



MINISTRY OF JUSTICE AND COMMUNITY SERVICES

CORPORATE PLAN

2022 - 2026

Striving to become a vibrant, high – performing service -centric and resilient Ministry





CONTENTS

| | |
|---|----|
| Acronyms..... | 4 |
| 1. Foreword by the Minister | 5 |
| 2. Overview by the Director General | 6 |
| 3. The Corporate Vision, Mission Statement, Goals and Values | 8 |
| 3.1. Vision | 8 |
| 3.2. Mission | 8 |
| 3.3. Goals | 8 |
| 4. Organizational Structure | 9 |
| 5. Functions of the Ministry | 10 |
| 5.1. Policies..... | 10 |
| 5.2. Service to the People..... | 11 |
| 5.3. Governance | 11 |
| 5.4. Corporate Services | 11 |
| 6. Environmental Scan | 12 |
| 7. Strategic Directions | 14 |
| 7.1. Government of Vanuatu: Strategic Direction and Goals | 14 |
| 7.2. Ministry of Justice and Community Services Strategic Pillars..... | 15 |
| 7.3. Strategies..... | 16 |
| 7.4. Program Design | 17 |
| 7.5. Corporate Plan Design..... | 19 |
| 8. Human Resources | 39 |
| 8.1. Analysis of Current Organizational Structure..... | 39 |
| 8.2. The Ministry structures | 41 |
| 8.3. Retirement Plan..... | 42 |
| 8.4. Succession Plan..... | 44 |
| 8.5. Training Plan | 46 |
| 9. Budget | 49 |
| 9.1. Current Year Budget..... | 49 |
| 9.1.1. Summary of operating & Payroll Budget by department/Units | 49 |
| 9.1.2. Summary of Current year operation budget, by departments/Units..... | 49 |
| 9.2. Five-year forecast budget (by program and activity only) | 50 |
| 10. Appendices..... | 51 |
| 10.1. Ministry of Justice and Community Services Planning Framework..... | 51 |
| 10.2. Ministry of Justice and Community Services CSU Current Organizational Structure | 52 |



Ministry of Justice and Community Services Corporate Plan 2022 - 2026



| | | |
|-------|---|----|
| 10.3. | Department of Correctional Services | 53 |
| 10.4. | Department of Woman's affair | 54 |
| 10.5. | Customary Land Management Office..... | 55 |
| 10.6. | Malvatumauri Council of Chiefs | 56 |
| 10.7. | Vanuatu Law Reform Commission..... | 57 |



Acronyms

| Acronym | |
|------------|--|
| MJCS | Ministry of Justice and Community Services |
| JCSSS | Justice and Community Services Sector Strategy |
| VAPJP | Vanuatu Australia Policing and Justice Program |
| CSU | Corporate Services Unit |
| CLMO | Custom Land Management Office |
| MCC | Malvatumauri Council of Chiefs |
| VLRC | Vanuatu Law Reform Commission |
| VNCC | Vanuatu National Cultural Council |
| DWA | Department of Women's Affairs |
| DoCS | Department of Correctional Services |
| UN | United Nations |
| JCS Sector | Justice and Community Services Sector Strategy |
| NSDP | National Sustainable Development Plan (Vanuatu 2030 - The People's Plan) |
| CSO | Civil Society Organisation |
| FBO | Faith Based Organisation |
| NGO | Non-Government Organisation |
| Plan | Corporate Plan 2019-2021 |
| MLG | Ministry Leadership Group |

1. Foreword by the Minister



It gives me great pleasure to present the 2022 to 2026 Corporate Plan (Plan) for the Ministry of Justice and Community Services (MJCS).

MJCS is responsible for contributing to upholding the rights and freedoms of the people of Vanuatu as set out in our Constitution, by advising on justice and community services related policies, and directly providing or supporting other stakeholders to deliver justice and community services.

MJCS further co-ordinates work to meet human rights standards in the United Nations (UN) Conventions that the country has ratified.

To fulfil these responsibilities, strong leadership, clear direction, sound management and enduring team spirit is required, so I am encouraged to see how this Plan provides a unifying context for the work of the Ministry's diverse parts, through a shared vision, mission and values. Agency mandates are clearly identified in this Plan, as are responsibilities for achieving results that contribute to achieving national development priorities set out in the National Sustainable Development Plan 2016-2030 or the People's Plan (NSDP), UN Conventions, national policies (including those for which the MJCS is directly responsible for or mainstreams into its work), and the Justice and Community Services Sector Strategy.

Of course, the Ministry faces many challenges. We will have strategies in our various implementation plans for addressing them. Additionally, we are fortunate to have the continuing support of our development partners. I am pleased that the Plan emphasizes the opportunities that the Ministry's diversity offers, and I look forward to seeing the results of greater collaboration and teamwork across the Ministry and sector agencies.



Honorable Esmon Esai Saimon

Minister for Justice and Community Services

2. Overview by the Director General



The Development of this Corporate Plan was developed through a collaborative approach, involving the direct agencies under the Ministry.

The Ministry was going through an uncertain phase through a Council of Minister's decision to dissolve this ministry and move its agencies to other portfolios. This decision has also caused the delay in the development and finalization of this Corporate Plan.

However, the Government has given directions to continue in the development of this plan as a Ministry. This Corporate Plan also supports the Justice Community Services Sector Strategy which is currently under review and focuses on Strengthening key areas that are directly linked to the National Sustainable Development Plan.

The Ministry Portfolio comprises of:

- Office of the Minister (cabinet)
- Office of the Director General
- Corporate Service Unit
- Human Rights Unit
 - Child Desk
 - Disability Desk
- Department of Women's Affairs
- Department of Correctional Services
- Customary Land Management Office
- Malvatumauri Council of Chiefs
- Vanuatu Law Reform Commission

The COVID 19 pandemic has also caused a massive delay in finalizing this plan added to the cause of the delay by the decision of the dissolution of the Ministry, the changes in the Director General Position and the support from the political will has also impacted the development of the overall plan.

The Ministry of Justice and Community Services plays an important leadership role in the wider JCS Sector whereby the CSU provides secretariat, co-ordination and capability services across the sector, supporting sector development initiatives such as the Justice and Community Services Sector Strategy.

This new Corporate Plan covers Access to Justice in Communities, the Juvenile Justice System, Victim Support Initiatives, improvement in the Justice Services through scheduled law reforms, Policing and Infrastructure Priorities, Case and Data Management and its access to the Public at large. Sector Coordination and resource sharing in the implementation of this plan is the mandate to provide equitable access to



Custom Land Management Services and the cross-cutting priorities; Gender Equality, Child Protection and Disability and Social Inclusion.

The way this plan is structured is also designed to closely monitor its indicators, however the plan has a key priority to conduct a review on this plan in 2024 to see how the indicators are performing and whether the strategic areas are reflective of activities carried out.

As the Director General and having core role in driving this plan, I look forward to a very strong working relationship with the Sector Leadership Group, other government departments that these objectives are linked too, and our very important partners who have been playing a huge role in the implementation of our priority areas.

I would like to thank everyone from across the Ministry who have involved in the development of this important plan, the department of strategic policy and aid coordination on their close support and guidance and all Heads of agencies for their commitment.



Arthur Victor Faerua
Director General
Ministry of Justice and Community Services



3. The Corporate Vision, Mission Statement, Goals and Values

3.1. Vision

An equal and well-respected Justice and Community Service system that provides protection, inclusive access to build strong and resilient custom, traditional and Christian value at all levels of society in Vanuatu.

3.2. Mission

Ensuring equitable and inclusive Justice and Community Services and promoting cultural and Christian values and good governance for all the people of Vanuatu

3.3. Goals

The three major objective of the Ministry of Justice and Community Services:

1. Improve Access to Justice Services
2. Increase equitable and inclusive access to Community Services
3. Improve and Strengthen the Sector Coordination and Resource Sharing within the Justice and Community Services Sector Agencies

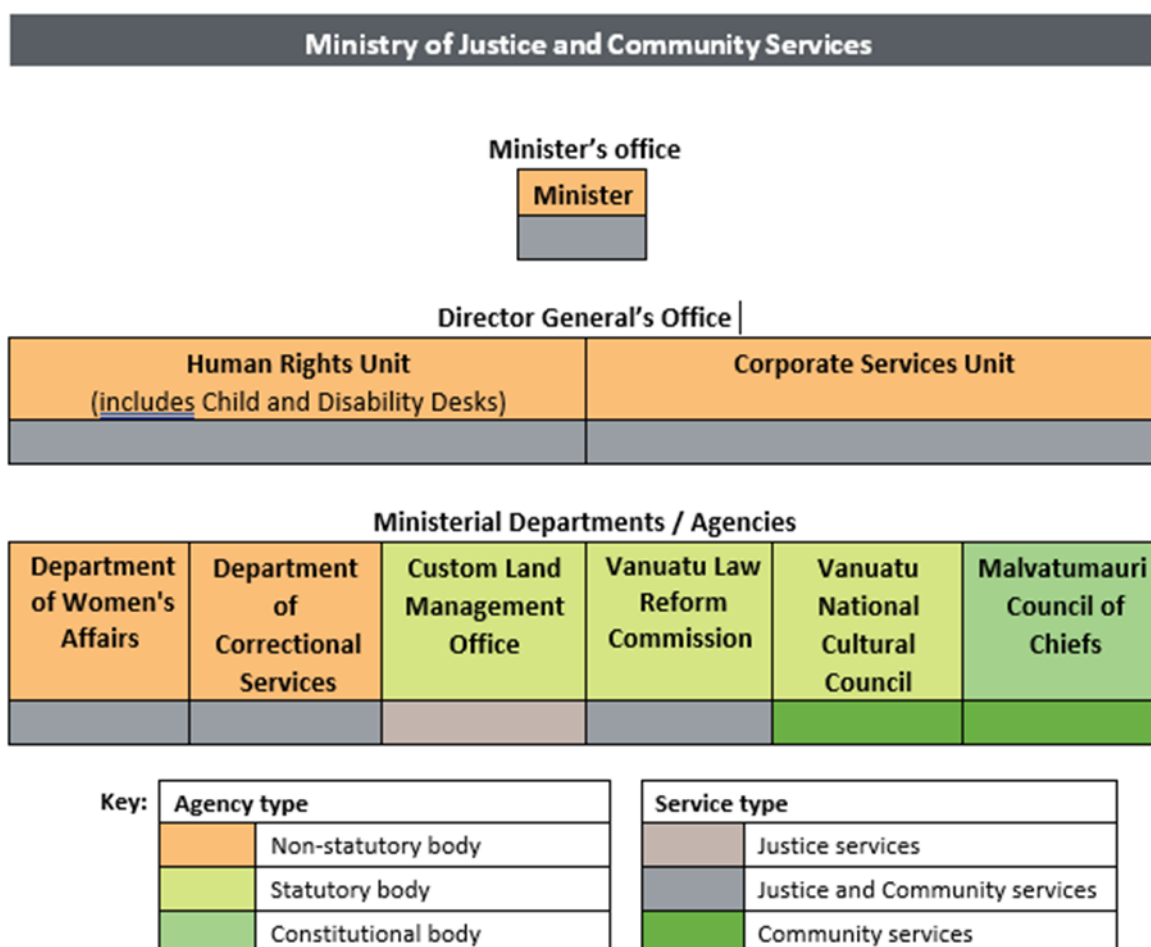
Values

These are core values that guide our behavior:

| | |
|----------------|---|
| Integrity | We are honest and sincere in our approach to ourselves, others and our work. |
| Respect | We respect the rule of law, everyone's human and legal rights, and custom and tradition. |
| Accountability | We are responsible for and own our work results, personal actions and are answerable for outcomes. |
| Teamwork | We value everyone's input and working together to achieve results. |
| Vigilant | We are listening and responding to those we serve, observant and open to accepting positive change. |
| Equity | We are impartial and fair in everything we do. |
| Excellence | We are committed to our work and seek to improve everything we do to provide quality services. |

4. Organizational Structure

Figure 1: MJCS Organizational Structure.





