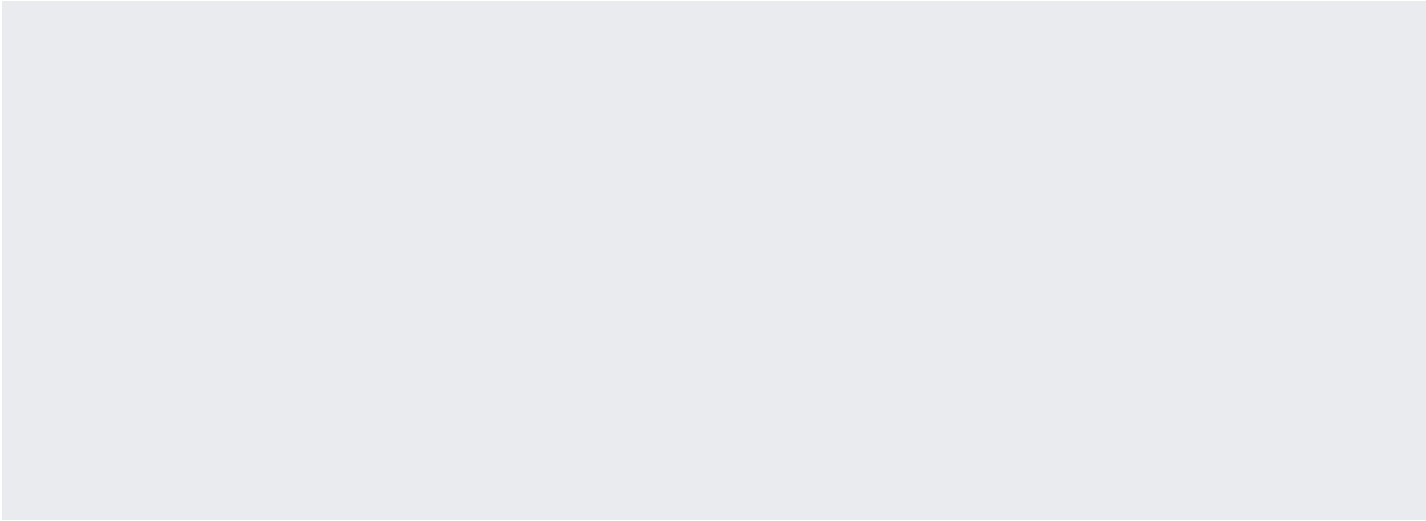




*Empowered lives.  
Resilient nations.*

# A REPORT ON THE INTERNATIONAL FR FOR COURT EXCELLENCE





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## Background

The goal of the Framework for Court Excellence (IFCE) has been to develop and and tools by which courts worldwide can voluntarily assess and improve the quality c deliver. The IFCE Framework assists courts by introducing a path for improvement i a whole-court approach to achieve court excellence differs from presentations of lin holistic approach to court performance that can be applied to all courts.

In September 2012, upon invitation of the Chief Justice Office of Malaysia, Justice former Chief Justice of that Court) and Daniel Hall (Vice President of the National Cent for the Judiciary introducing the IFCE in Putrajaya, Malaysia. The seminar introduced t the way justice is delivered to citizens of Malaysia. Following the 2018 International C to Today's Challenges, the Chief Justice of Malaysia chartered a course for consid justice sector reform. Specifically, the Chief Justice requested a technical launch Excellence (IFCE) In Malaysia, that would lead to developing practical plans to imple

An IFCE workshop that was held on October 21, 2018 as the initial step in establ Guam, Judge Chi-Ling Seah of the State Courts of Singapore and Alicia Davis of the faculty. This report is presented now to be used by the Judiciary to continue the disc

## Methodology

The first step in towards implementing the IFCE involves an assessment of the assessment questionnaire reflecting the seven areas of court excellence. The IFC Integrity Self-Assessment Checklist were administered within the same survey tool.

