



2016 - 2018 Corporate Plan

MINISTRY OF JUSTICE AND
COMMUNITY SERVICES

Towards a vibrant, high performing, and service centric Ministry

Table of Contents

1. Foreword	2
2. Our Vision, Mission & Values	5
2.1 Vision	5
2.2 Mission	5
2.3 Values	5
3. Our Environment.....	6
3.1 Government’s Vision for the Justice and Community Services Sector	6
3.2 Justice Sector Outcomes	6
3.3 Within the Ministry.....	8
4. Our Strategic Themes.....	9
4.1 Good Governance.....	9
4.2 Teamwork	9
4.3 Partnerships.....	10
4.4 Policy Collaboration	11
4.5 Service Centric.....	11
4.6 Transition	12
5. Our Goals and Strategies	12
5.1 Looking Inward: Internal Operations	13
5.2 Looking Outward: Partners & Stakeholders	14
Appendix A: List of Abbreviations	16

1. Foreword

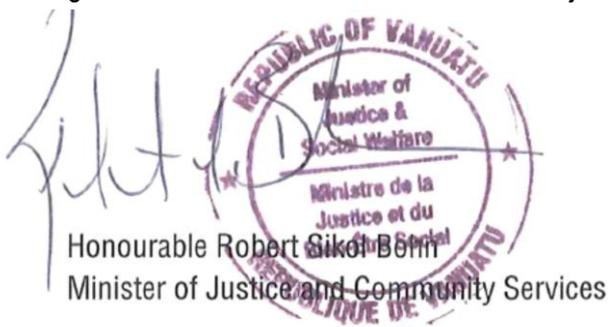
By the Honorable Minister of Justice and Community Services

It gives me great pleasure to present the 2016-2018 Corporate Plan (Plan) for the Ministry of Justice and Community Services (MJCS). This is the Ministry's first three year Plan and our environment today is significantly different to that in which MJCS was established in 2008. In delivering the relevant Government policies and programs, MJCS in combine efforts with our stakeholders including development partners, will be responsive, flexible and adaptive to the needs of the Vanuatu community.

The Ministry is responsible for supporting the enhancement of the quality of the justice service, and ensuring via its policy directives, an effective and accessible justice system in the country. The Ministry upholds the fundamental principles of equality, fairness and commitment while protecting the dignity and rights of people. It strives to promote and provide fair and equitable services to meet the needs of the community, the rule of law and the protection of human rights.

This Plan provides a context for MJCS's diverse areas of operation and clearly sets out strategies that will guide our work for 2016-2018. It shows how the Ministry's operations contribute directly towards the Government of Vanuatu (GoV) outcomes as represented in the Priorities and Action Agenda 2006-2015 (PAA) now superseded by National Sustainable Development Plan 2016-2030 (NSDP), the Planning Long, Acting Short 2013-2016 (PLAS) framework, and the Justice and Community Services Sector Strategy (JCSSS).

We have set a large number of challenging high level targets for the three year period and we are determined to ensure that the commitment shown by our staff will go a long way to the achievement of these targets. I have confidence that the MJCS will effectively and efficiently support the Justice Sector agencies, as we all strive toward a safe and just society.



Honourable Robert Sikol Boin
Minister of Justice and Community Services

By the Director General, Ministry of Justice and Community Services

Our Plan informs you of the MJCS's long term planning and serves as a transparent blueprint of the Ministry's goals and strategies that we have set for implementation and achievement for the period 2016-2018. The Plan was developed through a participative and consultative process and its results focused, mapping the way forward for the MJCS to achieve its vision and mandate. Six Ministry

identified strategic themes along with related actions, are outlined in the Plan. It further supports effective implementation of the NSDP and the JCSSS, two important high level national policy documents, from which the MJCS's policy and work priorities for 2016-2018 are also drawn from.

The major focus for 2016-2018 for the Ministry as incorporated in the Plan amongst other things, are to strengthen our internal capacity and resources to be able to enhance public sector efficiency, effectiveness and service delivery; continue to support the implementation of the various justice sector objectives and overarching goal for ensuring "Access to Justice"; strengthen law and justice through our policy objectives and implementation in the community; and strengthen accountability and transparency in our internal and external relationships and work.

