



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

**STRATEGIC PLAN  
2016 - 2018**

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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 17 countries<sup>2</sup> and 13 regional organisations as observers.<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 legal issues not addressed in other Pacific policy fora and enhances communication and cooperation between Pacific law officers. PILON's high-level membership means it also constitutes a useful consultative body for Pacific law reform and legal capacity building initiatives.

This Strategic Plan provides a framework for PILON's development and activities from 2016 to 2018. It focuses PILON's vision, and establishes priorities and strategies to achieve this over the life of the plan. This Strategic Plan demonstrates how PILON may collaborate with other regional organisations and initiatives, and also guides allocation of resources by the Secretariat. This Strategic Plan has been developed through member surveys, Executive Committee consultation and consideration of broader regional priorities.

## 2. OVERVIEW OF STRATEGIC PLAN

This second PILON Strategic Plan 2016 to 2018 follows PILON's inaugural Strategic Plan 2013-2014, which members elected to extend for a further year during the 2014 annual meeting. This Strategic Plan will provide the framework for and guide PILON's annual Work Plans for the next three years. Work Plans for 2016, 2017 and 2018 will set out the activities to implement and achieve Strategic Plan objectives.

The PILON Executive Committee will assume responsibility for monitoring and evaluating progress in implementing the Strategic Plan, based on reports provided by the PILON Secretariat on a quarterly basis. This Strategic Plan will be reviewed at the 2017 annual meeting and may be extended for one year, should members conclude that outstanding work items remain.

This Strategic Plan applies to the Network as a whole: PILON Members, Executive Committee, and the Secretariat. The Secretariat will lead implementation of the Strategic Plan, however achieving its

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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> 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.

objectives will depend on the cooperation and commitment of all stakeholders. This Strategic Plan must be considered in the context of the PILON Charter (which establishes PILON and its membership, meetings and Secretariat), as well as the PILON Rules of Procedure (which govern the operation of PILON meetings). See Annex 1 for a diagram illustrating the structure and organisation of PILON.

### 3. VISION

PILON plays a unique role in the global and regional law and justice community, with a vision of:

*“An active and dynamic network of senior law officers in the Pacific: promoting justice and the rule of law, through dialogue, implementation and cooperation.”*

- *GLOBAL CONTEXT* ▲

Realisation of PILON’s vision will contribute to achievement of Sustainable Development Goal 16<sup>4</sup> 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.”*

PILON promotes justice and rule of law in the Pacific and improves the effectiveness of Pacific law and justice institutions, through knowledge sharing and collaboration facilitation.

- *REGIONAL CONTEXT*

In bringing together senior law officers from across the Pacific, PILON has a unique but complementary role to that of other Pacific regional law enforcement agencies including; the Pacific Islands Chiefs of Police, Pacific Immigration Directors’ Conference, Pacific Transnational Crime Coordination Centre, Oceania Customs Organisation and the Pacific Islands Forum Secretariat’s Law Enforcement Unit.

Under the Pacific Islands Forum’s Framework for Pacific Regionalism<sup>5</sup>, Pacific leaders agreed on values that include good governance, rule of law and peaceful, safe, and stable communities. PILON contributes towards each of these values, through forms of regionalism prescribed by the Framework including coordination, cooperation, collaboration and harmonisation.

The Council of Regional Organisations in the Pacific (CROP) is constituted by nine regional technical secretariats and agencies<sup>6</sup> of which 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 and the University of the South Pacific are observer members of PILON. As a regional law enforcement agency, PILON collaborates with CROP agencies where necessary to progress particular

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<sup>4</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>5</sup> See [http://www.forumsec.org/resources/uploads/embeds/file/Framework%20for%20Pacific%20Regionalism\\_booklet.pdf](http://www.forumsec.org/resources/uploads/embeds/file/Framework%20for%20Pacific%20Regionalism_booklet.pdf)

<sup>6</sup> PIFS; SPC; SPREP; SPTO; FFA; PPA; PASO; USP; PIDP.

issues or deliver activities. PILON is also the appropriate consultative body for CROP agencies on legal policy issues affecting the Pacific. See further diagram depicting PILON's regional context at Annex 2.

