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## Judicial Integrity Champions in APEC

## Project document

## 1 OVERVIEW

Project title:	Judicial Integrity Champions in APEC			
Implementing Agency:	United Nations Development Program (UNDP)			
Estimated budget:	USD 200,000			
Implementation period:	2 years (Sep 2017 – Aug 2019)			
Countries covered:	Beneficiary countries: Indonesia, Malaysia, Philippines, and Thailand.  The United States will be a key stakeholder in the initiative, not only through funding support but also by lending technical expertise. Other selected APEC members in the Asia-Pacific will be invited to share their expertise on a pro-bono basis (such as Australia, Japan, and Singapore).			
Implementing Partners	Government counterparts: Supreme Court and National Judicial Academy Development partners: International Consortium on Court Excellence, UNODC, International Commission of Jurists (ICJ), US Bureau of International Narcotics and Law Enforcement Affairs (INL)			
Objectives	Launch a network of judicial integrity champions in APEC that support each other in their reforms through peer learning, both at regional and national levels			
	2. Create ownership by the Courts of a methodology for self- assessment of judicial integrity and performance that identifies capacity gaps			
	3. Pilot the methodology in at least one country in the region, with a Court in the region undertaking a self-assessment of judicial integrity and developing a capacity development plan on that basis			

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#### 2 BACKGROUND AND RATIONALE

Corrupt judicial systems are a major **impediment to ensuring access to justice for ordinary citizens**. In Asia and the Pacific one out of four people on average reported paying a bribe to the courts within the preceding 12 months, according to the TI's Global Corruption Barometer 2016<sup>1</sup>:

# SERVICE USERS WHO SAID THAT THEY HAD PAID A BRIBE



The recently approved 2030 Agenda for Sustainable Development, at the core of which are the Sustainable Development Goals (SDGs), includes for the first time a **Goal on Peace**, **Justice and Strong Institutions (SDG 16)** with targets on reducing corruption and delivering justice for all. SDG 16 highlights that corruption is a stumbling block for peace, justice and security within the 2030 Agenda for Sustainable Development.

The judiciary is the ultimate guardian of security and the rule of law. When corruption occurs in the judiciary, it undermines the very principles of fairness, due process of law and accountability, weakens the legitimacy of institutions and triggers insecurity. Therefore it is essential that the judiciary leads by example when it comes to integrity.

To strengthen law enforcement and tackle the corruption-security nexus judiciaries should **champion integrity as** part of their judicial reforms. So far, international efforts in the area of judicial integrity have focused primarily on capacity development, for example through development of judicial integrity codes and training curricula based on the Bangalore Principles of Judicial Conduct.

While these efforts are commendable, there is growing recognition that, in order to be effective, **judicial integrity** standards need to be anchored in broader judicial performance frameworks. This requires not only that the Courts develop judicial integrity codes, but also that the conditions for their implementation are in place – in terms of drivers (court management and leadership), systems (policies, resources, court proceedings) – and that results are monitored (affordable and accessible court services; users' satisfaction). Otherwise, experience shows judicial integrity standards are not translated into practice.

#### 3 UNDP EXPERIENCE AND CURRENT SUPPORT

UNDP has a **long-standing experience spearheading rule-of-law projects on the ground** to improve access to justice, strengthen the rule of law as well as security. With its in-country presence in 24 countries in Asia and the Pacific UNDP has been able to engage with judiciaries on sensitive issues, including judicial integrity. UNDP has expertise both at country-level and regional level, with Chief Technical Advisors embedded in Supreme Courts at country level, rule-of-law officers in UNDP country offices, as well as advisors in the area of anti-corruption and rule of law at the regional level facilitating the exchange of knowledge at the regional level and providing technical backstopping.

<sup>1</sup> 

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In Asia and the Pacific UNDP is **currently supporting Supreme Courts in the area of judicial integrity in Indonesia, Myanmar and Nepal**. In <u>Indonesia</u> UNDP is partnering with the EU to support the Supreme Court in four sectors of intervention: 1) Supervision and oversight through monitoring of asset declarations of judges and development of a public complaint mechanism within the court 2) Capacity building via the Judicial Academy, 3) Human resource management and organization and, 4) Transparency of judicial decisions<sup>2</sup> (uploading of judicial decisions on accessible website) and an internal case tracking system. In <u>Myanmar</u> UNDP supported, together with ICJ and UNODC, the development of a code of judicial ethics for the Office of the Supreme Court of the Union (OSCU) and is now developing a training manual on the code. In <u>Nepal</u> UNDP prioritized judicial integrity as one of the pillars of its rule of law project, and supported a self-assessment of judicial integrity by the Supreme Court<sup>3</sup>.

In 2016 UNDP Bangkok Regional Hub, in cooperation with the global rule-of-law team, conducted a **global review of its rule-of-law programs that prioritize judicial integrity**. The report <u>A Transparent and Accountable Judiciary to Deliver Justice for All</u> mapped out elements of good practice in judicial integrity reforms from 11 countries around the globe. In addition, the findings from the review highlighted judicial reforms are most effective when:

- Judicial integrity standards (e.g. codes of judicial ethics) are anchored in broader *judicial performance and accountability frameworks*;
- The Courts have *ownership* of the reforms in particular assessments are most useful when they are carried out by courts while international experts facilitate the process; and
- Peer learning amongst judges goes a long way in facilitating the reform process, especially when learning from those who have carried out reforms successfully<sup>4</sup>.

Building on these findings, UNDP Bangkok Regional Hub has held national, regional and international workshops to foster exchanges amongst peer judges on judicial integrity reforms in the last two years, in cooperation with UNODC, ICJ, as well as Transparency International. In addition, UNDP involved high-caliber judges - such as previous members of the Judicial Integrity Group - in national reform efforts of other countries so that they can directly advise the reform process.

