



**PACIFIC ISLANDS LAW OFFICERS' NETWORK  
(PILON)**

**STRATEGIC PLAN  
2019-2021**

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## 1. INTRODUCTION

The Pacific Islands Law Officers' Network (**PILON**) is a network of senior law officers<sup>1</sup> from Pacific Island countries with membership comprising 18 Pacific countries and territories<sup>2</sup> and 15 regional organisations as observer members.<sup>3</sup>

PILON provides a forum for members to address law and justice issues common to countries within the Pacific region. The network focuses on advancing specific legal issues relevant to PILON members not addressed in other Pacific policy fora, and enhances cooperative relationships and collaboration between Pacific law officers. PILON's high-level membership means it also constitutes a useful consultative body for Pacific law reform and forum through which legal capacity building initiatives can be progressed.

The PILON Strategic Plan 2019-21 has been developed by the PILON Secretariat following input from the PILON working groups that were active under the previous Strategic Plan 2016-2018. It follows consultation with the PILON Executive Committee and in-depth consideration of broader regional priorities, other regional work programs and available PILON resources. In order to better concentrate resources over the life of this new Plan and build on achievements from the past three years, PILON has decided to focus in particular on three strategic priorities for 2019-2021 – **corruption, cybercrime** and **sexual and gender based violence**.

The Plan should be read bearing in mind the PILON Charter,<sup>4</sup> which establishes PILON and its Secretariat, setting out its membership and other governance arrangements. A diagram explaining PILON's governance structures is at Annexure 1.

## 2. SCOPE OF STRATEGIC PLAN

This third PILON Strategic Plan provides a framework for PILON's priority areas of focus from 2019 to 2021, and identifies how the Secretariat will support PILON to achieve its objectives. It sets PILON's vision, establishes the strategic direction for PILON and creates a road map for how PILON will pursue those strategic priorities over the life of this plan. This Plan highlights how PILON's members will work together to find innovative and practical solutions for some of the common challenges facing Pacific law and justice officials. Over the life of the Plan, at the PILON annual meeting, PILON will review the achievement of progress under the Plan (achieved predominantly through its working groups), and consider next steps under the Plan, including through collaboration with other regional organisations, to contribute to regional goals.

The PILON Executive Committee will assume responsibility for regular monitoring progress in implementing the Strategic Plan, based on reports provided by the PILON Secretariat on a quarterly basis. This Strategic Plan will

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<sup>1</sup> Senior law officers include Attorneys General; Solicitors General, Directors of Public Prosecutions; and Secretaries for Justice.

<sup>2</sup> American Samoa, Australia, the Cook Islands, the Federated States of Micronesia, Fiji, Kiribati, Nauru, New Zealand, Niue, Palau, Papua New Guinea, the Pitcairn Islands, the Republic of the Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu.

<sup>3</sup> The Pacific Islands Forum Secretariat, the Secretariat of the Pacific Community, the Secretariat of the Pacific Regional Environment Programme, the Pacific Islands Forum Fisheries Agency, the International Committee of the Red Cross, the Pacific Legal Information Institute, the University of the South Pacific, the Commonwealth Secretariat, the Pacific International Maritime Law Association, the United Nations Office on Drugs and Crime, the Asia/Pacific Group for Money Laundering, the South Pacific Lawyers' Association, the International Federation of the Red Cross and Red Crescent Societies, the Pacific Islands Chiefs of Police and Oceania Customs Organisation.

<sup>4</sup> [http://pilonsec.org/images/stories/Documents/AboutPILON\\_Members/piloncharter.pdf](http://pilonsec.org/images/stories/Documents/AboutPILON_Members/piloncharter.pdf).

be reviewed at the 2021 annual meeting and may be extended, should members conclude that useful work remains to be done.

The Strategic Plan applies to the Network as a whole: all PILON members, PILON working groups, the Executive Committee, and the Secretariat. Achieving its objectives will depend on the active participation and enthusiastic commitment of all PILON member agencies and their officers, supported by the Secretariat.

### 3. REGIONAL STRATEGIC CONTEXT

Pacific States have committed to the **Sustainable Development Goals**, including Goal 16,<sup>5</sup> which is to:

*“Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.”*

Pacific law and justice sectors – including PILON members – play a key role in the implementation of Sustainable Development Goal 16.

Under the **Pacific Islands Forum’s Framework for Pacific Regionalism**,<sup>6</sup> Pacific Islands Forum Leaders embraced Pacific Regionalism as a common identity and purpose, intended to lead progressively to the sharing of institutions, resources, and markets, with the purpose of complementing national efforts, overcoming common constraints, and enhancing sustainable and inclusive development within Pacific countries and territories and for the Pacific region as a whole. The Framework acknowledges that it is important to stand together as a Pacific region because there are significant benefits to sharing and combining resources to leverage Pacific voice, influence and competitiveness, and to overcome geographical and demographic disadvantages.

Under the Framework, Leaders committed Pacific nations commit to working together to address common challenges, harness shared strengths, to ensure that Pacific individual and collective advancement brings practical benefits to all Pacific people. Leaders also agreed on values that include good governance, rule of law, the promotion of human rights and gender equality, justice, and peaceful, safe, and secure communities. PILON contributes towards each of these values, through the various forms of regionalism encouraged under the Framework, including coordination, cooperation, collaboration and harmonisation.

Building on the values established under the Framework, Pacific leaders have also recently committed to the **Boe Declaration**,<sup>7</sup> recognising a desire to maintain a region of peace, freedom and independence in an increasingly complex regional security environment, and acknowledging a broad concept of security which incorporates human security, environmental security, transnational crime and cybersecurity. The Declaration calls on regional law enforcement bodies, such as PILON, to identify and address emerging security challenges through a lens of continued cooperation and collaboration. PILON makes a useful contribution to Leaders’ commitment to strengthened information sharing, open dialogue and regional approaches to the development and implementation of Pacific security initiatives.