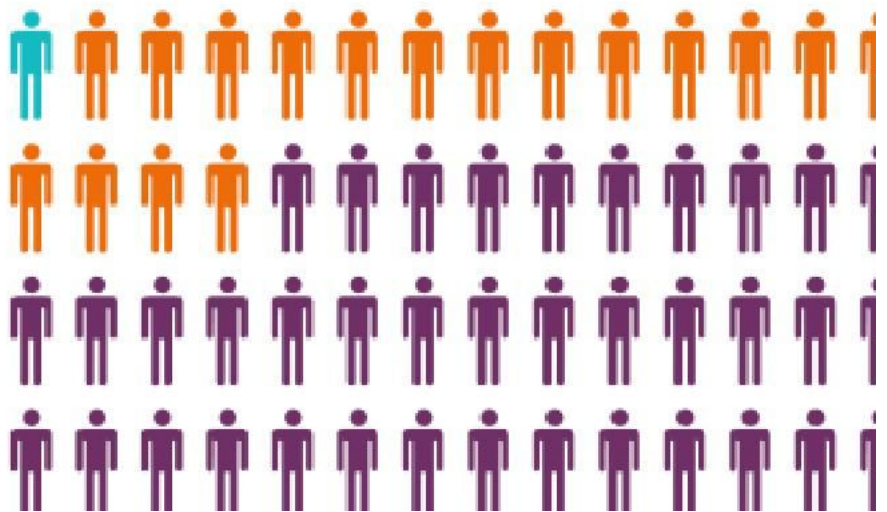
The process leading to the workshop began with several web meetings held bet IFCE training team to identify areas of interest to the Office of the Chief Justice, consid and establish the agenda for the workshop. During the planning conversations, it wa would be applied as in 2012, allowing for some comparisons to be made. It was al participants to supply their email addresses. While the responses of the survey we email addresses allowed the Office of the Chief Justice to send reminders to compl approximately 700 recipients, garnering 539 responses, an exceptionally high respon IFCE Self-Assessment was sent out in 2012, receiving 170 responses from judges and

Below follow the responses for the Self-Assessment questions as well as the results were presented and formed the basis of discussion for the workshop held. The workshop was to allow for discussion of the results by court leadership in order to align the vision of court leadership. The results of the IFCE Self-Assessment as well as the

**Please indicate the type of court you work**

<b>Federal Court</b>	80
<b>Court of Appeal</b>	49
<b>High Court</b>	150
<b>Sessions Court</b>	139
<b>Magistrate Court</b>	121
<b>Total</b>	539

Judicial Officers represent the vast majority (78%). Judicial Officers include offi administration duties.



**Please select the size of staff for your court/division.**

1-25	421	78.1 %
26-50	49	9.1 %
51-75	23	4.3 %
76-100	11	2.0 %
101-125	8	1.5 %
126-150	8	1.5 %

151-200	9	1.7 %
Over 200	10	1.9 %
Total	539	100.0 %

In the Self-Assessment, respondents were asked to rate their court's approach ; that is, the extent to which the court has developed and implemented actions addressing of the Seven Areas for Court Excellence. Consideration needs to be given to how well the initiative and the extent of coverage and impact of the initiative on the issue. In effect the relating to the particular statement and determining the relevance and extent of the c

None	No results; no improvement trends; and no targets met.
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## Overall Weighted Scoring Results

Area of Court Excellence	Maximum Score Points	Score Achieved	Multip
Court Leadership and Management	70	59	2
Planning and Policies	40	33	3
Court Resources (Human, Material, and Financial)	80	65	2
Court Proceedings and Procedures	50	43	2
Client Needs and Satisfaction	50	42	3
Affordable and Accessible Court Services	60	52	3
Public Trust and Confidence	50	42	3

Below are the overall weighted scores of the 539 responses received for

The Total Score provides an overall indication of the court's performance based can be compared with the IFCE Banding Table which provides an objective benchmark performance. The Malaysia Self-Assessment Weighted Score of 840 would reflect that t

the highest overall weighted scores. We also present the responses by Position to way based on one's respective job responsibilities. With regards to position, Court Personnel had less than 10 respondents. To protect the anonymity of the respondent two demographics for each of the Areas throughout this report. The complete position

This information was presented and discussed during the October 21 workshop present the specific items identified in the Workshop as in need of change. As set for court excellence by assessing current performance, looking for ways to improve, and reviewing progress towards that plan on an ongoing basis. Having completed Area to improve, this report is now presented to the Court to help establish a plan of action to

We first note the highest and lowest statements across the surveys. Affordable at in 3 of the 6 highest statements. Reading across these statements, one can detect respect, which must be commended.