Direct peer to peer learning amongst peer judges has proven to be invaluable to guide a reform process, building on international standards such as the *Implementation Measures of the Bangalore Principles of Judicial Conduct* and the *Evaluative Framework of Article 11 of the UN Convention against Corruption*. However, to be effective judicial integrity standards (e.g. codes of judicial integrity) should be **grounded into a judicial performance and accountability framework/reform strategy.** 

<sup>&</sup>lt;sup>2</sup> For additional information please refer to the case study on Indonesia at <a href="http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/a-transparent-and-accountable-judiciary-to-deliver-justice-for-a.html">http://www.undp.org/content/undp/en/home/librarypage/democratic-governance/a-transparent-and-accountable-judiciary-to-deliver-justice-for-a.html</a>

<sup>&</sup>lt;sup>3</sup> The judicial integrity self-assessment is currently on hold, because the first female Chief Justice in Nepal, who was spearheading the process, is being impeached. The reason for her impeachment is due to the fact she has taken a tough stance against corruption. See <a href="http://www.aljazeera.com/news/2017/05/nepal-chief-justice-sushila-karki-suspended-170501124314347.html">http://www.aljazeera.com/news/2017/05/nepal-chief-justice-sushila-karki-suspended-170501124314347.html</a>

<sup>&</sup>lt;sup>4</sup> See blog at <a href="https://globalanticorruptionblog.com/2016/04/14/guest-post-curbing-judicial-corruption-to-make-justice-for-all-a-reality/">https://globalanticorruptionblog.com/2016/04/14/guest-post-curbing-judicial-corruption-to-make-justice-for-all-a-reality/</a>

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#### 4 OBJECTIVES AND OUTCOMES

The objectives of the project "Judicial Integrity Champions in APEC" are:

- 1. Launch a network of judicial integrity champions in APEC to provide mutual support in their judicial reforms through peer learning. This network will foster exchange of experiences at the regional level amongst judges and other stakeholders such as association of judges. It will also facilitate direct advice of judges into reform processes at the national level, building on established partnerships in the region with organisations such as LawAsia<sup>5</sup> or the Council of ASEAN Chief Justices, UNODC, the International Commission of Jurists, as well as selected civil society organizations active in the justice sector in the target countries for the project.
- 2. Create ownership by the Courts of a methodology for self-assessment of judicial integrity and performance that identifies capacity gaps, endorsed by the network. The self-assessment methodology will build on the methodology of the International Framework of the International Consortium on Court Excellence<sup>6</sup> (the US is one of the founding members of the International Consortium on Court Excellence along with Australia and Singapore) as well as the Evaluative Framework of article 11 of the UN Convention against Corruption.
- 3. **Pilot the methodology in at least one country in the region**, with a Court undertaking a self-assessment of judicial integrity, receiving advice from peers and developing a capacity development plan on that basis. This process will benefit from peer learning and advice from another judge from another country participating in the network. To identify entry points for the self-assessment the project will leverage on the existence of UNDP's rule-of-law projects in APEC countries in the region, in particular in the Philippines, Malaysia, Indonesia and Thailand.

With the project "Judicial Integrity Champions in APEC", UNDP will contribute to the achievement of the Goal 16 of the 2030 Agenda for Sustainable Development: "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels". It is expected that the project will contribute to the following outcomes:

- A. Chief Justices are empowered to promote integrity in judicial reforms through a network of Judicial Integrity Champions in APEC
- B. Obstacles to judicial integrity reforms are alleviated through support from peer judges, including through ediscussions
- C. Courts in the region champion the development of a self-assessment methodology on judicial integrity and performance
- D. Courts prioritize judicial integrity as part of their judicial reform strategies

<sup>5</sup> LawAsia regularly hosts the Conference of Chief Justices of Asia and the Pacific.

<sup>&</sup>lt;sup>6</sup> The self-assessment method assists courts in identifying capacity gaps in delivering justice to the people based on ten values,: transparency, fairness, integrity, timeliness, independence, competence, impartiality, accessibility, certainty and equality before the law. The methodology enables to assess not only whether systems and drivers are in place, but also understand court user's satisfaction.

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## E. Court users' experience and citizens' trust in the judiciary improve as a result of more effective and less corrupt court operations.

As a result of judicial reform strategies prioritizing integrity and peer learning amongst reformers, it is expected that corruption will be reduced, courts will operate more effectively (in compliance with UNCAC - Art. 11), court users' experience will improve and citizens' trust in the judiciary will increase.

#### 5 BENEFICIARIES

The main beneficiaries of the project will be Supreme Courts and National Judicial Academies in selected APEC countries. The target countries for the project identified for the project are: Indonesia, Malaysia, Philippines, and Thailand, based on the following criteria:

- Countries members of APEC;
- Not a high-income country;
- Judiciaries that have fairly strong judicial independence and have taken steps to promote judicial integrity;
- A balanced mix of countries from civil and common law traditions to facilitate peer learning.

One of the target countries mentioned above will be selected to pilot a self-assessment of judicial integrity. The selection of the country for the pilot will be based on a number of factors:

- There is a genuine commitment of the Supreme Court to judicial integrity reforms;
- The country is willing to disseminate its experience with the self-assessment with other members during a workshop bringing together the Judicial Integrity Champions in APEC.

The project will strengthen international cooperation among judiciaries of countries members of APEC. The United States will be a key stakeholder in the initiative, not only through funding support but also by lending technical expertise. The project will actively seek out the involvement of other APEC member countries in the Asia Pacific region (for example Australia, Japan, Singapore and United States) to encourage them to provide contributions such as resource persons and high-profile experts/judges to be involved in the network on a pro-bono basis.

The preliminary results of the overall project are expected to be presented after its completion to all APEC countries during the 2019 meeting of the APEC Anti-Corruption and Transparency Experts' Working Group.

All the countries involved will have equal representation in the network, and be able to share their experience, as well as to ask for peer support from other members of the network. Women judges and experts will be encouraged to become part of the network, and provide their contribution. Members of the network will be invited to share virtuous examples of how gender balance can positively affect judicial integrity, openness and fairness.