We are mindful of the context within which this Plan must be undertaken and recognize that in order for the MJCS to realize a high level of performance and to achieve its goals, all must be fully committed to the objectives and targets that have been agreed. The changing environment and circumstances that the Ministry operates in will, however, warrant constant review and monitoring of the Plan to keep it relevant, strategically agile and continuously aligned with the MJCS's overall mandate.

Our development partners, notably via the Australian Aid funded Policing and Justice Support Program Vanuatu (PJSPV), have also shown support to the overarching program of the GoV represented in the PAA for addressing "Good Governance and Public Sector Reform" and this Plan seeks to capitalise on the opportunities presented to forge even stronger collaboration with all development partners, and other MJCS stakeholders, in moving the program agenda forward. Significant transformation is expected as the Ministry also moves toward becoming more policy focused.

The Plan will be operationalized through our annual Business and Work Plans. Our priorities and allocation of resources for these activities will be guided by the priorities of this Plan. Stakeholder surveys, analysis and environmental scans, and our Monitoring and Evaluation (M&E) frameworks, will be the main instruments to obtain feedback on how the Ministry is tracking, in respect of the implementation of this Plan. It is expected that in accordance with the M&E framework that has been established by the Ministry, we will be held responsible and accountable to Parliament for the achievement of the Plan's performance targets, especially where they address the NSDP policy objectives.

I reaffirm our commitment to the corporate planning process adopted by the Ministry and the justice and community services agenda that it supports. It is imperative that all the actions outlined in this plan are achieved by 2018, noting opportunities for its review in line with changing organisational requirements and priorities. MJCS, as an organisation that exists to serve the Justice and Community Services Sector (JCSS), we are more mature, and have a better sense of ourselves, of our purpose and our approach to fulfilling our goals. We are better prepared to step up to the next level, to deliver on the challenges of today's environment and to anticipate and be ready for the challenges and opportunities to come in the next three years and beyond.

With that, it is with much pleasure that I now provide you, in my capacity as Director General and Chairman of the Justice and Community Services Heads of Agencies, with the Ministry of Justice and Community Services Corporate Plan 2016-2018.

A handwritten signature in black ink, appearing to read 'm. Bebe', with a large, stylized initial 'D' or 'B' at the start of the signature.

Mark Bebe, Director General
Ministry of Justice and Community Services

2. Our Vision, Mission & Values

2.1 Vision

Our vision is: ***“Jastis, sefti, digniti, rispek mo gud fasin blong evriwan.”***

2.2 Mission

Our mission is: ***“To provide policy, coordination, advice and support services to enable a fair, equitable and accessible justice system that is delivered efficiently and effectively.”***

2.3 Values

The following are the Justice and Community Services Sector beliefs, as identified in the JCSSS, to guide practice across the sector:

- The Constitution of the Republic of Vanuatu is the ***Mama Loa*** of the nation;
- A strong, efficient and coordinated Law and Justice Sector contributes to the improvements in standards of living and wellbeing for all citizens of Vanuatu;
- Understanding the underlying values of *Kastom*, the Constitution, Christianity and international conventions creates a foundation for harmonisation and examination of policies and practices within the sector;
- Sector agencies respect the ability of communities and citizens to determine, develop and maintain appropriate and efficient arrangements for community governance;
- We advocate in a manner that recognises and utilises existing non-government structures and systems (Church, Custom/NGOs)

In line with these beliefs, the MJCS also aspires to the following values in our way of operating:

Value	How we demonstrate this value in our work
Respect - <i>We value others and their contributions</i>	<ul style="list-style-type: none"> - We share our knowledge and experience generously; - We value and respect diversity in people and support one another respectfully; - We take good care of and maintain respectful relationships with all our stakeholders; - We respect the rule of law, confidentiality, intellectual property, custom and tradition.
Integrity - <i>We are honest and open</i>	<ul style="list-style-type: none"> - We are fair and impartial; - We are evidence based in decision making; - We ensure consistency, fairness, logic and truthfulness in our approach.
Service – <i>We are service centric and deliver results</i>	<ul style="list-style-type: none"> - We are sensitive to meet the needs of those to whom we provide services; - We focus on finding solutions; - We are proactive in our offers of help; - We manage with limited resources doing the best we can;

