in delivering judicial development programs to achieving excellence. The policy envisioned that the Judiciary would take the lead in establishing a Judicial College of Excellence for PNG that would provide structured judicial education and training for court officers in PNG and the Pacific region. The Government’s White Paper on Law and Justice in PNG issued in 2007 states:

*“The government acknowledges moves by the judiciary to take the lead in establishing a formally structured legal/judicial training program building upon the foundation created by the current ad hoc judicial training programs undertaken by the judiciary and the Magisterial Services. Government will support the judiciary and the Magisterial Service to work with the Legal Training Institute to bring to government a proposal to establish the Judicial and Legal Training Centre. In addition it will establish a training centre in which judicial officers and court officers can have their skills and competencies upgraded. The centre will also be available for use by others in the sector that have a close engagement with the court processes. Government proposes to invite similar judicial and legal professional development institutes in Australia and New Zealand to form an association with the centre so as to encourage the exchange of instructors, course materials and experiences. The centre’s resources will also be available to judges and Court staff of the other Pacific jurisdictions.”*

The first Five Year Business Plan 2013-2017 published by the National Judiciary and the Magisterial Services recognized the need for judicial excellence to be achieved through structured integrated professional development programs for all Court staff. The MoU signed between the Chief Justice, the Chief Magistrate and the Secretary for the Department of the Attorney General (DJAG) in 2010 paved the way for the establishment of PngCJE to give effect to the govPNG’s policy and the Judiciary’s drive for judicial excellence in the delivery of judicial services to its customers.

The first five year Business Plan 2013-2017 was successfully implemented. Most of the planned activities set out in the Professional Strategic Development Plan were implemented resulting in significant progress being made to enhancing and up skilling the knowledge and competency skills of Judges and Magistrates and Court officers. Training was extended to lawyers from the public and private bar and to officers of the LJS agencies that are involved in the court process. **Appendix A** and **Appendix B** contains a list of Faculty of Trainers and training programs conducted during the term of the first Business Plan. The Faculty of Trainers was supported by many experienced trainers but who do not possess ToT qualifications. For this reason, the bulk of the provisions of the first Business Plan was retained and modified in this Business Plan to reflect the vision for the next five years.

Under this Business Plan, PngCJE will focus on the following priority areas:

- (1) Implementing the decision to explore establishing PicCJE made in a meeting of the Chief Justices of the region during the Pacific Judicial Conference held in Port Moresby in September 2016;
- (2) Executing a road map to achieve the full establishment of PicCJE by the end of 2020 by which time PngCJE will be absorbed into or amalgamated with PicCJE is set out in the PicCJE Supplement of this Business Plan;
- (3) Modernising the Courts through training Court officers, Judicial and non-judicial, on the use of modern technology to improve performance of the Courts;
- (4) Introducing formal certificate programs to train Court officers (other than Judges) to enhance the knowledge and skills of non-law trained court officers;
- (5) Training Village Court Magistrates and Lay or non-lawyer trained Court officers;
- (6) 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:
  - (a) assisting litigants in person in providing Court information and drafting court documents;
  - (b) emphasising a collaborative effort to training Lawyers, officers of the LJS and other court users in order for them to support the Courts to deliver on its core judicial functions;
  - (c) 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;
  - (d) 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;
- (7) Facilitating firm working arrangements through MoUs or other arrangements for cooperation between:
  - (i) PngCJE and other institutions that offer judicial education and training;
  - (ii) Judiciaries of different countries in the Pacific region and other countries; and
  - (iii) Judiciaries, institutions and organisations that provide public access to Court information and legal information.

This will be done in three phases. They are as follows:

- (i) The first step is to intensify the training activities of PngCJE to prepare to assume the regional role;
- (ii) The second is to address transitional arrangements; and
- (iii) The third is to achieve full establishment.

## **2. PngCJE CORE VALUES**

The core values which underpin the professional development activities of PngCJE include the following;

- (1) The Judiciary plays a vital role in the maintenance of democracy and the rule of law that calls for excellence in the professional integrity and competence of Judicial Officers; and, that judicial excellence in dispensation of justice by the Courts according to the world's best practices rests with Judicial Officers;
- (2) Judicial excellence depends on high level of competency, skills and experiences of Judicial Officers



that is imbedded in integrity;

- (3) Continuing professional development of judicial officers achieved through education and training is essential for judicial excellence;
- (4) It is essential to enhance or improve upon the competency, skills and experiences of Judicial Officers equip them to meet the challenges of the modern times; with regard to the quality and timeliness of judicial decision-making; maintaining independence, integrity and impartiality in the decision-making process; and, promoting good governance and the rule of law;
- (5) A competent, skilled and experienced workforce that supports judicial officers in the discharge of their judicial function is essential to achieving judicial excellence;
- (6) That judicial excellence is essential to achieving good governance, the rule of law and public confidence in the Independent and Impartial administration of Justice; and
- (7) That the administration of justice and the core values underpinning dispensation of justice through the Courts transcends national borders and judicial excellence is best achieved by exposing Court officers (Judges, Magistrates and support staff) to greater interaction and exchanges with international judiciaries and institutions to lift the standard of judicial excellence.

### **3. AIMS AND OBJECTIVES**

The purpose of PngCJE is to facilitate and co-ordinate structured professional judicial development programs and provide information that enables:

- (1) Judicial Officers of the Supreme, National and District Courts to be competent, skilled, experienced, independent, impartial, honest, effective and efficient in the disposition of cases in a timely manner;
- (2) Judicial Officers of the Supreme, National and District Courts to fulfil their constitutional role to enforce the Constitution and uphold the rule of law without fear or favour;
- (3) The Court Officers of the Supreme, National and District Courts to be competent, effective and efficient in court registry administration and management and services to all Court users and the public;
- (4) The Court Officers of the Supreme, National and District Courts to facilitate equal access to courts, improve service delivery and accessibility through operational excellence;
- (5) Other Court users periodically to maintain consistency in court process and latest developments of the law and to promote their easy access to the courts;
- (6) Promote good governance professional development;
- (7) Promote judicial excellence;
- (8) Promote and foster an awareness of good judicial administration and of developments in legal and social and community issues;
- (9) Promote greater access to justice;
- (10) Promote maintenance of the rule of law and good governance;
- (11) Develop as an organisation, delivering effective and responsive judicial education to all;
- (12) Be the Leader in the Pacific in ensuring judicial excellence and development through the provision of high quality training and in accordance with international best practices;
- (13) Promote public confidence in the Judiciary; and
- (14) Promote regional and global assistance and co-operation in achieving international best practices.



#### **4. FORM OF JUDICIAL EDUCATION AND TRAINING**

Forms of Judicial education include collegial meetings, forums, workshops, work attachments, site visits and conferences(international, national, regional and local) and all professional information received by judicial officers and court staff through the media of print, audio, video, video teleconferencing, computer disk, satellite television, on-line, mentoring, organized feedback such as performance evaluations, self-study material, e-learning, work attachments, mentoring, etc.

#### **5. RECIPIENTS OF JUDICIAL EDUCATION AND TRAINING**

The recipients of judicial education and training include the following:

- (1) Judges
- (2) Magistrates
- (3) Judges associates, court interpreters, attendants and reporters
- (4) Registry staff
- (5) Sheriff officers and staff
- (6) Corporate management staff
- (7) Law and Justice Sector agencies staff engaged in Court processes
- (8) Village Courts Magistrates and Lay or non-lawyer trained Court Officers
- (9) Regional (Pacific Island Countries) and international Judges and court support staff; and
- (10) Other stakeholders on ad hoc basis, i.e. lawyers, public, legislature, executive and non- judicial members of administrative tribunals and school children/students.

#### **6. STANDARDS**

- 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
- 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)
- Conduct at least three coursework certificate training in any area of court work for court officers (other than Judges) - Each certificate course will run for 4 months
- One (1) training for Village Court Magistrates & Lay Judicial Officers in PNG and the region per year;
- Five (5) working days in the year are to be set aside for orientation for new Judicial officers
- Three (3) working days in the year are to be reserved for an Induction Course for Court staff;
- Three (3) working days for others involved in the Court process
- Two ToT programs per year
- Two (2) workshops for Court officers (Judges and Court officers) and lawyers per year;
- One (1) workshop with other LJS agencies per year
- Three lectures per year to UPNG Law Students under "Injia Lecture Series"
- One Judges' Clerkship training for UPNG Law graduates or LTI graduates per year of up to 12 months duration
- One (1) major international convention per year that includes Pacific countries
- One (1) regional conference for Pacific countries
- One (1) national legal and/or judicial conference per year for PNG
- Additional programs will be set to cater for individual or collective needs of Pacific Island

jurisdictions after consulting with Chief Justices of PJSI countries.

## 7. FACULTY OF TRAINERS

- (1) PngCJE trainers/facilitators must have undergone adult learning teaching methods and must be the holder of one of the following certifications:
  - (a) Certificate of Completion of Train the Trainer Program (ToP) conducted by PngCJE or PicCJE;
  - (b) Train the Trainer (ToT) Certificates from Pacific Judicial Education Program (PJEP), ToT Certificate from Pacific Judicial Development Program (PJDP) or Pacific Judiciary Strengthening Initiative (PJSI)
  - (c) Judicial Educators Certificate (JEC) from Commonwealth Judicial Education Institute, Halifax, Canada (CJEI)
  - (e) ToT Certificate or similar Certificate from National Judicial College of Australia (NJCA)
  - (f) ToT Certificate from PNG National Training Council as approved by the Board
  - (h) Any other ToT Certificates issued by Judicial Training/Education institutions from countries that have a legal system that is similar to Papua New Guinea, including country members of the Commonwealth and its judicial education agencies such as the Commonwealth Secretariat and Commonwealth Judges and Magistrates Association, as determined by the Board; or
  - (i) Any other person who possesses training skills and experience of relevance in the subject matter of teaching to the satisfaction of the Board and whose program content and presentation must be done in consultation with a certified trainer referred to in (a) – (e) above.
- (2) For Faculty of Trainers as at 2018, see Appendix “A”.