## 4. SECRETARIAT

The PILON Secretariat is based in Apia, Samoa and is the coordination mechanism for the network. The Secretariat functions to support the PILON Chair, Executive Committee and Working Groups, progress the PILON Work Plan, support organisation of and outcomes from the Annual Meeting, strategically manage PILON's resources, and act as a coordination point for PILON members, other regional organisations and development partners.

Upon request, the Secretariat also responds to capacity needs of PILON member countries by facilitating amongst the membership, legal attachments, twinning, and mentoring arrangements, providing an opportunity for prosecutors, legal officers and legislative drafters to develop their capacity in:

- (i) prosecution of specific crimes;
- (ii) legislative drafting – of Bills, development of legislative drafting manuals or legislative drafting instructions;
- (iii) reform and consolidation of laws;
- (iv) case management; and
- (v) technical legal advice on specific areas of law, legal research and opinion writing.

Further, details of the Secretariat's responsibilities are set out in Annex 3, while its general responsibilities are listed at Article 6 of the PILON Charter<sup>7</sup>.

## 5. LEGAL POLICY AGENDA

In order to achieve its vision, PILON must actively determine its agenda and priorities, and articulate strategies to pursue these. This will assist senior law officers to communicate a clear and constructive perspective on regional legal issues, both domestically and with other regional fora. A defined 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 the Strategic Plan:

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

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<sup>7</sup> See <http://www.pilonsec.org/pilonpdf/Charter.pdf>

Working groups will be established to support each strategic priority, the terms of reference for which are set out in Annex 4.

### *Sexual and Gender-Based Violence*

Sexual and gender based violence (**SGBV**) was recognized as a significant legal issue for the Pacific region in the 2013-14 PILON Strategic Plan and will continue as a strategic priority under the 2016-18 Strategic Plan.

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>8</sup>

In initiatives aimed at preventing and eliminating SGBV, it is recognised that a comprehensive legal framework is fundamental for an effective and coordinated response.<sup>9</sup> Significant legislative reform has recently been undertaken in the majority of PILON member countries, including to introduce SGBV specific legislation, remove discriminatory practices in existing legislation, and to introduce dedicated practical measures such as protection order schemes.

The SGBV Working Group began by taking stock of existing SGBV legislation in Pacific countries, and then examining the challenges and successes faced by police and prosecutors in implementing this legislation. Following a survey of PILON members on implementation of SGBV legislation, a Working Group meeting was convened in 2014 to consider this topic. Based on information collected, it was evident that both police and prosecutors face a number of implementation challenges including, a difficult 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. A report on these challenges was developed by the Working Group and adopted at the 2014 PILON annual meeting.<sup>10</sup>

The 2015 WG meeting explored different ways to monitor and evaluate the effectiveness of SGBV legislation in the Pacific and built capacity in this area. Template SGBV monitoring and evaluation frameworks were developed and will be presented to the 2015 PILON annual meeting.

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<sup>8</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>9</sup>For example, the United Nations Secretary General’s global campaign “UNiTE to End Violence against Women”, launched in 2008. One of the five key goals of the campaign is for all countries to adopt and enforce, by 2015, national laws that address and punish all forms of such violence, in line with international human rights standards: <http://endviolence.un.org/>

<sup>10</sup> Insert hyperlink to report once posted on PILON website.

The continued focus on SGBV under this Strategic Plan will allow the network to consider how the regional commitment to eradicate SGBV can be enhanced, particularly through sharing successful approaches, strengthened legislative responses and effective implementation, monitoring and evaluation of SGBV laws.

### *Cybercrime*

As the internet and new technologies open up great possibilities for the Pacific, they also provide opportunities for criminals to commit new crimes and carry out old crimes in new ways. As a result, cybercrime is increasingly becoming a challenge for the region. 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).

Although the complexity and growing prevalence of cybercrime is a challenge to the global community, Pacific Island countries in particular are 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, particularly in relation to obtaining evidence of such crimes. This is coupled with fast growing rates of mobile phone and internet access in Pacific Island countries.