5. Functions of the Ministry

5.1. Policies

| Policy | Start/End Date | Department/Agency Responsible |
|--|----------------|----------------------------------|
| National Gender Equality Policy (NGEP) | 2020 – 2030 | Department of Women's Affairs |
| National Disability Inclusive Development Policy (NDIDP) | 2018 - 2025 | Disability Desk |
| Vanuatu National Child Protection Policy (VNCPP) | 2016 – 2026 | Child Desk |
| MJCS Child-Safeguarding Policy | 2022 | Child Desk |
| | | |
| Strategies | | |
| Justice and Community Services Sector Strategy (JCSSS) | 2018 – 2021 | MJCS – CSU |
| Justice and Policing Sector Infrastructure Priorities Plan | 2017 – 2022 | MJCS – CSU & VAPJP |
| | | |
| Other-Government Policies | | |
| Vanuatu Child Online Protection Policy | 2018 – 2020 | MJCS with all Ministries |
| | | |
| Acts | | |
| Law Reform Commission Act | | Vanuatu Law Reform |
| Correctional Services Act | | Dept. of Correctional Service |
| Probation Act | | |
| Penal Code | | |
| Public Prosecutions Act | | |
| Proceeds of crimes Act | | Public Prosecution Office |
| Money Laundering Act | | |
| Criminal Procedures Code | | |
| Penal Code | | |
| Public Solicitor Act | | |
| Civil Procedures Code | | Public Solicitor's Office |
| Magistrate Courts Act | | |
| Courts Act | | Judiciary |
| Island Courts Act | | |
| Supreme Court Act | | |
| Practice Directions | | |
| Customary Land Management Act | | |
| Land Reform Act | | Customary Land Management Office |
| Land Leases Act | | |
| Land Acquisitions Act | | |
| Malvatumauri National Councils of Chiefs Act | | |
| National Cultural Council Act | | Malvatumauri Council of Chiefs |
| National Archives Act | | |
| | | Vanuatu Cultural Centre |



| | | |
|--------------------------------|------|--------------------------------|
| | | |
| New Legislations | | |
| Juvenile Bill | 2022 | Dept. of Correctional Services |
| Adoption Bill | 2022 | Child Desk |
| Child Protection Bill | 2022 | Child Desk |
| National Library Services Bill | 2022 | National Archives |

5.2. Service to the People

The Ministry is responsible for providing Justice and community services to all people of Vanuatu, including vulnerable groups such as children, women and girls, people with special needs and the rest of the adult population of Vanuatu.

5.3. Governance

The Ministry of Justice and Community Services is responsible for monitoring the following Agencies:

- ❖ Vanuatu Law Reform commission
- ❖ Vanuatu National Cultural Council
- ❖ Malvatumauri Council of Chiefs

5.4. Corporate Services

The Ministry's Corporate Services Unit (CSU), also known colloquially as the 'Hub', provides a range of policy advice and support services to the Director General, the Ministerial Portfolio, the Human Rights Unit, and the Ministry's agencies and departments. The CSU also coordinates development partner support and cross sector agency developments, and provides key services to agencies as well as Constitutional and Statutory Bodies in the Justice and Community Services Sector.

These services include:

- ❖ Human Rights unit
- ❖ Disability Desk
- ❖ Child Desk
- ❖ Policy planning and development
- ❖ Administration Support
- ❖ Capacity development
- ❖ Human resources Management
- ❖ Financial management
- ❖ Monitoring and evaluation
- ❖ Infrastructure planning and development
- ❖ Department of Women's Affairs
- ❖ Department of correctional services
- ❖ Custom Land Management

The CSU specialist team is supported by Vanuatu Australia Policing Justice Program (VAPJP) technical advisors, and external service providers.

6. Environmental Scan

This Ministerial analysis is undertaken to identify internal strengths and weaknesses, as well as the external opportunities and threats. The exercise enables coordinators and Heads of agencies to develop strategies that build and enhance **Strengths**, resolve and reduce **Weaknesses**, exploit and expand **Opportunities**, and avoid or prevent **Threats**.

Table 1: SWOT analysis of the Ministry of Justice and Community Services

| INTERNAL Operational efficiencies / Capability / Resources / Structure / Man power / Finances | EXTERNAL New Regulations / Market Trends / Customer adaptation / Natural Disasters & Threats |
|--|---|
| Strengths (Build, Enhance) | |
| <ul style="list-style-type: none"> ➤ Internal policies ➤ Recruitments of executives ➤ Effective organisational structure ➤ Interns ➤ Good collaboration and working relationship with other Agencies. ➤ Team young, bilingual, multi-lingual & productive ➤ External justice sector policies in place ➤ Recruitment and trainings: In house, Refresher, Inductions: Capacity building. | <ul style="list-style-type: none"> ➤ Donor partners financial and technical support ➤ Network/Working group ➤ Team work/SC ➤ HOA ➤ SLG ➤ Facebook page ➤ CP-Justice (heavy @ community & partners.) ➤ I.T capacity: Time TrueConf, Google forms, shared drive, M&E, Facebook page, management website (Qu-website). ➤ Recruit ministerial budget. ➤ Financial capacity – annual budget/recurrent budget |
| Weakness (Resolve, Reduce) | |
| <ul style="list-style-type: none"> ➤ In competencies from lack of understanding JDs ➤ Human resource-community ➤ Finance-community ➤ Contracts (employment) ➤ Vehicle province (SCU) ➤ Arrangement of running. ➤ HR. service delivery (confusion) ➤ Outstanding policy (policy revenue) ➤ Administration ➤ Gender imbalance ➤ Security ➤ Chain of command (reporting Lines, lack of leadership) ➤ Filing system ➤ Lack of planning ➤ Report datelines – non compliance ➤ Lack of Communication Officer ➤ No accessibility in office-(Disability) ➤ No child-friendly space in office | <ul style="list-style-type: none"> ➤ Decentralisation. ➤ Weak Collaboration with sector agencies |



| | |
|---|---|
| <ul style="list-style-type: none">➤ Decentralisation (office space)➤ Insufficient office vehicles➤ Reporting datelines.➤ Office space too crowded (Resident/Not Office Type)➤ No MJCS Act and Regulation to establish this Ministry➤ Inadequate staffing results in overloading of staff | |
| Opportunities (Exploit, Expand) | |
| <ul style="list-style-type: none">➤ Expand and improve of partnership agreements for effective partnership➤ Effective Sharing of resources➤ Effective Finance-community➤ DWA, CCRC, DD, working collaboration.➤ Political Will➤ Recognition of culture and Christian Values | <ul style="list-style-type: none">➤ Continuity of Donor support➤ Community support through local governance system➤ Infrastructure programs funded by projects. |
| Threat (Avoid, Prevent) | |
| <ul style="list-style-type: none">➤ Access to budget/NBP – declined NBPs➤ Political instability & Interference | <ul style="list-style-type: none">➤ Vulnerable to Natural Disaster and effects of climate change.➤ Cultural ceremony.➤ Cultural norms affect the chief's leadership.➤ Rapid population growth-adds more pressure on community services.➤ Health related issues (COVID-19 pandemic)➤ Ministry Restructure➤ Misconduct and social disorders issues➤ Community Disputes (land Matters)➤ Economic Issues (Donor- support funding- dependency) |



7. Strategic Directions

7.1. Government of Vanuatu: Strategic Direction and Goals

The National Sustainable Development Plan (NSDP) has 15 Goals that priorities the policy framework for the Government. Justice and Community services are covered in **Pillar 1 – Society, Goal 4: Social Inclusion and Goal 5: Security Peace and Justice**. Its policy objectives are:

SOC 4.1

Implement gender responsive planning and budgeting processes

SOC 4.2

Prevent and eliminate all forms of violence and discrimination against women, children and vulnerable groups

SOC 4.3

Empower and support people with disabilities

SOC 4.4

Define the roles, responsibilities and relationships between the state, churches, traditional leaders and communities in safeguarding human rights and protecting traditional values and Christian principles

SOC 4.5

Ensure all people, including people with disabilities, have access to government services, buildings and public spaces

SOC 4.6

Provide opportunities, support and protection services for youth and Children as valued members of society

SOC 4.7

Encourage participation in physical activities and develop a safe and inclusive sports system that serves as a vehicle for community cohesion, education, health, leadership and fair play

SOC 5.1

Ensure all people have timely and equitable access to independent, well-resourced justice institutions

SOC 5.2

Establish and implement a National Anti-Corruption Framework

SOC 5.3

Build the institutional capacity of national security forces and ensure they are adequately resourced to meet performance targets

SOC 5.4




















Protect our Exclusive Economic Zone through effective maritime security and monitoring


SOC 5.5

Strengthen links between traditional and formal justice systems and the role of chiefs in maintaining peace and stability

However, there are also other cross cutting policy objectives in which the justice and community services are in partnership with other line ministries to achieve.