## 8. ORGANIZATIONAL STRUCTURE

- (1) The MoU for the establishment of PngCJE provided an organisational structure which has been implemented during the term of the first Business Plan. The structure consists of a Board, a Secretariat and a faculty of Trainers. In the long term, when PngCJE is institutionalized by legislation, a permanent structure will be established.
- (2) A staff and process establishment structure of PngCJE has been designed in close consultation with stakeholders and with valuable input received from international partners, especially CJEI through its director, Judge (Retired) Sandra Oxner. The board has approved an organisational structure which appears in **Appendix “C”**. The establishment has been implemented in part. A thorough review is due and will be undertaken to reflect on the experiences of the past, accommodate changes needed, especially to reflect PngCJE's new regional role under PicCJE. Input into the review of the structure will be required from other international partner agencies including PJSI, CJEI, the Commonwealth Secretariat and the Commonwealth Judges and Magistrates Association (CMJA).
- (3) In the interim, an organisational structure and staff establishment has been developed in consultation with PJSI to accommodate PngCJE's regional role: See Appendix “I”.
- (4) PngCJE is governed by a board established under the MoU that draws its membership from all law and justice sector agencies that are concerned with judicial administration and development. PngCJE has a Secretariat that is headed by an Executive Director who also serves as Chief Executive Officer to the Board.
- (5) The MoU is only a short term arrangement; however, the long term plan is to institutionalize PngCJE through legislation.

## 9. CURRICULUM DEVELOPMENT

- (1) The Secretariat of PngCJE, the Curricula Committee of PngCJE or Program Design, Deliver, Monitor and Evaluation Committees of PngCJE (DDME) or the Secretariat of PngCJE will identify the topics for study which will help improve performance. PngCJE will have an inclusive and extensive process for determining curricula which will include a three dimensional approach to conducting the needs assessment to develop curricula, as follows:
  - (a) **Self-Assessment** of the employees of the Judiciary and the Magisterial Services of their perception of training needs; and
  - (b) **Management's Priorities** for training to improve performance can be obtained from-
    - i. The Management's opinions
    - ii. Appellate trends
    - iii. New developments of the law; and
    - iv. Complaint trend from the appointing authorities of Judicial Officers (the Judicial and Legal Services Commission) and Court staff.
  - (c) **Community Views** of what the judicial establishment could usefully study to attract public trust and confidence. Information can be derived through appropriate avenues including:-
    - i. The Court User Forum (CUF)
    - ii. Media Publications including social media publications on the internet
    - iii. Court suggestion boxes.
- (2) In order for education and training to maintain focus and relevance over time, it is important for the three dimensional approach for obtaining information and assessing training needs must be done regularly and periodically.
- (3) The curriculum under the first Business Plan PngCJE satisfied all three dimensional approach to conducting the first Training Needs Assessment (TNA) to develop the curricula contained in this Business Plan. With regard to the first and second dimensions, an extensive survey of what the establishment feels it needs to study to improve its performance were conducted in 2012 followed by an analysis of the survey results by PngCJE, CJEI and the Supreme Court of Queensland. Through that process, the subjects were identified for a number of recipients of judicial education and prioritised. Those subjects identified for Judicial Officers (Judges and Magistrates) appear in **Appendix "D"** and those topics identified for Court Registry and corporate staff appear in **Appendix "E"**.
- (4) A review of the curriculum under the first Business Plan will be done. It will reflect on the current and inform future needs of PngCJE and PicCJE in consultation with PJSI. A further TNA is necessary for this purpose.
- (5) With regard to the third dimension, for the purpose of formulating the first Business Plan, apart from other information obtained through other sources, CUF was used by PngCJE to gauge views of the Court users and the public for their evaluations and suggestions as to how the Courts can improve their services so justice is readily accessible to them. There were four regional CUF held

at Courthouses in Mt. Hagen, Kokopo, Lae and Port Moresby. In addition there were three CUF conducted in three of the four regional jails, namely, Baisu Jail in the Western Highlands Province, Buimo Jail in the Morobe Province and Kerevat Jail in the East New Britain Province. The subjects identified from those consultations for inclusion in the curricula are shown in **Appendix “F”**.

- (6) Many CUFs have been conducted between years 2013–2017. The reports from these CUF will be studied to identify training needs of Court officers and LJS agency officers.
- (7) In 2015, the Judiciary discussed with other LJS agency heads to identify training needs for Court officers and lawyers. The training needs are outlined in MoUs that were signed between the Chief Justice, Chief Magistrate, Secretary for Justice and Attorney General (signatories to the PngCJE MoU) and other LJS Sector Agency heads. These training needs will be extracted from the MoU and included in PngCJE’s TNA.
- (8) A Court User Suggestion Box to be located in Courthouses around the country is under consideration. The first Suggestion Box is being prepared for Waigani and will be in use before the end of 2018.
- (9) Program topics for different categories of Judicial Officers and Court staff were identified, as follows:
  - a. **Judicial Officers (Judges and Magistrates)**
    - i. The first Professional development program for Judicial Officers (Judges and Magistrates) is for newly appointed Judicial Officers to be inducted to the bench by a program of judicial orientation.
    - ii. The areas of law identified through the TNA in order of priority for judicial officers appear in Appendix D.
  - b. **Judicial Officers (Village Court Magistrates and Lay or Non-Lawyer trained Court officers)**
    - i. A TNA to be conducted to address the needs of this special category of Court officers and training programs included to address their training needs
  - c. **Court Registry and Corporate Staff**
    - i. Induction course for all new officers
    - ii. Court officers’ development programs
    - iii. Areas of training identified through the TNA for Court and corporate staff appear in Appendix E.
  - d. **Lawyers, LJS agency officers, and other stakeholders**
    - i. Training Programs, workshops, conference and lecturers organised to train them to better serve the Courts
  - e. **PngCJE Organisational and Capacity Building**
    - i. PngCJE is now a matured establishment but it needs to expand and improve its organisational capacity to sustain its operations to achieve the objectives: see **Appendix G** for topics for organisational capacity building.
  - f. **Professional Development Strategic Plan (PDSP) 2018-2022**
    - i. Based on the above, a program curriculum described as *Professional Development Strategic Plan (PDSP) 2018-2022* will be developed by PngCJE along the framework provided in **Appendix I (a) – (e)** in consultation with PJSI. See also **APPENDIX H** for list

of Pacific Island countries that will participate in the training program. The PDSP will cater for the needs of PNG Courts and the needs of Courts of individual or collective Pacific Island Countries.

ii. The board may revise the curriculum from time to time as the need arises.

- (10) The Curricula is managed by a Committee that is responsible for overseeing programs for specific Subjects for various Profession Groups. The Curricula Committee comprise of two groups, one to examine the Subject categories; and, the second Group would be by Profession, i.e. Judges, Magistrates, Registry Staff, Sheriff Officers and Corporate staff (see Appendices D and E). The Profession Groups provide opinion on the appropriateness of the form and content of the training program that suits the particular Profession.
- (11) The Subject category working groups meet first to discuss identified topics to meet the needs identified by the Curricula Committee. Following their reports the Profession groups should meet to comment on the recommendations and determine how the topics identified could be best shaped for their target group.
- (12) The Executive Director shall write a report to the Board Chair for its approval on the conclusions of the working groups, and copies circulated to curricula committee.
- (13) On approval by the Board, ad hoc working groups (DDME) should be established by the Board on each topic to be presented. These groups will have the function of designing, developing and evaluating a specific programme on their assigned topic. The composition of the membership may include representatives of PJSI countries.
- (14) They will determine programme and session objectives and an evaluation survey document. They will also identify presenters, work with the judicial educator and presenters to develop teaching tools, ensure experiential adult education principles are followed by the presenter or presenters and obtain teaching plans from the presenters. They may or may not be presenters themselves but at least some should be in attendance at the programme to obtain information for evaluation purposes.
- (15) Once the programme is developed, this working group passes the torch to the Executive Director and administrative staff to organize presentation facilities. Following the presentation of the programme, the members of the DDME committee will evaluate learning achieved and its potential impact and redesign the programme based on information gleaned from the evaluation process. Upon delivery of the programme, the DDME will continue to monitor and report on the implementation of recommendations contained in the evaluation report until all the recommendations have been implemented and objectives of the recommendations have been achieved and the Board decides to decommission the DDME.
- (16) At the end of each year, the Executive Director takes the results of the work of the curricula committee and the programme evaluations and recommends to the Board for any revisions to the five year plan.

## **10. COOPERATION WITH REGIONAL AND INTERNATIONAL JUDICIAL EDUCATION AND TRAINING BODIES**

- (1) On-going interaction and co-operation with regional judicial education/training institutes or bodies from jurisdictions that have a legal system that is similar to that of PNG is essential for PngCJE to deliver on its mission. PngCJE will continue to work closely with its existing partners including CJEI, Commonwealth Secretariat, PJSI, NJCA, NZIJS, UK Judicial College, Institute of Legal Writing (New York), AIJA, National Judicial College, Reno, USA and Philippines Judicial Academy.
- (2) PngCJE in the implementation of its first Business Plan has undertaken various initiatives to establish close working relationships with other Judiciaries and institutions to run training programs for Court staff and for other countries to benefit from the learning opportunities offered by PngCJE.
- (3) PngCJE has drawn support for its objectives from the MoUs for cooperation and assistance entered into between the PNG Judiciary with other Judiciaries and institutions from the region. These include MoU with the Federal Court of Australia signed in 2009, MoU with the Supreme Court of Queensland signed in 2010, MoU with the Judicial Commission of New South Wales signed in 2014, MoU with the Sheriff of New South Wales signed in 2016, MoU with the University of Queensland signed in 2016, MoU with the Solomon Islands signed in 2017 and MoU with the University of South Pacific regarding maintenance of the Paclii website and training of PNG Court staff in judgment editing and database development. PngCJE has also drawn support from a MoU entered into between the Magisterial Services and the Judicial Commission of New South Wales. In addition, the PNG Judiciary is an active participant in the judicial education and training program run by the governments of Australia and New Zealand for Pacific Island jurisdictions, since the project's inception in 2000 (PJEP, PJDP & PJSI). PNG Judiciary's undertaking of the responsibility for establishing PicCJE is a product of the PNG Judiciary's active participation in the regional program. PngCJE will strengthen and broaden achievements made during the term of the first Business Plan in delivering programs delivered in partnership with its MoU partners.
- (4) PNG Judiciary participates in the Australian Institute of Judicial Administration (AIJA), the Judicial Council of Australia (JCA) and the National Judicial College of Australia (NJCA) which are also significant.
- (5) PngCJE will explore and establish formal arrangements under MoU's for judicial cooperation and assistance with other international bodies and organizations that have shown interest in establishing such arrangements including Samoa, Kiribati, Nauru and the Philippines.