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#### 6 OUTPUTS AND TIMELINE

#### Output 1.1: Advisory Committee set up for the APEC Judicial Integrity Champions Network (Sep 2017- Dec 2017)

As a first step, an Advisory Committee for the APEC Judicial Integrity Champions Network will be set up. UNDP will lead a series of remote consultations, phone calls, and surveys to identify the stakeholders to be involved in the network, map out excellence in the field as well as initiate a dialogue on the development of the self-assessment methodology on judicial integrity and performance.

#### Output 1.2: APEC Judicial Integrity Champions Workshop held to launch the peer-learning network (March 2018)

The Judicial Integrity Champions Workshop will gather experts and representatives of the judiciary from the target countries of the project, as well as UNDP rule-of-law officers working in relevant country offices (around 40 participants). The network will encourage peer learning exchange at national and regional levels on judicial integrity reforms as part of broader performance strategies. Members of the network will be available to actively provide their advice to judges into judicial reform processes at the national level.

The self-assessment methodology on judicial integrity and performance will provide the main background document for discussion at the workshop. Participants will be expected to provide comments on the methodology before it is finalized in order to ensure ownership and inclusiveness. At the end of the workshop the judiciaries in the Asia-Pacific region interested in piloting the self-assessment methodology will be identified. The first pilot will be selected based on the criteria outlined in the previous section. Discussions will be pursued at the country level to prepare and carry out the self-assessment in-country work.

The Network will be nurtured over time through the organization of e-discussions, including via the Asia- Pacific Integrity in Action (AP-INTACT) online community of practice, and periodic advice exchange.

#### Output 2.1: Self-assessment methodology developed (Dec 2017 - May 2018)

The self-assessment methodology on judicial integrity and performance will build on the International Framework of the International Consortium on Court Excellence, the Evaluative Framework of Article 11 of the UNCAC and the Institutional capacity assessment methodologies developed by UNDP. The International Framework of the International Consortium on Court Excellence provides a quality management system designed to help courts improve their performance, which been used by several Courts in the region. The methodology will build on UNDP's long-standing experience with institutional capacity development in the context of UNDP Capacity Assessment Methodology User's Guide.

The self-assessment methodology will be developed by an independent expert under the supervision of UNDP, in close cooperation with the Advisory Committee for the APEC Judicial Integrity Champions Network. The Advisory Committee will include, amongst others, members of the International Consortium on Court Excellence and the US Bureau of International Narcotics and Law Enforcement Affairs. The methodology will be presented and discussed at a Regional Workshop in March 2018. It will be revised based on the comments received from the workshop participants and is expected to be finalized by May 2018.

#### Output 3.1: Self-assessment conducted in one pilot country (June 2018 - March 2019)

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The self-assessment methodology is piloted in one country in the region (as per criteria listed in section 5), with a court undertaking the self-assessment of judicial integrity, receiving peers' recommendations and developing a capacity development plan. While the self-assessment will ensure ownership by the court, the involvement of experts from the Judicial Integrity Champions Network will facilitate peer exchange in the process. The members of the network will provide advice to the court on the capacity development action plan to address the gaps identified. Two country missions will be organized by UNDP once the self-assessment is completed to discuss the results and to design the capacity development action plan accordingly (during the period between June 2018 and March 2019). The mission team will include UNDP experts and at least two judges and/or experts.

## Output 3.2: Workshop hosted by the pilot country to share the results of the self-assessment with the Judicial Integrity Champions Network (August 2019)

The results of the pilot are shared with members of the Judicial Integrity Champions Network in a workshop at the end of the project, hosted by the country that conducted the self-assessment by August 2019.

The results of the overall 2-year project will also be shared with the wider APEC community on the occasion of the meeting of the APEC Anti-Corruption and Transparency Experts' Working Group, after the completion of the project.

### 7 STAFFING, MANAGEMENT AND PARTNERSHIPS

The project will be managed by the UNDP Bangkok Regional Hub (BRH), which is UNDP's regional centre for Asia and the Pacific. UNDP BRH will provide in-country and remote technical support for the implementation of the outputs of the project, and will be responsible for monitoring, and reporting against the targets. The UNDP regional team directly supporting this project will include: an Anti-Corruption Advisor, a Programme Analyst and a Programme Assistant, providing respectively technical, management, coordination & communication, and administrative support. The activities will be carried under the leadership of the Advisor, who will liaise closely with the rule-of-law and anti-corruption teams within UNDP. The Regional Programme Analyst and Programme Assistant will carry on the day to day regional activities (workshops organization, network management, communication, reports, logistics, etc).

The regional project "Judicial Integrity Champions in APEC" will also benefit from UNDP's architecture and presence at national and global levels. The project will benefit from UNDP's in-country presence and its existing projects at national level with Supreme Courts. The UNDP Country Offices will play a key role as the conduit at the national level for ensuring smooth operationalization of each of the outputs that require in-country activities. The results of the project will be disseminated both regionally and globally in cooperation with UNDPs' global rule of law and anticorruption teams.

The project will benefit from the technical guidance of an Advisory Committee for the APEC Judicial Integrity Champions Network that will bring together high-profile judges and experts in the area of judicial integrity on a probono basis as well as selected partners. In addition to the US Bureau of International Narcotics and Law Enforcement Affairs (INL), UNDP will leverage on its existing partnerships at the regional and international levels with organisations such as UNODC, ICJ, LawAsia and the International Consortium on Court Excellence.

International experts will be hired to provide technical advice, provide recommendations as well as help develop the self-assessment methodology.

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### **8 RESULTS FRAMEWORK**

The results framework provides an overview of the objectives, outputs, outcomes of the project, as well as a performance management plan, with indicators on how to measure progress over time. Risks and mitigation measures are also included.