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<sup>5</sup> Adopted by UN member states at the UN Sustainable Development Summit, 25-27 September 2015. See text at: <https://sustainabledevelopment.un.org/content/documents/7891Transforming%20Our%20World.pdf>

<sup>6</sup> See <https://www.forumsec.org/pacific-regionalism/>.

<sup>7</sup> [https://gallery.mailchimp.com/b26705bc3c233605b2971d7b6/files/7460b736-664b-42c3-9484-19274a8d3c51/FINAL\\_49PIFLM\\_Communique\\_for\\_unofficial\\_release\\_rev.pdf?utm\\_source=Devpolicy&utm\\_campaign=90a250f246-RSS\\_EMAIL\\_CAMPAIGN&utm\\_medium=email&utm\\_term=0\\_082b498f84-90a250f246-312074989](https://gallery.mailchimp.com/b26705bc3c233605b2971d7b6/files/7460b736-664b-42c3-9484-19274a8d3c51/FINAL_49PIFLM_Communique_for_unofficial_release_rev.pdf?utm_source=Devpolicy&utm_campaign=90a250f246-RSS_EMAIL_CAMPAIGN&utm_medium=email&utm_term=0_082b498f84-90a250f246-312074989).

## 4. PILON'S VISION AND COLLABORATIVE REGIONAL APPROACH

Law and justice officers in the Pacific work in a unique political, social and cultural environment. The law and justice systems of Pacific Island countries face a number of common challenges that can be exacerbated by remoteness, isolation and limited resources. To help combat the impact of these issues, consistent with the Framework for Pacific Regionalism, PILON encourages Pacific law and justice officers to share their experiences with and learn from each other, and work collaboratively together to address key challenges. In doing so, PILON members work together to take a regional approach to promoting good governance, community safety, national security, justice and the rule of law in the Pacific.

As such, PILON plays a unique role in the regional Pacific law and justice community, with a **vision** of:

*Working together across the Pacific to strengthen justice and the rule of law, and contribute to peaceful, safe, secure and prosperous Pacific communities*

PILON promotes justice, safety, security and the rule of law in the Pacific, and improves the effectiveness of Pacific law and justice institutions, through networking and knowledge sharing, strengthening regional policy and operational cooperation, delivering capacity building programs and the facilitating new policy initiatives and their implementation, in collaboration where appropriate with other regional bodies.<sup>8</sup>

In bringing together senior law officers from across the Pacific, and building networks across their agencies to enable ongoing collaboration, PILON has a complementary role to that of other Pacific regional law enforcement bodies including the Pacific Islands Chiefs of Police, Pacific Immigration Directors' Community, Pacific Transnational Crime Coordination Centre, Oceania Customs Organisation and the Pacific Islands Forum Secretariat. PILON works closely with other regional bodies on particular issues, as appropriate.

The Council of Regional Organisations in the Pacific (CROP) is constituted by nine regional technical secretariats and agencies,<sup>9</sup> of which the Pacific Islands Forum Secretariat, the Secretariat of the Pacific Community, the Secretariat of the Pacific Regional Environment Programme, the Forum Fisheries Agency and the University of the South Pacific are observer members of PILON. As one of several regional law enforcement bodies, PILON collaborates with CROP agencies where necessary to progress particular issues or deliver activities. PILON is also the appropriate consultative body for CROP agencies on legal policy issues affecting the Pacific. A diagram explaining PILON's role in the regional Pacific architecture is at Annexure 2.

## 5. PILON SECRETARIAT

The PILON Secretariat is based in Apia, Samoa and is the coordination mechanism for the network. The Secretariat supports PILON and its Chair, Executive Committee, Working Groups, and any other committees formed by PILON to progress the PILON Strategic Plan. Specifically, the Secretariat supports PILON activities through the organisation of the PILON Annual Meeting and other PILON teleconferences, workshops and meetings, and facilitates the implementation of outcomes adopted by PILON and its associated bodies. The

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<sup>8</sup> See Article 2 of PILON's Charter for more detail regarding PILON's purposes, available at [http://pilonsec.org/images/stories/Documents/AboutPILON\\_Members/piloncharter.pdf](http://pilonsec.org/images/stories/Documents/AboutPILON_Members/piloncharter.pdf).

<sup>9</sup> Pacific Islands Forum Secretariat; Secretariat of the Pacific Community; the Secretariat of the Pacific Regional Environment Program; South Pacific Tourism Organisation; Forum Fisheries Agency; Pacific Power Association; Pacific Aviation Safety Office; University of the South Pacific; Pacific Islands Development Program.

Secretariat maintains official PILON records, manages PILON’s financial resources and acts as a coordination point for PILON members, other regional organisations and development partners.

The Secretariat also responds to capacity needs of PILON member countries by facilitating dialogue and cooperation on regional approaches to law and justice issues and circulating legal information and resources, providing an opportunity for government lawyers to develop their capacity in litigation and technical legal skills, legislative drafting and law reform. Further details of the Secretariat’s responsibilities are set out in Annexure 3, while its general responsibilities are listed at Article 6 of the PILON Charter.<sup>10</sup>

The Secretariat reports to the PILON Executive Committee on a quarterly basis about PILON activities and progress against the Strategic Plan, allowing the Executive Committee to monitor achievements and make strategic decisions to further PILON’s advancement of this Strategic Plan. Further details of the Executive Committee’s role is set out in Article 5 of the PILON Charter.