Cybercrime presents further challenges because in many cases, the criminal responsible for the cybercrime offence is physically outside the country where the crime is being committed. The borderless nature of cybercrime means it can occur anywhere there is access to the internet.<sup>11</sup> This then makes international cooperation, investigative assistance, and common substantive and procedural legislative provisions particularly important.

The increasing threat posed by cybercrime, the fundamental need for appropriate legislation in response and the critical importance of regional cooperation would be important issues familiar to PILON members. The focus on cybercrime under this Strategic Plan will allow the network to consider how to tackle cybercrime from a regional perspective, with a focus on the development and implementation of best practice legislation including in accordance with the Council of Europe Convention on Cybercrime (Budapest Convention).

The working group will also closely consider the results of the cybercrime needs assessment being carried out by the Forum Regional Security Committee and will have a key role in influencing and coordinating cybercrime related capacity building activities, proposed for delivery by development partners working in the region.

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<sup>11</sup> 2014 Pacific Transnational Crime Assessment Report, PIFS (in consultation with partner agencies), p25

## *Environmental Crime and Corruption*

This strategic priority builds on the work of the earlier ‘Corruption and Proceeds of Crime’ (CPC) and ‘Illegal Fishing’ Working Groups. It will also provide an opportunity for furthering relevant discussions at the 2014 and 2015 PILON annual meetings focused on ‘Combating Environmental Crimes in the Pacific: Issues and Best Practices’ and ‘Protecting Resources to Grow Economies: Regional Strategies.’ The real and immediate importance of these issues to PILON members is clear, from their recent identification as annual meeting themes.

This working group will provide a practical forum for further, in-depth consideration of the related issues of environmental crime and corruption, in particular as it relates to vulnerabilities of the natural resources sector to corruption. This work is further anticipated to be guided by and support Pacific implementation of the United Nations Convention Against Corruption.

At the CPC Working Group meeting in October 2015, participants discussed the ongoing need to address corruption at a regional level with this concern echoed in relevant literature.<sup>12</sup> In particular, participants were concerned about the underlying causes of corruption and how these may interact with cultural practices. They also sought to consider corruption in the highly vulnerable but critical Pacific natural resources sector. These issues were similarly highlighted by the CPC working group’s Typologies Project Report.<sup>13</sup>

Good governance of natural resources and eradicating environmental crime are emerging as defining challenges of the 21st century and this is equally true in the Pacific. Environmental crime harms individuals, the environment, and wildlife and creates ongoing risks to people and communities. Environmental crime is often hidden with the harm it generates neither known nor manifest for generations.<sup>14</sup> In many cases of natural resource-related crime, the threat goes beyond national borders and involves fraud, transnational criminal networks, and public corruption and creates competitive risks for honest businesses and their employees.

One of the most common and persistent natural resource related crimes in PILON member countries is illegal, unregulated and unreported (IUU) fishing. Similarly IUU fishing has been recognised by the international community as one of the most significant issues impeding the achievement of sustainable fisheries, and as an occurrence in virtually all fisheries.<sup>15</sup> The recently conducted member survey by the

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<sup>12</sup> i.e. Manuhua Barcham, *Corruption in Pacific Island Countries*, UNDP Pacific Centre, Suva, 2007, p 13; Marie Chêne, ‘Expert Answer: Corruption challenges in small island developing states in the Pacific region’, *U4 Anti-Corruption Resource Centre*, 9 September 2010, p3, <http://www.u4.no/publications/corruption-challenges-in-small-island-developing-states-in-the-pacific-region/>; see also Manuhua Barcham, *Corruption in Pacific Island Countries*, UNDP Pacific Centre, Suva, 2007, p 1.

<sup>13</sup> PILON ‘PILON Typologies Project: Recovering the Proceeds of Corruption in the Pacific’ 2015.

