

2014 Justice and Community Services Sector



Jastis, sefti, dignity, rispekt mo gud fasin blong evriwan

ANNUAL REPORT



MINISTRY OF JUSTICE AND COMMUNITY SERVICES
Government of the Republic of Vanuatu

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Acronyms

COM	Council Of Ministers
CLMO	Customary Land Management Office
CSU	Corporate Services Unit
DCS	Department of Correctional Services
DWA	Department of Women's Affairs
HoAG	Heads of Agencies under the Justice Sector, including Departments, Constitutional Bodies and Statutory Bodies
LMPC	Land Management Planning Committee
MC	Magistrates Court
MG-VLP	Mama Graon – Vanuatu Land Program
MJCS	Ministry of Justice and Community Services
MNCC	Malvatumauri National Council of Chiefs
MoL	Ministry of Lands and Natural Resources
OHCHR	Office of the High Commission for Human Rights
OIC	Oversight Implementation Committee
OMS	Offender Management System
PMO	Prime Minister's Office
PPO	Public Prosecutor's Office
PSO	Public Solicitor's Office
SC	Supreme Court
SPD	State Prosecutions Department
SRBJ-VLJP	Stretem Rod Blong Jastis – Vanuatu Law and Justice Partnership
UPR	Universal Periodic Review
VLC	Vanuatu Law Commission
WHO	World Health Organisation

Forewords

By the Minister of Justice and Community Services

Our sector has put in a significant effort at delivering our strategic priorities in 2014. We have made good progress on certain priorities over the last 12 months resulting in justice being delivered in a timely manner.

Our system still focuses very much on dealing with offenders, and little has been done to progress victim support. Recently, we have commenced piloting activities in communities that focus on the protection of women and children. Our donor partners and civil society partners have played a substantial role in the work we have started to do in these areas and we hope to learn valuable insights from this pilots which will allow us to strengthen and replicate this work.

The high number of young offenders as well as first time offenders presents a significant concern for our society. Our country's reoffending rate is not as high as the world average but it is still high for a population as small as ours. We are working on securing a location for the new Correctional Centre (that caters for separation of juvenile offenders) and we sincerely hope to do more on this in 2015.

We have made much progress in improving our data systems and processes that would enable us to do our jobs better. We have made a commitment as a sector to utilise technology to improve the work we do, and saving money whilst improving performance.

Our Ministry has had two Ministers and two Director Generals during 2014; the Hon. Christopher Emelee replaced Hon. Jonas James in February 2014. I took over the portfolio of this Ministry in May 2014 replacing the then Hon. Christopher Emelee. The then Director General Mr. Joe Ligo (Jan –July 2014) was also replaced by Director General Mark Bebe (Aug 2014 – present).

This is the second Annual Report containing the Sector's progress against government priorities as an integrated justice and community services sector. And I congratulate the agencies across the sector for their efforts in contributing to this report.

It is my strong hope that the Ministry and all departments and agencies under this Ministry, will continue to do their best to provide their services, much needed by our people, especially to those in the rural areas of our country. It is our responsibility to do so.

I wish to also take this opportunity to thank our partner Government Ministries, as well as our Civil Society and our Donor Partners for all the support of and cooperation and partnership with the Ministry in 2014.

Hon. Dunstan HILTON, MP
Minister of Justice and Community Services

By the Director General

Of the Ministry of Justice and Community Services as well as the Chairman of the Heads of Agencies Group that implements the Justice and Community Services Sector Strategy.

I am pleased to introduce the Ministry of Justice and Community Services (MJCS) Annual Report 2014.

I took up office as the Director General of the Ministry of Justice and Community Services in August 2014. As Director General (DG) for Justice and Community Services and Chair of the Heads of Agency Group (HoAG), I speak for us all when I say, our Sector has always been challenged to deliver services that deliver access to justice to our people given the resource constraints and geographic challenges of our circumstances and has at times been rightly criticised by our stakeholders, and the general public for our shortcomings.

However, as a Sector, we have achieved a great many things of which we should be proud. These achievements are all due to our vision, collaboration and commitment to deliver improved services to our people, made possible with assistance from our donor partners. Our successes this year are reflected in the priorities that we've set to work on together under our Justice and Community Services Sector Strategy (JCSSS) 2014 -2017.

Support from our donor partners, the Australian Government, the New Zealand Government, our UN partners and others have enabled us to achieve success in terms of ongoing capacity development of the sector in Human Resource management, Financial Training, infrastructure (renovations of the Supreme Court and the Public Prosecutor's Office; and planning and scoping of support to Corrections facilities), as well as advances across the sector in case and data management processes and systems.