Planned Results:	Performance	Means of Verification:	Risks and mitigation measures	Indicative			
Objectives, Outcomes	indicators	Evidence and Data		Timeline			
and Outputs		Collection		(for			
				outputs)			
Objective 1: Launch a n	Objective 1: Launch a network of judicial integrity champions in APEC to provide mutual support in their judicial reforms						
through peer learning							
Outcome A.	Baseline: No network	Report on network	The creation of the APEC Judicial	N/A			
Chief Justices are	for peer learning on	launch and e-	Integrity Champion Network will				
empowered to	judicial integrity in the	discussion	provide an instrument for Chief				
promote integrity in	region		Justices in the target countries to				
judicial reforms			exchange lessons learned and				
through a network of	Target: A Network of		provide/obtain mutual support				
Judicial Integrity	Judicial Integrity		from trusted and experienced				
Champions in APEC	Champions in APEC is		partners.				
	active to encourage		The main risk is that after the				
	peer learning		network is created it does not				
	exchange at national		remain active.				
	and regional levels on		To address this risk, UNDP will				
	judicial integrity		undertake several consultation				
	reforms		prior to the setting of the				
			network, to set up an Advisory				
Outcome B.	Baseline: No on-line	Number of	Committee with judges and				
Obstacles to judicial	exchanges amongst	contributions during	experts that take ownership of				
integrity reforms are	peer judges	e-discussions via AP	the project.				
alleviated through	Target: E-discussions	INTACT Virtual	UNDP will facilitate the				
support from peer	amongst judges	Community of Practice	organization of periodic e-				
judges, including			discussions, calls with members,				
through e-discussions			exchanges among members,				
Output 1.1	Baseline: No Advisory	Concept note for the	based on the courts' needs.	Sep 2017-			
Advisory Committee	Committee for the	development of the		Dec 2017			
to APEC judicial	network for peer	self-assessment					
integrity champions	learning on judicial	methodology					
network set up	integrity in the region	integrates comments					
(through remote		by members of the					
consultations)	Target: An Advisory	Advisory Committee					
	Committee to the						
	Network of Judicial						
	Integrity Champions in						
	APEC is set up by Dec						
	2017						
Output 1.2	Number of	Judicial Integrity		March			
Workshop held to	participants taking	Champions Workshop		2018			
launch the APEC	participants taking part in the workshop	Proceedings including		2010			
Judicial Integrity	'	participants list					
<b>J</b> ,	aiming at: (i)	μαι τισιματίτο 115τ					
Champions network	discussing the						