	<ul style="list-style-type: none"> - We promote proactive information sharing, acquisition and dissemination.
Commitment - <i>We are disciplined in the execution of our duties</i>	<ul style="list-style-type: none"> - We strive to keep our promises to our stakeholders and meet agreed time frames; - We implement effective feedback systems; - We have high professional standards to achieve our objectives.
Accountability - <i>We are responsible for our actions</i>	<ul style="list-style-type: none"> - We take responsibility and ownership for our actions; - We do our job really well to a high quality; - We focus on timely results; - We provide effective leadership and direction to our teams; - We acknowledge our achievements and successes.
Teamwork - <i>We value each team member's contribution</i>	<ul style="list-style-type: none"> - We are supportive of each other; - We focus on our common purpose and goals; - We come together in times of crisis; - We mentor and learn from each other; - We share information and communicate well.
Innovation - <i>We encourage innovation and growth to achieve better results</i>	<ul style="list-style-type: none"> - We keep our knowledge and skills current and relevant; - We constantly look for new ways to use resources more efficiently; - We are committed to continuous improvement and challenge the status quo; - We are determined to achieve excellence via positive change, inclusiveness, growth and maturity in our work.

3. Our Environment

3.1 Government's Vision for the Justice and Community Services Sector

The GoV's vision for the sector is: *"a professional, competent and accountable law and judicial system that enables equal rights and access to justice for all."* The mission statement stipulated in the JCSSS is: *"for all justice agencies to promote justice and provide fair and equitable services to meet the needs of the community, the rule of law and protection of human rights"*.

The GoV's vision captures the important roles of cultural values, human rights and customary community-based justice systems by identifying three 'fundamental principles' that underpin the work of the sector - custom and tradition, moral and spiritual values, and human rights.

The MJCS supports the application of these principles and other shared principles to work in the sector, for instance the shared approach to gender equality and empowering women, gender mainstreaming, and capacity development for providing stable institutions.

3.2 Justice Sector Outcomes

The Ministry of Justice and Social Welfare (subsequently renamed as the Ministry for Justice and Community Services) was established on 6 August 2008 by the Council of Ministers, and included a significant number of agencies and non-Government stakeholders within the framework of the Ministry.

In total, the scope of the JCSS includes the police, judiciary, all justice agencies, correctional services, law reform, customary land issues, public safety, land valuation, accountability bodies (Ombudsman, Auditor General), women, children, disability, and the aged. No sector within Government has such a wide scope of related service delivery areas, nor such a complex grouping of constitutionally independent arms of Government, statutory bodies, line agencies, non-government and faith based organisations, some of which report to different Ministries for either line management or budgetary purposes. Only three departments or offices are directly under the management control of the MJCS: the Department of Women's Affairs (DWA), Department of Correctional Services (DCS), and Customary Land Management Office (CLMO).

The key element within this very broad system is recognition that there are many shared common interests and that by working collaboratively together, opportunities for resolving cross sector issues can occur through direct cooperation, and through the sector demonstrating an integrated planning approach to the Government and development partners alike.

In support of the overall JCSS outcome of promoting and providing fair and equitable justice services, the Government has agreed to eight key outcomes that are shared by justice sector agencies. These are as follows:

1. Customary Disputes
2. Juvenile Justice
3. Victim Support
4. Infrastructure Needs
5. Human Rights
6. Crime and Impacts of Crime
7. Delays in Progress of Cases
8. Access to Justice Across all Provinces

For a full description of what each of the eight shared outcomes above entail, the JCSS document can be located on the MJCS website -

http://www.mjcs.gov.vu/images/policy/Strategy_for_the_Justice_and_Community_Services_Sector_2014-2017.pdf

Sector wide improvement in these eight shared outcome areas cannot be achieved by one agency alone. Rather, the MJCS recognises that in order to be successful, we need to work together with our sector agencies and people and organizations from outside our sector. Consequently, a significant priority for this our Plan is support for the implementation and achievement of the goals of the JCSS.

Implementation oversight responsibility for the eight shared outcomes is through the justice sector Heads of Agencies Group (HOAG), which the Director General of the MJCS is Chairman of. HOAG provides quarterly status reports to the Ministry.