## **11. REGIONAL ASSISTANCE TO OTHER PACIFIC JURISDICTIONS**

- (1) The role of PngCJE in contributing to judicial capacity building in the region and in the international arena is recognized in Clause 5 (9) above.
- (2) Australia, New Zealand, France and USA run judicial development programs with Pacific jurisdictions. PJDP and its successor PJSI is a joint effort by Australia and New Zealand to deliver programs for judicial officers and Court staff and to train local facilitators to deliver programs within their respective jurisdictions.
- (3) The PNG Judiciary through PngCJE, as a major player in the Pacific, has registered its interest with PJDP and the Chief Justices of countries receiving PJDP and PJSI assistance to offer similar programs to Pacific jurisdictions

- (4) PngCJE with the assistance of its regional and international partners will continue to go down this path and establish itself as a regional centre for judicial excellence. With this vision in mind, during the term of the first Business Plan, PngCJE co-facilitated several programs with PJDP in PNG in recent times. PngCJE facilitators have also participated in several training programs run by PJDP in a number of Pacific countries. These achievements have been recognized by judiciaries in the Pacific region. In a meeting of Chief Justices of the Pacific held in Port Moresby in September 2016, the Chief Justices resolved to build on the gains made by PngCJE to establish a regional training centre for excellence. The implementation of that decision is the focus of the PicCJE supplement of this PngCJE Business Plan.

## **12. FUNDING**

- (1) The parties to the MoU share funding to the cost of establishing PngCJE and running training programs. The parties to the MoU secure funds from the govPNG under their respective recurrent budgets to fund PngCJE.
- (2) Donor funding and User-pay funding are accepted with the Board's approval. Payments received from these sources are paid into a separate bank account operated by PngCJE and expenses accounted for.
- (3) PJSI also contributes funds to regional programs run by PngCJE.

## **13. FACILITIES DEVELOPMENT**

PngCJE currently operates from two separate offices situated in the National Court building in Port Moresby. The PNG Judiciary's long term plan to construct a new modern court facility in Port Moresby which accommodates PngCJE has materialized. Construction of the new court complex estimated to cost K680 million commenced in early 2017 and is expected to be completed by October 2018. Whilst construction is underway, Court staffs who were previously accommodated in several makeshift buildings situated around the old Court building have been relocated to a new facility situated within the Court premises. The new facility is a permanent facility built at K8million with the future home of PngCJE in mind. The new facility now holds the ADR Centre, two Commercial Courts and an administration wing. When construction of the new Court complex is completed, staff occupying the facility will be relocated to the new complex, which will allow the facility to become the home of PngCJE/PicCJE. The interior of some of the buildings will be reconfigured to meet PicCJE requirements including self-contained accommodation units for visiting facilitators and trainees.

A picturesque report of the facilities under development appears in **Appendix "K"**.

## **14. PARTICIPATION IN OTHER NATIONAL AND OVERSEAS TRAINING ACTIVITIES**

Participation in other national and international programs, activities, workshops, conferences and work attachments training activities for National Judiciary is coordinated by PngCJE. Approval for overseas duty travel is governed by the Judiciary's Policy on Overseas duty Travel.

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**PicCJE**  
**Supplement**  
**2018- 2020**

## CONCEPT & POLICY FRAMEWROK

Judiciaries of the Pacific region acknowledge that an *“independent, impartial, honest and competent judiciary is integral to upholding the rule of law, engendering public confidence and dispensing justice”*: Part IV of The Commonwealth Latimer House Principles of Government (2003); Harare Commonwealth Declaration (1991).

For many years, Pacific judiciaries have been running education programs under *ad hoc* arrangements. The programs have been well supported by their nearest developed neighbours, Australia, New Zealand and the United States.

Pacific judiciaries have received immense benefit from regional judicial education and training programs since 2000 under the generous assistance of our two advanced Pacific jurisdictions, Australia and New Zealand under the program initially known as Pacific Judicial Education Program (PJEP), later known as Pacific Judicial Development Program (PJDP) and now Pacific Judiciaries Strengthening Initiative (PJSI). The current five year program under PJSI runs from 2016 to 2020.

In 2006, PNG Judiciary initiated proposal to develop a regional centre for judicial excellence that would deliver structured judicial education programs for PNG Court officers - Judges, Magistrates, Court officers and officers of the Law and Justice Sector (LJS). The govPNG accepted the proposal and incorporated the idea in a government policy paper on Law and Justice issued in 2007. By 2016, the PNG Judiciary had run its own centre for judicial excellence under PngCJE since its inception in 2010 and was convinced that it would build on the experiences in running PngCJE to take on a regional role in offering programs for other Pacific Islands. After necessary consultations with stakeholders within PNG and the forum of Pacific Chief Justices held under the PJSI framework, a decision was made by PJSI country Chief Justices in a meeting held in Port Moresby in September 2016, to endorse the proposal to set up PicCJE in PNG. The proposal was later endorsed in a wider meeting of Chief Justices from the Pacific at the Pacific Judicial Conference PJC held in Port Moresby in September 2016. Implementation of this decision is on-going at the time of writing this Business Plan. The implementation plan is geared toward achieving full PicCJE establishment by the end of 2018.

PicCJE is being developed in three (3) phases over a two (2) year period (2017-2018). First, strengthen the institutional capacity of PngCJE, then and put transitional arrangements in place; and, the eventual transformation of PngCJE into what will become PicCJE to follow. This Business Plan supplement expands on the steps already highlighted in the PngCJE Business Pan 2018-2o22 that deal with the three phases.

PicCJE will be born out of an amalgamation of activities run under PngCJE and PJSI. The countries covered by PJSI (PJSI countries) represent a fraction of the countries represented on the Pacific Judicial Conference (PJC countries) which endorsed the establishment of PicCJE. Non- PJSI countries also have a stake in the development of PicCJE. Therefore, the involvement of those countries is also reflected in this plan: sees the List of PJSI countries and PJC countries in Appendix H.

## BUSINESS PLAN

Implementation of the PJC resolution is guided by a Business Plan. In formulating this Business Plan, a key contributor has been the PJSI Secretariat led by Dr Livingston Armytage.

The PicCJE Business Plan is in two parts. First, it gives emphasis to PJSI Strategic thinking that PngCJE should be strengthened and its achievements become a blueprint to drive PicCJE. A major component of this strengthening phase includes PngCJE establishing a professional staff service in sufficient numbers; and intensify its domestic judicial education and training programs in order to build experience. For this reason, the PngCJE Business Plan 2018-2022 features activities that incorporate regional participation.

Secondly, a separate PicCJE Business Plan supplement (this Business Plan) is incorporated into the PngCJE Business Plan. The PicCJE supplement provides the policy and strategic framework for the establishment of PicCJE within the time frame required by PJSI (2018-2020).

## **FRAMEWROK FOR JUDICIAL EXCELLENCE IN THE REGION**

The judiciaries in the Pacific region share the international framework for judicial excellence pronounced in the Commonwealth Latimer House Principles of Government and further strengthened by the Harare Principles.

Pacific Judiciaries have also adopted the Consortium of International Framework for Court Excellence as modified by PJSI Chief Justices' Forum in their meeting in the Cook Islands.

The Judiciaries in the region acknowledge the invaluable contribution over many years by the Governments of Australia and New Zealand in demonstrating keen interest and strong support in addressing the need for judicial education and training of Court officers in the region, through successive programs under PJEP, PJDP AND PJSI. PJSI, unlike PJEP and PJDP has broadened its aim to assisting Courts in the Pacific to help “build fairer societies through supporting the Courts of PJSI countries to develop more accessible, just, efficient and responsive justice services”. Pacific countries also acknowledge and appreciate the commitment of the two governments through PJSI to support the establishment of PicCJE and welcome their continued support in the future.

## **CORE VALUES OF THE PACIFIC REGION**

Pacific Judiciaries share the core values set out in Clause 2 of the PngCJE Business Plan.

## **AIMS & OBJECTIVES**

Pacific Judiciaries share the aims and objectives set out in Clause 3 of the PngCJE Business Plan.

## **ORGANISATIONAL STRUCTURE**

An organisational structure for PicCJE has been designed in close consultation with stakeholders and with valuable input received from PJSI. The organisational structure appears in **Appendix "J"**. The structure will be reviewed in consultation with stakeholders to reflect on the experiences of the past and accommodate changes needed, to strengthen PicCJE's regional role by rationalising and realigning the staff positions along a single point of accountability and make the staff service more functional, effective and efficient and less costly.

## **GOVERNING BODY**

The Board of PngCJE as it is presently constituted will be reviewed to include representatives of the three regions of the Pacific-constituting the other countries of Melanesia, Polynesia and Micronesia. Their appointment is decided by Pacific Chief Justices.

## **SECRETARIAT**

The staff establishment of PngCJE was reviewed by PngCJE to accommodate PicCJE in close consultation with PJSI. The new-look staff establishment appears in Appendix “J”. The positions under the staff establishment will be reviewed to render the establishment more functional, avoid duplication of roles and responsibilities, efficient and less costly.

Recruitment against the positions commenced in mid-2017. In November 2017, Mr John Carey from the Cayman Islands commenced duty as the new Executive Director. He was appointed under contract for a three year term. Recruitment of other staff will follow and be completed in phases by the end of 2018 and 2019.

The Secretariat consists of technical resource personnel recruited from within PNG or overseas on special contracts. If technical personnel are recruited from overseas, appropriate remuneration is provided comparable to those enjoyed by technical advisors engaged under AUSAID or DFAT in PNG.

#### **FACULTY OF TRAINERS**

The Faculty of Trainers appearing in Clause 7 and Appendix B will be reviewed and amended to include trainers from Pacific countries.

#### **FORM OF JUDICIAL EDUCATION AND TRAINING**

The forms or methods of training are those set out in Clause 4 of the PngCJE Business Plan.

#### **RECIPIENTS OF JUDICIAL EDUCATION AND TRAINING**

The recipients of training are as provided in Clause 5 of the PngCJE Business Plan.

#### **STANDARDS**

The Board will determine the type and minimum number of training activities to be conducted to meet the needs of countries in the region at three levels: All countries, Regional Groups (Melanesia, Polynesia and Micronesia) and individual countries. The standards set out in Clause 6 of the PngCJE Business Plan is adopted as a guide. The Board will from time to time review the standards set out in Clause 6 of the PngCJE Business Plan to meet the needs of the three groups.

#### **CURRICULUM DEVELOPMENT**

Training programs will be aligned along thematic content and specific courses including practical courses geared towards achieving the underlying values and themes articulated in the Business Plan. The focus is on building the knowledge and competency of Court officers to enhance the capacity of the Courts to provide fair, timely and effective justice services to people in the Pacific. Practical courses will be designed and delivered to enhance the knowledge of substantive and procedural law; and competency levels through practical skills training programs. The programs will strive to achieve the themes and training priorities developed by PngCJE through consultation with PJSI.