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Methodology; (ii)   Identifying pilot country	<u></u>	.1 1 1 (11)		Т	
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Baseline: 0   Target: 40   Participants from target countries					
Objective 2: Create ownership by the Courts of a methodology for self-assessment of judicial integrity and performance  Outcome C  Courts in the region champion the development of a self-assessment of judicial integrity and development of or self-assessment methodology on judicial integrity and performance  Output 2.1  Self-assessment methodology or development performance  Output 2.1  Self-assessment methodology or development performance methodology or developed building on international standards (i.e. Article 11 of the UNCAC)  Objective 3: Pilot the self-assessment methodology or out the methodology or out international standards (i.e. Article 11 of the UNCAC)  Objective 3: Pilot the self-assessment methodology on out the prioritize judicial integrity of the international standards (i.e. Article 11 of the UNCAC)  Objective 3: Pilot the self-assessment methodology and performance with a dedicated chapter on judicial integrity of the international standards (i.e. Article 11 of the UNCAC)  Objective 3: Pilot the self-assessment methodology and performance with a dedicated chapter on judicial integrity by the self-assessment methodology and performance with a dedicated chapter on judicial integrity of the international standards (i.e. Article 11 of the UNCAC)  Objective 3: Pilot the self-assessment methodology and performance with a dedicated chapter on judicial integrity by the self-assessment methodology and performance with a dedicated chapter on judicial integrity by the self-assessment methodology and performance with a dedicated chapter on judicial integrity by the self-assessment methodology and performance with a dedicated chapter on judicial integrity by the self-assessment methodology and performance with a dedicated chapter on judicial integrity by the self-assessment methodology and performance with a dedicated chapter on judicial integrity by the self-assessment methodology and performance with a dedicated chapter on judicial integrity by the self-assessment methodology and performance with a publi		country			
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Descrive 2: Create ownership by the Courts of a methodology for self-assessment of judicial integrity and performance		Taraet: 40			
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Courts in the region champion the development of a self-assessment methodology on judicial integrity and performance  Output 2.1 Self-assessment methodology  Boselines: Current self-assessment of the international standards (i.e. Article 11 of the UNCAC)  Target: Self-assessment methodology on count performance with a dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment with a dedicated chapter on judicial integrity and prioritize judicial reform strategies  of judicial integrity and documenting the endorsement of a ownership on whe potential violation of the endorsement of a ownership on the prioritize judicial integrity on the part of the courts and potential violation of the endorsement of a ownership on the prioritize judicial integrity on the part of the courts. At the same time the process will involve a phase of peer to peer exchange and advice to ensure objectivity and guide the court in devising the capacity development plan.  Boseline: 0  Torget: 1 pilot country undertakes the self-assessment, including the integrity of the self-assessment due to internal advice.  Outcome D: Courts in the region proposed is based on self-assessment to create ownership on the part of the courts. At the same time the process will involve a phase of peer to peer exchange and advice to ensure objectivity and guide the court in devising the capacity development plan.  N/A  N/A  N/A  N/A  N/A  N/A  N/A  N/	Objective 2: Create own	-	methodology for self-as	sessment of judicial integrity and pe	rformance
Courts in the region champion the development of a self-assessment methodology on judicial integrity and performance  Output 2.1 Self-assessment methodology  Boselines: Current self-assessment methodology on standards (i.e. Article 11 of the UNCAC)  Target: Self-assessment methodology on count performance with a dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment methodology does not integrity and prioritize judicial reform the region prioritize judicial reform the sessessment the region on judicial integrity chapter  Output 2.1 Boselines: On the organization of the self-assessment methodology with a dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment methodology does not integrity as part of currently include a their judicial reform undertakes the self-assessment, including the judicial integrity undertakes the self-assessment, including the principle of independence of the judicial occurnts as potential violation of the endorsement of a ownership on wership pon the part of the courts the methodology by the courts on a self-assessment methodology with a decidated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment methodology and peer exchange and advice to ensure objectivity and guide the court in devising the capacity development plan.  Proget: 1 pilot country undertakes the self-assessment, including the judicial integrity or undertakes the self-assessment, including the judicial integrity or undertakes the self-assessment, including the judicial integrity undertakes the self-assessment, including the judicial integrity or undertakes the self-assessment in the region provide their advice.					
champion the development of development of development of a development of a self-assessment methodology on judicial integrity and performance         driven by development partners, with limited ownership by Courts of existing methodologies         Proceedings documenting the methodology of self-assessment methodology by the courts of existing methodology by the Courts         Dutput 2.1 Self-assessment methodology         Production and dissemination of the methodology for the assessment methodology with a dedicated chapter on judicial integrity by May 2018         Production and dedicated chapter on judicial integrity by May 2018         Dec 2017 - May 2018           Objective 3: Pilot the self-assessment prioritize judicial integrity and profitize judicial integrity and profitize judicial integrity undertakes the self-assessment in cruential integrity or undertakes the self-assessment, including the judicial integrity undertakes the self-assessment including the judicial integrity undertakes the self-assessment inertial undertakes the self-assesment in the process will undertak	Outcome C	Baseline: Assessments	Judicial Integrity	Assessments of judicial integrity	N/A
development of a self- assessment methodology on judicial integrity and performance  Target: Agreement by the Courts on a self- assessment methodology  Tassessment methodology  Baseline: Current self- assessment methodology  Tassessment methodology  Baseline: Current self- assessment methodology  Tassessment methodology  Tassessment methodology  Baseline: Current self- assessment methodology  Tassessment  Target: Self- assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018  Dec 2017- May 2018  Dec	Courts in the region	of judicial integrity are	Champions Workshop	can be perceived by the courts as	
assessment methodology on judicial integrity and performance  Target: Agreement by the Courts on a self-assessment methodology  Target: Agreement by the Courts on a self-assessment methodology  Dutput 2.1  Self-assessment methodology  Dutput 2.1  Self-assessment methodology  Dutput 2.1  Self-assessment decklist assessment developed building on international scandards (i.e. Article 11 of the UNCAC)  Dipective 3: Pilot the self-assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018  Dipective 3: Pilot the self-assessment methodology does not integrity as part of the region prioritize judicial integrity of the region prioritize integrity of the region prioritize judicial integrity include a sessessment, including the judicial integrity undertakes the self-assessment, including the judicial integrity of the pudicial in	champion the	driven by	Proceedings	potential violation of the	
methodology on judicial integrity and performance of existing methodologies  Target: Agreement by the Courts on a self-assessment methodology  Output 2.1  Self-assessment methodology  Dutput 2.1  Self-assessment methodology  Output 2.1  Self-assessment methodology  Assessment or Court self-assessment methodology  of the International developed building on international standards (i.e. Article 11 of the UNCAC)  Target: Self-assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment methodology does not have a dedicated chapter on judicial integrity by May 2018  Outcome D:  Courts in the region performance with a dedicated chapter on judicial integrity or proposed is based on self-assessment to create ownership on the results/recommendations from the assessment.  Production and dissemination of the self-assessment methodology with a dedicated chapter on judicial integrity by May 2018  Target: Self-assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment methodology does not integrity as part of currently include a judicial integrity or hapter  Courts in the region provided in the prior diction of the self-assessment plan adopted in the prior tize judicial integrity include a judicial integrity or hapter  Target: 1 pilot country undertakes the self-assessment, including the judicial integrity of peer judges to provide their advice.	development of a self-	development	documenting the	principle of independence of the	
of existing methodology by the Courts  Target: Agreement by the Courts on a self-assessment methodology  Output 2.1  Self-assessment developed building on international standards (i.e. Article 11 of the UNCAC)  Target: Self-assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment methodology and peer exchange  Outcome D: Courts in the region prioritize judicial integrity strategies  of existing methodology by the Courts when the dology by the country undertakes the self-assessment, including the judicial integrity  of the international dissemination of the self-assessment methodology with a delicated chapter on judicial integrity by may 2018  Target: Self-assessment methodology on court performance with a dedicated chapter on judicial integrity by may 2018  Objective 3: Pilot the self-assessment methodology does not currently include a judicial integrity integrity  Target: 1 pilot country undertakes the self-assessment, including the judicial integrity of the Network; and for exchange and advice to ensure objectivity and guide the court in devising the capacity development plan.  Target: 1 pilot country undertakes the self-assessment integrity and put to internation the self-assessment methodology on the part of the court. Another risk could be associated to delays in the conduction of the self-assessment due to internal Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their advice.	assessment	partners, with limited	endorsement of a	judiciary. Thus there is no	