<sup>14</sup> Police Chief Magazine: ‘Environment and Natural Resource Crimes: The Hidden Threat to Public Safety, Natural Resources and the Environment’; McGarrell, Edmund, September 2015

<sup>15</sup> David Douman, Role of the Port State in Combating IUU Fishing and Promoting Long-term Sustainability in Fisheries (Paper presented at the FAO/FFA Regional Workshop to Promote the Full and Effective Implementation of Port State Measures to Combat IUU Fishing, Nadi, Fiji, 28 August – 1 September 2006) 1

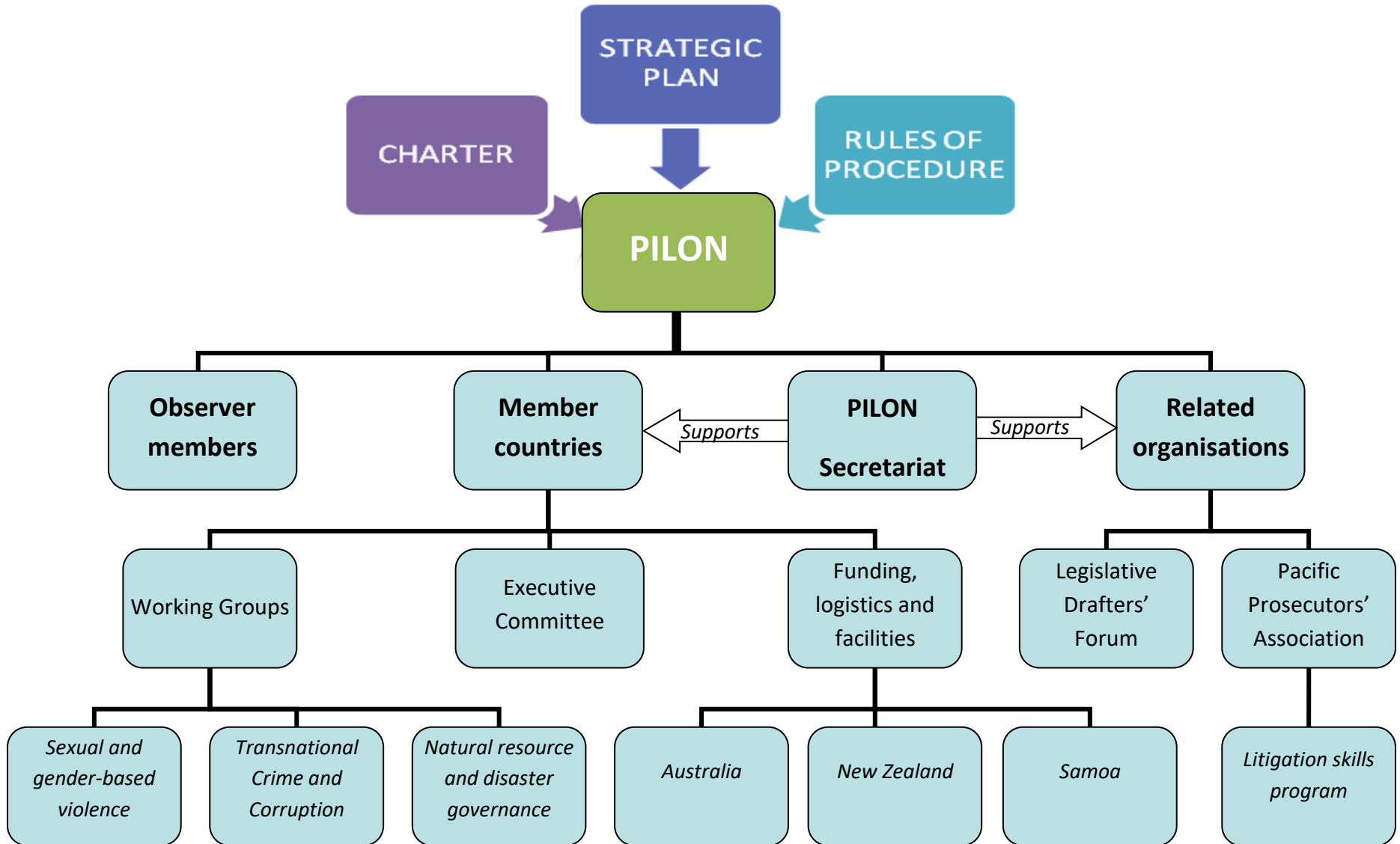


PILON Illegal Fishing Working Group identified the need for: stronger national legislative frameworks to combat illegal fishing; capacity building to support prosecution of fisheries crimes; and opportunities for regional collaboration to enhance national capabilities to address illegal fishing. Further challenges for PILON members include limited financial and technical resources for monitoring and enforcement, the large area of ocean space under their control, and increasing complexity of international fishing operations.