## 6. STRATEGIC PRIORITIES

In order to work towards its vision, PILON must proactively determine its agenda and related priorities and articulate clear strategies to pursue these. This assists senior law officers to communicate a clear and constructive perspective on regional legal issues, both domestically and with other regional fora. A clearly defined strategic legal policy agenda also promotes allocation and prioritisation of resources and focus, and agreement around where the Secretariat and members are best placed to contribute.

PILON members have agreed three strategic priorities for the term of this Strategic Plan:

- Corruption,
- Sexual and Gender-Based Violence, and
- Cybercrime.

Working Groups will support each strategic priority, the terms of reference for which are set out in Annexure 4.

### *Sexual and Gender-Based Violence*

Sexual and gender based violence (SGBV) is a global issue that governments around the world are striving to address. Research shows that prevalence in the Pacific region is higher than the global average.<sup>11</sup> SGBV in the Pacific can take many forms, including sexual and physical assault, human trafficking and sexual exploitation, servitude, domestic violence and sorcery related accusations and violence. Violence against women and girls imposes a substantial burden on Pacific law and justice systems and limits the ability of women to fully participate in social, political and economic life.<sup>12</sup>

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<sup>10</sup> See [http://pilonsec.org/images/stories/Documents/AboutPILON\\_Members/piloncharter.pdf](http://pilonsec.org/images/stories/Documents/AboutPILON_Members/piloncharter.pdf).

<sup>11</sup> World Health Organisation Violence Against Women – [Intimate Partner and Sexual Violence Against Women Fact Sheet](#) and Asian Development Bank [Gender Statistics: The Pacific and Timor Leste](#)

<sup>12</sup> Australian Aid [Pacific Women Shaping Pacific Development](#)

Worldwide commitment to the eradication of gender based violence is reflected in UN Sustainable Development Goal 5<sup>13</sup> to: ‘Achieve gender equality and empower all women and girls.’ It is recognised by the UN that ‘achieving gender equality and the empowerment of women and girls will require more vigorous efforts, including legal frameworks, to counter deeply rooted gender-based discrimination.’<sup>14</sup> Global research shows that much of the violence against women and girls stems from an unequal power balance between men and women and a view that women are secondary to men. Customarily held beliefs about a man’s right to control women makes women more vulnerable to physical, emotional and sexual violence. The development of legal frameworks that promote gender equality and awareness raising and challenging of gender norms play an important role in combatting SGBV.<sup>15</sup>

Pacific leaders acknowledge the prevalence of SGBV in the Pacific and the risk it poses to human security through destabilising communities. At the 40th Pacific Islands Forum Leaders Meeting in 2009, leaders committed to eradicating SGBV and to ensuring all individuals have equal protection of the law and equal access to justice.<sup>16</sup> In 2012, leaders adopted the [Pacific Leaders’ Gender Equality Declaration](#) in which they committed to ‘enact and implement legislation regarding sexual and gender based violence to protect women from violence and impose appropriate penalties for perpetrators of violence’.<sup>17</sup> The expanded concept of security agreed by Pacific Leaders in the Boe Declaration includes human security, and combatting gender based violence is a key part of this concept. PILON’s focus on SGBV as a strategic priority contributes to a collective approach to meeting the region’s security challenges and supports leaders’ commitments to prioritise this issue.

Significant legislative reform has recently been undertaken in the majority of PILON member countries, including the introduction of SGBV specific legislation such as domestic violence and protection order schemes, and the removal of discriminatory practices in existing legislation, but there is still some way to go. Securing effective law and justice responses to SGBV has been a key priority for PILON since 2013 and a working group was convened to address this topic in 2014. Following a survey of members on the implementation of SGBV legislation, it was evident that both police and prosecutors face a number of implementation challenges including policing culture, limited resources, lack of legal knowledge, lack of specific training, lack of professional standards and lack of special operating procedures for handling SGBV complaints and prosecutions.

All these factors combine to impact the effectiveness of Pacific law and justice systems to successfully prosecute SGBV offences. An effective law and justice response and the imposition of criminal consequences for engaging in this type of crime are critical to eradicating SGBV and are becoming increasingly expected by women across the globe, including the Pacific. In 2017, to address some of the issues faced by women seeking justice through the criminal system, PILON adopted *Guidelines for Obtaining the Best Evidence from Vulnerable Witness to*

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<sup>13</sup> Adopted by UN member states at the UN Sustainable Development Summit, 25-27 September 2015. See text at: <https://sustainabledevelopment.un.org/content/documents/7891Transforming%20Our%20World.pdf>

<sup>14</sup> <https://sustainabledevelopment.un.org/sdg5>

<sup>15</sup> World Health Organisation [Promoting gender equality to prevent violence against women](#)

<sup>16</sup> Forum Communiqué – 40<sup>th</sup> Pacific Islands Forum; Cairns, Australia; 6 – 9 August 2009

(<http://www.forumsec.org/resources/uploads/attachments/documents/2009%20Forum%20Communique,%20Cairns,%20Australia%205-6%20Aug.pdf>). This commitment was reiterated by Forum Leaders at their 2012 meeting in the ‘Pacific Leaders Gender Equality Declaration,’ Forum Communiqué – 43<sup>rd</sup> Pacific Islands Forum; Rarotonga, Cook Islands, 28-30 August 2012

<http://www.forumsec.org/resources/uploads/attachments/documents/2012%20Forum%20Communique,%20Rarotonga,%20Cook%20Islands%2028-30%20Aug1.pdf>. Further in their meeting communique in 2013, Forum Leaders ‘Called for accelerated efforts to fulfil the Pacific Leaders’ Gender Equality Declaration priorities’

<sup>17</sup> [www.forumsec.org/wp-content/uploads/2017/11/2012-Forum-Communique\\_-Rarotonga\\_-Cook-Islands-28-30-Aug.pdf](http://www.forumsec.org/wp-content/uploads/2017/11/2012-Forum-Communique_-Rarotonga_-Cook-Islands-28-30-Aug.pdf)

*SGBV*. These principles set out a range of considerations and special measures that can be put in place to assist the victim (and other vulnerable witnesses) during the criminal process from complaint to trial.