Dutput 2.1   Baseline: Current self-assessment methodology   Production and developed building on international standards (i.e. Article 11 of the UNCAC)   Target: Self-assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018   Baseline: O The self-assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018   Baseline: O The self-assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018   Baseline: O Target: 1 pilot toes the self-assessment methodology and peer exchange and advice to ensure objectivity and guide the court in devising the capacity development plan.   N/A	methodology on	ownership by Courts	self-assessment	ownership on the	
Target: Agreement by the Courts on a self-assessment methodology  Output 2.1  Self-assessment methodology  developed building on international standards (i.e. Article 11 of the UNCAC)  Target: Self-assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment methodology and peer exchange and advice to ensure objectivity and guide the court in devising the capacity development prioritize judicial integrity include a judicial integrity include a father judicial integrity include a judicial integrity include a special sassessment, including the judicial integrity include a special sassessment, including the judicial integrity include a sessionent methodology and peer exchange and advice to ensure objectivity and guide the court in devising the capacity development plan adopted in the pilot country undertakes the self-assessment, including the judicial integrity include a special sassessment, including the judicial integrity include a sessionent, including the judicial integrity included integrity and self-assessment due to internal courts father advice.  UNDP mitigates this risk by: -creating an Advisory Committee to co-develop with the courts the methodology for the assessment methodology by the Network; and -facilitating periodic consultations.  Has Network; and -facilitating periodic consultations.  In addition the methodology and self-assessment to create ownership on the part of the courts. At the same time the process will involve a phase of peer to peer exchange and advice to ensure objectivity and guide the court in devising the capacity development plan.  Objective 3: Pilot the self-assessment methodology day and peer exchange  Outcome D:  Capacity development plan.  Risks include the lack of genuine and sustained commitment from the court. Another risk could be associated to delays in the conduction of the self-assessment due to internal Court's procedures, out of UNDP control, or to the unavailability of peer judges to pro	judicial integrity and	of existing	methodology by the	results/recommendations from	
the Courts on a self-assessment methodology  Output 2.1  Self-assessment methodology  Dec 2017-  May 2018  Dec 201	performance	methodologies	Courts	the assessment.	
the Courts on a self-assessment methodology  Output 2.1  Self-assessment methodology  Dec 2017-  May 2018  Dec 201		Target: Agreement by		LINDD mitigator this risk had	
Output 2.1 Self-assessment methodology or the assessment methodology of the assessment methodology of the lnternational developed building on international standards (i.e. Article 11 of the UNCAC)  Target: Self-assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment methodology and peer exchange Outcome D: Courts in the region prioritize judicial integrity as part of their pudicial integrity chapter of assessment, including the judicial integrity undertakes the self-assessment, including the judicial integrity undertakes the self-assessment, including the judicial integrity of the Network; and facilitating periodic consultations.  Production and dissemination of the self-assessment methodology with a dedicated chapter on judicial integrity of the Network; and facilitating periodic consultations.  In addition the methodology proposed is based on self-assessment to create ownership on the part of the courts. At the same time the process will involve a phase of peer to peer exchange and advice to ensure objectivity and guide the court in devising the capacity development plan.  Objective 3: Pilot the self-assessment methodology and peer exchange  Outcome D:  Capacity development plan adopted in the pilot country undertakes the self-assessment, including the judicial integrity of peer judges to provide their advice.					
Output 2.1  Output 2.1  Sasseline: Current self- assessment methodology developed building on international standards (i.e. Article 11 of the UNCAC)  Target: Self- assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment prioritize judicial integrity  Target: 1 pilot country undertakes the self- assessment, including the methodology for the assessment of the International dissemination of the Network; and -facilitating periodic consultations.  In addition the methodology proposed is based on self- assessment to create ownership on the part of the courts. At the same time the process will involve a phase of peer to peer exchange and advice to ensure objectivity and guide the court in devising the capacity development plan.  Objective 3: Pilot the self-assessment methodology does not integrity of assessment or create ownership on the part of the courts. At the same time the process will involve a phase of peer to peer exchange and advice to ensure objectivity and guide the court in devising the capacity development plan.  Objective 3: Pilot the self-assessment methodology does not integrity of a part of the court. Another risk could be associated to delays in the conduction of the self- assessment due to integrity of peer judges to provide their advice.					
Dutput 2.1   Baseline: Current self-assessment   Assessment checklist   dissemination of the self-assessment   Assessment checklist   dissemination of the self-assessment   Assessment checklist   dissemination of the self-assessment   Assessment   As					
Self-assessment methodology developed building on international standards (i.e. Article 11 of the UNCAC)  Target: Self-assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment methodology and peer exchange  Outcome D:  Courts in the region prioritize judicial integrity indeving the judicial integrity  Discovery of the uniternational standards (i.e. Article 11 of the UNCAC)  Target: Self-assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment methodology and peer exchange  Outcome D:  Courts in the region prioritize judicial integrity include a judicial integrity indevided integrity of the process of the count of the self-assessment methodology and peer exchange  Target: 1 pilot country undertakes the self-assessment, including the judicial integrity  Outcome D:  Capacity development plan.  Capacity development plan adopted in the pilot country undertakes the self-assessment due to internal Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their advice.	0	· ·	Donal attack		D 2017
methodology developed building on international standards (i.e. Article 11 of the UNCAC)       of the International Excellence does not have a dedicated section on judicial integrity       self-assessment methodology with a dedicated chapter on judicial integrity       -facilitating periodic consultations.         11 of the UNCAC)       Target: Self- assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018       In addition the methodology proposed is based on self- assessment to create ownership on the part of the courts. At the same time the process will involve a phase of peer to peer exchange and advice to ensure objectivity and guide the court in devising the capacity development plan.         Objective 3: Pilot the self-assessment methodology and peer exchange       Capacity development plan adopted in the pilot country       Risks include the lack of genuine and sustained commitment from the court.Another risk could be associated to delays in the conduction of the self- assessment due to internal Court's procedures, out of UNDP         Target: 1 pilot country undertakes the self- assessment, including the judicial integrity       Country       Risks include the lack of genuine and sustained commitment from the court.Another risk could be assessment due to internal Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their advice.					
developed building on international standards (i.e. Article 11 of the UNCAC)  Target: Self-assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment methodology does not currently include a judicial integrity apart of their judicial reform strategies  Discovery of the self-assessment, including the judicial integrity windertakes the self-assessment windertake	_			1	May 2018
international standards (i.e. Article 11 of the UNCAC)  Excellence does not have a dedicated section on judicial integrity section on judicial integrity assessment to create ownership on the part of the courts. At the same time the process will involve a phase of peer to peer exchange and advice to ensure objectivity and guide the court in devising the capacity development plan.  Dipolative 3: Pilot the self-assessment methodology and peer exchange  Outcome D:  Courts in the region prioritize judicial integrity include a fine griding in the pilot country  May 2018  Dipolative 3: Pilot the self-assessment methodology and peer exchange  Outcome D:  Courts in the region prioritize judicial integrity include a judicial integrity include a judicial integrity chapter  Target: 1 pilot country undertakes the self-assessment, including the judicial integrity  Target: 1 pilot country undertakes the self-assessment, including the judicial integrity  Bedicated chapter on judicial integrity  In addition the methodology proposed is based on self-assessment to create ownership on the part of the courts. At the same time the process will involve a phase of peer to peer exchange and advice to ensure objectivity and guide the court in devising the capacity development plan.  Capacity development plan.  Risks include the lack of genuine and sustained commitment from the court. Another risk could be associated to delays in the conduction of the self-assessment due to internal Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their advice.				= -	
standards (i.e. Article 11 of the UNCAC)  have a dedicated section on judicial integrity  have a dedicated section on judicial integrity  Target: Self-assessment to create ownership on the part of the courts. At the same time the process will involve a phase of peer to peer exchange and advice to ensure objectivity and guide the court in devising the capacity development plan.  Objective 3: Pilot the self-assessment methodology and peer exchange  Outcome D:  Courts in the region prioritize judicial integrity as part of their judicial reform strategies  Didical integrity  Available to the self-assessment methodology and peer exchange  Capacity development plan.  Risks include the lack of genuine and sustained commitment from the court. Another risk could be associated to delays in the conduction of the self-assessment due to internal Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their advice.	_			consultations.	