7.2. Ministry of Justice and Community Services Strategic Pillars

| | | | | |
|-------------------|---|--|---|---|
| Strategic Pillars | | Improve Access to Justice Services | Increase equitable and inclusive access to Community Services | Improve and Strengthen the Sector Coordination and Resource Sharing within the Justice and Community Services Sector Agencies |
| SDGs & TARGETS | Goal 5: Achieve gender equality and empower all women and girls | <div><div>TARGET 5-1</div><div></div><div>END DISCRIMINATION AGAINST WOMEN AND GIRLS</div></div> <div><div>TARGET 5-2</div><div></div><div>END ALL VIOLENCE AGAINST AND EXPLOITATION OF WOMEN AND GIRLS</div></div> <div><div>TARGET 5-3</div><div></div><div>ELIMINATE FORCED MARRIAGES AND GENITAL MUTILATION</div></div> <div><div>TARGET 5-4</div><div></div><div>VALUE UNPAID CARE AND PROMOTE SHARED DOMESTIC RESPONSIBILITIES</div></div> <div><div>TARGET 5-5</div><div></div><div>ENSURE FULL PARTICIPATION IN LEADERSHIP AND DECISION-MAKING</div></div> <div><div>TARGET 5-6</div><div></div><div>UNIVERSAL ACCESS TO REPRODUCTIVE HEALTH AND RIGHTS</div></div> <div><div>TARGET 5-A</div><div></div><div>EQUAL RIGHTS TO ECONOMIC RESOURCES, PROPERTY OWNERSHIP AND FINANCIAL SERVICES</div></div> <div><div>TARGET 5-B</div><div></div><div>PROMOTE EMPOWERMENT OF WOMEN THROUGH TECHNOLOGY</div></div> <div><div>TARGET 5-C</div><div></div><div>ADOPT AND STRENGTHEN POLICIES AND ENFORCEABLE LEGISLATION FOR GENDER EQUALITY</div></div> | | |
| | Goal 10: Reduce Inequalities | <div><div>TARGET 10-1</div><div></div><div>REDUCE INCOME INEQUALITIES</div></div> <div><div>TARGET 10-2</div><div></div><div>PROMOTE UNIVERSAL SOCIAL, ECONOMIC AND POLITICAL INCLUSION</div></div> <div><div>TARGET 10-3</div><div></div><div>ENSURE EQUAL OPPORTUNITIES AND END DISCRIMINATION</div></div> <div><div>TARGET 10-4</div><div></div><div>ADOPT FISCAL AND SOCIAL POLICIES THAT PROMOTE EQUALITY</div></div> <div><div>TARGET 10-5</div><div></div><div>IMPROVED REGULATION OF GLOBAL FINANCIAL MARKETS AND INSTITUTIONS</div></div> <div><div>TARGET 10-6</div><div></div><div>ENHANCED REPRESENTATION FOR DEVELOPING COUNTRIES IN FINANCIAL INSTITUTIONS</div></div> <div><div>TARGET 10-7</div><div></div><div>RESPONSIBLE AND WELL-MANAGED MIGRATION POLICIES</div></div> <div><div>TARGET 10-A</div><div></div><div>SPECIAL AND DIFFERENTIAL TREATMENT FOR DEVELOPING COUNTRIES</div></div> <div><div>TARGET 10-B</div><div></div><div>ENCOURAGE DEVELOPMENT ASSISTANCE AND INVESTMENT IN LEAST DEVELOPED COUNTRIES</div></div> <div><div>TARGET 10-C</div><div></div><div>REDUCE TRANSACTION COSTS FOR MIGRANT REMITTANCES</div></div> | | |

| | | | | | | |
|---|---|---|---|--|---|---|
| Goal 16: Peace, Justice and Strong Institutions | TARGET 16-1 | TARGET 16-2 | TARGET 16-3 | TARGET 16-4 | TARGET 16-5 | TARGET 16-6 |
| |  |  |  |  |  |  |
| | REDUCE VIOLENCE EVERYWHERE | PROTECT CHILDREN FROM ABUSE, EXPLOITATION, TRAFFICKING AND VIOLENCE | PROMOTE THE RULE OF LAW AND ENSURE EQUAL ACCESS TO JUSTICE | COMBAT ORGANIZED CRIME AND ILLICIT FINANCIAL AND ARMS FLOWS | SUBSTANTIALLY REDUCE CORRUPTION AND BRIBERY | DEVELOP EFFECTIVE, ACCOUNTABLE AND TRANSPARENT INSTITUTIONS |
| | TARGET 16-7 | TARGET 16-8 | TARGET 16-9 | TARGET 16-10 | TARGET 16-A | TARGET 16-B |
| |  |  |  |  |  |  |
| | ENSURE RESPONSIVE, INCLUSIVE AND REPRESENTATIVE DECISION-MAKING | STRENGTHEN THE PARTICIPATION IN GLOBAL GOVERNANCE | PROVIDE UNIVERSAL LEGAL IDENTITY | ENSURE PUBLIC ACCESS TO INFORMATION AND PROTECT FUNDAMENTAL FREEDOMS | STRENGTHEN NATIONAL INSTITUTIONS TO PREVENT VIOLENCE AND COMBAT TERRORISM AND CRIME | PROMOTE AND ENFORCE NON-DISCRIMINATORY LAWS AND POLICIES |

7.3. Strategies

Table 2: Summary of issues identified and proposed policies and strategies based on the findings during the one-week retreat

| Strategies from MJCSSS 2018 - 2021 | Key Issues Identify | Policy and Strategies |
|---|---|--------------------------------------|
| Strategy 1: Develop and implement appropriate and evidence-based collaborative strategies that address barriers to access to justice at the community level. | | Carry forward the Strategy in the CP |
| Strategy 2: Develop an integrated Juvenile Justice System in the sector. | | Carry forward the Strategy in the CP |
| Strategy 3: Improve the Sector response to protection and service provision for victim support. | <ul style="list-style-type: none"> - Lack of collaboration with child desk for provincial implementation - Lack of proper provincial office | Carry forward the Strategy in the CP |
| Strategy 4: Establish and implement a prioritized schedule of law reform across the sector to enable improvements in justice services. | <ul style="list-style-type: none"> - Lack of collaboration with child desk for provincial implementation | Carry forward the Strategy in the CP |
| Strategy 5: Implement the Justice and Policing Infrastructure Priorities Plan 2017-22 | | Carry forward the Strategy in the CP |
| Strategy 6: Integrate case and data management systems | | Carry forward the Strategy in the CP |

| | | |
|--|--|---|
| and facilitate public access | | |
| Strategy 7: Establish a sector-wide governance mechanism to coordinate the implementation of the JCSSS. | <ul style="list-style-type: none"> - Shortage of staffing (M&E on study leave) | Carry forward the Strategy in the CP |
| Strategy 8: Implement practical approaches to resource utilization and coordination across the sector to achieve efficiency benefits. | <ul style="list-style-type: none"> - Need to finalized the HRD plan and Financial Manual and also the asset management procedure manual | Carry forward the Strategy in the CP |
| Strategy 9: Gender equality. | | Carry forward the Strategy in the CP |
| Strategy 10: Child Protection. | <ul style="list-style-type: none"> - Lack of Human Resources Provincial capacity - Limited available budget | Carry forward the Strategy in the CP |
| Strategy 11: Disability and Social Inclusion. | <ul style="list-style-type: none"> - Lack of Human Resources Provincial capacity - Limited available budget | Carry forward the Strategy in the CP |
| | Lack of strategic area concern CLMO | Strengthen and develop equitable access to Custom land Management Service |

7.4. Program Design

Following the new direction given to each line ministry to standardize all its planning to ensure there is an alignment from NSDP to sector strategy, corporate plans and business planning. Since the JCSSS has laps, the design of the JCSSS should be structured in the format below as it was presented during the planning retreat held with all heads of Agencies.

Figure 2: Sector Strategy Program Structure



In 2021 the office of the Vanuatu Public Service Commission (PSC) rolled out its planning and reporting guides for all line-ministries as stated above. In an approach to standardize line ministries planning and reporting processes. The new layer called “Programs” that was created in the corporate plan and Business plan guide to link the business plan and corporate plan. The Key Pillar, Outcome and Strategy are adopted directly from JCSSS into the corporate plan.

Figure 3: Corporate Plan Structure



The corporate plan for the Ministry of Justice and Community Services is a medium-term plan as specified by PSC for the five-year period beginning 2021 – 2025. This plan was established to outline the specific areas that can be deliver the outcome within the period of this plan and to ensure that funding is also secured for the specific activities identified in the MJCS Business Plan.



7.5. Corporate Plan Design

Key Pillar 1 – Improve Access to Justice Services

Outcome 1 – Legislation and adequate capacity and associated infrastructure are well established to support victims

| Strategy | Program | Key Activity | Output or Service Targets | Responsibility Dept/Agencies | Time Frame for Delivery | Delivery Risk Assessment & Mitigation |
|---|--|--|--|------------------------------|-------------------------|---|
| 1. Develop and implement appropriate and evidence-based collaborative strategies that address barriers to access to justice at the community level. | Establish a national Victim Support Centre and ensure adequate resources for the victim support services | Legislation enacted | Drafting instructions and policy papers developed and submitted to SLO | OPP | 2024 | Lack of proper coordination Supervision by NCC and SOU |
| | | National Organisational structure | National coordinating committee appointed and national strategies developed | OPP | 2023 | Supervision by PP |
| | | Nation-wide victim support services | Nationwide network established and funded | OPP | 2023 | Shortage of human resources |
| | An efficient and professional prosecution services delivering in a timely manner | Strengthen Internal monitoring and accountability measures and stakeholder assessment | Annual unsuccessful prosecution assessment; Practice direction reviewed and issued; | OPP | On-going | Lack of proper reporting of unsuccessful cases Monitoring and evaluation |
| | | Review learning and development program and effective monitoring and accountability measures | Mandatory weekly training; Involvement of Senior Officers in delivering training; Internal training is complemented by | OPP | On-going | Monitoring and evaluation |



| | | | | | | |
|---|---|--|---|--|------|--|
| | | | external webinar and external courses provided by international agencies | | | |
| | Ensure there is adequate capacity, infrastructure and resources to buttress the functions of the OPP | Develop an infrastructure master plan | An infrastructure master plan for the next 5 years developed | OPP | 2023 | Consultation with Finance and development partners |
| | | Improve public access to OPP services | New stations established within the provinces | OPP | 2023 | Unavailability pf space and funds |
| | | Development of resources for Unit including office space for team members, warehouse space | New office space constructed and a ware house identified for storing forfeited assets | OPP | 2023 | Lack of space and funds |
| <i>Key Pillar 1 – Improve Access to Justice Services</i> | | | | | | |
| <i>Outcome 2 - Juveniles are recognized and treated appropriately</i> | | | | | | |
| 2. Develop an integrated juvenile justice system in the sector | Establish a national system for the delivery of juvenile justice services | Develop Policy, Legislation & National Standards for Juvenile Services | Approved Juvenile Law | Ministry of Justice – HR Unit and DoCS | 2022 | Question on whether it will be accepted by the parliament. |
| | | Design and build suitable provincial centers for juvenile services in Vanuatu | Provincial Centers are developed | DoCS | 2025 | Funding to build centers |
| | | Coordinate service providers, Courts, traditional | Coordination of Services is evident in the provinces. <i>(Should be</i> | DoCS & Child Desk | 2023 | Lack of resources |