The continued focus on *SGBV* under this Strategic Plan will allow the network to consider how the regional commitment to eradicate *SGBV* can be further enhanced by improving law and justice responses. In particular, there will be a focus on sharing successful approaches to implementing special measures for vulnerable witnesses and the Guidelines, identifying further areas for legislative reform and through training to embed strengthened law and justice responses, good practice and effective implementation, monitoring and evaluation of *SGBV* laws.

## *Cybercrime*

As mobile penetration and internet connectivity deepens across the Pacific region, collaborative action to combat cybercrime remains a priority under this Strategic Plan. While faster and better internet access continues to open up greater social and economic possibilities for the Pacific, it also enables cybercriminals to seamlessly and instantaneously reach across the globe to commit new crimes, or old crimes in new ways. Whereas previously many Pacific communities could lead a life relatively untouched by the outside world, with expanding internet access, even the most physically remote communities are vulnerable to cybercrime.

Cybercrime describes a range of circumstances in which technology is involved in the commission of crime and includes:

- crimes directed at computers and other information communication technologies (ICTs), such as attacks against computer systems, which may disrupt power supplies or other critical infrastructure, and
- crimes where computers or ICTs are an integral part of an offence (such as online fraud, identity theft and distribution of child exploitation material).

The complexity and growing prevalence of cybercrime is huge a challenge for the global community, including the Pacific. Countries around the world continue to make significant investments in their laws and institutional frameworks to ensure they are prepared and capable of withstanding cyber-attacks and other cyber-enabled criminal enterprises. Pacific Island countries remain particularly vulnerable to cybercrime activities due to a lack of effective legislative frameworks and the high level of skills and expertise required to investigate and prosecute cybercrime, including in relation to obtaining evidence of such crimes.

The borderless nature of cybercrime means it can occur anywhere there is access to the internet, making international cooperation, investigative assistance, and common substantive and procedural legislative provisions of paramount importance. Pacific leaders have acknowledged that the cybersecurity is a rapidly growing threat and, in the Boe Declaration, have called for an increasing emphasis on regional cooperation to address it. PILON is responding to this call by continuing to promote greater regional cooperation and collaboration in the efforts to address cybersecurity through its focus on cybercrime, and in particular those aspects that require a regional and collaborative approach, such as information sharing and mutual assistance.

During the 2016-18 Strategic Plan, the PILON Cybercrime Working Group focused its efforts on building the awareness of member countries of the urgent need to take action to protect communities and economies by addressing cybercrime and developing the appropriate institutional networks to do so. The continuing focus on cybercrime under this Strategic Plan will allow the network to consider how to tackle cybercrime from a

regional perspective, concentrating on the development and implementation of best practice legislation, evidence gathering powers and international cooperation mechanisms with regional and international partners, including in accordance with the Council of Europe Convention on Cybercrime (the Budapest Convention).

Funding for PILON to continue to hold regional cybercrime workshops bringing together police, prosecutors, legal policy officers and other stakeholders to share experiences and learn from each other has been committed for the years 2019 and 2020.

### *Corruption*

This strategic priority builds on the work of the earlier 'Environmental Crime and Corruption' Working Group. Corruption in the Pacific is a real and immediate challenge to the security and prosperity of Pacific Island peoples. Corruption undermines the stability and security of societies, erodes democracy and ultimately undermines the rule of law. PILON, as a senior law officers' network, is committed to supporting transparent and accountable legal frameworks in the region and upholding the rule of law. The importance of the issue of corruption to the region is reflected in the reaffirmation by Pacific Leaders in the Boe Declaration of the importance of the rules-based international order founded on the UN Charter. PILON's focus on corruption as a strategic priority provides a collective approach to support leaders' commitment to the rule of law.

In the Pacific region, tackling the issue of corruption is impacted by a number of specific challenges. The small size of island communities and likelihood of personal links between elected representatives, public officials and the general public can lead to an increased risk of bias and influence on decision-making. The risk of corruption is significantly heightened in environments where there is a lack of appropriate national laws and policies to provide checks and balances.