## Area of Excellence Highest and Lowest Statement

### Highest Statements (Average)

Area of Excellence	Statement
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### 1: Court Leadership and Management

The presence of strong leadership ensures that the court is not operating in and external partners. Court organization with outstanding performance results car other organizations and partners that influence the work of the court. These organiz cution agencies, governmental agencies, the local legal profession, the police, and u

The Self-Assessment showed this to be a fairly highly rated area. This is tr that respondents from the Court of Appeals had a more measured response acro Highlighted in green is the statement that received the highest overall weighted standards and targets for case management aiming to meet and exceed user exp



making change requires a proper management information system to register and make data available for analysis. Planning must be based on the use of accurate data to ensure consistency and policies.

The maximum weighted score for most of these statements was a 15, but across all courts the average score was around 12. This reflects an opportunity to review Court Planning and Policies to note that perceptions in this area were notably lower in the 2012 Self-Assessment.

## Overall Weighted Averages for Court Planning and Policies

Planning and Policies	Maximum Weighted Score	Federal Court	Court of Appeal	High Court	Sessions Court
We have a strategic plan that identifies the court's values, targets, and plans	15	12.86	11.44	12.57	13.4
We involve judges and court staff in the court's review and planning processes	15	10.94	10.48	10.99	10.7

## Analysis

**Area of Change:** Strategic Planning: Priorities, Budget and Communications

**Problem Statement/Discussion:** The lowest score dealt with allocating resources, a theme described in Court Management, above. Another lower score was "We involve judges and court staff in the court's review and planning processes." During discussion, several judicial officers voiced their concerns about budget discussions. Another group talked about the rules set in the Court of Appeal regarding the briefing process as an example of the type of policies that would merit consideration.

**Theory of Change:** A Strategic Planning Committee should be comprised of representatives from all courts in order to "involve judges and court staff in the court's review and planning processes." In the Office of the Chief Justice, the Committee should be charged with allocating resources and establishing priorities. By establishing a strategic planning process that includes establishing priorities and a representative committee can participate in prioritizing, setting and advocating for budget allocations. The strategic action plan to assure that it is fully developed to meet set priorities, priorities, and

### 3: Court Resources (Human, Material, and Finance)

#### Overall Weighted Averages for Court Resources (Human, Material

Court Resources (Human, Material, and Financial)	Maximum Weighted Score	Federal Court	Court of Appeal	High Court	Sessions Court
We manage the workload of judges and court staff so cases are decided in a timely and quality manner	10	8.03	7.04	7.66	8.32
We predict and manage our resources to meet anticipated workloads	10	7.87	6.94	7.72	8.33
We manage our financial resources efficiently and effectively	10	7.47	6.79	7.36	7.80
We have a professional development program for judges and court staff	10	8.41	7.46	8.30	8.68
We provide continuing professional education including management training to our judges and court staff	10	8.38	7.40	8.34	8.78
Our judges learn from, and communicate with, each other	10	8.55	8.04	8.59	8.72

## Analysis

**Area of Change:** Strategic Planning and Budget

**Problem Statement:** Across Courts and Positions, the statement that rated lowly and effectively to ensure that there is money for court initiatives and court innovation. 1) a lack of funding, possibly resulting from the allocation process through the Office processes do not currently support effective allocations.

processes do not currently support these allocations.

**Discussion:** “More money” is rarely an option in today’s limited resource environment. Funding authorities often require efficiency measures or performance measures in order to be discussed during the workshop that the current allocation does not allow for the budget. A number of challenges related to financial resources emerged, some as simple as establishing a maintenance, in order to keep courts secure and safe for judges, staff and clients to greater budgetary autonomy. The Strategic Planning committee, recommended above, could be responsible for priorities and overseeing communications with the public and funding authorities.

**Theory of Change:** By establishing a budget requisition process in alignment with state allocations meeting the Court’s needs. A budget request process can ensure

## Overall Weighted Averages for Court Proceeding

Court Proceedings and Procedures	Maximum Weighted Score	Federal Court	Court of Appeal	High Court	Sessions Court
We manage cases against established benchmarks of timely case processing	10	8.69	7.88	8.66	9.10
We review the role of judges and court staff to ensure efficiency of processes	10	8.00	6.97	8.35	8.93
We regularly review our processes and procedures	10	8.18	7.42	8.33	9.01
People are able to get their business with the court done in a reasonable time	10	8.60	7.76	8.55	9.11
We endeavor to list cases and manage cases so as to minimize inconvenience and expense to court users	10	8.88	8.12	8.68	9.33
Court orders are enforced in cases of non-compliance	10	8.42	8.06	8.62	9.11
Court records and case files are complete, accurate, able					

## 5: Client Needs and Satisfaction

Research has consistently shown that the perceptions of those using the court are more important than whether the process appears fair, than whether they received a favorable outcome. This includes members of the public and businesses that use court services (e.g., litigants, witnesses, or assistance from court staff) and professional partners (lawyers, public prosecutors, agencies, court experts, and court interpreters). Measures must address the level of satisfaction and also how parties are treated by judges and court staff.