With the support of some critical stakeholders from the justice sector, we formalised the establishment of the National Human Rights Committee. Additionally, we presented our second report under the Universal Periodic Review (UPR) to the United Nations Human Rights Council and developed a National Plan of Action for the implementation of the UPR recommendations which will be our human rights guide from 2014-2018. We have also finalised our United Nations Convention on the Rights of the Child (UNCRC) & its Optional Protocols Reports, the United Nations Convention of the Rights of People with Disability (UNCRPD) and United Nations Convention on the Elimination of Discrimination Against Women (UNCEDAW) Report. We have also participated in a review of Kiribati's implementation of the United Nations Convention Against Corruption (UNCAC).

Our Corporate Services Unit within the Ministry has successfully lobbied for the approval of our new 'hub' structure. The 'hub' structure will support us in creating a centre of expertise to support our agencies in delivering access to justice services to our people. We envisioned implementing this structure in 2015.

Our challenges this year have been many, including political fluidity and interference in our daily work and shortage of funds throughout the year. Our sector's governance system has also suffered; it was not working as well as we would have hoped due to frequent changes in leadership both at the Ministerial level and director level. Our HoAG has met but not been as active as planned and our Taskforce and the Working Groups have also not been meeting thus, the JCSSS has not progressed as much as we believed possible at the start of this journey.

Despite the challenges, we have strived to do the best we can, with the limited resources and the help from our donors and stakeholders. Thus as DG and Chair of HoAG, it is with sincere gratitude that I offer my deepest thanks to all the agencies within the Sector and to our donor partners for all the hard work and the cooperation without which, all our successes this year would not have been possible.

I also commend the former Director General of Justice, Mr. Joe Ligo for his leadership from January 2014 – July 2014. It is because of dedication, commitment and professionalism of the Heads of Agencies, our officers from across the constitutional bodies, statutory bodies, departments, our civil society stakeholders and development partners that change is slowly but surely being realised. We have a reason to be proud of the achievements and the commitment we have shown in working together to tackle sector priorities this year. We still have a long way to go to deliver a justice system to the people of Vanuatu that is fair and just and serves both victims and offenders equally.

I wish to acknowledge and thank all our Development Partners, and Donor's especially the Governments of Australia and New Zealand, and others, non-government local as well as international organisations such as the Save the Children Australia, Oxfam, Care Australia, World Vision, UNICEF, UN Women, Red Cross, Vanuatu Women's Centre and many more, which have through different special projects, financially, and with the support of technical persons, greatly assisted the Ministry with its work in 2014.

Mark Peter Bebe
Director General and Chairman of HOAG
Ministry of Justice and Community Services - 2014

About us

Our Vision

The Ministry has the same vision and mission as set out in the Justice and Community Services Sector Strategy; *'jastis, sefti, digniti mo gud fasin blong evriwan.'*

Our Mandate

The Ministry of Justice and Community Services (MJCS) is responsible for, or provides support to, a number of agencies within the justice system: the courts (Supreme, Magistrates, Island Courts), the tribunals, the correctional centres, 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.

Main Delivery Arms
Ministerial Portfolio
Corporate Services Unit
Department of Correctional Services
Department of Women Affairs
Child Desk
Disability Desk
Constitutional Bodies
Judiciary and Judicial Service Commission
Public Prosecutor's Office
Public Solicitor's Office
Malvatumauri National Council of Chiefs
Ombudsman's Office (reports to the Prime Minister's Office)
Statutory Bodies
Vanuatu Law Commission
Customary Land Management Office
Office of the Land Ombudsman
Other Bodies that the Ministry provides support
State Prosecutions Department (reports to the Prime Minister's Office as well as MJCS)
State Law Office (reports to the Prime Minister's Office)
Vanuatu Police Force (reports to the Prime Minister's Office)
UN Conventions Implemented by the Ministry
United Nations Convention on the Rights of a Child (UNCRC)
United Nations Convention on the Rights of Persons with Disability (UNCRPD)
United Nations Convention on the Elimination of All Forms of Discrimination Against Women (UNCEDAW)
United Nation's Convention Against Torture (UNCAT)
International Covenant on Civil and Political Rights (ICCPR)
Optional Protocol to the Convention on the Elimination of All Forms of Discrimination Against Women

(OP-CEDAW)
Optional Protocol on the Rights of the Child on the involvement of children in Armed Conflict (OP-CRC-AC)
Optional Protocol on Rights of the Child on the Sale of Children, Child Prostitution and Child Pornography

Our Agencies

The MJCS in collaboration with the Justice & Community Services Sector cover the largest jurisdiction in government. Each year, hundreds of men, women and children access the services provided through this sector.