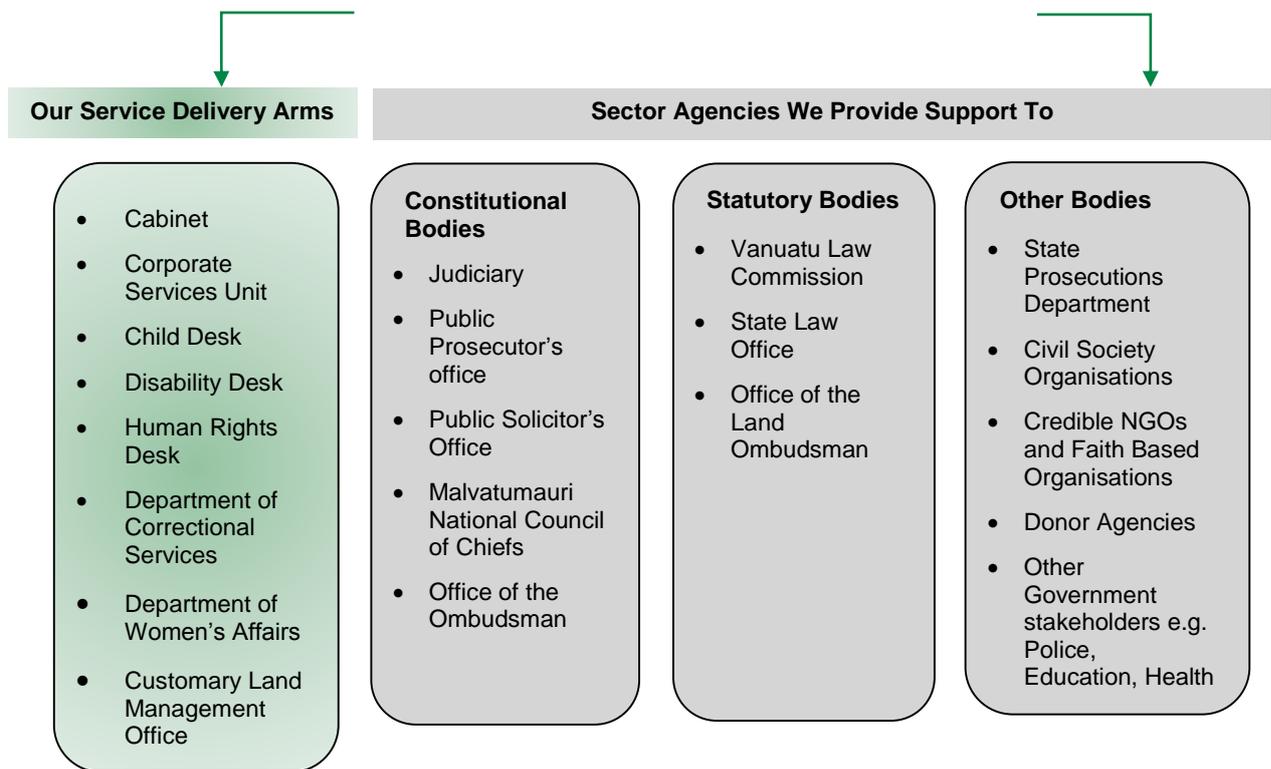
The MJCS mandate therefore is broad, and includes provision of support to agencies within the justice and community services system, including the courts (Supreme, Magistrates, and Island Courts), the correctional services, child rights, family protection, disability advocacy and services, empowerment of

women, and public prosecution and defence services as well as legal advice to government. It also provides support to agencies that review law, make new laws, and implement relevant UN Conventions including those that relate to the matters described above, as well as safeguarding human rights.

The diagram below depicts the Ministry's relationship with the justice sector and its other stakeholders.

Ministry of Justice and Community Services

depicts with the



3.3 Within the Ministry

Our core office referred to as the Corporate Services Unit (CSU) also known colloquially as 'the Hub', supports the Office of the Director General (ODG) and the MJCS political portfolio, coordinates development partner support and cross sector agency developments, and provides key services to the Departments within the Ministry as well as Constitutional and Statutory Bodies.

CSU has undergone a structural review in 2014, one that is designed to strengthen its functions, as well as to better accommodate support for the priorities identified in the JCSSS. The structure is being implemented in stages depending on budget availability.