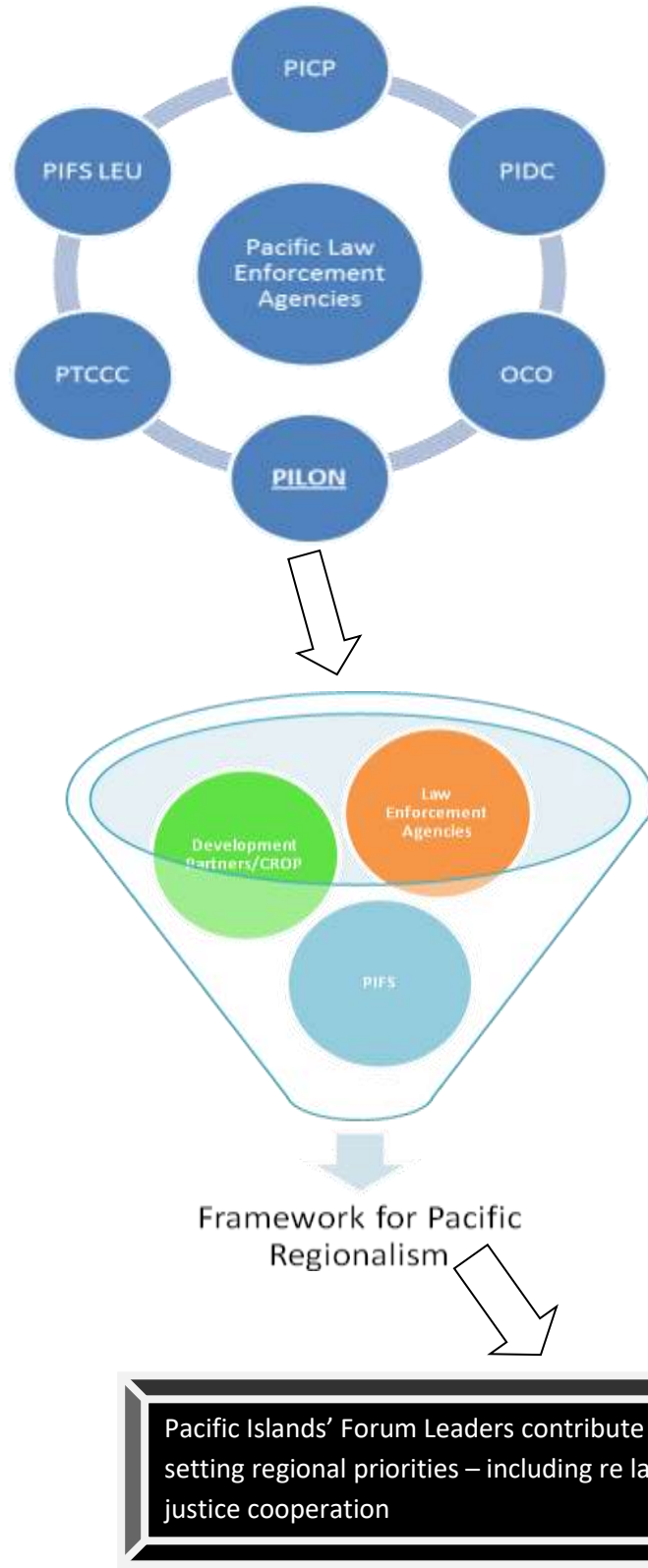
A further environmental crime of growing concern in the Pacific is illegal logging, involving a range of crimes related to: extraction and harvesting in contravention of national law; logging without a licence, a fraudulent licence or inside protected areas; crimes associated with processing and transportation; and breaches of import and export controls. The illegal timber trade is also supported by other forms of illicit and criminal activity including bribery, fraud; money laundering and violence. Further, the extent of the trade would be impossible without a well-organized network of shipping companies and agents, brokers and middlemen. Corruption is endemic in the illegal timber trade, ranging from petty corruption of police and customs officials who might destroy evidence or knowingly issue false transportation documents, through to financial involvement at the highest levels of political elites.