It is positive to note that the Courts and Positions equally rated listening to stakeholder responses and the workshop discussion would indicate, processes have not been established, be considered, acted upon, and the results communicated. There is an opportunity to improve to a greater degree. One may also note the lower responses in this Area as relating to stakeholder feedback is crucial, and their views will need to be obtained before they can establish priorities.

### Overall Weighted Averages for Client Needs and Satisfaction

	Maximum
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## Analysis

**Area of Change:** Strategic Communication

**Problem Statement:** Recent press treatment and the perception of the public about the Court. Participants talked about the fact that in contested cases, the losing party may not be well-informed with the actual functioning of the court. While there is a website, discussion in the workshop turned on the need to work with the public, by going out to the public the work that the Courts are doing.

**Theory of Change:** The Office of the Chief Justice has indicated interest in creating a concept that was roundly supported during the workshop discussion. The Survey and methodology that could be modeled. Gathering attorney and stakeholder

information that could be used by the Court, perhaps through its Strategic Planning ( feedback, establish priorities, and work towards more positive public perception of t

## 6: Affordable and Accessible Court Services

Court should be affordable and accessible to litigants. Fees should not prevent

Our hours of operation make it easy for users to get their business done	15	13.71	13.18	13.29
Our website is easy to negotiate, contains relevant information, and is useful to users	15	12.21	11.18	12.59
We treat members of minority groups the same as everyone else	15	13.47	13.59	13.39
We provide information to assist litigants without representation	15	13.05	12.45	12.89
We have leveraged on innovation and technology to make our court services more affordable	15	12.47	12.45	12.49
We have leveraged on innovation and technology to make our court services more accessible	15	12.70	12.56	12.49
<b>Total:</b>	<b>180</b>	<b>154.74</b>	<b>148.31</b>	<b>152.69</b>

## Analysis

**Area of Change:** Strategic Communication

**Problem Statement:** More information should be available on the court website towards how to improve judicial case management, positive court initiatives, and the public perception

## Overall Weighted Averages for Public Trust and Confidence

Public Trust and Confidence	Maximum Weighted Score	Federal Court	Court of Appeal	High Court	Sess Co
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We publish our performance against time/service standards and other benchmarks	15	12.77	12.61	12.69	12.
We respond promptly to requests for information from court users	15	13.22	13.16	12.94	13.
We can demonstrate that people leaving court understand the court programs and services they have experienced	15	12.84	12.73	12.72	12.
We have a policy which we adhere to, that outlines the process for making and dealing with complaints and we report on complaints received and their resolution	15	12.84	12.92	13.09	12.
We publish information on court procedures and services	15	12.85	12.75	12.85	12.

Plan. A website audit, referenced under Affordable and Accessible Court Services standards, is included on the public website and is easy to understand, non-legal language.

## UNDP Judicial Integrity Self-Assessment Checklist

The Judicial Integrity Self-Assessment Checklist was commissioned by the IJRC and was developed in cooperation with the International Consortium on Court Excellence. It provides a helpful addition to the questions posed under Public Trust and Confidence, which are different from those of the Self-Assessment. The Checklist is currently under discussion and is to be considered for incorporation.