The Child and Disability Desks were physically relocated to CSU from the DWA in 2014. This move provides for improved monitoring, reporting and oversight from the ODG for the functions and outcomes of these Desks. The move also raises the profile of these important portfolios and will help ensure that

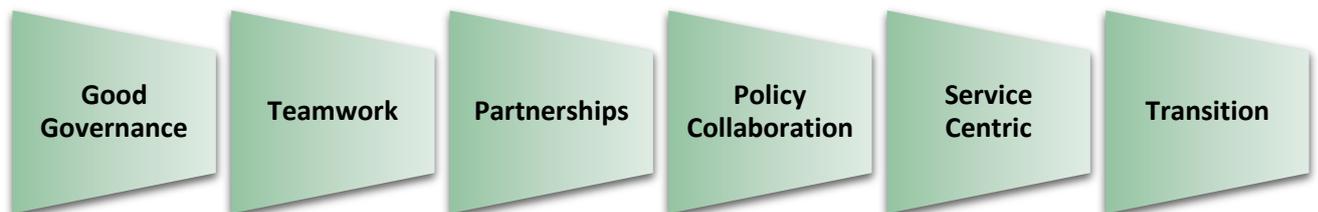
the MJCS is aware of their current issues, and is readily able to promote them at a political level. Under the new structure, the UNCRC and UNCRPD, are currently mandated to the Child Desk and Disability Desk respectively in the MJCS. Formal portfolio transfer from the DWA is yet to be officiated by the Prime Minister's Office (PMO).

The reality of significant operational changes and financial constraint means that we must now take a hard look at our operations and the way we deliver our services. We must determine what really matters to the Vanuatu public and the sector agencies we support, and find new and sustainable ways of delivering our services in the future.

4. Our Strategic Themes

The Ministry has identified six strategic themes or overarching drivers in response to its operational changes, financial constraint, and changes in Vanuatu's economic situation, the social and justice environment, and our vision for the MJCS in the delivery of quality justice and community services support. This will provide us with clearer guidance about how we can continue to deliver our ongoing duties and responsibilities.

The strategic themes identified to align with the NSDP and JCSSS are:



4.1 Good Governance

A focus on performance and good governance is fundamental to the MJCS, and to the way in which it can support sector agencies.

Internally, good governance means continuous improvement of the Ministry's technical functions such as financial management, human resource management, information management, communications, systems support, performance monitoring, and reporting, backed up by effective management, planning and decision-making.

Looking across the sector, the MJCS continues to have a lead role in promoting and enabling cross sector planning, decision-making and coordination through the governance mechanism: the HOAG.

Key aspects of good governance include managing risks and mitigating impacts, prioritizing resources, and using data and evidence to back up decisions. Good governance is ensuring our processes are well managed and subject to continuous improvement, that they are fair and consistent, and that we communicate them effectively to our stakeholders.

4.2 Teamwork

The mandate of the MJCS is broad and relies upon a collaborative and collective effort between staff to achieve results. The new structure of the MJCS reflects these ideals, and key positions have been recruited to support them. Through this planning period the MJCS will seek to embed a culture of teamwork, collaboration and accountability.

Underpinning the capacity of the MJCS to achieve its mandate and effective internal operations is the capacity of people, systems and management processes. It is how these all come together in teamwork that makes the difference.

The MJCS has developed a Justice and Community Services Sector Capacity Development Strategy (CD Strategy) that supports a range of developments including strengthening teamwork. The CD Strategy focuses on human resource development targeting abilities, skills and knowledge of people and groups; inter and intra-organisational development targeting tangible operational systems, processes, procedures, infrastructure, equipment, shared responsibilities and interdependencies between organisations; and finally, leadership and governance targeting leadership, management, policy direction, planning processes, structure and organisational cultures.

The CD strategy implementation initiatives aim to promote improved performance for both the Ministry and sector agencies.

4.3 Partnerships

The MJCS is a partner in the delivery of justice and community services with the Departments (DWA and DCS), constitutional and statutory bodies of the justice sector and other stakeholders such as development and donor partners, CSOs – credible NGOs and faith based organisations, and other relevant GoV stakeholders.