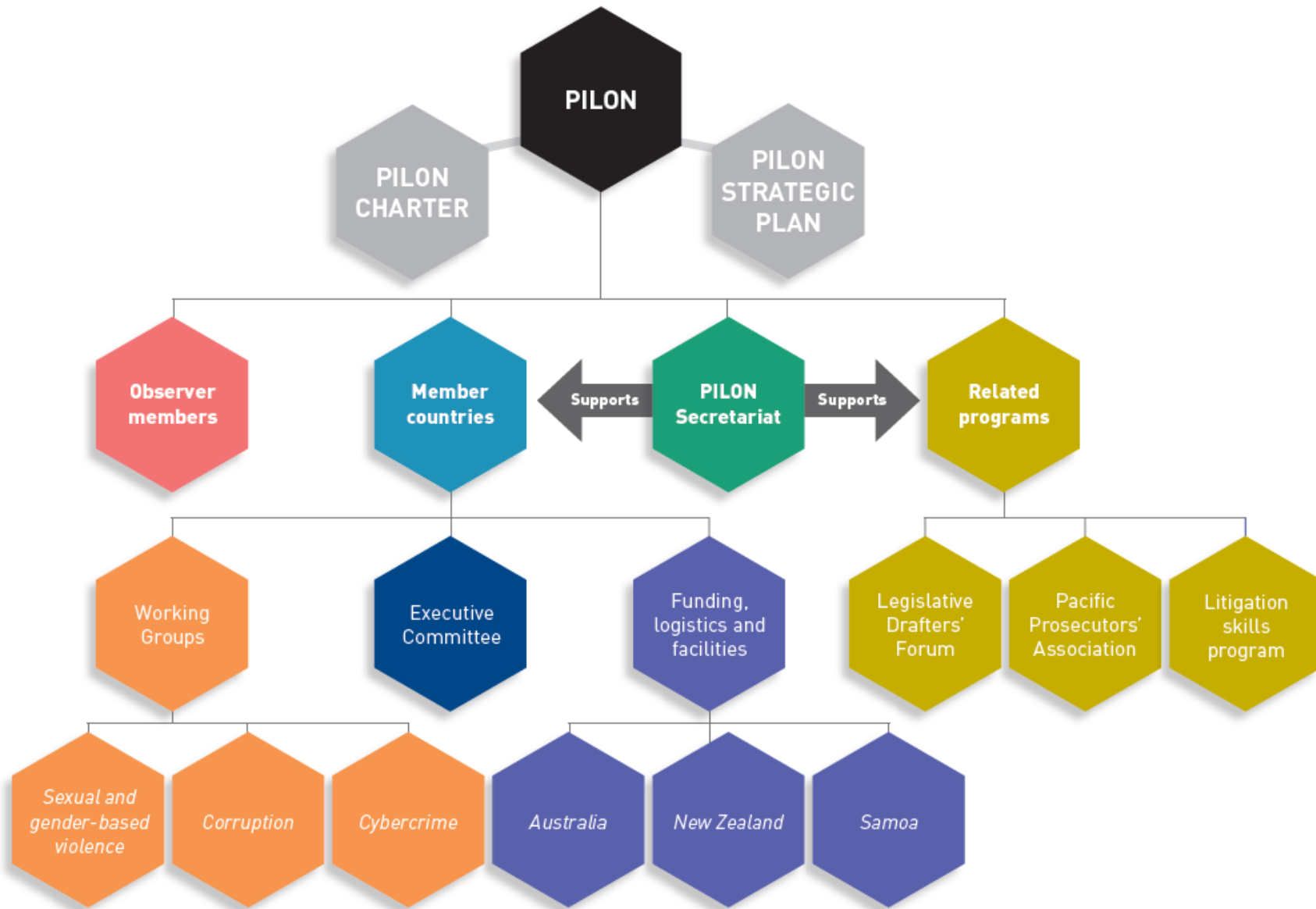
Almost all PILON members are party to the United Nations Convention on Corruption (UNCAC) and significant work is underway in the Pacific region to address corruption through the Pacific Regional Anti-Corruption Project (UN-PRAC) (a joint project by the UN Office on Drugs and Crime and the UN Development Program), the Pacific program of the Asia-Pacific Group on Money Laundering (APGML) and under the UNCAC review processes.

In 2017, the working group developed *Guiding Principles for Protecting Whistleblowers and Encouraging Protected Disclosures*. These guidelines set out the main elements for a protected disclosure, or whistleblowing, legislative framework to assist PILON members who might be considering developing such a framework. In 2018, the working group developed a booklet titled *Who, What, Why of Whistleblower Protection for the Pacific*. This booklet is intended to further educate Pacific communities and public officials about the benefits of protected disclosure frameworks and provides a model internal whistleblower policy for PILON members to consider implementing in agencies, as appropriate.

The continuation of corruption as a strategic priority will allow the working group to explore opportunities for further collaboration with UN-PRAC and develop stronger linkages with other key stakeholders, including APGML, tackling the issue of corruption in the region. The working group will seek to leverage from the expertise of UN-PRAC, participate in UN-PRAC training workshops, including the Kiribati 2019 Regional Meeting on Anti-Corruption meeting and making contributions to the UNCAC review process as appropriate. Some of

the projects that will be considered for advancement include legal services directions (structured settlements) and procedures manuals, in particular on prosecuting white-collar crime and corruption.