The training activities that are chosen and run are the core activities of PngCJE. Courses will be run to meet the needs of three target groups: Png Countries as a whole, Regional Groups (Melanesia, Polynesia and Micronesia) and individual countries.

Training programs will be based on prioritised activities identified through TNA conducted regularly and periodically amongst Pacific jurisdictions, in the manner outlined in the PngCJE Business Plan and PJSI. Training programs approved by the Board in consultation with PJSI following the process set out in the PngCJE Business Plan will be featured in the PngCJE Professional Development Plan 2018-2022 appearing in **Appendix "I"**.

Following consultations had between PngCJE and PJSI, some of the thematic topics identified include the following:

#### **Knowledge:**

- Trial
- Appellate
- New Laws
- Media
- Human rights

- ADR & Mediation
- Access to Justice

#### **Competence – Skills:**

- Modernisation of Case Management and Court Information Management System
- Tool kits and Practice Manuals

#### **Pathways to justice:**

Course work Certificate programs for Mediators to achieve Accreditation, Court Administration, Court reporting, IT and others that will be recognised by Judiciaries in the region as a formal qualification for all intention purposes.

#### **Court capacity building and enhancement**

- Access to Justice
- Court Administration
- Staff Discipline
- Complaints

#### **PicCJE Capacity Building**

- Needs Assessment
- Training of Trainers (ToT)

### **COOPERATION WITH OTHER REGIONAL AND INTERNATIONAL JUDICIAL EDUCATION & TRAINING BODIES**

Co-operation between judicial education bodies set out in Clause 10 of the PngCJE Business Plan is applies to PicCJE. However the list of countries hosting those training bodies is also extended to Pacific jurisdictions that adopt the continental legal system and who are participating members of PJC.

### **BILATERAL AND MULTILATERAL AGREEMENTS FOR JUDICIAL COOPERATION AND ASSISTANCE**

PicCJE will itself enter into MoU for cooperation and assistance with other training bodies and institutions. PicCJE will also facilitate MoUs between participating PicCJE Judiciaries or other judiciaries: see Clause 10 (2) and (3) of PngCJE Business Plan.

### **SUPPORT INSTITUTIONS AND ORGANISATIONS THAT PROVIDE ACCESS TO LEGAL INFORMATION AND COURT SERVICES TO PACIFIC COMMUNITIES AT LARGE**

In giving effect to PJSI's broader aim to help build fairer societies through supporting the courts of PJSI countries to develop more accessible, just, efficient and responsive justice services, PicCJE will work with other government or private institutions, organisations and individuals that provide public access to legal and court information. These include the University of South Pacific that operates the Paclii website and those who publish law journals, case digests and court information pamphlets for the public court users.

### **FUNDING**

PicCJE will be funded from three sources, namely -

- (a) govPNG funding channelled through annual recurrent budget appropriation by the National Parliament to the PNG Judiciary, the Magisterial Services and DJAG.
- (b) User-pay by participating PicCJE Judiciaries or governments.
- (c) Donor funding

Most of the activities of PicCJE are funded by govPNG) through direct funding under the PNG Judiciary's annual appropriation by Parliament. The PNG Judiciary whose Chief Justice is responsible for presenting the Judiciary's annual budget estimates for the coming year will include a specific item for PicCJE activities to the tune of between K6 million to K15 million per year, between 2017 and 2020. The PNG Judiciary is committed to sustaining this level of funding.

#### **FACILITIES DEVELOPMENT**

The development of a permanent facility for PngCJE/PicCJE is in its advanced stages of development: see Clause 13 of PngCJE Business Plan and a picturesque report of the facilities development in Appendix K.

#### **INSTITUTIONALIZING PicCJE**

In the long term, PngCJE will be institutionalized by legislation. The govPNG which provided the policy framework for PngCJE in 2007 has given early indication that it will support moves to institutionalize PngCJE - PicCJE. Consultations with govPNG are ongoing. It is possible that PicCJE may be institutionalized within the life of this Business Plan. The govPNG may seek the support of the Pacific Islands Forum for this initiative

#### **REVIEW**

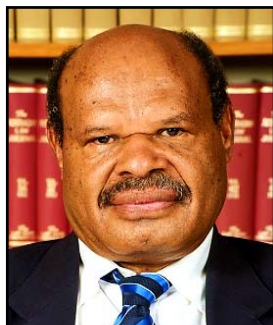
This PicCJE Supplement of the PngCJE Business Plan is an interim Plan. It reflects the initial thinking of the PngCJE as it begins to develop the Regional Centre. It will be reviewed annually to reflect the experiences and changes in the strategic planning and implementation of this interim Plan.

# APPENDICES



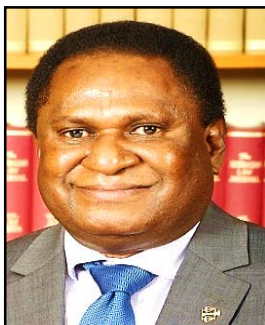
## Appendix "A "

### FACULTY OF TRAINERS



**Sir Salamo Injia Kt GCL**

Acting Judge (Oct 1993- Oct 1994)  
Judge (Oct.1993-Sept 2003);  
Deputy Chief Justice (Sept 2003-Oct 2008);  
Chief Justice (Oct 2008-present)  
LLB, UPNG (1981)  
LLM, Harvard (1987)  
Admitted to the bar in 1983  
**PJEP (2001)**



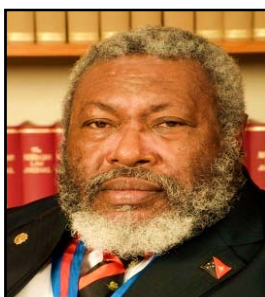
**Sir Gibbs Salika KBE OBE CSO**

Acting Judge 1989  
Judge (1990-2008);  
Deputy Chief Justice (2009-to present)  
  
LLB, UPNG (1979)  
Admitted to the bar in 1980  
Accredited Mediator  
**CJEI**  
**PJEP**  
**PJDP**,  
**PngCJE, ToT**



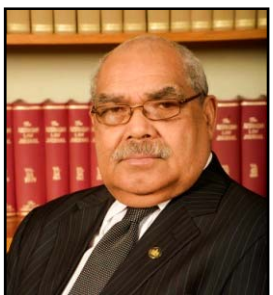
**Sir Bernard Sakora KBE CBE, CSO**

Acting Judge (Feb 1992)  
Judge (December 1992 to present)  
LLB, UPNG (1972)  
LLM, London University (1984)  
Admitted to the bar in 1974  
**CJEI**



**Justice Nicholas Kirriwom CMG**

LLB, UPNG (1978)  
  
Judge (1997 to present)  
LLB, UPNG (1978)  
Admitted to the bar in 1978  
**CJEI**  
**PJDP**  
**PngCJE, ToT**



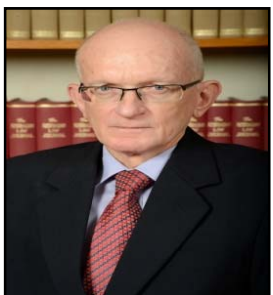
**Justice Les Gavara-Nanu CBE**

Judge (2000 to present)  
LLB, UPNG (1974)  
LLM, Sydney University (1986)  
Admitted to the bar in 1975  
**CJEI**



**Justice Ambeng Kandakasi CBE**

Judge (2000 to present)  
LLB, UPNG (1988)  
LLM, San Diego, USA (1990)  
Admitted to the bar in 1989  
**Accredited Mediator and Mediation Skills trainer**  
**CJIE**



**Justice David Cannings**

Judge (2004 to present)  
B Com (Accounting, Finance & Systems), LLB (UNSW, 1983)  
Admitted to practice in PNG in 1987  
**CJEI**



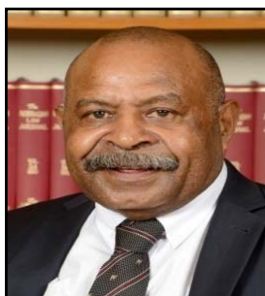
**Justice George Manuhu**

Acting Judge (2003-2004)  
Judge (2005 to present)  
LLB, UPNG (1986)  
LLM, Melbourne University (2003)  
Admitted to the bar in 1987  
**PJEP**



**Justice Derek Hartshorn ML**

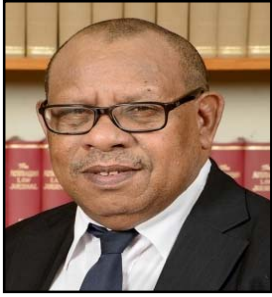
Judge (2007 to present)  
LLB, Victoria, Wellington, NZ (1980)  
Bachelor of Arts, Victoria, Wellington, NZ  
Admitted to the Bar in PNG in 1986  
**CJEI**



**Justice Joseph Yagi**

Judge (2008 to present)  
LLB, UPNG 1980  
Admitted to the bar in 1981  
**CJEI**

## FACULTY OF TRAINERS



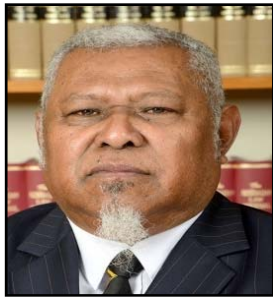
**Justice Ere Kariko MBE**

Judge (2009 to present)  
LLB, UPNG (1979) Admitted  
to the Bar in (1979)  
**CJEI**  
**PJDP**



**Justice Stephen Kassman**

Judge (2010 to present)  
LLB, UPNG (1987)  
Admitted to the Bar (1988)  
**PJDP**



**Justice Iova Geita**

Former Deputy Chief  
Magistrate  
Acting Judge (2012-2013)  
Judge (2014 to present)  
(LLB, UPNG) 1997  
Admitted to the bar 2000  
(DMS, UPNG) 1985  
Accredited Mediator  
**PJDP – Regional Trainer**  
**PngCJE ToT**



**Justice Jacinta Murray**

Judge (2011 to present)  
DSA UPNG (1993)  
LLB UPNG (March 1998)  
Admitted to the Bar (Nov 1998)  
**PJDP**



**Justice Hitelai Polume-Kiele**

Judge (2015 to present)  
LLB, UPNG 1981  
Admitted to the Bar in 1986  
LLM, in Law, Melbourne  
University (2006)  
PhD in Law, University of  
New England, NSW (2012)  
**PJDP**