A sector survey conducted in 2015 highlighted the importance of the role of the MJCS in promoting sector development through the JCSSS, and sector governance through the HOAG. Partnerships are therefore central to the ongoing focus and effort of the MJCS.

Internally, the development of the capacity of the MJCS's 'Hub' as the primary resource to support sector agencies and partnerships is a priority for this period.

In addition, communication tools and processes will be implemented and take a more prominent place in the planning of activities in order to improve awareness of the role and activities of the JCSS, increase engagement, and gain support from partners and stakeholders.

Partnerships are also at the core of the strong working relationship with all our development partners. One of our key partners is Stretem Rod Blong Jastis (SRBJ) as part of the PJSPV. Part of the Plan's emphasis shifts towards a more intensive focus on sustainability of SRBJ's support, and an intensified effort toward strengthening the technical functions, the executive team, and the capacity of the Hub, that SRBJ currently supports.

The MJCS's relationships with its stakeholders including the Public Service Commission (PSC), CSOs, PMO, Ministry of Finance and Economic Management, and other Ministries are essential for achieving a holistic and coordinated approach.

We continue to appreciate the support offered through our development partners including Australian Aid, New Zealand Aid, UN, World Bank and others.

4.4 Policy Collaboration

The role of the MJCS in promoting good policy and practice is paramount, particularly in the areas of child protection, disability and human rights. The Ministry has a lead role in supporting the consultation and collaborative implementation of human rights conventions, and ongoing support of policy development and law reform relevant to the sector.

The MJCS plays a critical role in the coordination and support for sector wide initiatives, and improvement as directed by HOAG and reflected in the eight strategies of the JCSSS. The JCSSS guides change and improvement across the justice and community services sector. Partnership with implementing agencies is critical given that experience to date suggests this is the most effective mechanism for promoting cross sector improvement including policy development, while respecting the autonomy of agencies to determine their own policy priorities.

Coordination of development partners is also essential to ensure effort and funding is consistent with sector priorities for policy implementation.

4.5 Service Centric

Our goal is to achieve significant improvements in the quality of justice services, delivered to our stakeholders and recipients of these services.

We aim to transform the service culture of the MJCS from what could be described as administratively rigid to one which is more client-service oriented.

Individuals will be encouraged and nurtured to participate and identify with the MJCS service team culture. Efforts will be made to better analyze and more clearly define what our stakeholders expect of us and identify areas where the Ministry can improve its service delivery. A critical aspect of our strategy will be our ability to continuously measure the satisfaction of our users, identify the gaps in performance and develop improvement interventions.

Efforts will also be made to increase access to information by the public. This will ensure that citizens and recipients of justice and community services are aware of their rights, responsibilities and the mechanisms available for the protection of their rights. Focus areas will also be derived from the JCSSS.

During the period of this Plan, we will concentrate on initiatives that build citizen and/or public awareness of their rights and responsibilities and keep them informed of the avenues available to them to receive justice services. Our public education efforts will be broadened and increased.

We are mindful that our communications infrastructure faces significant challenges in the future as public demand for on-line access to services and information increases. We envisage that the Vanuatu

public will expect a different service delivery model including on-line, quicker, and integrated services. Modern communication technologies will be utilized in order to reach a diverse range of people requiring justice services.

There will be more collaboration by the MJCS with institutions such as schools, NGOs, sector agencies and community groups to deliver justice and community services key messages.

The MJCS recognises that the delivery of excellent service is at times dependent on the response from our development partners and sector agencies. Efforts will be made to build relations and collaborate with these agencies or organisations involved in the delivery, facilitation or support of justice services. This will help us to develop common service standards that will support more seamless service delivery between connected justice institutions.

4.6 Transition

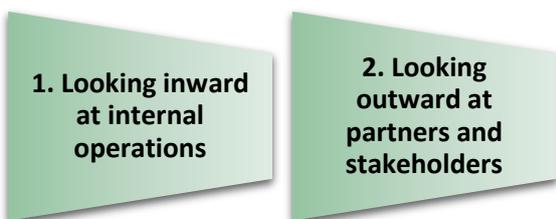
This Plan represents a period of significant transition for the MJCS. Many of the transitions to be managed require deep changes in the operating practice and culture of the MJCS, and must therefore be carefully planned and navigated so that the intended benefits are realized and sustained.