| | | | | | | |
|--|---|--|---|---------|------|---|
| | | governance and communities in maintaining juvenile justice services | evident after the approval of the Juvenile Bill) | | | |
| <p><i>Key Pillar 1 – Improve Access to Justice Services</i></p> <p><i>Outcome 3 - Victims are recognized and fully supported</i></p> | | | | | | |
| 3. Improve Sector response to protection and service provision for victim support | Key National Policies & standards for Victim Support is developed and approved | Design and develop a set of national standards and policies for victim support services | National Victim Charter developed | OPP/NCC | 2024 | COVID19 affecting provincial consultations |
| | | Develop and design methodologies and approaches for victim support services for service providers | Victim Support Manual develop and published | OPP | 2021 | Tailor the manual to fit the context of Vanuatu. |
| | Domestic laws for victim support services are Developed and approved | Consult stakeholders to develop legislation for establishing national and provincial victim support services | Key stakeholders consulted; Legislations and guidelines developed | OPP | 2025 | Lack of response from stakeholders and no knowledge of what the service is about. |
| | Established Linkages between state institutions, traditional | Establish national working committee to act as a national forum on guiding and enhancing | National Coordination Committee Established | OPP | 2023 | |



| | | | | | | |
|---|--|--|---|--------------------------------------|-----------|---|
| | governance and civil society for service delivery to victims | victim support services | | | | |
| | | Establish a National Institution to oversee the development and delivery of victim support services | Victim Support Centre established | OPP | 2020 | Lack of proper coordination |
| | | Ensure close working relationships between Courts, Police, Health Providers and Social services for coordination of service delivery | MOUs established between MoH, VWC, & Police | OPP | 2023 | Lack of response from the key agencies |
| Key Pillar 1 – Improve Access to Justice Services | | | | | | |
| Outcome 4 - Law Reform is integrated and improved | | | | | | |
| 4. Implement a prioritized schedule of law reform across the sector to enable improvement in the justice services | Situational analysis of the status of laws in Vanuatu is Conduct | Periodical stock-take of existing legislation within a Vanuatu | Annual Ministerial Legislative Stock takes | Vanuatu Law Reform Commission (VLRC) | 2022-2025 | Lack of Staff |
| | Integrate law reform across all government processes | Create strong linkages between the sector, the commission and government machinery. | Undertaken awareness sessions with Stakeholders and legislative reviews | VLRC | 2022-2025 | Lack of cooperation and acknowledgement by Stakeholders |



| | | | | | | |
|---|---|---|---|-----------------------------|-----------|--|
| | | Promote the role of the secretariat | Use of VLRC Communication Strategy | VLRC | 2022-2025 | No Communications Officer |
| | Develop strong relationships with stakeholders to drive law reform in justice services | Enhance the institutional aspect of the secretariat | Phased out Recruitment of staff into new Organizational structure | VLRC | 2022-2025 | No budget allocation to recruit new staff |
| <i>Key Pillar 2 – Increase equitable and inclusive access to Community Services</i> | | | | | | |
| <i>Outcome 5 - Public have effective access to information and services</i> | | | | | | |
| 5. Integrate Case & Data Management systems and facilitate public access | Improve public access to data and information from agencies | Establish an organizational structure for the Land Ombudsman Office | Approved Structure is in place and being implemented. | MJCS, Land Ombudsman Office | 2023 | <ul style="list-style-type: none"> - Recruitment of Land Ombudsman - Resourcing of the Land Ombudsman Office Approval of Structure |
| | | Develop a Central Case and Data Management System | A Database is developed and operational | MJCS – CSU | 2023 | Technical Assistance to develop Database Management System. |
| | | Human Resource Available to Develop, Input Data and Train Officers to use | Database and IT Officer Recruited | MJSC – CSU | 2023 | Payroll Funding |



Ministry of Justice and Community Services Corporate Plan 2022 - 2026



| | | | | | | |
|---|--|---|--|---------------------------|-------------|---|
| | Improve public access to services from agencies | Governance Set up for all provincial officers | All existing Provincial Officers are Recruited and operational in respective provinces | MJCS / All MJCS Agencies | 2026 | Approval and securing of funds from doners and Government. |
| | | Strengthening better access of services to all citizens | Client Orientation and mechanism in place for all Agencies. | MJCS CSU/ All Agencies | 2022 – 2026 | Training and Capacity Building |
| <i>Key Pillar 2 – Increase equitable and inclusive access to Community Services</i> | | | | | | |
| <i>Outcome 6 - Gender equality and women’s empowerment in Vanuatu is enhanced.</i> | | | | | | |
| 6. Gender equality. | Eliminating discrimination and violence against women and girls | To undertake legislative reforms and bolster national leadership on ending discrimination and violence against women and girls. | Development of a legislative review planner specifically for family legislations in line with the ratified international convention. | MJCS, DWA, SRBJS and VLRC | 2022 | Lack of MJCS leadership on calling the meetings. |
| | | To address non-discriminatory attitudes, norms and behaviours and promote healthy relationships between women and men | Conduct workshops and training on Gender equality, human rights and Family Protection Act for chiefs, church leaders, AAs and community members in all provinces. Support the completion of a victim support services program | DWA, ADRA Vanuatu | 2022 | Lack of support from Community leaders on awareness and training in communities Work alongside AAs and AS. |



Ministry of Justice and Community Services Corporate Plan 2022 - 2026



| | | | | | | |
|--|--|--|--|--|------|---|
| | | | (counselling room facilities) for effective counselling and case management services. | DWA, PPO | 2022 | PPO not forthcoming with their request. |
| | | To deliver an integrated survivor centered services with improved quality of health care and protection of women and children affected by violence | Development of a Multi Service Delivery Protocol, Standards and referral pathways. | DWA, UNWOMEN, VWC | 2022 | Lack of technical knowledge on MSDP. UNWOMEN to provide technical support. |
| | Enhancing Women's Economic Empowerment and skills development | To support upskilling of women and job creation for young women to increase work force diversity | Development of a Gross Margin IEC Material into Training booklet to Coordinate delivery of Fish Handling Training and family financial Management training | DWA, UNDP, Agriculture, Cooperative VSP, Tafea Fisheries, Care international and DWA Tafea | 2022 | Lack of participation from other agencies that program cannot be implemented |
| | | To promote fair and equitable employment, wealth and work places | Development of a Research Questionnaire (Tool) for gender impacts of labour mobility schemes | DWA, DoL | 2022 | Lack of technical knowledge on developing tool Require technical assistance Sectors not commitment to consultations |



Ministry of Justice and Community Services Corporate Plan 2022 - 2026



| | | | | | | |
|--|---|---|---|--|-------------------------|---|
| | | | <p>Conduct research on gender impacts of gender mobility schemes</p> <p>Conduct community awareness on promoting women in business, fair and equitable employment and safe work places</p> | <p>Liaise with Labour department, MFEM, the private sector (VCCI), VWC, VCC, Malvatumauri to</p> <p>WEEO, Provincial staff</p> | <p>2022</p> <p>2022</p> | <p>Lack of support for advocacy from community leaders</p> |
| | Advancing women's leadership and political participation | To promote Gender Responsive Governance | <p>Develop a national action plan and communication strategy to articulate a realistic, practical and timebound roadmap for increasing women's representation in parliament.</p> <p>Conduct an update on the gender profile of the political parties and elections" to show women's current participation in decision making processes of</p> | GLO, MJCS, BoP | <p>2022</p> <p>2022</p> | <p>Lack of funds for consultation</p> <p>Technical expertise on Communications strategy development</p> |



Ministry of Justice and Community Services Corporate Plan 2022 - 2026



| | | | | | | |
|--|--|---|---|--|------------------|--|
| | | | national, provincial and municipal and political party level. | GLO, DLA, OPSC, VNSO, BoP, VEO | | Lack of support for women in political leadership Lack of funds for research |
| | | To enhance women's full and equal participation in leadership and decision making | Advocate and deliver awareness raising activities for chiefs, church leaders in all the provinces. Conduct Political leadership and Gender Responsive governance training with SANMA, MALAMPA and TAFEA provincial and Loganville municipal councilors and SANMA Handicraft Executive Board members Conduct a BRIDGE TTF on Gender and Election trainings and community awareness at the provincial and community level | GLO, Provincial staff, Malvatumauri, DLA, VEO, VCC, BoP, UNDP, Care, Media GLO, BoP, VEO, DLA | 2022 2022 | Lack of support from community leaders and politicians for awareness programs. Lack of support from community leaders and politicians for awareness programs. |



Ministry of Justice and Community Services Corporate Plan 2022 - 2026



| | | | | | | |
|--|--|---|---|---------------------------------------|------|---|
| | | | | GLO, Provincial Staff, Coms, VEO, BoP | 2022 | Limited availability of BRIDGE facilitators pool in Vanuatu |
| | | To strengthen coalition and collective action towards women's leadership and political representation | Total number of women leaders profiles published in paper, newsletter Interviews and "Tru the Lens" | GLO, Coms, BoP, Media | 2022 | Sustainability of BRIDGE trainers moving into accredited levels Lack of publications and radio programs due to lack of planning |
| | Strengthening the foundation for Gender mainstreaming | To enhance Government leadership and accountability on gender mainstreaming | Mainstreaming task force established Development of an implementation plan for DSPPAC to lead the whole of government agenda on gender mainstreaming Review gender and social inclusion policies of government ministries and departments | DWA | 2022 | Members not attending meeting due to other commitments COVID-19 lockdown Lack of support from 5 Ministries No assessment checklist developed due to lack of ???? Lack of Gender Budgetary & Policy |



Ministry of Justice and Community Services Corporate Plan 2022 - 2026



| | | | | | | |
|--|---|--|--|----------------------------------|------|--|
| | | | | | | Commitments due to lack of tools such as Gender Responsive Budgeting. |
| | | To strengthen institutional capacity for implementation, monitoring, reporting and review of this policy | Establish the governance system to coordinate, monitor and report this policy at the national and provincial level. | DWA | 2022 | Date clashes with provincial government 's agendas. Share and agree on a schedule early in the year |
| | Fostering gender responsive and community-driven solutions to climate change and disaster resilience | To strengthen gender responsiveness of climate change and disaster institutions and decision-making processes. | Number of Recovery projects with GEDSI integration Number of climate & disaster related meetings attended and Number of CC and disaster projects approved with GSI budget allocations | DWA, DSPPAC and DoCC | 2022 | Lack of attendance meetings due to clashing commitments Lack of funding and commitment to the national and international conferences on Climate Change. |
| | | Embed gender equality and social inclusion outcomes into Ambae volcanic eruptions, TC Harold and COVID-19 recovery for productive (ie. | Number of recovery productive projects with GSI activities Number of productive sectors with recovery projects integrating GSI | GPCC, UNWOMEN, DARD, DSPPAC, ADB | 2022 | Lack of support from other sectors in integrating GSI Lack of support from key agencies involving in PDNA & lack of knowledge |