**Justice Leka Nablu**

Acting Judge (2014-2015)  
Judge (Dec 2015 to present)  
LLB, UPNG (1999)  
Admitted to the Bar in (2000)  
**PJDP**



**Mr John Carey, JP**

Executive Director, PngCJE  
LLB (Hons), U of Liverpool  
(UK), MBA, U of Leicester  
(UK), BSE Mechanical  
Engineering WWU (USA),  
PPC, Cayman Islands  
PDL, USP, Fiji  
Admitted to Bar in Fiji – 2013,  
Cayman Islands - 2016  
**CJEI**  
**P.ISI ToT**



**Ms Nerrie Eliakim**

Chief Magistrate  
LLB, UPNG 1998  
Admitted to the Bar in 1999  
**PJDP**



**Ms Regina Sagu**

Principal Magistrate (1995 to  
present); Acting Judge (2009-  
2010); Acting Director,  
PngCJE (2010 to 2018)  
LLB, UPNG (1985)  
Admitted to the Bar in 1986  
Accredited Mediator  
**CJEI**  
**PngCJE ToT**



**Mr Mark Pupaka**

Principal Magistrate  
(1994 to present)  
Former Deputy Chief Magistrate  
LLB, UPNG (1990)  
Accredited Mediator  
**PJDP**



## FACULTY OF TRAINERS



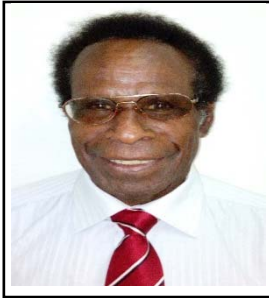
**Ms Dessie Magaru**

Deputy Chief Magistrate  
**PngCJE ToT**



**Mr Samuel Lavatul**

Principal Magistrate (2013  
to present)  
LLB, UPNG 2002  
**PngCJE ToT**



**Mr Jeremiah Singomat**

Principal Magistrate  
LLB, UPNG 1997  
**PngCJE ToT**



**Acting Justice John Kaumi  
(2017 to present)**

**Principal Magistrate**  
LLB, UPNG (1985)  
Admitted to the Bar in 1985

**PngCJE ToT**



**Ms Betty Jacob**

LLB, UPNG 2002  
Acting Principal Magistrate  
(2012)  
Principal Magistrate (2015  
to present)  
**PngCJE ToT**



**Ms Patricia Tivese**

Principal Magistrate  
**PngCJE ToT**



**Mr Earnest Wilmot**

Senior Magistrate  
**PngCJE ToT**



**Ms Josephine Kilage**

Senior Magistrate  
**PngCJE ToT**



**Mr Steven Oli**

LLB, UPNG (1988)  
Former Deputy Chief  
Magistrate; Former Acting  
Judge (2013-2014)  
**CJEI**  
**PngCJE ToT**



**Mr Ian Augerea**

Registrar of the National  
and Supreme Courts (2006  
to present)  
LLB, UPNG (1989)  
Admitted to the Bar in 1990  
**CJEI**  
**PngCJE ToT**



**Mr Baka Bina**

Assistant Registrar,  
Common Law Division,  
National Court  
LLB, UPNG 2004  
Admitted to the Bar in 2009  
**CJEI**  
**PngCJE ToT**



**Mr Tongia Kekeboki**

Senior Appeals Officer,  
Supreme Court registry  
**PJEP**  
**PJDP**  
**PngCJE ToT**

## FACULTY OF TRAINERS



**Mr Clivson Phillip**

MS, Registrar District  
Courts  
**PngCJE ToT**



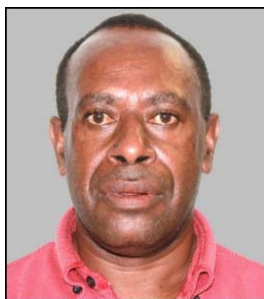
**Ms Thai Mabata**

MS, Deputy Registrar  
**PngCJE ToT**



**Ms Josette Makeu**

NJSS, Director, ICT  
**PngCJE ToT**



**Mr Jason Pombo**

NJSS, Library Services  
**PngCJE ToT**



**Mr Julius Ekaya**

NJSS, Corporate Planning  
**PngCJE ToT**



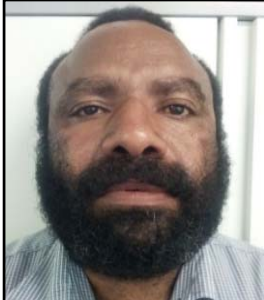
**Ms Sarah Paua**

NJSS, Sentencing  
Database  
**PngCJE ToT**



**Ms Jean Kalamo**

NJSS, ADR & Mediations  
**PngCJE ToT**



**Mr Bruce Kuli**

NJSS, MOU & CUF  
**PngCJE ToT**



**Mr Paul Sarevela**

MS, Clerk of Court  
**PngCJE ToT**



**Mr Tony Kila**

NJSS, Electronic Case  
Management  
**PngCJE ToT**

## APPENDIX “B”

### PngCJE TRAINING ACTIVITIES CONDUCTED IN 2011 - 2017

A 2011-2012 TRAINING ACTIVITIES				
	NAME	TARGET GROUPS	DATE	FACILITATOR
1	Judge Associates Training	Judge’s Associates	26-27 January 2011	PngCJE
2	Regional Orientation Course	New Judicial Officers Lay Judicial Officers and Lay Justice of 14 Pacific Island Countries	19-23 September 2011	<ul style="list-style-type: none"> <li>• Pacific Judicial Development Program(PJDP)</li> <li>• PngCJE</li> </ul>
3	Judgement Writing Workshop	Judges	3-4 October 2011	Professor Jim Raymond
4	Judgement Writing	Magistrates	6-7 October 2011	Professor Jim Raymond
5	ADR Basic Mediation Skills Training for Mediators at least 5	Judges, Magistrates, Court Staff & Lawyers	Various dates Various places	<ul style="list-style-type: none"> <li>• Australian Mediation Association</li> <li>• PngCJE</li> </ul>
6	Judicial Ethics	Judges	February 2012	<ul style="list-style-type: none"> <li>• Commonwealth Secretariat</li> <li>• CMJA</li> <li>• PngCJE</li> </ul>
7	Court Interpreters workshop	National Court Interpreters	30 <sup>th</sup> February 2012	PngCJE
8	Case-Flow Management ADR - Mediation	Judges	30 <sup>th</sup> July 2012	PngCJE
9	Election Petition Rules/Procedures	Judges	31 <sup>st</sup> July 2012	PngCJE
10	Case- Flow Mediation File Management	Civil Registry Staff Judges Associates	1 <sup>st</sup> August 2012	PngCJE
11	Election Petition File Management	Civil Registry Staff Judges Associates	2 <sup>nd</sup> August 2012	PngCJE
12	Regional Advance Train the Trainer Curriculum design workshop	Regional Trainers of PJDP	17-21 September 2012	<ul style="list-style-type: none"> <li>• Pacific Judicial Development Program(PJDP)</li> <li>• PngCJE</li> </ul>

B 2013 - 2014 TRAINING ACTIVITIES				
	NAME	TARGET GROUPS	DATE	FACILITATOR
1	Court Practice and Procedure	Judges/Magistrate/Lawyers	May 2014	PngCJE
2	Basic mediation Skills training	Magistrates	August 2104	PngCJE
3	Train the Trainer (TOT)	Magistrates, National Court & District Court Staff	August & September 2014	PngCJE
4	Court Digital Training on FTR,CDS, PNGSD & ICCSD	Judge’s Associates, Assistant Registrars and Registry Clerks	November 2014	PngCJE
5-6	Personal Development Courses at IBBM Executive & Personal Assistants <ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Supervising Skills</li> <li>• Time Management</li> </ul> 200 total number to be trained	Secretaries to Judges Front Line Officers, Managers & Selected Staff	1-5 December 2014 15-19 December 2014	PngCJE
7	Finance Procedure on Imprest Account	Assistant Registrars & Administration Officers	Various Dates in 2014	PngCJE
8	Court Registry Filing process.	Court Registry Clerks	Various Dates in 2014	PngCJE

<b>D</b>				
<b>2015 TRAINING ACTIVITIES</b>				
	<b>NAME</b>	<b>TARGET GROUPS</b>	<b>DATE</b>	<b>FACILITATOR</b>
1	Personal Development Courses at IBBM Executive & Personal Assistants <ul style="list-style-type: none"> <li>• Customer Service</li> <li>• Supervising Skills</li> <li>• Time Management</li> </ul> 200 total number to be trained	Secretaries to Judges Front Line Officers, Managers & Selected Staff	19-23 January 2015 26-30 <sup>th</sup> January 2015	PngCJE
2	Orientation	New Magistrates	23-28 February 2015	PngCJE
3	Fraud & Corruption Proceeds of Crime	Judges	March 2015	PngCJE
4	Advance Mediation Skills Training	Mediators	April 2015	PngCJE
5	Induction on Court Processes	Corporate Staff	May 2015	PngCJE
6	Sherriff Officers – Execution of Court Orders	Sherriff Officers	July 2015	PngCJE
7	Electronic Legal Research Skills	Judge’s Associates	July 2015	PngCJE
8	Leadership Skills for Managers	NJSS Managers	August 2015	PngCJE
9	Court Registry process	Registry Clerks	October 2015	PngCJE
10	Court Registry process	Registry Clerks	November 2015	PngCJE
11	Case Management & IT Workshop	Judges and Court Staff	26-27 November	PngCJE

<b>E</b>				
<b>2016 TRAINING ACTIVITIES</b>				
	<b>NAME</b>	<b>TARGET GROUPS</b>	<b>DATE</b>	<b>FACILITATOR</b>
1	Money laundering	Magistrates	21-23 March 2016	PngCJE
2	Orientation	New Magistrates	May 2016	PngCJE
3	Human Trafficking	Magistrates	11-12 August 2016	PngCJE
4	IT Workshop	Judges, Judge’s Associates & Court Clerks	November 2016	PngCJE