This is the first time that the Checklist had been administered. Participants are expected to understand and respond to the questions. The Checklist responses are provided in the workshop. Participants in the workshop reflected that they had no problems in completing the

### Our system of government provides:

1. Constitutional guarantees of judicial independence
2. Transparent process for merit appointment to judicial

## office and promotion of judges

3. Constitutional guarantees of security of tenure of office, remuneration, and immunity from suit for judges

14. Our court has a pre-determined open and fair process for allocation of work which is either random rotation or according to specialty skills or experience

15. Our court administration and registry systems and records are designed to minimize the opportunity for corruption

16. By promptly publishing our reasons for decisions and our court lists, policies and annual report, we ensure community confidence in the integrity of our practices and decision making processes

### Ethics Training and Support

17. Judges engage in judicial training that includes ethics and conduct and have access to mentoring or independent guidance on ethical issues

### Community Confidence

18. Judges actively ensure the court's officers, facilities, procedures, and fees support the right of all citizens to open access to justice, a fair hearing, and reasonable support for disabilities or language difficulties

19. Our court encourages media access to and reporting of our proceedings and recognizes this reinforces confidence in the impartiality of the court, judges, and staff

20. Our court regularly surveys court users and the public on perceptions of and experiences with the court and we address any issues

Having engaged in preliminary consideration of the IFCE in 2012, the Malaysia c and a strong capacity for meaningful engagement. It is interesting to reflect on the s across all 7 Areas except for Court Resources, which rated somewhat higher than in 20 rated lower than in 2018. These areas were prominent in the workshop discussions As discussed throughout this Report, a perception was broadly shared that public tr government had declined sharply in the recent past. Several persons discussed neg.

Noticeable progress has been made by the Supreme Court in effort to prepare t acknowledges that despite differences in funding and structure from other courts, al

in a way that is binding, due to the broad role and effect the courts have on the value; the Supreme Court has exhibited leadership that will facilitate further efforts to impl

## Opportunities

A few adjustments in this process are recommended going forward in order strengths of this jurisdiction. Participants arrived prepared, having completed the su with enthusiasm to discuss the issues at hand.

The planning for this event was carried out on a compressed schedule, that if e

## Recommendations, Next Steps and Conclusion

To capitalize on the productive conversation during the October 21 Workshop, i convene a leadership meeting to discuss this plan within one month of the worksho

Strategic Planning is an iterative process and requires reinforcement. We recomi Committee to be formed by the Office of the Chief Justice, formed of broad represen strategic planning efforts are in place within the Malaysia Courts. It is recommen coordinate efforts and strategic plans among players, so that plans from other courts by the Superior Judiciary.

Once this determination is made and membership formed of broad representa committee should schedule regular meetings, perhaps even monthly to begin, to rev and guide implementation efforts. A suggested immediate task of the Strategic Pl working to finalize the improvement plans put forward during the workshop, whic limited time during the workshop, completing the improvement plans will require and formulate the final improvement plans using the techniques imparted by the wc tasked with assisting in the review and development of the consolidated action plan judiciary, to assure that accurate and meaningful action will be taken.

### 1. How to circulate this report and the plan of action broadly to integrate feedback

of an attorney or external stakeholder survey. The consolidated action plan is presented as Appendix A.

**2. Use the survey responses as a checklist for consideration of other priority areas.** Review all survey responses in their entirety and discussing the items that received a lower scoring across Courts.

**3. Establish next steps.** Suggestions include a follow-up workshop to allow for deeper discussion of priority items established through (c) above. Another concept successfully applied in other courts was to replicate the workshop at the local level.

**4. Formation of special work groups to address discrete issues, such as the call center, Workload; Facilities and other substantive areas, such as:**

**a. Funding Mechanisms.** Workshop participants expressed the need to ensure that court funding would come directly to the courts rather than through the OPM. The OPM recommended not to remove authority or funding from OPM, but simply to reinforce the OPM with greater discretion to meet priority funding needs.

**b. Time Standards for Different Case Types.** The Malaysia Courts have established time standards for civil and criminal cases. While this is a step in the right direction, there are vast differences in standards across courts.

## Appendix A

### Averages by Position

Court Leadership and Management	Maximum Weighted Score	Judge	Judicial Officer
Our court leaders have defined the vision, mission, and core values of our courts	10	8.42	8.60
Our court leaders communicate the vision, mission, and core values to all staff and stakeholders	10	8.37	8.52
Our court leaders demonstrate the core values of the courts	10	8.48	8.45
We have developed a court culture consistent with our court values	10	8.38	8.25
We set time and service delivery standards and targets for case management aiming			

and targets for case management aiming to meet and exceed user expectations	10	8.77	9.03
We measure our performance on a regular basis against these standards and targets	10	8.92	8.82
We obtain feedback from court users regularly	10	8.40	8.25
We review our performance data and			