section on judicial integrity  Target: Self-assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment methodology and peer exchange  Outcome D: Courts in the region proposed is based on self-assessment to create ownership on the part of the courts. At the same time the process will involve a phase of peer to peer exchange and advice to ensure objectivity and guide the court in devising the capacity development plan.  Objective 3: Pilot the self-assessment methodology and peer exchange  Outcome D: Courts in the region prioritize judicial methodology does not currently include a judicial integrity chapter  Target: 1 pilot country undertakes the self-assessment, including the judicial integrity  Target: 1 pilot country undertakes the self-assessment, including the judicial integrity advice.			· ·		
integrity  assessment to create ownership on the part of the courts. At the same time the process will involve a phase of peer to peer exchange and advice to ensure objectivity and guide the court in devising the capacity development plan.  Objective 3: Pilot the self-assessment methodology and peer exchange  Outcome D:  Courts in the region prioritize judicial methodology does not integrity as part of their judicial reform strategies  Discourts in the region prioritize integrity as part of the pilot country assessment integrity as part of the pilot country integrity as part of the pilot country integrity as part of the pilot country integrity assessment integrity assessme	-		judicial integrity		
Objective 3: Pilot the self-assessment methodology and peer exchange  Outcome D:  Courts in the region prioritize judicial methodology does not integrity as part of the judicial integrity ochapter  Target: 1 pilot country undertakes the self-assessment, including the judicial integrity with a dedicated chapter on judicial integrity on the self-assessment, including the judicial integrity with a dedicated chapter on judicial integrity on the self-assessment methodology and peer exchange  Objective 3: Pilot the self-assessment methodology and peer exchange  Capacity development plan.  Capacity development plan adopted in the pilot country  Capacity development plan adopted in the pilot country  Target: 1 pilot country undertakes the self-assessment, including the judicial integrity  Outcome D:  Capacity development plan adopted in the pilot country  Capacity development plan adopted in the pilot country  Target: 1 pilot country undertakes the self-assessment due to internal Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their advice.	11 of the UNCAC)	•			
Target: Self- assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self- Courts in the region prioritize judicial integrity as part of integrity as part of their judicial reform strategies  Date of peer to peer exchange and advice to ensure objectivity and guide the court in devising the capacity development plan.  Risks include the lack of genuine and sustained commitment from the court. Another risk could be associated to delays in the conduction of the self- assessment, including the judicial integrity  Target: 1 pilot country undertakes the self- assessment, including the judicial integrity  Target: 1 pilot country undertakes the self- assessment, including the judicial integrity  Target: 1 pilot country undertakes the self- assessment, including the judicial integrity  Target: 1 pilot country undertakes the self- assessment, including the judicial integrity  Target: 1 pilot country undertakes the self- assessment, including the judicial integrity		integrity		-	
assessment methodology on court performance with a dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment methodology and peer exchange  Outcome D: Courts in the region prioritize judicial integrity as part of their judicial reform strategies  Diagram 1 pilot country  Target: 1 pilot country undertakes the self-assessment, including the judicial integrity  The self-assessment including the judicial integrity  Target: 1 pilot country undertakes the self-assessment, including the judicial integrity  Target: 1 pilot country  Target: 1 pilot country  Target: 1 pilot country  Target: 1 pilot country undertakes the self-assessment, including the judicial integrity  Target: 1 pilot country  Target: 1 pilot country Undertakes the self-assessment, including the judicial integrity  Target: 1 pilot country Undertakes the self-assessment, including the judicial integrity  Target: 1 pilot country Undertakes the self-assessment, including the judicial integrity  Target: 1 pilot country Undertakes the self-assessment, including the judicial integrity  Target: 1 pilot country Undertakes the self-assessment, including the judicial integrity  Target: 1 pilot country Undertakes the self-assessment, including the judicial integrity  Target: 1 pilot country Undertakes the self-assessment, including the judicial integrity  Target: 1 pilot country Undertakes the self-assessment, including the judicial integrity		Townst. Calf		The state of the s	
methodology on court performance with a dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment methodology and peer exchange  Outcome D:  Courts in the region prioritize judicial methodology does not integrity as part of their judicial reform strategies  Page 1: 1 pilot country undertakes the self-assessment, including the judicial integrity  Target: 1 pilot country undertakes the self-assessment, including the judicial integrity  May 2018  Capacity development plan.  Capacity development plan.  Risks include the lack of genuine and sustained commitment from the court. Another risk could be associated to delays in the conduction of the self-assessment due to internal Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their advice.		-			
performance with a dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment methodology and peer exchange  Outcome D:  Courts in the region prioritize judicial methodology does not integrity as part of their judicial reform strategies  Outcome D:  Courts in the region prioritize judicial integrity chapter  Courts in the region prioritize judicial integrity as part of their judicial integrity chapter  Courts in the region prioritize judicial integrity chapter  Courts in the region prioritize judicial integrity as part of their judicial integrity chapter  Courts in the region prioritize judicial integrity as part of currently include a judicial integrity chapter  Courts in the region methodology does not currently include a judicial integrity conduction of the self-assessment due to internal Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their advice.					
dedicated chapter on judicial integrity by May 2018  Objective 3: Pilot the self-assessment methodology and peer exchange  Outcome D:  Courts in the region prioritize judicial methodology does not integrity as part of their judicial reform strategies  Chapter  Chapter  Capacity development plan.  Capacity development plan adopted in the plan adopted in the pilot country  Courts in the region the self-assessment plan adopted in the pilot country  Courts in the region the self-assessment plan adopted in the pilot country  Courts in the region the self-assessment plan adopted in the pilot country  Courts in the region the self-assessment plan adopted in the pilot country  Courts in the region the self-assessment decount. Another risk could be associated to delays in the conduction of the self-assessment due to internal Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their advice.				_	
Judicial integrity by May 2018   development plan.					
Objective 3: Pilot the self-assessment methodology and peer exchange  Outcome D:  Courts in the region prioritize judicial integrity as part of their judicial reform strategies  Capacity development plan adopted in the pilot country plan adopted in the court. Another risk could be associated to delays in the conduction of the self-assessment due to internal Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their assessment, including the judicial integrity  Capacity development plan adopted in the pilot country the court. Another risk could be associated to delays in the conduction of the self-assessment due to internal Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their advice.		•			
Outcome D: Courts in the region prioritize judicial integrity strategies  Baseline: 0 The self-assessment plan adopted in the integrity as part of their judicial reform strategies  Capacity development plan adopted in the pilot country plan adopted in the associated to delays in the conduction of the self-assessment due to internal Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their advice.				development plan.	
Outcome D:       Baseline: 0       Capacity development plan adopted in the self-assessment plan adopted in the plan adop	Objective 3: Pilot the se		ogy and peer exchange		
prioritize judicial methodology does not integrity as part of their judicial reform strategies  methodology does not currently include a judicial integrity chapter  Target: 1 pilot country undertakes the selfassessment, including the judicial integrity  pilot country  the court.Another risk could be associated to delays in the conduction of the selfassessment due to internal Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their advice.				Risks include the lack of genuine	N/A
integrity as part of their judicial reform judicial integrity chapter  Target: 1 pilot country undertakes the selfassessment, including the judicial integrity  Target: 1 pilot country undertakes the selfassessment, including the judicial integrity  associated to delays in the conduction of the selfassessment due to internal Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their advice.	Courts in the region		plan adopted in the	and sustained commitment from	
their judicial reform strategies  judicial integrity chapter  chapter  chapter  chapter  Target: 1 pilot country undertakes the selfassessment, including the judicial integrity  conduction of the selfassessment due to internal Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their advice.	prioritize judicial	methodology does not	pilot country	the court.Another risk could be	
chapter  Court's procedures, out of UNDP  Target: 1 pilot country undertakes the self- assessment, including the judicial integrity  assessment due to internal Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their advice.	integrity as part of	currently include a		associated to delays in the	
Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their assessment, including the judicial integrity  Court's procedures, out of UNDP control, or to the unavailability of peer judges to provide their advice.	their judicial reform	judicial integrity		conduction of the self-	
Target: 1 pilot country undertakes the self-assessment, including the judicial integrity control, or to the unavailability of peer judges to provide their advice.	strategies	chapter			
undertakes the self- assessment, including the judicial integrity peer judges to provide their advice.					
assessment, including the judicial integrity advice.		Target: 1 pilot country		•	
the judicial integrity				peer judges to provide their	
		assessment, including		advice.	
l chaotan					
cnapter		chapter			