| | | | | | | |
|--|--|--|--|------------------------|------|---|
| | | Agriculture, fisheries, livestock, forestry, handicrafts and tourism sectors) | | | | on the PDNA processes to sourcing recovery funds. Lack of tools such as Gender Responsive Budgeting. |
| <i>Key Pillar 2 – Increase equitable and inclusive access to Community Services</i> <i>Outcome 7 - Child protection systems are developed and strengthened.</i> | | | | | | |
| 7. Child Protection. | Organizational Structure Reviewed and implement | Developing and/or strengthening organizational structure at the national, provincial and community levels. | New Child Desk Organizational Structure | HR Unit and Child Desk | 2023 | PSC Approval |
| | Develop legislation to strengthen the child protection Framework in Vanuatu | National child Protection bill is in place | National Child Protection Law | Child Desk | 2023 | Question whether it will be approved by the parliament. |
| | | Adoption Bill is in place | Adoption Law | Child Desk | 2022 | Resources to implement and enforce when approved, |
| | | Juvenile Justice Bill is in place. | Juvenile Law | HR Unit | 2022 | Question whether it will be approved by the parliament. |
| | Child Protection | Strengthening Government Standards | Child Protection is Mainstreamed at the National Level | Child Desk | 2024 | Understanding and available resources |



| | | | | | | |
|--|--|--|--|--------------------------|------|--|
| | Services Provided for children victims of abuse | Coordination and Continuum Care | Sustainable Coordination and Continuum of Services provided. | Child Desk | 2023 | to Implement the Standards. Human Resources in the provinces. |
| | Child Protection in Emergency | Develop Child Protection Policy | Policy is in place and implemented | Child Desk | 2024 | Technical Assistance |
| | Establishment of database system to assist with case management | All data of cases/ issues of children related to Child Protection are recorded and updated | Database Management System is in place | Child Desk | 2023 | Funding |
| <i>Key Pillar 2 – Increase equitable and inclusive access to Community Services</i> <i>Outcome 8- The quality of life for people with disabilities is improved.</i> | | | | | | |
| 8. Disability and Social Inclusion. | Organisational re-structuring | Developing and/or strengthening organizational structure at the national, provincial and community level | Reviewed Structure is approved and implemented | Disability Desk | 2023 | Funding availability to recruit |
| | | Establish and support to disability community services at the provincial and community level | NDID Policy and its implementation is rolled out to the community level. | Disability Desk | 2023 | Availability of Officers in the Province |
| | | Improving effective participation and | Fair representation of People with disability are | Disability Desk Officers | 2024 | Not enough awareness and |



Ministry of Justice and Community Services Corporate Plan 2022 - 2026



| | | | | | | |
|--|---|---|--|------------------------------------|------|---|
| | | Leadership for person with disabilities and challenging discriminatory attitudes | in all relevant committees | | | knowledge on the rights of people with disability |
| | Database Management system | Develop a database system to assist with case management between all partners | Central Database is in place and active. | Disability Desk | 2024 | Technical Assistance |
| | | Registration and data validation is carried out to show a person with disability in Vanuatu | Registration and Data Validation completed and continually updated | Disability Desk | 2024 | Central Data is available and functioning |
| | | All data and Case/Issues in relation to disability are well recorded and updated | Records are update to date | Disability Desk | 2024 | Lack of Resources: Human Resources and Finance |
| | NDID policy is updated and implemented | Mid-term Review of the NDID policy | NDID Policy is reviewed | Disability Desk and Policy Advisor | 2022 | Technical Support |
| | | Strengthening Government Capacity on National and Provincial levels | Operational Disability Provincial Committee | Disability Desk | 2024 | Existence of Provincial Officers |



| | | | | | | |
|--|---|---|--|--|----------------------|---|
| | Removal of Barriers in the build Environment | Disability Inclusive development through the removal of barriers in the build environment | National and Provincial Structures are accessible by 40% | Disability Desk and External Partners (MIPU) | 2025 | Available funding. |
| <i>Key Pillar 2 – Increase equitable and inclusive access to Community Services</i> | | | | | | |
| <i>Outcome 9 – Increase equitable access for all people to Custom land management services</i> | | | | | | |
| 9. Strengthen and develop equitable access to Custom land Management Service | Strengthening Institutional capacity, policies, & Enforcement of Legislative Framework | Review CLMO Organizational Structure | Organisational Structure Approved and Implemented | CLMO/MOJCS | 2022,2023, 2024 | Funding Needed |
| | | CLMO Infrastructure is well establish | Provincial Office Space Secure & Building Constructed | CLMO/Provincial governments | 2022,2023, 2024 | Funding Needed |
| | | Legislation processes are in place | | | | |
| | | Review of CLMA Act | Reviewed Act Complete and Gazetted | CLMO | 2022,2024 | Changes in government Funding to review Act |
| | | Develop Standard Operational Procedure (SOP) | SOP for Full Organisation Develop | CLMO | 2022,2023 | Staff need to observe |
| | | Develop CLMO Administration process | SOP for Admin process Developed | CLMO | 2022,2023 | Staff need to observe and understand |
| | Supporting the Decentralization policy and | Stakeholders' relationships | MOU sign with 10 Stakeholders | CLMO | 2022,2023, 2024,2025 | Sharing of Resources might be difficult |



Ministry of Justice and Community Services Corporate Plan 2022 - 2026



| | | | | | | |
|----------------------------------|---|---|---|---|-------------|--|
| | improving linkages with partners, stakeholders | Educational program is provided | Inclusion of Custom Land tenure systems into School curriculum | CLMO/Ministry of Education | 2022- 2025 | Changes in Legislations |
| | Ensuring the provision of Quality technical services | Develop Information Data Management System | Updated and Efficient Data Management System | CLMO | 2022 – 2024 | Staff Shortage |
| | | Establish Mapping System for Custom Land Boundary | Developed a Mapping system for Custom Land boundary | CLMO/ Lands Survey Dept | 2022 - 2025 | Staff Shortage |
| | Enhancing the interface between customary institutions and leasing procedures towards improving land Management | Develop Adjudicator Process | Adjudicator Training Manual Developed | CLMO | 2022 | MNCC to develop Listing and approval Processes |
| | | Establish Land Ownership Finality | Report of Land Finality Projects completed | CLMO | 2022 - 2024 | Lack of funding |
| | | Process for Lease application procedures | SOP for Leasing process Develop | CLMO/ Lands Dept | 2022 ,2023 | Review in CLMA Act |
| | | Develop Custom Institution Court Procedures | SOP for Courts Developed | CLMO | 2022 2023 | Implementation with Adjudicators |
| | <i>Key Pillar 3 – Improve and Strengthen the Sector Coordination and Resource Sharing within the Justice and Community Services Sector Agencies</i> | | | | | |
| | <i>Outcome 10 - Sector has appropriate and sufficient infrastructure facilities</i> | | | | | |
| | 10.Implement the justice & policing Infrastructure Priorities | Justice & Policing Infrastructure Priorities Plan is Develop | Review current Plan and develop the next periodical Infrastructure Plan | Periodical Infrastructure Plan is developed | CSU | 2022 |
| Support provided to complete the | | | Vanuatu Halls of Justice Project is progressed | CSU | 2023 | Position of the infrastructure |



Ministry of Justice and Community Services Corporate Plan 2022 - 2026



| | | | | | | |
|--|---|---|---|-----|------|------------------------------|
| | | Vanuatu Hall of Justice Project | with Support from the Ministry | | | Coord. is not filled in time |
| | | Develop an M&E Tool for the Infrastructure Plan | M&E tool is in place | CSU | 2023 | |
| | | Conduct a National, Provincial and Area Infrastructure Needs Assessment for all agencies in the Sector | Needs Assessment is developed and approved | CSU | 2023 | |
| | | Design and develop guidelines and standards for the sector infrastructure needs | Guidelines are developed and implemented | CSU | 2023 | |
| | Ensure realistic financing and partnerships for achieving the Infrastructure Needs of the Sector | Develop Funding Models for engaging development partners and donors towards partnership arrangements for funding infrastructure needs | Funding Models are developed and are effective in attracting donors | CSU | 2022 | |



| | | | | | | |
|---|--|--|---|-----------------------------------|----------------|--|
| | | Engage in bilateral and multilateral partnership arrangements and agreements for accessing of financing for infrastructure needs | Secure at least several infrastructure funds through Bilateral and Multilateral Partnerships | CSU | 2023, 2024 | |
| <i>Key Pillar 3 – Improve and Strengthen the Sector Coordination and Resource Sharing within the Justice and Community Services Sector Agencies</i> | | | | | | |
| <i>Outcome 11 - Governance mechanisms are established to implement the JCSS</i> | | | | | | |
| 11. Establish a Sector wide Governance mechanism to coordinate the implementation of the Sector Strategy and Corporate Plan | Sector Governance body is composed by agencies | Establish the Partnership Leadership Group in the Sector to conducts periodical review of the Strategic Plans | Sector Leadership Groups Established and Functional | MJCS/ CSU | 2022 – Ongoing | Ministry DG priority |
| | | Agencies support and endorse the Corporate Plan and integrate parts of the Strategy into their own | Corporate Plan is referenced in Agency's Plan | All Agencies | 2023 – 2026 | Proper Business Plan linkages and understanding. |
| | Corporate Plan is implemented across all agencies | Develop actions and plans for the implementation of the CP | Proper Monitoring Mechanism is in place and Regular Reports produced to provide status updates. | Sector Leadership Group, MJCS CSU | 2022- 2026 | |



| | | | | | | |
|---|--|---|--|--------------------|-------------|---|
| | through strong coordination | Agencies to take lead in developing programs and activities towards implementation | Agency Business Plan captures and referenced CP | All Agencies | 2023 – 2026 | Understanding of the CP is lacking. |
| | Corporate Plan is linked to other national strategies | Develop CP that is well align to NSDP, Sector Strategy and other Sectoral Strategies in Vanuatu | CP plan reviewed , developed and linked to relevant plans. | MJCS CSU | 2024, 2026 | |
| <i>Key Pillar 3 – Improve and Strengthen the Sector Coordination and Resource Sharing within the Justice and Community Services Sector Agencies</i> | | | | | | |
| <i>Outcome 12 - Resources are fully utilized across the sector</i> | | | | | | |
| 12. Implement practical approaches to resource utilization & coordination across the sector to achieve efficient benefits. | Sectoral Plan for resource utilization is adopted by agencies | Develop a Sectoral Plan for Resource Utilization across all agencies and provinces | Sectoral Plan developed | MJCS | 2023 | |
| | Coordinate the utilization of resources across the Sector | Provide an efficient and effective financial management service to the Ministry and sector Agencies | <ul style="list-style-type: none"> - Effective Finance Networking - Effective Coordination of Finance Trainings and Workshop - Increase in funding secured by Agencies and MJCS | MJCS, All Agencies | 2023 – 2026 | <ul style="list-style-type: none"> - Approval of Funding requests. |



Ministry of Justice and Community Services Corporate Plan 2022 - 2026



| | | | | | | |
|--|--|---|---|------|------|--|
| | | Resource Priorities is developed for the Sector | Coordinated Business Plan Retreats, and Sector Leadership Group meetings in identifying priority needs and how resources can be shared and allocated. | MJCS | 2024 | |
| | | Resource Needs Assessment is undertaken by the Sector | Assessments Completed and Used by the Sector | MJCS | 2023 | |



8. Human Resources

8.1. Analysis of Current Organizational Structure

Ministry Corporate Service Unit Organizational Structure was approved in 2014 by the Public Service Commission. The Structure will undergo a review in 2022.