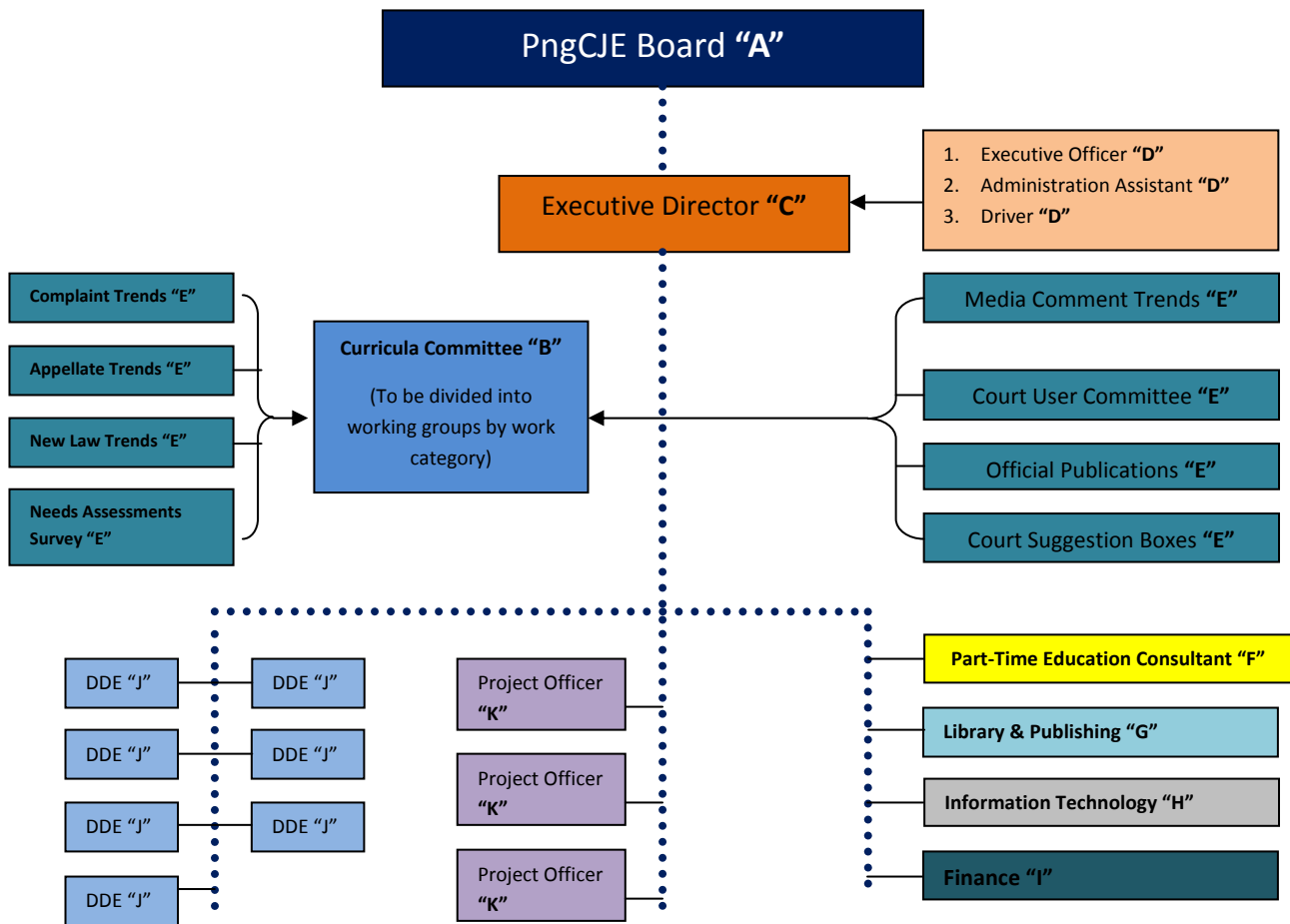
<b>F</b>				
<b>2017 TRAINING ACTIVITIES</b>				
	<b>NAME</b>	<b>TARGET GROUPS</b>	<b>DATE</b>	<b>FACILITATOR</b>
1	First Certificate Course in Court Reporting	Court Reporting Officers	February 2017 April 2017	<ul style="list-style-type: none"> <li>• PngCJE</li> <li>• Commonwealth Secretariat</li> </ul>
2	Court Craft	Judges	27-28 March 2017	PngCJE
3	Orientation	New Judges	29-30 March 2017	PngCJE
4	Family and Sexual Violence	Magistrates	31 March 2017 1 April 2017	PngCJE
5	Basic Mediation Training	Judges	3-7 April 2017	PngCJE
6	Basic Mediation Training	Judges	24 – 28 April 2017	PngCJE
7	Judgment Writing	Judges	18 -19 May 2017	PngCJE
8	Basic Mediation Training	Private Lawyers	22 – 26 May 2017	PngCJE
9	Mediators Accreditation Assessment	Judges & Lawyers	31 <sup>st</sup> May 2017 2 June 2017	PngCJE
10	Orientation	New Magistrates	4-9 June 2017	PngCJE
11	Family Protection Rules Workshop	Magistrates	July 2017	PngCJE
12	Annual IT Workshop	Judges, Judge’s Associates, Registry Staff, Corporate Management & IT Staff	10 – 11 July 2017	PngCJE

13	Provincial Court Administration	Provincial Judge Administrators, Provincial Administration Officers, Human Resources and Finance Officers	12 July 2017	PngCJE
14	New JSIMS Database Training	Administration Officers	13 – 14 July 2017	PngCJE
15	Election Petition File Management	National Court Registry Staff	13-14 July 2017	PngCJE
16	Election Petitions Workshop	Judges	15 July 2017	PngCJE
17	Election Petition Rules	Registry Election Petition Officers	17 – 18 July 2017	PngCJE
18	New JSIMS Database Training	Executive Assistants	17 – 21 July 2017	PngCJE
19	New JSIMS Database Training	Purchasing Managers & Corporate Executives	24 – 25 July 2017	PngCJE
20	New JSIMS Database Training	Judges Associates	30-Aug 2017	PngCJE
21	New JSIMS Database Training	Judges	31-Aug 2017	PngCJE
22	Family Protection Act & Practice Directions (ToT)	Magistrates	5 - 6 October 2017	PngCJE
23	LukautimPikinini Rules Workshop	Magistrates clerks, Stake Holders	23-27 October 2017	PngCJE
24	Sir Salamo Injia UPNG Lecture services on Personal Property Act	Judges, Lawyers, UPNG Law School & Others	30 October 2017	PngCJE
25	LukautimPikinini Rules Workshop	Magistrates Clerks, Stake Holders	13-17 November 2017	PngCJE
26	Human Rights Workshop	Magistrates	23 – 24 November 2017	<ul style="list-style-type: none"> <li>• PJSI</li> <li>• PngCJE</li> </ul>
27	Underlying Law Conference	Judges & Lawyers	27 – 28 November 2017	PngCJE
28	Human Rights Workshop	Other Court Officers	28 November 2017	<ul style="list-style-type: none"> <li>• PJSI</li> <li>• PngCJE</li> </ul>
29	Personal Property Security Act	Judges, Court Registry & Sheriff Officers	29 November 2017	PngCJE
30	Second Certificate Course in Court Reporting	Court Reporting Officers and Technical Officers	11 November 1st December 2017	PngCJE
31	Human Rights Workshop	Judges	30 November 2017 1 December 2017	<ul style="list-style-type: none"> <li>• PJSI</li> <li>• PngCJE</li> </ul>
32	ToT Training for New Executive Director for PngCJE & PicCJE	Executive Director, PngCJE	4 – 8 December 2017	PJSI



## APPENDIX C

### PngCJE ORGANIZATIONAL STRUCTURE



"A"	Membership of "A": See page IV
"B"	Membership of "B"
1	Judges
2	Magistrates
3	Associates, Court interpreters, attendants and reporters
4	Sheriff Staff
5	Corporate Management Staff
6	Other Stakeholders on ad-hoc basis
"C"	Executive Director for PngCJE
"D"	Executive Officer, administrative assistant and driver to the Executive Director PngCJE
"E"	To inform Curriculum Committee and DDE
"F"	Part-Time Adult Education Consultant to work with "J" and presenters
"G"	Borrowed from National Court at this time
"H"	Borrowed from National Court at this time
"I"	Borrowed from National Court at this time
"J"	Design, Develop and Evaluation ad-hoc working groups responsible to "B"
"K"	Project Officers

## **APPENDIX D**

### **COURSE TOPICS – JUDICIAL (JUDGES AND MAGISTRATES)**

#### **SUBSTANTIVE LAW, COURT PRACTICE & PROCEDURE**

- To be assessed depending on the prior training experience and duties of judges
- Criminal law and procedure
- Civil law and procedure
- Human Rights
- Election Petition
- Commercial Law and procedure
- Judicial Review
- Criminal Fraud and Corruption
- Land & Environment Law and practice

#### **JUDICIAL CASE MANAGEMENT & DECISION MAKING SKILLS**

- How to conduct a hearing
- Control in Courtroom
- Note-taking
- Legal research
- Admitting evidence
- Statutory interpretation
- Judgement writing
- Principles and uniform guidelines on sentencing
- Observing principles of natural justice, due process and fair trial
- Resolving disputes and alternative dispute resolution (ADR, Mediation & Arbitration)

#### **GENERIC SKILLS**

- Communication skills – written and oral
- Time management
- Computing skills
- Coaching and mentoring

#### **JUDICIAL MANAGEMENT**

- Administering Courts: filings, fixtures, Court lists and record management
- Registry management and practice
- Team leadership between judicial officer and court officers
- Judicial information, technology and computer skills
- Managing Complex litigation

#### **JUDICIAL DISPOSITION- SOCIAL CONTEXT- OUTLOOK, ATTITUDE AND VALUES**

- Judicial role, powers and responsibilities
- Judicial independence, impartiality, integrity and outlook
- Judicial review
- Judicial conduct and ethics
- Gender/race equality, etc.
- Juvenile Justice

### **INTER-DISCIPLINARY KNOWLEDGE & SKILLS TRAINING**

- To be assessed depending on the prior training, experience and duties of judges
- Forensic scientific evidence: psychiatry and pathology – in criminal prosecutions
- Forensic accounting evidence: proceeds of crimes, quantification of assessment of damages
- Medico-legal fundamentals – injury cases

### **JUDICAL ADMINISTRATION RESOURCES**

- Bench Books
- Case Notes

### **FACULTY OF TRAINERS DEVELOPMENT**

- Programs run by specially trained facilitators for judicial officers
- On the job training and mentoring of judicial and court officers

### **E LEARNING**

- Remote learning through use of internet to run training programs
- Manuals

**APPENDIX E**  
**COURSE TOPICS (COURT STAFF)**

- COURT ADMINISTRATION
- COURT REGISTRY FILING AND MANAGEMENT PROCESS
- COURT REPORTING - DIGITAL RECORDING SKILLS
- SUPERVISORY MANAGEMENT SKILLS
- COURT PROCEDURE - LAW AND RULES
- EFFICIENT OFFICE MANAGEMENT
- CUSTOMER SERVICE & WORK ETHICS
- FINANCIAL MANAGEMENT
- TAXATION OF COSTS
- COMPUTER MANAGEMENT AND SKILLS
- INTERPRETATION SKILLS
- HUMAN RESOURCE MANAGEMENT
- SHERIFF'S COURT ORDER ENFORCEMENTS
- LIBRARY MANAGEMENT SKILLS
- SECURITY & SAFETY MANAGEMENT
- BUILDING & GROUND MANAGEMENT & SKILLS

## **APPENDIX F**

### **COURSE TOPICS**

#### **COURSE TOPICS FROM (CUF) CONSULTATION**

##### **COURT REGISTRY AND STAFF**

- Customer Services Training and Work Ethics
- Basic Security and Safety Rules.
- effective communication skills
- File Management, Process and File security
- Court registry process and management,
- Court Documents, process and court orders and enforcement
- People and Time Management
- Taxation of Cost
- File endorse skills for associates
- Court Orders, Warrants of commitment and Remands
- Accurate Interpretation for court Interpreters.