Greater awareness of environmental crime offences and their links to corruption is needed, with this working group providing PILON members with the opportunity to progress these important issues. It is also clear that cultural dynamics interacting and underpinning natural resources related corruption in the Pacific, require targeted anti-corruption strategies that PILON is well placed to contribute to at a regional level.

## ANNEX 1 - PILON'S ORGANISATION AND STRUCTURE



**ANNEX 2 - PILON'S REGIONAL CONTEXT<sup>16</sup>**



<sup>16</sup> Key: PICP = Pacific Islands Chiefs of Police, PIDC = Pacific Immigration Directors' Conference, OCO = Oceania Customs Organisation, PTCCC = Pacific Transnational Crime Coordination Centre, PIFLS = Pacific Islands Forum Secretariat, LEU = Law Enforcement Unit, CROP = Council of Regional Organisations in the Pacific.

## ANNEX 3 - PILON SECRETARIAT RESPONSIBILITIES

### FOCUS AREA 1: Information sharing and communication

<i>Strategies</i>	<i>Key Tasks</i>	<i>Estimated Time Frames</i>	<i>Performance Measure</i>
1.1. PILON provides an information sharing and communication network for Members	Secretariat provides Members relevant information regarding events, technical assistance and training opportunities, and updates regarding regional law and justice issues, including through: <ul style="list-style-type: none"> <li>• Monthly email update for Members;</li> <li>• Law and justice news updates on PILON website;</li> <li>• quarterly PILON newsletter</li> <li>• Message boards/forums for prosecutors, drafters/PILON members</li> </ul>	Monthly As required Quarterly	<ul style="list-style-type: none"> <li>• Monthly email updates, website news items and PILON newsletter produced</li> <li>• Message boards created and used by members</li> <li>• Other information circulated as required</li> </ul>
	Members provide Secretariat information regarding domestic legislative, key determinations and other relevant updates, for circulation within network (as appropriate).	Ongoing	<ul style="list-style-type: none"> <li>• Information received and circulated</li> </ul>
1.2. PILON website is developed as a resource for information sharing and communication	Secretariat ensures website content is expanded with useful legal resources and kept updated	Ongoing	<ul style="list-style-type: none"> <li>• Website is an up to date, comprehensive resource;</li> <li>• Website statistics demonstrate consistent use</li> </ul>
	Secretariat explores opportunities to further develop website as a tool for information sharing and communication between Members	Ongoing	<ul style="list-style-type: none"> <li>• Report to Annual Meeting</li> </ul>

1.3. The PILON Annual Meeting is the key forum for the network	Secretariat works with Members to identify topics for Annual Meeting agendas, reflecting in particular the legal policy agenda established in Section 5 above	Prior to Annual Meetings	<ul style="list-style-type: none"> <li>• Consultation undertaken, and feedback received, regarding agenda topics</li> </ul>
	Members present Country Reports at Annual Meetings and submit written reports to the Secretariat, addressing the areas outlined in the reporting template provided by the Secretariat.	Annual Meetings	<ul style="list-style-type: none"> <li>• Country Reports presented</li> </ul>

## FOCUS AREA 2: Cooperation and coordination in relation to regional law and justice issues

<i>Strategies</i>	<i>Key Tasks</i>	<i>Estimated Time Frames</i>	<i>Performance Measure</i>
2.1. PILON facilitates dialogue and cooperation between member countries on regional approaches to law and justice issues	Working Groups identified in Annex 4 work with the Secretariat to identify and report back to Members regarding potential regional approaches, cooperation, or recommended developments in relation to issues	Annual Meetings	<ul style="list-style-type: none"> <li>• Report to Annual Meetings</li> </ul>
	Working Groups carry out, or assist Members to carry out, any agreed actions or further work in relation to priority issues	2017 and 2018 Annual Meetings	<ul style="list-style-type: none"> <li>• Report to 2017 and 2018 Annual Meetings</li> </ul>
2.2 Coordination and cooperation in relation to legal policy agenda is enhanced through dedicated information sharing	Members provide Secretariat information regarding domestic legislative and other relevant updates in relation to priority issues, for circulation within network (as appropriate)	Ongoing	<ul style="list-style-type: none"> <li>• Information received and circulated</li> </ul>
	Secretariat compiles resources on PILON website in relation to each priority issue, including links to/copies of key regional or international statements, instruments and resources	Ongoing	<ul style="list-style-type: none"> <li>• Website contains comprehensive resources regarding each priority issue;</li> </ul>