Organizational Structure as at 2022 March

| | | | |
|---------|---|--------------|----------|
| 1 | Minister | Occupied | |
| 2 | Political Appointees | Occupied | |
| 3 | Cabinet Support Staff | Occupied | |
| 4 | Director General | Occupied | |
| 5 | Executive Secretary | Vacant | |
| 6 | National Human Rights Coordinator | Occupied | |
| 7 | Disability Social Welfare Coordinator | Occupied | |
| 8 - 13 | 6 x Provincial Community Services Officers | Occupied x3 | Vacant 3 |
| 14 - 19 | 6 x Provincial Compliance Officers | Vacant | |
| 20 | Child Desk Social Welfare Coordinator | Occupied | |
| 21-26 | 6 x Provincial Community Services officers | Occupied x 2 | Vacant4 |
| 27 - 32 | 6 x Provincial Compliance Officers | Vacant | |
| 33 | Convention against Torture Coordinator | Vacant | |
| 34 | Convention against Corruption coordinator | Vacant | |
| 35 | International Covenant on civil and political right Coordinator | Vacant | |
| 36 | Client Liaison Officer | Vacant | |
| 37 | Administration Supervisor | Vacant | |
| 38 | Administration Officer | Occupied | |
| 39 | Cleaner Support Staff | Occupied | |



Ministry of Justice and Community Services Corporate Plan 2022 - 2026



| | | |
|----|---|----------|
| 40 | Cleaner Driver | Occupied |
| 41 | Policy Advisor | Occupied |
| 42 | Sector Project Coordinator | Occupied |
| 43 | Project Officer | Vacant |
| 44 | Sector Capacity Development Coordinator | Occupied |
| 45 | Principal HRM Officer | Occupied |
| 46 | Capacity Development Officer | Vacant |
| 47 | Communication Officer | Occupied |
| 48 | Organizational Performance Coordinator | Occupied |
| 49 | Monitoring and Evaluation officer | Occupied |
| 50 | Principal Finance Officer | Occupied |
| 51 | Procurement Officer | Occupied |



8.2. The Ministry structures

| Our Delivery Arms | Agencies we provide support to | | |
|-------------------------------------|--------------------------------|----------------------------------|------------------------------|
| | Constitutional Bodies | Statutory Body | Other Bodies |
| Cabinet | Judiciary | Customary Land Management Office | State Prosecution Department |
| Corporate Service Unit | Public Solicitors Office | Vanuatu Law Commission | Civil Society Organizations |
| Department of Correctional Services | Malvatumauri Council of Chiefs | State Law Office | |
| Child Desk | Office of the Ombudsman | Office of the Land Ombudsman | |
| Disability Desk | | Vanuatu National Cultural Centre | |
| Department of Women's Affair | | | |



8.3. Retirement Plan

| No. | Position Title | Position No. | Department/Unit | Retirement Start Date |
|-----|-----------------------------|--------------|-----------------------|-----------------------|
| 1 | Disability Desk Coordinator | 100019 | CSU / Disability Desk | 4/4/2027 |
| 3 | Policy Advisor | 100002 | CSU | 6/4/2028 |
| 5 | National Coordinator | 5422 | CLMO | 31/12/2027 |
| 6 | Administration Assistant | 0090 | DWA | 2/5/2025 |
| 7 | Office assistance | 0092 | DWA | 18/09/2030 |
| 8 | Women's Governance Officer | 0079 | DWA | 9/7/2025 |
| 9 | Compliance Officer | 0583 | MCC | 28/11/2025 |
| 10 | Chief Executive Officer | 0575 | MCC | 12/11/2025 |
| 11 | Senior HR Officer | 0831 | DOC | 12/11/2024 |
| 12 | Correctional Officer | 0816 | DOC | 10/4/2024 |
| 13 | Correctional Officer | 0819 | DOC | 2/9/2024 |
| 14 | Correctional Officer | 0806 | DOC | 10/12/2024 |
| 15 | Correctional Officer | 0822 | DOC | 9/6/2024 |
| 16 | Correctional Officer | 0732 | DOC | 2/2/2024 |



Ministry of Justice and Community Services Corporate Plan 2022 - 2026



| | | | | |
|----|----------------------|------|-----|-----------|
| 17 | Correctional Officer | 0704 | DOC | 24/8/2023 |
| 18 | Correctional Officer | 0762 | DOC | 4/4/2024 |
| 19 | Correctional Officer | 0719 | DOC | 28/8/2022 |
| 20 | Correctional officer | 0706 | DOC | 14/7/2022 |



8.4. Succession Plan

| SUCCESSION PLAN FOR KEY POSITIONS/CRITICAL ROLES | | | | | | | | | |
|--|---------------------|--------------|------------------------------|---|--|---|---|---|---|
| Key Position/Critical Role | | | | | Acting or Emergency Backfill (i.e. can move to role temporarily) | Ready Now (i.e. can move to role permanentl y) | Developmen t Successors (i.e. Ready in less than 2 years but needs development preparation for role) | Emerging Successor s (i.e. Ready in 2+ years) | Comments |
| Agency/ Business Unit | Role | Location | Vacancy Likelihood | Strength of pipeline (traffic light) | Name of Person (Agency/Dept.) | Name of Person (Agency/Dept.) | Name of Person (Agency/Dept.) | Name of Person (Agency/Dept.) | |
| MJCS, CSU | Director General | Port Vila | Low (2+ Plus years) | Green | Director DWA | Albert Nalpini/ NHRU (NHR) | Melvin Boesel / CSU (OPC) | Jenny Tevi / CSU (Policy Advisor) | Officers needs Capacity developme nt. |
| | | | | | Director DOC | Melvin Boesel (OPC) | Jenny Tevi (Policy Advisor) | Ann S Pakoa (Cap. Dev. Coord) | |



Ministry of Justice and Community Services Corporate Plan 2022 - 2026



| | | | | | | | | | |
|------------|----------------------|-----------|----------------------|--------|------------------------|------------------------|-----------------------------|-------------------------------|----------------------------|
| | | | | | Albert Nalpini | Melvin Boesel (OPC) | Jenny Tevi (Policy Advisor) | Ann S Pakoa (Cap. Dev. Coord) | |
| MJCS, DWA | Director | Port Vila | Medium (1 – 2 Years) | Yellow | Seman Dalesa S/ DWA | Seman Dalesa S/ DWA | Seman Dalesa S/ DWA | Seman Dalesa S/ DWA | Officer needs development. |
| | | | | | Smith Pakoasongi / DWA | | | | |
| MJCS, DCS | Director | Port Vila | Medium (1 – 2 Years) | Yellow | Daniel Tavo / DOC | Daniel Tavo / DOC | Daniel Tavo / DOC | Yan Dabang/ DOC | |
| | | | | | Yan Dabang/ DOC | | | | |
| MJCS, CLMO | National Coordinator | Port Vila | Medium (1-2 years) | Green | Linda Mala Olul / CLMO | Linda Mala Olul / CLMO | Nixon Pantutun/ CLMO | Nixon Pantutun/ CLMO | |
| | | | | | Nixon Pantutun/ CLMO | | Fredington Aru/ CLMO | Fredington Aru/ CLMO | |
| | | | | | Fredington Aru/ CLMO | | | | |
| MJCS, MCC | MC C | Port Vila | Medium (1-2 Years) | Green | Crimson Bani / MCC | Crimson Bani / MCC | Crimson Bani / MCC | Crimson Bani / MCC | |



8.5. Training Plan

| No. | Position Title | Department/Unit | Employment Status | Year of service | Location of Training | Mode of Training | Course Title |
|-----|---------------------------------------|-----------------|-------------------|-----------------|----------------------|------------------|---|
| 1 | Monitoring and Evaluation Officer | CSU | Permanent | 6 | Australia | Full time study | Masters of Public Administration and Police |
| 2 | Capacity Development Officer | CSU | Permanent | 5 | TBC | Full time Study | International Management |
| 3 | Principal Finance Officer | CSU | Permanent | 10 | USP – Emalus | Part time | Accounting and Finance |
| 4 | Administration Officer | CSU | Permanent | 10 | USP – Emalua | Part Time | Human Resource Management |
| 5 | Disability Social Welfare Coordinator | CSU | Permanent | 4 | TBC | TBC | Social Work |
| 7 | Women Governance Officer | DWA | Permanent | 10 | USP | TBC | Social Work and Policing |
| 8 | Principal CLO South | CLMO | Permanent | 6 | USP | Part Time | Law |
| 9 | Malampa CLO | CLMO | Permanent | 4 | USP | Part Time | Land Management |
| 10 | Land Reform Officer | CLMO | Permanent | 6 | USP | Part Time | Law |



Ministry of Justice and Community Services Corporate Plan 2022 - 2026



| | | | | | | | |
|----|---|------|-------------------------|------------------|--------------------------------|------------|---|
| 11 | Principal Compliance and Governance Officer | MCC | Permanent | 6 | USP | Part Time | Law |
| 12 | Senior Officers | MJCS | Permanent and Contract | | Port Vila | Short Term | Policy Development |
| 13 | HR Focal Officers | MJCS | Permanent and Contract | | Port Vila and Provincial Level | Short Term | Human Resource Training Plan |
| 14 | Finance Focal Points | MJCS | Permanent and Contract | | Port Vila and Provincial Level | Short Term | Finance Training Plan |
| 15 | Sector Leadership Group | MJCS | Contracts and Permanent | | Port Vila | Short Term | Executive Development Program |
| 16 | All New Officers from 2022 – 2025 | MJCS | Permanent and Contract | Less than 1 year | Throughout Vanuatu | Short Term | Induction Trainings |
| 17 | Selected officers from each unit | MJCS | Permanent and Contract | | Provincial officers | Short Term | Essential Skills |
| 18 | Selected Officers | MJCS | Permanent | | Provincial Officers | Part Time | Management Skills |
| 19 | Selected Principal and Senior Correctional Officers | DOC | Permanent and Contract | | Port Vila & Santo | Short Term | Specialized Correctional Services Trainings |



Ministry of Justice and Community Services Corporate Plan 2022 - 2026



| | | | | | | | |
|----|---------------|------|------------------------|--|-----------|------------|--|
| 10 | CLMO Officers | CLMO | Permanent and Contract | | Port Vila | Short Term | <ul style="list-style-type: none">- GPS Trainings- CMC Refreshers- Legal Trainings |
| 11 | MCC Officers | MCC | Permanent and Contract | | Port Vila | Short Term | Custom Protocol Training |

This training plan will be complimented with a Capacity Development Strategy that is currently in progress and will be completed by end of 2022.