Our core function is to support all parts of the justice and community services in promoting justice and providing fair and accessible equitable, services, and to enable collaboration and coordination in the effective and efficient delivery of service.

The Department of Women's Affairs and the Department of Correctional Services offer our services to hundreds of people throughout the six (6) provinces of the country, with facilities including four Correctional Centres. We also support the provincial work of the courts, prosecution, defence and land tribunals.

Below (Table 1) is a summary of our agencies mandates and the resources we had in 2014 to provide the services that we provided to the people.

Table 1: Justice Sector Agencies Summary

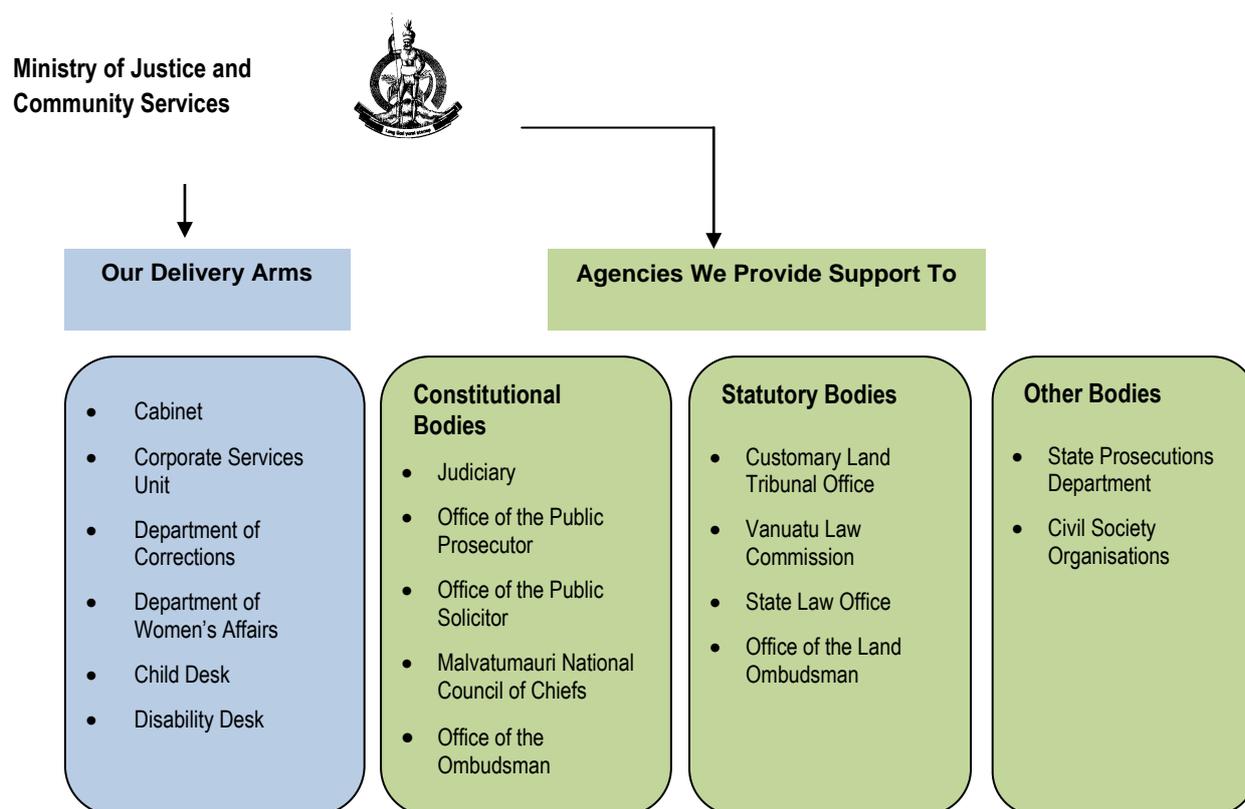
Service Delivery Arms	Responsibility	Recurrent Budget	Development Partner Support	Staff
Ministerial Portfolio	Provide policy direction on the priorities of the government of the day.	41,855,644		20 staff
Corporate Services Unit (CSU) or "the Hub"	Supports the Office of the Director General, the MJCS political portfolio, coordinating development partner support, coordinating cross sector agency developments and providing key services to the Departments within the Ministry as well as Constitutional and Statutory Bodies	28,979,301		8 Staff
Department of Women's Affairs	Seek to advance the status of Ni-Vanuatu women and to enhance their lives through focused policy formulation, targeted action plans and working in strategic partnerships. The Department's mandate is underpinned by the Women in Development approach and by the Gender and Development approach.	36,799,825		10 staff
Department of Correctional Services	DCS administers the provisions of the Correctional Services Act, the Penal Code (with regard to Probation Services). Provides administrative support and information to the Community Parole Board.	188,012,170	16,000,000	127 staff
Child Desk	Strengthening national planning, integrating the international goals (United Nations Convention on the Rights of the Child), developing a system of protection of children and support community efforts to prevent child abuse.	2,000,000		3 staff