			<ul style="list-style-type: none"> <li>• Website statistics demonstrate consistent use</li> </ul>
	Members provide a report as part of Country Reports presented at Annual Meetings regarding each of the priority issues and relevant domestic developments or challenges	Annual Meetings	<ul style="list-style-type: none"> <li>• Report to Annual Meetings</li> </ul>

### **FOCUS AREA 3: Engagement and collaboration with regional and international organisations**

<b>Strategies</b>	<b>Key Tasks</b>	<b>Estimated Time Frames</b>	<b>Performance Measure</b>
3.1. PILON actively engages with key regional and international organisations and law officer networks to address legal issues	Secretariat provides a focal point for liaison with relevant organisations, to: <ul style="list-style-type: none"> <li>• identify opportunities for collaboration with PILON, in particular in relation to legal policy agenda and technical assistance opportunities; and</li> <li>• ensure Members are kept updated regarding relevant activities and initiatives.</li> </ul>	Ongoing	<ul style="list-style-type: none"> <li>• Liaison with lead organisations for priority issues undertaken, and reported as part of Annual Meeting update</li> <li>• Regular updates provided regarding activities of relevant organisations</li> </ul>
	PILON Secretariat provides secretariat support to the Pacific Prosecutors' Association	Ongoing	<ul style="list-style-type: none"> <li>• Report to Annual Meeting on activities undertaken</li> </ul>
	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>	Ongoing	<ul style="list-style-type: none"> <li>• Report to Annual Meeting on activities undertaken</li> </ul>
3.2. PILON is represented at	Secretariat to facilitate representation of PILON at	Annually / as	<ul style="list-style-type: none"> <li>• Views and interests of PILON</li> </ul>

key forums, meetings, conferences and working groups	<p>relevant regional law and justice for a, through attendance, supporting the attendance of a PILON member or through the provision of submissions.</p> <p>Regional fora may include:</p> <ul style="list-style-type: none"> <li>• Pacific Islands Forum Regional Security Committee (FRSC) meeting;</li> <li>• Pacific Prosecutors’ Annual Conference;</li> <li>• Pacific Legislative Drafters’ Technical Forum meeting;</li> <li>• Pacific Islands Chiefs of Police (PICP) Conference; and</li> <li>• other meetings which are of relevance to PILON’s purpose and within budgeted travel expenditure.</li> </ul> <p>Where possible/appropriate, the Secretariat will support:</p> <ul style="list-style-type: none"> <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; and</li> <li>• a report back to Members on the meeting outcomes</li> </ul>	scheduled	<p>members sought in advance of meetings;</p> <ul style="list-style-type: none"> <li>• PILON represented, and report provided, at key forums;</li> <li>• PILON Members updated regarding outcomes</li> </ul>
	Secretariat reports back to Members regarding key outcomes of meetings, through website or email reports, and report to Annual Meeting	Annually / as scheduled	