Planning and Policies	Maximum Weighted Score	Judge	Judicial Officer
We have a strategic plan that identifies the court's values, targets, and plans	15	12.79	12.90
We involve judges and court staff in the court's review and planning processes	15	12.17	12.37
We have a process for monitoring and reviewing the strategic plan	15	12.61	12.62
We allocate resources for actions identified in our strategic plan	15	11.51	12.21
We have judicial and court policies to support our values, targets, and plans	15	12.88	13.19
We publish our policies and monitor compliance	15	12.08	12.83
We review our policies regularly to ensure court quality and efficiency	15	12.51	12.69
We have put in place a court innovation strategy, with short and long term goals, as an integral part of our planning that is aligned with our court's objectives and goals	15	12.14	12.72
<b>Total:</b>	<b>120</b>	<b>98.69</b>	<b>101.52</b>

We have a policy on the collection of fees and fines	10	8.50	8
We have strategies and mechanisms to engage staff in innovation	10	7.75	7
We deliver programs to meet the learning and development needs for court staff for court	10	8.02	8

## Innovation

We recognize and reward staff for contribution towards court innovation	10	7.96	8
<b>Total:</b>	<b>160</b>	<b>128.00</b>	<b>13</b>

<b>Court Proceedings and Procedures</b>	<b>Maximum Weighted Score</b>	<b>Judge</b>	
We manage cases against established benchmarks of timely case processing	10	8.40	
We review the role of judges and court staff to ensure efficiency of processes	10	7.62	
We regularly review our processes and procedures	10	7.91	
People are able to get their business with the court done in a reasonable time	10	8.29	
We communicate clearly to defendants and their lawyers	15	12.63	
We listen to court users with respect	15	12.90	
Advocates and court users assess the court's actions as fair and reasonable	15	12.44	
There is a high level of court users' satisfaction with the court's administration of justice	15	12.20	
There is a high level of court users' satisfaction with the court's services	15	12.14	
We have leveraged on innovation and technology in understanding the needs of our court users better and to enhance the delivery of services to court users	15	12.13	
<b>Total:</b>	<b>150</b>	<b>119.81</b>	

<b>Affordable and Accessible Court Services</b>	<b>Maximum Weighted Score</b>	<b>Judge</b>	<b>Judicial Officer</b>
We review court policies on court fees to ensure that court services are affordable	15	12.70	13.1
We ensure court proceedings are resolved in a timely manner to minimize costs to litigants	15	12.53	13.5

We endeavor to limit the court's require-

<b>Public Trust and Confidence</b>	<b>Maximum Weighted Score</b>	<b>Judge</b>
We publish our performance against time/service standards and other benchmarks	15	12.73
We respond promptly to requests for information from court users	15	13.14
We can demonstrate that people leaving court understand the court programs and services they have experienced	15	12.83
We have a policy which we adhere to, that outlines the process for making and dealing with complaints and we report on complaints received and their resolution	15	12.83
We publish information on court procedures and our complaints policy	15	12.59
We publish details of our services, fees, and related court requirements	15	12.94
Our accounts/expenditures are independently audited annually	15	13.43
a. Performance data and survey feedback b. Details of our purpose, role, and procedures c. Information on court reforms/improvements	15	12.69

## Appendix B

### Strategic Plan

	<b>Area of Court Excellence</b>	<b>Problem Statement and Expected Outcome</b>	<b>Additional Data Needed</b>	<b>Strategies/Steps to Address Problem</b>	<b>Performance Indicators/Expected Strategic</b>
1	<b>Area 1: Court Leadership and Management</b>	To provide organisational leadership that promotes a proactive culture, pursues innovation and is accountable and open.			
1.1	Planning and	1.1.1 Strategic Lead-		1. Establish a	1. Act

	<p>acting strategically</p> <p>Anticipate and identify challenges facing the court and formulate and adopt innovative policies and programs in response.</p>	<p>ership. Establish and maintain a strategic planning working group to anticipate and identify challenges facing the court, and oversee strategic direction for the Courts.</p>		<p>strategic planning working group.</p> <p>2. Consider desirability of other task force or work groups.</p> <p>3. Strategic planning working group to hold regular meetings.</p>	<p>by 1 dat</p> <p>2. Act by 1 dat</p> <p>3. Two ing year</p> <p>4. Act</p>
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1.2	<p>Communicating with court users</p> <p>Demonstrate external orientation of the court, by communicating the court's vision, goals, programs, and outcomes to court users, society, and legal professional and other participants in the administration of justice.</p>	<p>1.2.1 Develop a communication strategy. Prepare and implement a communication strategy.</p>		<p>1. Draft strategy.</p> <p>2. Implement strategy.</p>	<p>1. Act tak tar dat</p> <p>2. Actio by targ</p>
1.3	<p>Collecting management</p>	<p>1.3.1 Employee survey. Design</p>		<p>1. Develop the scope and</p>	<p>1. Acce of prop</p>