The ultimate outcome is a vibrant, high performing, and service centric Ministry, that provides excellent support services to the sector agencies, for implementing the goals and priorities of the NSDP and the JCSSS.

From	To
An internal work culture that is based on individual effort	A team based culture that is based on collective effort
Being reactive to requests for help by sector partners	Proactive in offers of assistance and collaborating with sector agencies
Being reactive to changes and challenges and shifting priorities	A planned approach to progress priorities while responding to emerging issues
SRBJ as partner in funding key establishment or Hub roles	The MJCS funding all establishment or Hub roles
Demand oriented services with heavily bureaucratic processes	Strong, flexible and responsive service provision
Limited use of technology for communication and service delivery	Using technological solutions in innovative ways

5. Our Goals and Strategies

The following goals and strategies are arranged according to the **reach and responsibility** of these functions in terms of:



These goals and strategies whilst significantly identified to harness the support function of the MJCS “Hub” to sector agencies, they ultimately aim to achieve the GoV’s overarching policy requirement in the PAA, for “Good Governance and Public Sector Reform.”

1. **Looking Inward at Internal Operations:** This is focusing on internal operations of the MJCS itself including direct reporting from DWA, DCS and CLMO;
2. **Looking Outward at Partners & Stakeholders:** This is looking across the Justice and Community Services Sector and focusing on sector-wide and inter-agency issues and initiatives and on external stakeholders including Parliament, communities, other Ministries, development partners, and CSOs.

5.1 Looking Inward: Internal Operations

Goal 1: Implement the MJCS corporate services structure

1.1	Recruit skilled and experienced officers to fill funded roles in the MJCS structure
1.2	Implement a financial plan to transition SRBJ and other partner funded roles to Government funding
1.3	Secure funding for the future establishment of the Human Rights Desk

Goal 2: Strengthen capacity for good governance and management of MJCS operations

2.1	Formalize delegation, responsibilities and authority of the executive team to enable accountability
2.2	Develop the capacity of the executive team to manage the MJCS operations, including establishment of meeting, decision-making and reporting protocols, and developing skills in financial and human resource management
2.3	Develop leadership capacity in members of the executive team through participation in targeted leadership development
2.4	The executive team implement, monitor and review this corporate plan

Goal 3: Strengthen the technical functions of the MJCS corporate services

3.1	Strengthen the technical and team work capacity of the ‘Hub’ in and between key technical and interdependent areas including Finance, Policy, Capacity Development, M&E, Human Resources Management (HRM), Information and Communications Technology, Project Design and Implementation.
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3.2	Develop a strong and capable workforce by designing and implementing a human resource development (HRD) plan
3.3	Implement the HRD plan to ensure the provision of transparent, efficient, timely and PSC compliant HRM services that attract, recruit, develop, retain and manage a strong workforce.
3.4	Strengthen financial management capacity to ensure the provision of transparent, efficient, timely financial and information in compliance with Legislation, aligned with Strategic and Corporate Plans, and in collaboration with MFEM and the sector agencies, through training, financial services, coaching and oversight.
3.5	Ensure the provision of accurate and timely M&E and reporting to support evidence-based decision making, project management and planning
3.6	Provide support to Cabinet to support adherence to HRM and Financial policy
3.7	Design and implement a policy development model covering analysis, consultation, writing, approval, implementation and evaluation of internal MJCS policies
3.8	Implement Ministry strengthening initiatives as part of the Justice and Community Services Sector Capacity Development Strategy
3.9	Design and implement a project management model covering analysis, consultation, design, budgeting, approval, implementation and evaluation

Goal 4: Promote an internal culture of teamwork, collaboration and accountability

4.1	Establish meeting protocols to provide opportunities for information transfer, shared decision making and collaborative effort
4.2	Establish a reward and recognition process that acknowledges behaviour consistent with the MJCS values

5.2 Looking Outward: Partners & Stakeholders

Goal 5: Promote strong sector governance, collaboration and improvement through the HOAG

5.1	Maintain a quarterly schedule of HOAG meetings
5.2	Promote good governance practice in HOAG by becoming increasingly action oriented, with robust reporting, clear responsibilities, and the MJCS being pro-active in following up on agreed actions.
5.3	Provide support for the design and implementation of the JCSSS strategies and related projects, working in partnership with sector agencies and stakeholders