##### **JUDGES and MAGISTRATES**

- Judicial Ethics, Independence of the Judiciary
- Conduct of Court Trial and Etiquette in the Court Room
- Case Flow Management
- Civil and Criminal Trial Practice and procedure
- Substantive Criminal and Civil Law
- Time management skills
- Judgement writing skills
- Extempore Judgement writing skills
- Research skills (internet)
- The need for Consistency in Sentencing
- Visiting Justice/Visiting Magistrates Check List

##### **Human Rights:**

- Prisoner's appeals delay
- Harsh sentencing of the juvenile first offender
- Poor or nil legal representation
- Police threats and ill treatment of detainees
- The treatment of the Self Represented Litigant in Court
- The Mentally unstable Accused in Court
- Orientation and Mentoring programs for the newly appointed Judge

**APPENDIX G**  
**ORGANISATIONAL CAPACITY BUILDING PROGRAMS**

- Train the trainer Programs
  
- Advance Train the Trainer Skills
  
- Judicial Education
  
- Information Communication and Technology
  
- Publication & Research Skills
  
- On the Job Training and Mentoring
  
- Project Management Skills
  
- Building and Grounds Management Skills

**APPENDIX "H":  
PJSI & PJC COUNTRIES**

**USER GUIDE**

**Participating Countries & Acronyms\***

**All countries:** Pic

**Regions:** Melanesia: ML Polynesia: POL Micronesia: MIC

**Individual countries:**

PJSI Countries:

Cook Islands: CKI	Federated States of Micronesia: <b>FSM</b>	Kiribati: KIB	
Marshall Islands: MSI	Nauru: NRU	Niue: NIU	Palau: PAL
Papua New Guinea: PNG	Samoa: SAM	Solomon Islands: SI	Tokelau: TOK
Tonga: TON	Tuvalu: TUV	Vanuatu: VAN	

Non-PJSI - PJC Countries:

Australia: AUS
American Samoa: AMS
New Zealand: NZ
Fiji: FJ
Guam: GUM
New Caledonia: NDL
Norfolk Islands: NFI
Northern Marianas: NMS
Tahiti: TAHI
Wallis & Futuna: WFT

\*Each training activity appearing in the PDSP is available to all the country or group of countries based on the user guide.



**APPENDIX "I (a)"**  
**PngCJE & PicCJE PROFESSIONAL DEVELOPMENT STRATEGIC PLAN (PDSP) 2018**

		January	February	March	April	May	June	July	August	September	October	November	December
Supreme Court Court of Appeal National Court High Court	Judges		Highlights of Civil Procedure	Judges Orientation	Sir Salamo Injia Lecture Series	Use of ICT as a tool for Research	Courts and Media	Communication Skills for Judges	Leadership for Judges	Human Trafficking Workshop for Judges		Underlying Law Conference	Judicial Educators Workshop
	Court Registry Staff			Protocol Training Certificate Course in Court Administration	Court Reporting Training								
	Corporate Services Staff		Security Awareness Training	Protocol Training									
Magistrates Courts- District Courts, Local Courts, Land Courts, Juvenile Courts	Magistrates		TOT Training			Judgment Writing Workshop	CJEI Judicial Educator Council	Family Law: FPA, LPA & JJ	Communication Skills for Magistrates				Human Trafficking Workshop for Magistrate's
	Court Staff												
Village Courts Non-Law trained or Lay Judicial Officers	Magistrates		Induction Programme for Village Magistrates			Court Management for Village Magistrates			Evidence Refresher		Social Awareness topic		
	Court Staff			Case Management									
Law Justice Sector Agencies and other Stakeholders	PNG Law Society, DJAG, Public Prosecutor, Public Solicitor, Solicitor General, State Solicitor, Police, Correctional Services, PNGDF, Community-Based Corrections (DJAG), CLRC, UPNG Law School, LTI, PNG Law Society, Constitutional Officeholders, Provincial and Local Level Government officers, Department of National Planning, NIO, Media and Civil Society										Social Awareness topic	Bench Bar Dinner	

APPENDIX “I (b)”

PROFESSIONAL DEVELOPMENT STRATEGIC PLAN (PDSP) 2019

		January	February	March	April	May	June	July	August	September	October	November	December
Supreme Court Court of Appeal National Court High Court	Judges		Fundamentals of Enforcement of Intellectual Property Rights  Introduction to Cryptocurrency and the legal Issues Arising	Judges Orientation	Balancing Judicial Work and Managerial Functions  Session on topic of Social Awareness  Crime Trends Briefing	Judgment Writing Workshop  Sir Salamo Injia UPNG Lecture Series	The Logic and Limits of the UNCITRAL Model law on Cross – Border Insolvencies	Judicial Educators’ Workshop  Cross -Border Insolvency Laws	Assessing Credibility of Witnesses Workshop	Leadership for Judges	Session on topic of Social Awareness	Annual Induction Programme (Part B) for Newly appointed Judges and Judicial Officer’s	Visits by Judicial Offices to local Prisons
	Court Registry Staff			Certificate Course in Court Administration	Court Reporting Training								
	Corporate Services Staff			Security Awareness Training						CJJI Judicial Educator Council			
Magistrates Courts- District Courts, Local Courts, Land Courts, Juvenile Courts	Magistrates		TOT Training	Judgment Writing Workshop			Family Law: FPA, LPA & JJ  Judicial Orientation	Communication Skills for Magistrates	CJJI Judicial Educator Council		Social Awareness topic	Human Trafficking Workshop for Magistrate’s	
	Court Staff			Case Management									
Village Courts Non-Law trained or Lay Judicial Officers	Magistrates		Induction Programme for Village Magistrates		Court Management for Village Magistrates								
	Court Staff												
Law Justice Sector Agencies & other Stakeholders	PNG Law Society, DJAG, Public Prosecutor, Public Solicitor, Solicitor General, State Solicitor, Police, Correctional Services, PNGDF, Community-Based Corrections (DJAG), CLRC, UPNG Law School, LTI, Constitutional Officeholders, Provincial and Local Level Government officers, Department of National Planning, NIO, Media and Civil Society									Social Awareness topic		Bench Bar Dinner	

**APPENDIX “I (c)”**  
**PROFESSIONAL DEVELOPMENT STRATEGIC PLAN (PDSP) 2020**

		January	February	March	April	May	June	July	August	September	October	November	December
Supreme Court Court of Appeal National Court High Court	Judges	Evidence Refresher	Balancing Judicial Work and Managerial Functions	Judges Orientation	Sir Salamo Injia UPNG Lecture Series	Stress Reduction Technique Workshop	Judicial Educators' Workshop	Courts and Media	Human Trafficking Workshop for Judges	Leadership for Judges	Alternative Dispute Resolution	Balancing Judicial Work and Managerial Functions	
	Court Registry Staff			Certificate Course in Court Administration	Court Reporting Training								
	Corporate Services Staff			Security Awareness Training						CJEI Judicial Educator Council			
Magistrates Courts- District Courts, Local Courts, Land Courts, Juvenile Courts	Magistrates	TOT Training		Judgment Writing Workshop		Judicial Orientation	CJEI Judicial Educator Council	Communication Skills for Magistrates		Human Trafficking Workshop for Magistrates	Social Awareness topic		
	Court Staff			Case Management									
Village Courts Non-Law trained or Lay Judicial Officers	Magistrates	Induction Programme for Village Magistrates		Court Management for Village Magistrates							Social Awareness topic		
	Court Staff												
Law Justice Sector Agencies & other Stakeholders	PNG Law Society, DJAG, Public Prosecutor, Public Solicitor, Solicitor General, State Solicitor, Police, Correctional Services, PNGDF, Community-Based Corrections (DJAG), CLRC, UPNG Law School, LTI, Constitutional Officeholders, Provincial and Local Level Government officers, Department of National Planning, NIO, Media and Civil Society									Social Awareness topic		Bench Bar Dinner	