		<p>1.3.2 Staff suggestions</p>		<p>1. Set up a register for</p>	<p>1. Act tak</p>
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		<p>scheme: Implement a staff suggestions scheme for improvements in court administration.</p>		<p>recording suggestions, including outcomes and actions for suggestions.</p> <p>2. Set up template for staff to log suggestions.</p> <p>3. Provide formal notice in relation to process for making suggestions.</p> <p>4. Identify person/body to whom suggestions, including</p>	<p>tar dat</p> <p>2. Act tak tar dat</p> <p>3. Act tak tar dat</p> <p>4. Act tak tar dat</p>
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		<p>1.3.3 User surveys: Design and undertake surveys of users of court services.</p>		<p>1. Design a baseline paper survey aimed at assessing user views about the Court's main services and processes, the survey to incorporate qualitative as well as numerical elements.</p> <p>2. Administer the baseline survey.</p>	<p>1. Sur sig pro the Juc imp tat</p> <p>2. Sur cor rep tha int nu of res hav rec</p> <p>3. Sur out</p>
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				3. Collate survey results and report on the outcome.	rep acc by Chi Jus sat
				4. Design the	

	<b>Area of Court Excellence</b>	<b>Problem Statement and Expected Outcome</b>	<b>Additional Data Needed</b>	<b>Strategies/ Steps to Address Problem</b>	<b>Performance Indicators for Each Strategy/ Step</b>
2	<b>Area 2: Court Planning and Policies</b>	To formulate, implement and review plans and policies that pose and improving the quality of its performance.			
2.1	Quality improvement	2.1.1 Quality improvement problem: The court is unable to focus on improving quality due to			

	<b>Area of Court Excellence</b>	<b>Problem Statement and Expected Outcome</b>	<b>Additional Data Needed</b>	<b>Strategies/ Steps to Address Problem</b>	<b>Performance Indicators for Each Strategy/ Step</b>
3	<b>Area 3:</b>				

	<b>Area 3: Court Resources (Human, Material and Financial)</b>	To manage the Court's human, material and financial resources with the aim of gaining the best value.			
3.1	Court facilities maintenance and repair	<p>3.1.1 Repair/ Maintenance Problem: There is a limited budget to repair and maintain court facilities.</p> <p>Answer: Criterion needs to</p>	<ol style="list-style-type: none"> <li>1. The existing budget for maintenance and repairs.</li> <li>2. Identify the nor-</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop criterion for selection of repair or maintenance (e.g. based on age of</li> </ol>	
3.2	Budget target and allocation	<p>3.1.2 Budget/ Allocation:</p> <p>Problem: There is not enough budget and it is expected that the target will not be achieved.</p> <p>Answer: Allocate the budget efficiently and effectively to ensure that there are sufficient funds.</p>	<ol style="list-style-type: none"> <li>1. Need to know the allocation of the budget that does not come directly to the court.</li> </ol>	<ol style="list-style-type: none"> <li>1. The strategy is to shift the power of financial control from the Chief Secretary of the government to the Chief Registrar of the Federal Court.</li> </ol>	<ol style="list-style-type: none"> <li>1. Action taken by the target date</li> </ol>
3.3	Policy of the collection of fees and fines	<p>3.3.1 Cashless system problem: A cashless system cannot be implemented fully because not all courts have the machine</p>	<ol style="list-style-type: none"> <li>1. Repair and Maintenance information on the machines always having breakdown issues</li> </ol>	<ol style="list-style-type: none"> <li>1. More machines should be made available.</li> <li>2. Education and dissemination about</li> </ol>	<ol style="list-style-type: none"> <li>Action taken by the targeted date</li> </ol>

4.	<b>Area 4: Court Proceedings and Processes</b>	To ensure the Court's proceedings and dispute resolution efficient.			