9. Budget

9.1. Current Year Budget

9.1.1. Summary of operating & Payroll Budget by department/Units

| Dept. Code | Dep. Description/ Name | Operation Budget by Dept. (VUV) | Proportion of operation budget by Dept. | Payroll budget by Dept. (VUV) | Proportion of payroll budget by Dept. |
|-------------|-------------------------------------|---------------------------------|---|-------------------------------|---------------------------------------|
| 070 | Cabinet Support | 4,901,664 | 1.7% | 57,902,507 | 13.9% |
| 300 | Corporate Service Unit | 18,998,909 | 6.5% | 74,057,504 | 17.8% |
| 080 | Department of Women's Affairs | 4,937,222 | 1.7% | 27,021,340 | 6.5% |
| 250 | Department of Correctional Services | 222,190,202 | 76.6% | 205,648,954 | 49.4% |
| 840 | Customary Land Management Office | 35,962,254 | 12.4% | 29,164,440 | 7.0% |
| 850 | Vanuatu Law Reform Commission | 3,137,630 | 1.1% | 22,555,120 | 5.4% |
| Grant Total | | 290,127,881 | 100% | 416,349,865 | 100% |

SMARTSTREAM – Finance unit 2022

9.1.2. Summary of Current year operation budget, by departments/Units

| Code | Description | ANNUAL BUDGET 2022 (VUV) | COMMENTS |
|------|-----------------|--------------------------|--|
| 070 | Cabinet Support | 62,804,171 | Operation annual budget needs to align with unit cost, program and activity in the business plan |



| | | | |
|------------|-------------------------------------|-------------|--|
| 300 | Corporate Service Unit | 119,134,041 | Operation annual budget needs to align with unit cost, program and activity in the business plan |
| 080 | Department of Women's Affairs | 31,958,562 | Budget Increase by 29% from approved NPP |
| 250 | Department of Correctional Services | 427,839,156 | Budget increase by 36% from Approved NPP |
| 840 | Customary Land Management Office | 65,126,694 | Budget increase by 11% from approved NPP |
| 850 | Vanuatu Law Reform Commission | 25,692,750 | Operation annual budget needs to align with unit cost, program and activity in the business plan |

9.2. Five-year forecast budget (by program and activity only)

The information required for this part is yet to be derived, as it will need more time to complete this section despite the time and due date given for the submission of this plan

10. Appendices

10.1. Ministry of Justice and Community Services Planning Framework

The planning framework for the Ministry of Justice and Community Services is the outline guide to ensure plans are developed, with greater understanding of alignments and integration of ideas in broader aspect to a simplified and specific action that can be measured, achieved in a specific time frame.

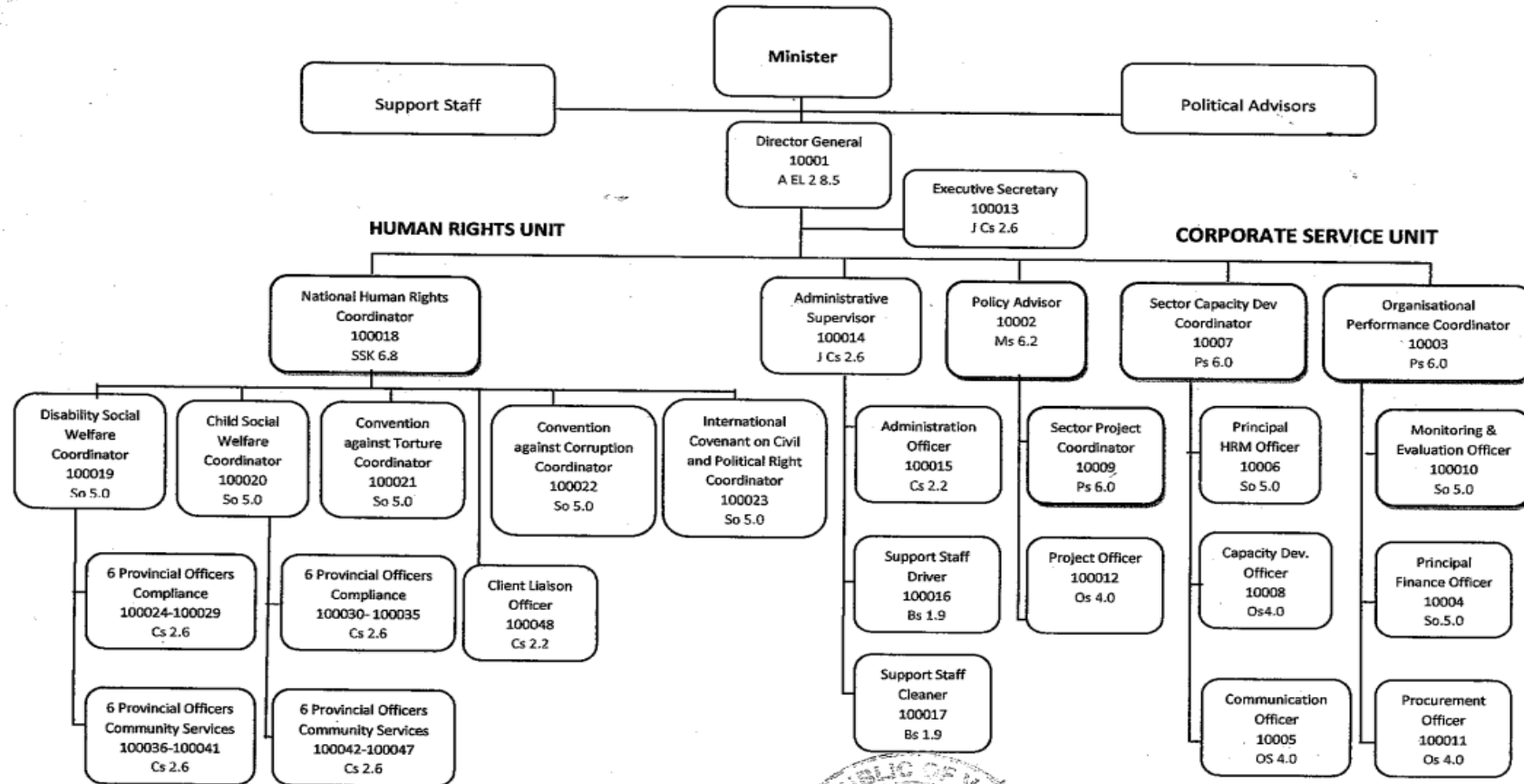


The above planning framework shows where the MJCS Corporate Plan (Medium term Plan) fits in the MJCS planning framework. This Corporate Plan outlines the strategic areas, outcome, and activities and programs that will be adopted in the Annual business plan to be delivered in 2022 and the units/departments responsible for delivering these outputs.