**APPENDIX “I (d)”  
PROFESSIONAL DEVELOPMENT STRATEGIC PLAN (PDSP) 2021**

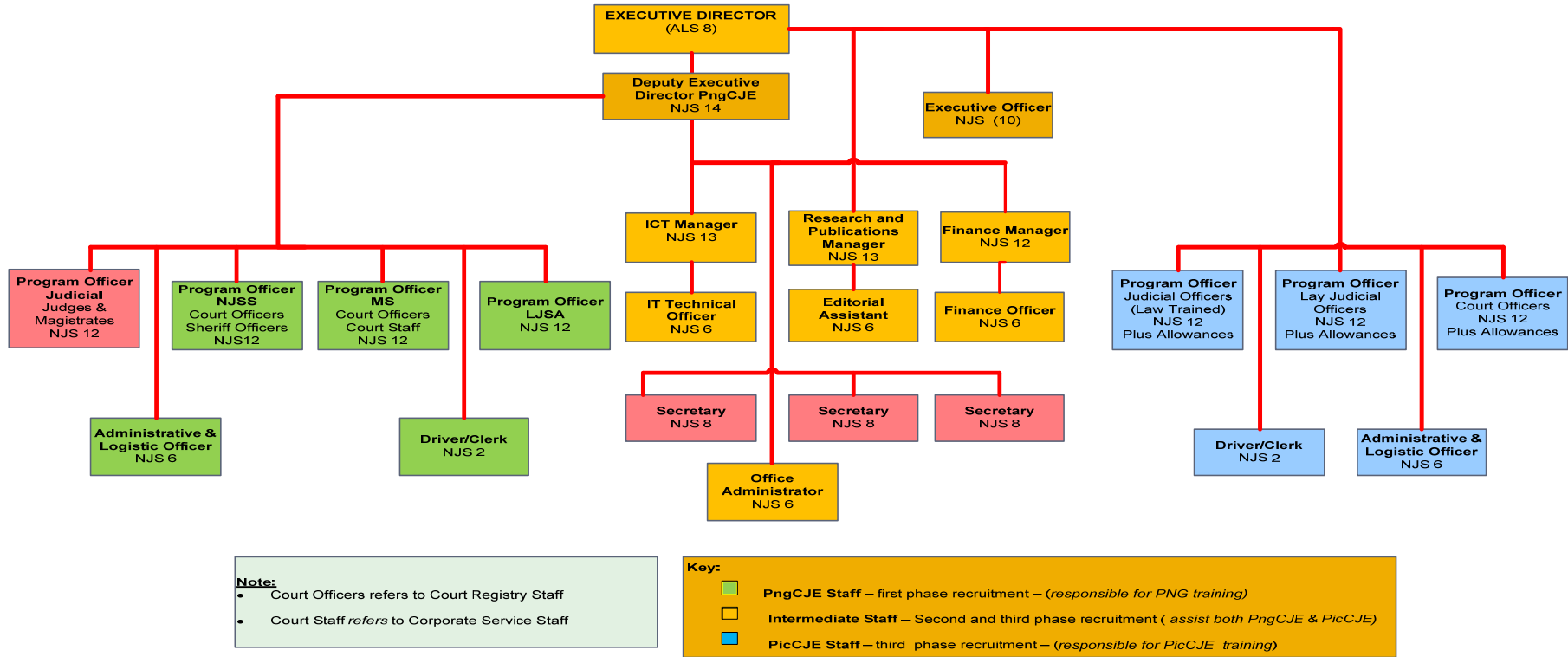
		January	February	March	April	May	June	July	August	September	October	November	December
Supreme Court Court of Appeal National Court High Court	Judges		Balancing Judicial Work and Managerial Functions	Judges Orientation	Sir Salamo Injia UPNG Lecture Series	Stress Reduction Technique Workshop	Judicial Educators' Workshop	Courts and Media	Ethics and Integrity in the Judiciary	Leadership for Judges	Use of ICT as a tool for Research	Underlying Law Conference	
	Court Registry Staff			Certificate Course in Court Administration	Court Reporting Training								
	Corporate Services Staff			Security Awareness Training									
Magistrates Courts- District Courts, Local Courts, Land Courts, Juvenile Courts	Magistrates	TOT Training		Judgment Writing Workshop		Judicial Orientation	CJEl Judicial Educator Council	Communication Skills for Magistrates					
	Court Staff			Case Management									
Village Courts Non-Law trained or Lay Judicial Officers	Magistrates	Induction Programme for Village Magistrates		Court Management for Village Magistrates				Leadership Training			Social Awareness topic		
	Court Staff		Case Management										
Law Justice Sector Agencies and other Stakeholders	PNG Law Society, DJAG, Public Prosecutor, Public Solicitor, Solicitor General, State Solicitor, Police, Correctional Services, PNGDF, Community-Based Corrections (DJAG), CLRC, UPNG Law School, LTI, Constitutional Officeholders, Provincial and Local Level Government officers, Department of National Planning, NIO, Media and Civil Society									Social Awareness topic		Bench Bar Dinner	

**APPENDIX “I (e)”**  
**PROFESSIONAL DEVELOPMENT STRATEGIC PLAN (PDSP) 2022**

		January	February	March	April	May	June	July	August	September	October	November	December
Supreme Court Court of Appeal National Court High Court	Judges		Balancing Judicial Work and Managerial Functions	Judges Orientation	Sir Salamo Injia UPNG Lecture Series	Communication Skills for Judges	Judicial Educators' Workshop	Courts and Media	Alternative Dispute Resolution	Leadership for Judges		Underlying Law Conference	Human Trafficking Workshop for Judges
	Court Registry Staff			Certificate Course in Court Administration	Court Reporting Training								
	Corporate Services Staff			Security Awareness Training						Protocol Training			
Magistrates Courts- District Courts, Local Courts, Land Courts, Juvenile Courts	Magistrates	TOT Training		Judgment Writing Workshop		Judicial Orientation	CJEI Judicial Educator Council	Communication Skills for Magistrates			Human Trafficking Workshop for Magistrates		
	Court Staff			Case Management									
Village Courts Non-Law trained or Lay Judicial Officers	Magistrates	Induction Programme for Village Magistrates		Court Management for Village Magistrates									
	Court Staff		Case Management										
Law Justice Sector Agencies & other Stakeholders	PNG Law Society, DJAG, Public Prosecutor, Public Solicitor, Solicitor General, State Solicitor, Police, Correctional Services, PNGDF, Community-Based Corrections (DJAG), CLRC, UPNG Law School, LTI, Constitutional Officeholders, Provincial and Local Level Government officers, Department of National Planning, NIO, Media and Civil Society											Bench Bar Dinner	

# APPENDIX “J”

## PNGCJE & PICCJE STAFF ESTABLISHMENT DIAGRAM

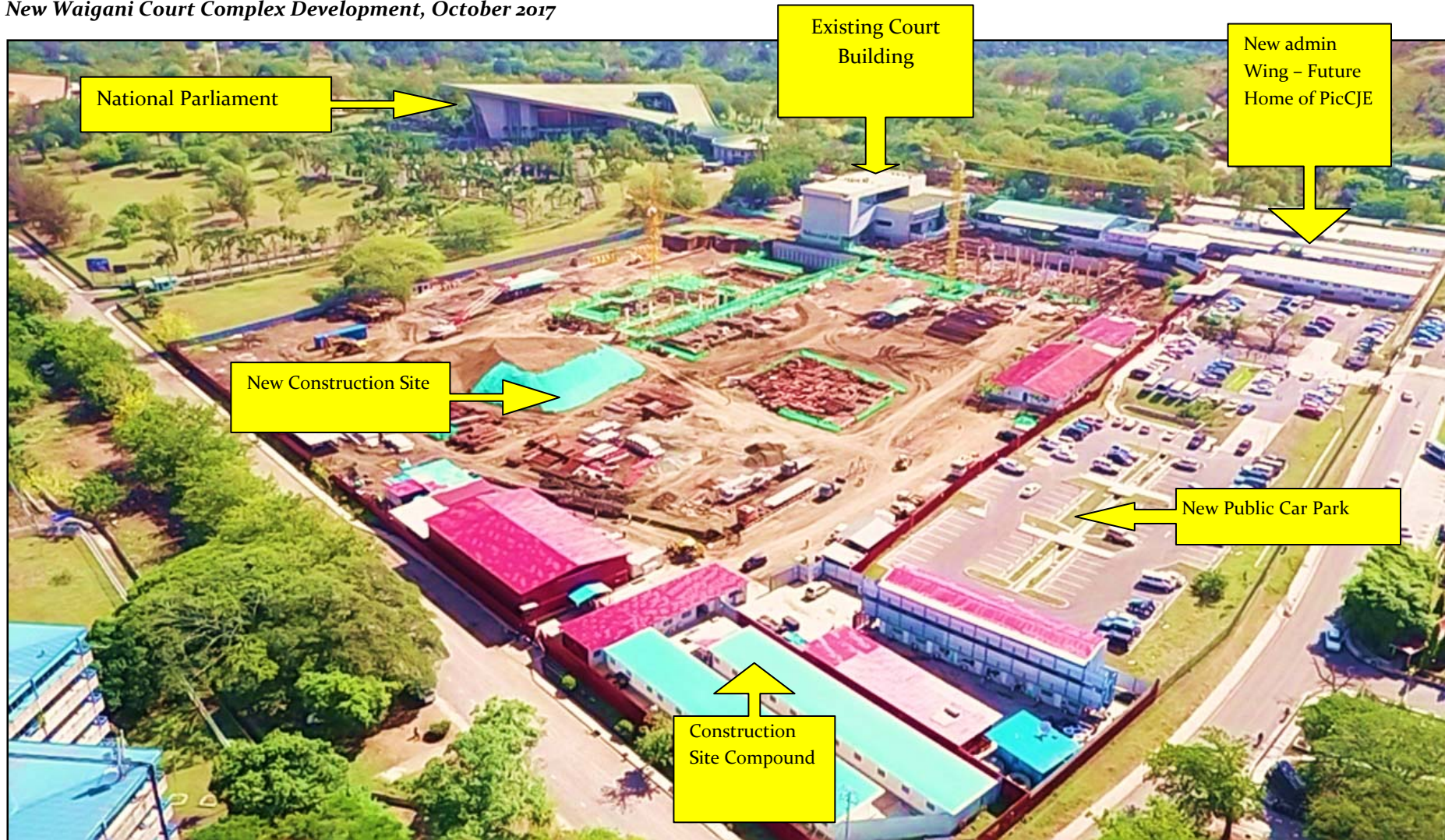




APPENDIX "K"

New Waigani Court Complex Development and Future Home of PngCJE and PicCJE

*New Waigani Court Complex Development, October 2017*





# PngCJE - PicCJE Facilities Development



PngCJE Office No. 1 situated in the existing Court building (ground floor)



Temporary Office of the PngCJE & PicCJE Executive Director under construction



*Proposed temporary site for PicCJE Training Facility situated next to new Admin Wing and back of Judges' Car park*



*Aerial view of the temporary training facility to be constructed on this site at a cost of K2 million, to be commenced in November-December 2017 and completed by April 2018.*



## PngCJE - PicCJE - Future Home



Main entrance to facility from public car park



Front Entrance to 2 x Civil Courtrooms & ADR Centre



Staff circulation corridors of Admin Wing



Admin Wing No.1



Admin Wing No. 2 &3

**Future Home of PicCJE (cont.)**  
*(at present, Civil Courts 6 & 7, ADR Centre & new Admin Wing)*



Admin Wing 4



Court Room No. 6



Senior Managers Office



## **PAPUA NEW GUINEA CENTRE for JUDICIAL EXCELLENCE**

**SUPREME and NATIONAL COURT BUILDING  
P.O.Box 7018,  
BOROKO, NCD.  
PAPUA NEW GUINEA**

*Ph: 324 5814/324 5738 Fax: 325 2518 Email: [pngcje@pngjudiciary.gov.pg](mailto:pngcje@pngjudiciary.gov.pg)*

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