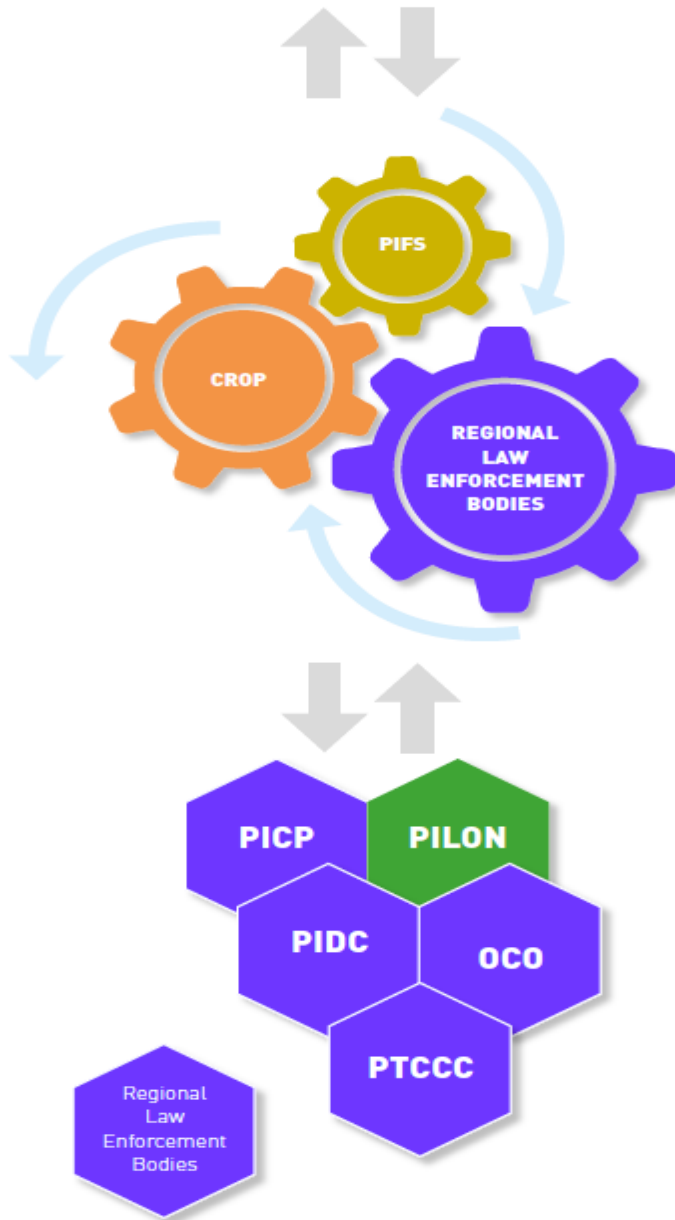
## ANNEX 1 - PILON'S ORGANISATIONAL AND GOVERNANCE STRUCTURE



## ANNEX 2 - PILON'S REGIONAL CONTEXT<sup>18</sup>

### Framework for Pacific Regionalism

Pacific Islands' Forum Leaders set regional priorities – including re law and justice cooperation



<sup>18</sup> Key: PICP; Pacific Islands Chiefs of Police, PIDC; Pacific Immigration Directors' Community, OCO; Oceania Customs Organisation, PTCCC; Pacific Transnational Crime Coordination Centre, CROP; Council of Regional Organisations in the Pacific.

## ANNEX 3 - PILON SECRETARIAT RESPONSIBILITIES

### FOCUS AREA 1: Support implementation of PILON's Strategic Plan

<b>Strategies</b>	<b>Key Tasks</b>	<b>Time Frame</b>	<b>Performance Measure</b>
1.1 Drafting the PILON Strategic Plan (in collaboration with the Executive Committee)	<ul style="list-style-type: none"> <li>• Research on emerging trends in the Pacific and keeping in touch with strategic direction of Pacific Leaders to appropriately identify key strategic priorities for the region</li> <li>• Identify opportunities for PILON to direct focus in a planned way that fits within the broader regional priorities</li> <li>• Planning for development and future activities of PILON is undertaken</li> <li>• Secretariat works with Executive Committee to prepare draft Strategic Plan for next planning period, for endorsement by Members</li> </ul>	Mid-late 2021	<ul style="list-style-type: none"> <li>• New Strategic Plan drafted for PILON 2021.</li> </ul>
1.2 Assisting the Executive Committee to implement and monitor progress of the Strategic Plan, once endorsed by PILON	<ul style="list-style-type: none"> <li>• Secretariat actively supports the PILON Working Groups and the Executive Committee to advance PILON's strategic priorities.</li> <li>• Secretariat actively monitors progress in implementing Strategic Plan, and provides reports in this regard to: <ul style="list-style-type: none"> <li>➢ the Executive Committee, to review throughout the year;</li> <li>➢ PILON Members, for review and discussion at the Annual Meeting.</li> </ul> </li> </ul>	<p>Ongoing</p> <p>Bi-Annually</p> <p>Annually</p>	<ul style="list-style-type: none"> <li>• PILON Working groups progress key projects</li> <li>• Reports provided and implementation of Strategic Plan assessed</li> </ul>
1.3 Facilitating the activities of PILON and its committees and working groups (including facilitating the implementation of resolutions passed by PILON)	<ul style="list-style-type: none"> <li>• Secretariat follows up with PILON working group Chairs, committees and Executive Committee to ensure that meetings (including teleconferences) are scheduled in a timely manner.</li> <li>• Secretariat ensures that working groups decisions, action items and resolutions are followed up to ensure relevant action has been undertaken</li> <li>• Secretariat provides updates/running sheets to committees, working groups and executive committee as required to ensure corporate knowledge maintained</li> <li>• Working groups work with the Secretariat to identify and report back to Members regarding potential approaches, cooperation, or recommended developments in relation to issues.</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Working group meetings are held regularly</li> <li>• PILON and its working groups, committees and executive committee have clear records of past decisions</li> <li>• Action items are tracked and reported to annual meeting</li> <li>• Working groups provide report to annual meeting</li> </ul>

	<ul style="list-style-type: none"> <li>• Secretariat prepares briefing and discussion papers for PILON, working groups and committees as required to facilitate decision-making</li> </ul>		<ul style="list-style-type: none"> <li>• Briefing papers and discussion papers prepared as required.</li> </ul>
1.4 Develop and implement the Secretariat's Work Plan and assisting the Executive Committee to monitor progress	<ul style="list-style-type: none"> <li>• Secretariat actively monitors progress in implementing its work plan, and provides reports in this regard to: <ul style="list-style-type: none"> <li>➤ the Executive Committee, to review throughout the year;</li> <li>➤ PILON Members, for review and discussion at the Annual Meeting.</li> </ul> </li> </ul>	<p>Bi-Annually</p> <p>Annually</p>	<ul style="list-style-type: none"> <li>• Reports provided and implementation of work plan assessed</li> </ul>