	<i>Area of Court Excellence</i>	<i>Problem Statement and Expected Outcome</i>	<i>Additional Data Needed</i>	<i>Strategies/ Steps to Address Problem</i>	<i>Information for S</i>
5	<b>Area 5: Client Needs and Satisfaction</b>	To understand and take into account the needs and Court's purpose.			

5.1	Client needs and satisfaction	5.1.1 Feedback Problem: Courts are not currently using clients' feedback on a regular basis to measure their satisfaction.	1. A database compiled of information on customer needs and requirements.	1. Disseminate surveys on clients' needs and satisfaction.	1.  2.
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5.2	Gather client needs	5.0.1 Client needs problem:  Answer: Establish a client survey to gather client needs and adjust policies and procedure.	1. Survey information on clients' needs.	1. Prepare and disseminate survey forms to all court users and stakeholders.  2. Study and make findings on the surveys.  3. Respond on the outcome of the surveys.	1.
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5.4	Use feedback on regular basis (include	5.4.1 Complaint problem: The Courts receive complaints	1. Automated statistic	1. Take action taken	
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surveys, focus group and dialogue session) to measure satisfaction of all users.	complaints.  Answer: Collect and analyze internal statistics.	collection to improve the collection and analysis of the statistics.	with- in 12 months
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	<b>Area of Court Excellence</b>	<b>Problem Statement and Expected Outcome</b>	<b>Additional Data Needed</b>	<b>Strategies/ Steps to Address Problem</b>	<b>Performance Indicator for Each Strategy</b>
6	<b>Area 6: Affordable and Accessible Court Services</b>	To ensure the courts are affordable and easily accessible for			

	<b>Area of Court Excellence</b>	<b>Problem Statement and Expected Outcome</b>	<b>Additional Data Needed</b>	<b>Strategies/ Steps to Address Problem</b>	<b>Performance Indicator for Each Strategy</b>
7	<b>Public trust &amp; confidence</b>	To maintain and reinforce public trust and confidence in the justice.			
7.1	There is a high level of public trust and confidence in the fair administration of justice in our court.	1.1.1 Problem: 1. There is inaccurate reporting by the media	1. Brief ground of judgment data is needed. 2. Full ground of judg-	1. Issue practice direction to prepare a brief ground of judgment for every case decided by the courts.	1. Exam the st and r on pu trust confi toward the jury.

		to the public at large.	of judgment data is needed.	2. Issue press summary of high profile cases before and immedi-	2. A cor son o result the si to int
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7.2	Publish information on court procedure complaint policy.	<p>7.2.1 Improve the existing policy on complaints.</p> <ol style="list-style-type: none"> <li>1. Uniform the complaint procedures of all divisions.</li> <li>2. Complaint procedure need to be upgraded to be in line with current technologies and it must be</li> </ol>	<ol style="list-style-type: none"> <li>1. SOP from other departments.</li> <li>2. Identification of various category of complaint.</li> </ol>	<ol style="list-style-type: none"> <li>1. Automatic acknowledgement of receipt of a complaint.</li> <li>2. Create a task force to come up with a uniform complaints procedure.</li> <li>3. Open communication about court performance with stake holders.</li> </ol>	<ol style="list-style-type: none"> <li>1. Stati com</li> </ol>
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7.3	Publishing of information	<p>7.3.1 Publication of information problem:</p> <ol style="list-style-type: none"> <li>1. We do not publish enough infor-</li> </ol>	<ol style="list-style-type: none"> <li>1. Use surveys on what information is needed from stakeholders and the</li> </ol>	<p>The strategies/ steps to address the problem. Besides the information that we have on the website:</p> <ol style="list-style-type: none"> <li>1. Provide pamphlets and</li> </ol>	<ol style="list-style-type: none"> <li>1. Anal stati: befo after com on c proc and   to se whei</li> </ol>
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		<p>mation on court procedures and our complaints policy.</p> <p>Expected outcome:</p> <p>Increase sharing of information with stakeholders and the public.</p>	<p>public.</p>	<p>leaflets at our information counter</p> <p>2. Provide information through social media – tweeter, FB, Instagram of Fed Ct.</p> <p>3. Collaboration with – BAR – Other government</p>	<p>the c clair incre or de crea:</p> <p>2. Verif valid of th com eithe a val com or no</p> <p>3. Keep of th</p>
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