10.2. Ministry of Justice and Community Services CSU Current Organizational Structure

CSU PROPOSED REVISED ORGANISATIONAL STRUCTURE 2014

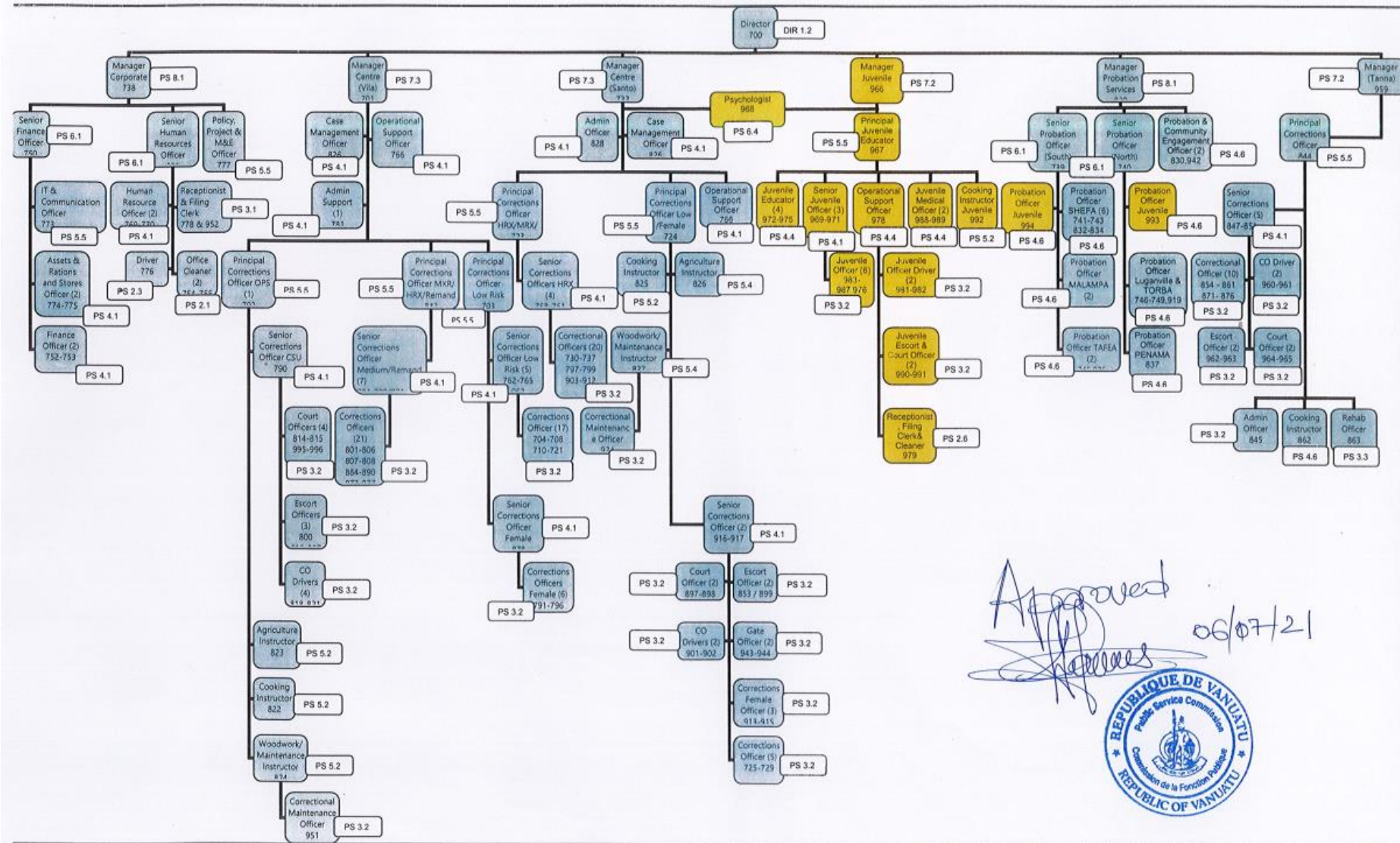


Date: 7/8/2014.
approved by PSC.
By Charity B. Titilade





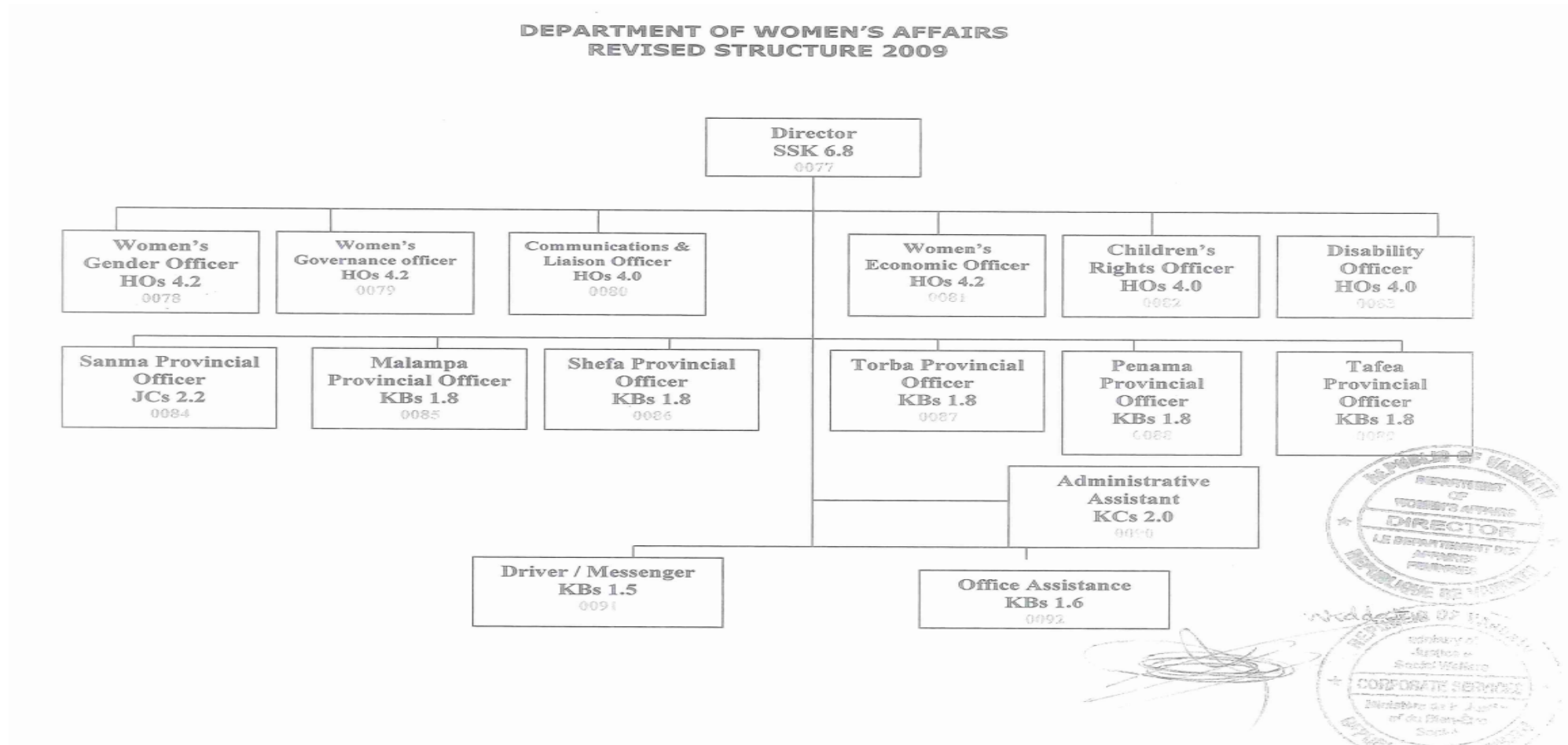
10.3. Department of Correctional Services



Approved
06/07/21
[Signature]
REPUBLIC OF VANUATU
Public Service Commission
Commission de la Fonction Publique

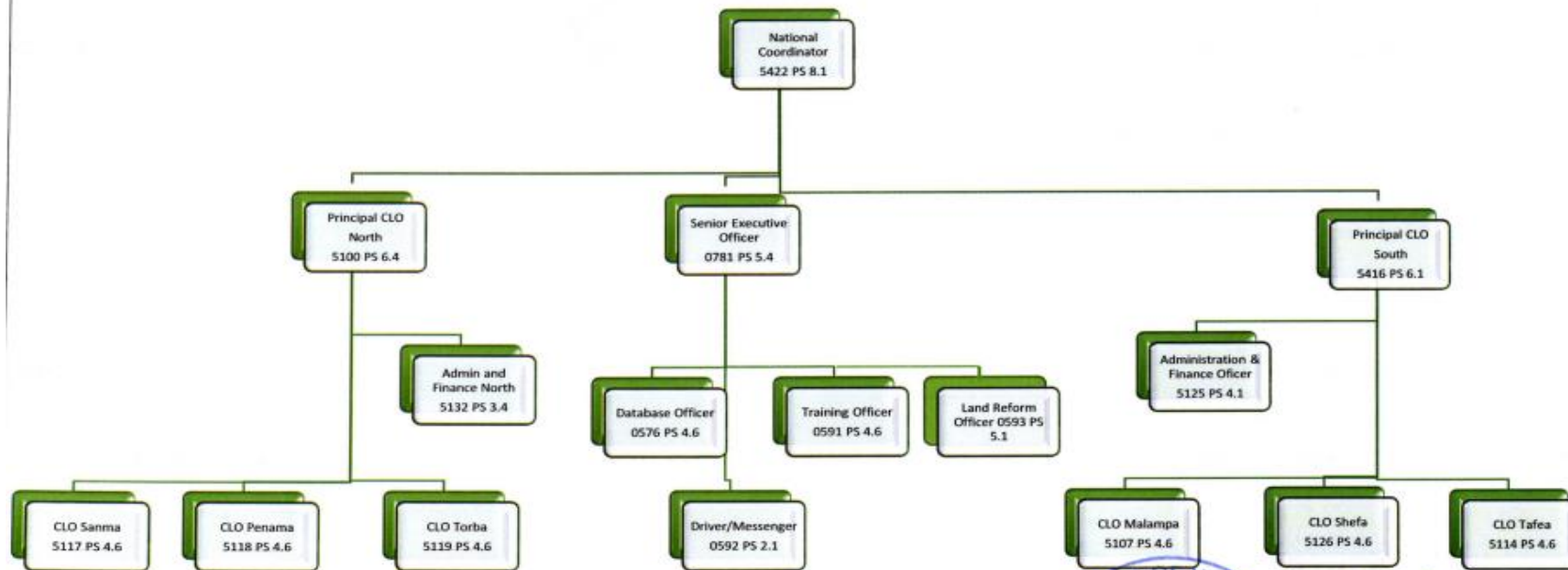


10.4. Department of Woman's affair



10.5. Customary Land Management Office

CUSTOMARY LAND MANAGEMENT OFFICE STRUCTURE



REPUBLIC OF VANUATU
Public Service Commission
Commission de la Fonction Publique
REPUBLIC DE VANUATU
13/08/21
Ban

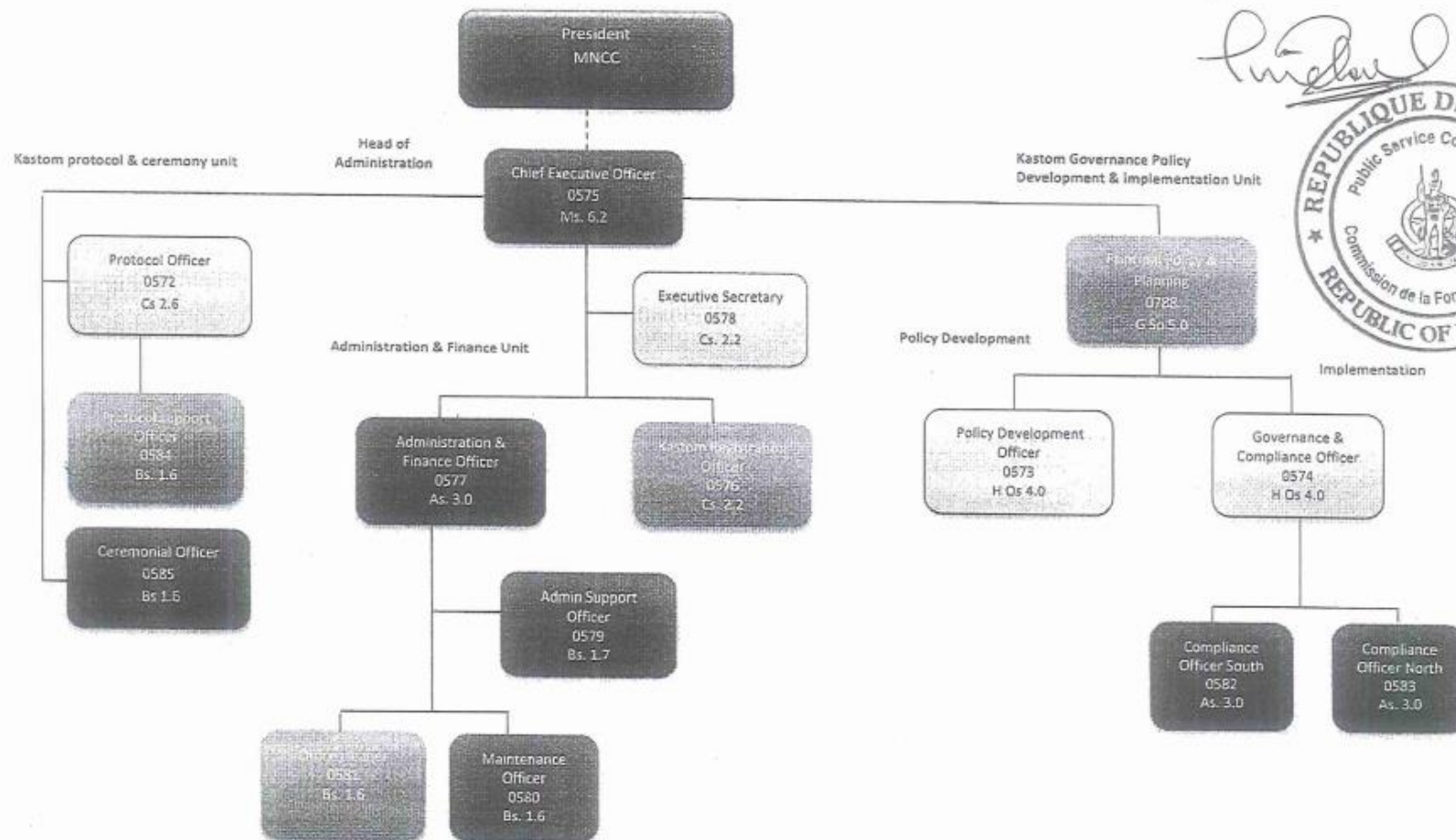


10.6. Malvatumauri Council of Chiefs

MALVATUMAURI ADMINISTRATION PROPOSED STRUCTURE- 15th January, 2015

Approved by The Commission
on 03/03/2016

[Signature]





10.7. Vanuatu Law Reform Commission