### *FOCUS AREA 2: Facilitate information sharing and communication*

<b>Strategies</b>	<b>Key Tasks</b>	<b>Time Frame</b>	<b>Performance Measure</b>
2.1 Providing an information sharing and communications network concerning relevant law and justice issues to PILON country members, observer members and other relevant stakeholders	<ul style="list-style-type: none"> <li>• Secretariat provides PILON Members relevant information regarding events, technical assistance and training opportunities</li> <li>• Secretariat provides updates regarding regional law and justice issues, including through: <ul style="list-style-type: none"> <li>➤ Bi-Monthly email update for Members;</li> <li>➤ Law and justice news updates on PILON website;</li> <li>➤ Quarterly PILON newsletter (Talanoa)</li> <li>➤ Maintaining a PILON Facebook page</li> <li>➤ Message boards/forums for prosecutors, drafters/PILON members</li> </ul> </li> </ul>	<p>As required</p> <p>Monthly</p> <p>Fortnightly</p> <p>Quarterly</p> <p>As required</p> <p>Ongoing</p> <p>Ongoing</p>	<ul style="list-style-type: none"> <li>• Information circulated as required</li> <li>• Monthly email updates, website news items and PILON newsletter produced</li> </ul>
2.2 Facilitate dialogue and cooperation between PILON member countries on regional approaches to law and justice issues	<ul style="list-style-type: none"> <li>• Facilitate email lists that enable PILON colleagues to seek advice and assistance from one another on an ongoing basis.</li> <li>• Members provide Secretariat information regarding domestic legislative and other relevant updates in relation to priority issues, for circulation within network (as appropriate)</li> </ul>		<ul style="list-style-type: none"> <li>• Message boards, email lists maintained and information received and circulated</li> <li>• Information circulated as required</li> </ul>
2.3 PILON website is developed as a resource for information sharing and communication	<ul style="list-style-type: none"> <li>• Secretariat ensures website content is expanded with useful legal resources and kept updated</li> <li>• Secretariat explores opportunities to further develop website as a tool for information sharing and communication between Members</li> <li>• Maintain a 'members only' section of the PILON website</li> <li>• Secretariat compiles resources on PILON website in relation to each</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Website is up to date, comprehensive resource;</li> <li>• Website statistics demonstrate consistent use</li> <li>• Members only page created</li> <li>• Website contains</li> </ul>

	priority issue, including links to/copies of key regional or international statements, instruments and resources		comprehensive resources regarding each priority issue
2.4 The PILON Annual Meeting is the key forum for the network	<ul style="list-style-type: none"> <li>• Secretariat works with Executive Committee and Members to develop Annual Meeting agendas, reflecting in particular, current strategic priorities</li> <li>• Members present Country Reports at Annual Meetings and submit written reports to the Secretariat, addressing the strategic focus areas outlined in the reporting template provided by the Secretariat.</li> </ul>	Annually  Annually	<ul style="list-style-type: none"> <li>• Consultation undertaken, and feedback received, regarding agenda topics</li> <li>• Country Reports presented</li> </ul>

### *FOCUS AREA 3: Promote collaboration between PILON and regional and international organisations*

<b>Strategies</b>	<b>Key Tasks</b>	<b>Time Frame</b>	<b>Performance Measure</b>
3.1. PILON actively engages with other regional and international organisations to identify appropriate linkages for PILON to progress its law and justice agenda	<ul style="list-style-type: none"> <li>• Secretariat liaises with relevant organisations, to: <ul style="list-style-type: none"> <li>➢ identify opportunities for collaboration, in particular in relation to strategic priorities and technical assistance opportunities; and</li> <li>➢ ensure Members are kept updated about relevant initiatives.</li> </ul> </li> <li>• PILON Secretariat provides secretariat support to the Pacific Prosecutors' Association</li> <li>• PILON Secretariat provides support to the Pacific Legislative Drafters' Technical Forum, in accordance with the <i>Regional Action Plan for sustainable legislative drafting capacity building in Forum Island Countries</i></li> </ul>	Ongoing  Ongoing  Ongoing	<ul style="list-style-type: none"> <li>• Liaison with lead organisations undertaken, and reported</li> <li>• Regular updates provided regarding activities of relevant organisations</li> </ul>
3.2. PILON is represented at key forums, meetings, conferences and working groups	<ul style="list-style-type: none"> <li>• Secretariat to facilitate representation of PILON (where appropriate) at relevant regional law and justice fora<sup>19</sup>, through; <ul style="list-style-type: none"> <li>➢ Attendance or supporting the attendance of a PILON member, and/or</li> <li>➢ the provision to the meeting of a report outlining PILON's activities, PILON Member interests in the issues being considered, and any associated recommendations in relation to these</li> </ul> </li> <li>• Secretariat reports back to Members regarding key outcomes of meetings, through website or email reports, and report to Annual Meeting</li> </ul>	Annually / as scheduled	<ul style="list-style-type: none"> <li>• Views and interests of PILON members sought in advance of meetings;</li> <li>• PILON represented, and report provided, at key forums;</li> <li>• PILON Members updated regarding outcomes</li> </ul>

<sup>19</sup> Such as, Pacific Prosecutors' Annual Conference; Pacific Legislative Drafters' Technical Forum meeting; Pacific Islands Chiefs of Police (PICP) Annual Meeting; and other meetings which are of relevance to PILON's purpose and within budgeted travel expenditure.