#### FOCUS AREA 4: Technical legal assistance, capacity building, training and mentoring opportunities

<i>Strategies</i>	<i>Key Tasks</i>	<i>Estimated Time Frames</i>	<i>Performance Measure</i>
4.1. PILON Members are informed and kept up to date regarding technical legal assistance, training and mentoring opportunities and initiatives	Secretariat maintains technical legal assistance database (and related lists) on PILON Website	Ongoing	<ul style="list-style-type: none"> <li>• Comprehensive and current database maintained</li> <li>• Website statistics demonstrate resource is consistently accessed</li> </ul>
	Advice regarding technical legal assistance opportunities is emphasised in information sharing by Secretariat	Ongoing	<ul style="list-style-type: none"> <li>• Information regularly contained in Secretariat publications</li> </ul>
4.2. PILON members are supported in accessing appropriate assistance which addresses capacity needs	Resources such as manuals/guidelines/model laws circulated to members and uploaded to website		<ul style="list-style-type: none"> <li>• Information regularly provided to members</li> <li>• Email alerts sent to members</li> </ul>
4.3. Through information sharing and discussion, PILON contributes to coordination, identification and development of quality technical assistance and training	Country Reports presented by Members at Annual Meetings include information outlining: <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>
	Legislative Drafting issues are included as standing item on PILON Annual Meeting agendas	Annual Meetings	<ul style="list-style-type: none"> <li>• Discussion of legislative drafting issues at Annual Meetings</li> </ul>
	Implementing of twinning/legal attachments/mentoring		



	programs		<ul style="list-style-type: none"> <li>• Information included in Country Reports/Secretariat Report</li> </ul>
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## FOCUS AREA 5: Planning and Development

<i>Strategies</i>	<i>Key Tasks</i>	<i>Estimated Time Frames</i>	<i>Performance Measure</i>
5.1 PILON Strategic Plan is implemented	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>	Quarterly  Annual Meetings	<ul style="list-style-type: none"> <li>• Reports provided and implementation of Strategic Plan assessed</li> </ul>
5.2 Planning for further development and future activities of PILON is undertaken	Secretariat works with Executive Committee to prepare draft Strategic Plan for next planning period, for endorsement by Members	2018 Annual Meeting	<ul style="list-style-type: none"> <li>• Third Strategic Plan finalised prior to end of 2018</li> </ul>

## **ANNEX 4 – TERMS OF REFERENCE FOR WORKING GROUPS**

### ***Working Group Objectives***

PILON Working Groups (WGs) comprise the knowledge, skills, commitment and energy of PILON members to undertake tasks and accomplish PILON's strategic objectives in accordance with its legal policy agenda. The WGs form the implementation arm of PILON to:

- focus the parameters of PILON's legal policy agenda;
- consider and consult on the legal policy priority areas identified;
- develop resources and agree actions to support the PILON membership to effectively address the legal policy 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 WGs that are of interest to their countries. Nominating countries are not required to have particular expertise in the WG's subject matter, as WG members are expected to share experiences and learn from each other, regardless of their legal and institutional starting point for the priority area. The number of PILON member countries represented on any WG is not restricted. However, nominating members are asked to designate one focal point and one substitute focal point, to provide consistent points of contact for other WG members, as well as the Secretariat.

Benefits for WG members include:

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

### ***Working Group Responsibilities***

Each WG, in conjunction with the Secretariat, is responsible with respect to their priority area for:

1. identifying, implementing and evaluating activities;

2. being the Network's 'Expert Reference Group' or conduit for the priority area - referring requests or projects on specific areas of law to an expert within the WG or within the PILON membership, for address;
3. assisting with *Capacity building* by way of:
  - o providing assistance or advice on request;
  - o providing information on request;
  - o convening technical workshops;
  - o developing tools including reports, manuals and templates for upload onto the PILON website and to circulation to PILON members, for their information and use.

### ***Working Group Member Responsibilities***

To meet the WG responsibilities, each Working Group member will:

- o contribute - their time, skill, knowledge and experience in relation to the priority area;
- o carry out tasks assigned by the WG Chair;
- o review information related to the priority area; and,
- o take part in meetings called by the Chair of the Working Group.

### ***Working Group Chair Responsibilities***

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

1. Developing a work plan for the WG:
  - o in consultation with WG members and the Secretariat, the WG Chair will develop an annual work plan for the WG;
2. Implementing the work plan:
  - o assign tasks to WG members to carry out;
  - o oversee and assess the delivery of allocated tasks.
3. Calling meetings of the WG, in person or via teleconference:
  - o on a quarterly or more frequent basis, to assess and oversee implementation of WG work plan; and
4. Reporting to annual meeting on achievements under the work plan:
  - o on the progress of implementation of the WG work plan (what has been achieved/what remains to be done) and any broader support required from PILON members.