Bangkok Regional Hub



	Racolino: N	Survey with court	UNDP will help address this risk	After the
	Baseline: 0  No measurement of	users	by:	end of the
	court users'	users	-carefully selecting the pilot court	project
'	experience		based on the selection criteria	project
	Target: Improved		outlined earlier;	
, ,	feedback from court		-agreeing with the pilot court and	
	users on the		the peer judges on a calendar for	
"	transparency and		the self-assessment and peer	
-	integrity of the Court		exchange within the specified	
	The methodology is	Self-assessment	timeline.	June 2018 -
-	piloted in at least one	checklist report	cirreinie.	March
-	country in the region,	checkist report	Secondly UNDP will ensure the	2019
	with a Court	Peers'	coordination of all the phases of	2013
*	undertaking a self-	recommendations	the assessment. Regular	
	assessment of judicial	. ccc.iiiiiciidatioiid	communications will be set up, to	
	integrity, receiving	Capacity Development	check progress and take counter-	
	advice from peers	Plan	measures in case of need.	
	members of the			
	Judicial Integrity			
	Champions Network			
	and designing a			
	capacity development			
	plan			
	'			
	Baseline: 0			
	Target: 1 by August			
	2019			
Output 3.2	Results of the pilot are	Results Workshop		August
· ·	shared with members	report disseminated		2019
	of the Judicial	to members of the		
	Integrity Champions	network by		
	Network in a	September 2019		
J ,	workshop	·		
·	·			
	Baseline: 0			
	Target: 40 participants			
	from target countries			
	participate in the			
	results workshop			