#### *FOCUS AREA 4: Support technical legal assistance, capacity building, training and mentoring opportunities*

<b>Strategies</b>	<b>Key Tasks</b>	<b>Time Frame</b>	<b>Performance Measure</b>
4.1 PILON members are supported in accessing appropriate technical and capacity development assistance	<ul style="list-style-type: none"> <li>Resources such as manuals/guidelines/model laws circulated to members and uploaded to website</li> </ul>	As required	<ul style="list-style-type: none"> <li>Information regularly provided to members</li> <li>Email alerts sent to members</li> </ul>
4.2. PILON Members are informed and kept up to date regarding technical legal assistance, training and mentoring opportunities and initiatives	<ul style="list-style-type: none"> <li>Secretariat maintains technical legal assistance database (and related lists) on PILON Website</li> <li>Advice regarding technical legal assistance opportunities is emphasised in information sharing by Secretariat</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>Comprehensive and current database maintained</li> <li>Information regularly contained in Secretariat publications</li> </ul>
4.3. Through information sharing and discussion, PILON contributes to coordination, identification and development of quality technical assistance and training.	<p>Country Reports at Annual Meetings include information outlining:</p> <ul style="list-style-type: none"> <li>all technical assistance and training received/ delivered each year;</li> <li>Member country's main training priorities;</li> <li>Specific forms of assistance regarded as most beneficial or valuable</li> </ul>	Annually	<ul style="list-style-type: none"> <li>Information included in Country Reports</li> </ul>

#### *FOCUS AREA 5: PILON Administration*

<b>Strategies</b>	<b>Key Tasks</b>	<b>Time Frames</b>	<b>Performance Measure</b>
5.1 Provides administrative support to PILON, the Executive Committee, the PILON Chair and any PILON committees or working groups	<ul style="list-style-type: none"> <li>Organising logistics (including travel, venue bookings and other arrangements) for teleconferences and physical meetings of PILON annual or special meeting, working group or committee meetings.</li> <li>Sending invitations and draft agendas, in consultation with Chair, for PILON activities within timeframe specified in Charter (3 months for annual or special meeting; two weeks for other)</li> </ul>	<p>As required</p> <p>As required</p>	<ul style="list-style-type: none"> <li>All meetings organised and efficiently prepared</li> </ul>
5.2 Maintains official PILON records, including records of all PILON meetings, meeting	<ul style="list-style-type: none"> <li>Maintaining up to date contact lists</li> <li>Ensuring all PILON records are backed up and filed in a timely manner</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>All PILON records up to date and accurately recorded</li> </ul>

outcomes and appropriate budget and financial records	<ul style="list-style-type: none"><li>• Ensuring sound financial management and that all expenditure is acquitted within a two month timeframe</li><li>• Maintaining accurate financial records and providing budgets and financial reports on a regular basis</li></ul>		<ul style="list-style-type: none"><li>• Financial records maintained</li></ul>
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## ANNEX 4 – TERMS OF REFERENCE FOR WORKING GROUPS

### *Working Group Objectives*

PILON Working Groups comprise the knowledge, skills, commitment and energy of PILON members to undertake tasks and accomplish PILON’s strategic objectives in accordance with its Strategic Plan. The Working Groups form the implementation arm of PILON to:

- focus the parameters of PILON’s strategic priorities
- consider and consult on the strategic priority areas identified
- secure resources and agree actions to support the PILON membership to effectively address the strategic priority areas
- progress practical measures to advance the strategic priority areas, and
- report back to the PILON membership on outcomes.

### *Working Group Membership*

PILON members are encouraged to nominate for membership of any or all of the Working Groups that are of interest to their countries. Nominating countries are not required to have particular expertise in the relevant subject matter, as Working Group members are expected to share experiences and learn from each other, regardless of their legal and institutional starting point.

The number of PILON member countries represented on any Working Group is not restricted. However, nominating members are asked to designate one primary and one secondary contact, to provide consistent points of contact for other Working Group members, as well as the Secretariat.

Benefits for Working Group members include:

- having the opportunity to focus the scope and activities of the group
- being part of a network of practitioners, sharing experiences and learning from each other
- being kept up to date on developments and best practice
- preferenced participation in sponsored capacity building activities relevant to the group, and
- leadership on the development of action plans and resources for the region.

### *Working Group Responsibilities*

Each Working Group, in conjunction with the Secretariat, is responsible with respect to their strategic priority for:

- identifying, implementing and monitoring the implementation of activities
- being PILON’s ‘Expert Reference Group’ and referring requests or projects on specific areas of law to an expert within the working group or broader PILON membership
- assisting with *capacity building* by way of:
  - Providing assistance or advice on request

- Providing information on request
- Convening technical workshops, and
- Developing tools such as reports, manuals and templates for upload onto the PILON website and to circulation to PILON members, for their information and use.

### *Working Group Chair Responsibilities*

Each Working Group Chair, with the support of the Secretariat, is responsible for:

1. Developing and progressing an appropriate annual work plan, in consultation with working group members, the Secretariat and the Executive Committee as appropriate and PILON members more broadly at the annual meeting.
2. Calling regular meetings of the Working Group, in person or via teleconference, on a quarterly or more frequent basis, to drive implementation of the work plan, including developing agendas (in consultation with the Secretariat) and action items and ensuring follow up.
3. Reporting on the activities of the Working Group and progress against the work plan (what has been achieved/what remains to be done) to the Executive Committee as requested and on an annual basis to the PILON annual meeting.

### *Working Group Member Responsibilities*

To meet the Working Group responsibilities, each Working Group member will commit to:

- actively contribute their time, skill, knowledge and experience
- carry out tasks assigned by the Chair
- take part in meetings called by the Chair of the Working Group, and
- contribute to the development of Working Group products and activities.