Goal 6: Develop the capacity of the MJCS 'hub' to develop collaborative partnerships with sector agencies

6.1	Develop the capacity for the MJCS support hub to design and apply effective consultation processes with justice agencies, including participation in SRBJ institutional strengthening
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	initiatives
6.2	Develop a schedule of known events and deadlines for statutory requirements that can be used to plan and monitor service delivery to agencies, including financial and budget cycle deadlines, monitoring and reporting deadlines, communications, HRM cycles etc.
6.3	Strengthen financial management capability and services across the sector in partnership with MFEM, coordinating financial management capacity development, supporting budget preparation, forecasts, cash-flow, monitoring, and financial reporting.
6.4	Strengthen HRM practices across the sector by supporting the implementation of agency HRM Plans
6.5	Strengthen M&E and reporting, including annual reporting, design and monitoring of agency based M&E

Goal 7: Collaborate with stakeholders to develop and implement sound policy

7.1	Assist agencies to develop policy in child protection, convention on the rights of persons with disability, human rights and other priority areas (e.g. policy to support Malvatumauri as an institution)
7.2	Support the Vanuatu Law Commission with stakeholders to ensure a strong legal framework (e.g. dangerous drugs act)
7.3	Respond to emergency situations by coordinating stakeholders to respond to project, development initiatives, emerging needs in times (e.g. cyclone response)
7.4	Provide accurate, timely advice to Minister
7.5	Provide support to enable stakeholders (e.g. Department of Labour on child labour issues) to exercise their powers and secure funding (e.g. Save the Children, Vanuatu Women's Centre)
7.6	Strengthen relationships and co-ordination with development partners, and promote better alignment with Government policies and develop capability in financial, human resource and legal strengthening.
7.7	Strengthen capacity and coordination of the national committees within the MJCS responsibility or participation such as the committee responsible for CEDAW, the NHRC, NCPC, UPRC, CRCC, UNCAC) and facilitate UN reporting.
7.8	Maintain participation in national planning initiatives (e.g. Sustainable Development Plan)
7.9	Recognise and maintain good relationships with CSOs who provide services for the sector, and provide clear policy direction. Recognise and maintain good relationships with Government Departments and agencies to harmonise policy objectives

Goal 8: Strengthen communications and information acquisition and dissemination to the community and stakeholders

8.1	Establish and implement a communications strategy to ensure effective information and reporting to communities and other stakeholders
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Appendix A: List of Abbreviations

CD Strategy	Justice and Community Services Sector Capacity Development Strategy
CLMO	Customary Land Management Office
CRCC	Convention on the Rights of the Child Committee
CSO	Civil Society Organisations
CSU	Corporate Services Unit (of the MJCS)
DCS	Department of Correctional Services
DWA	Department of Women's Affairs
GoV	Government of Vanuatu
JCSS	Justice and Community Services Sector
JCSSS	Justice and Community Services Sector Strategy
HOAG	Heads of Agency Group
HRD	Human Resource Development
HRM	Human Resource Management
MFEM	Ministry of Finance and Economic Management
MJCS	Ministry of Justice and Community Services (When not referring to another ministry directly, the word "Ministry" is used interchangeably throughout this document to mean the MJCS).
M&E	Monitoring and evaluation
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
NCPC	National Child Protection Committee
NGO	Non-Government Organisations
NHRC	National Human Rights Committee
NSDP	National Sustainable Development Plan 2016-2030
ODG	Office of the Director General
PAA	Priority Action Agenda 2006-2015
Plan	Corporate Plan (Unless otherwise stated, the word "Plan" is used throughout this document to mean the Corporate Plan of the MJCS).
PLAS	Planning Long, Acting Short
PJSPV	Policing and Justice Support Program (Vanuatu)

(This program has two parts Stretem Rod Blong Justice and the Vanuatu - Australia Police Project).

PSC	Public Service Commission
SRBJ	Stretem Rod Blong Jastis
UNCRC	United Nations Convention on the Rights of the Child
UNCRPD	United Nations Convention on the Rights of Persons with Disability
UPRC	Universal Periodic Review Committee
VAPP	Vanuatu Australia Police Project