Disability Desk	Disability Desk is responsible for the implementation of Disability related policies and Convention on the Rights of People with Disability and coordination disability issues country wide.	4,000,000	WHO -1,850,000 SRBJ- 2,210,105	2 staff and 1 volunteer
In addition to the four main service delivery arms, the agencies that we provide support to include the following. These agencies and their mandate is provided below:				
Other Bodies (Constitutional, Statutory)	Responsibility	Recurrent Budget (VT)	Development Partner Support (VT)	Staff
Judiciary	The Supreme Court has unlimited jurisdiction to hear and determine civil and criminal Proceedings.	Administration of Justice	53,376,000 (Supreme Court)	
Supreme Court	Supreme Court has jurisdiction to hear civil and criminal appeals from a magistrate's court and to hear appeals from island courts as to ownership of customary land. Its decision in such cases is final.	192,159,675		
Magistrate Court	The Magistrates' Court has jurisdiction to hear cases where the amount claimed or the subject matter in dispute does not exceed vt1,000,000; disputes between landlord and tenant where the amount claimed does not exceed VT2,000,000; and cases involving uncontested petitions for divorce or nullity of marriage. In its criminal jurisdiction, the Magistrates' Court hears cases that concern any criminal proceedings for an offence for which the maximum penalty does not exceed 2 years imprisonment. It has jurisdiction to hear appeals from civil decisions from Island Courts, except decisions as to ownership of land, where appeal is to the Supreme Court.			
Island Court	The Island Courts are specifically empowered to administer the customary law prevailing within their territorial jurisdiction.			
Malvatumauri National Council of Chiefs	Aims to preserve and promote culture and languages, support and encourage customary practice, uphold custom and tradition and ensure the effective operation of Malvatumauri through appropriate resources	29,463,144		5 Staff
Public Prosecutor's Office	Prepares and conducts effectively, economically and efficiently on behalf of the Public Prosecutor on any prosecutions, other legal proceedings or matter in which the Public Prosecutor is involved.	36,303,900		13 Staff
Public Solicitor's Office	Provides certain legal services to the Citizens of Vanuatu, particularly to ensure that that everyone charged with an offence shall have a fair hearing, within a reasonable time, by an independent court and be afforded a lawyer if it is a serious offence. The Functions of the Public Solicitor is to provide legal assistance to needy persons.	49,948,665		19 staff
State Law Office	Responsible for ensuring that written legal advices are provided to the Government on time.	92,784,403	Report provided to PMO	
Ombudsman of the Republic of Vanuatu	Administers effective governance and responsible leadership in Government and protects the use of the official languages for the benefit of the people of Vanuatu.	36,503,195	Report provided to PMO	15 Staff

Vanuatu Law Commission	Study and keep under review the laws of Vanuatu	10,355,435	SRBJ	6 staff
Customary Land Management Office	Develops and implement culturally acceptable dispute resolution tools in Vanuatu with the Malvatumauri National Council of Chiefs to minimize and control land disputes.	21,100,755	VLP - 14,985,440 SRBJ- 4,401,400	11 Staff
Office of the Land Ombudsman	The primary functions of the Land Ombudsman is to act as 'Watch-dog' in dealing with complaints from complainants regarding issues pertaining to rural land leases that are being processed for approval by the Minister of Lands and Natural Resources.	17,923,897		1 staff
State Prosecutions Department	Assists the Office of the Public Prosecutor prosecute criminal cases in the Magistrates' Court. State Prosecutors are Police officers appointed by the Public Prosecutor in order to carry out the function of the Public Prosecutor, according to section 8 of Public Prosecutors Act number 7 of 2013	No Budget (Dependent on PPO's budget of 36,303,900)		11 Staff

Note: The Ombudsman's Office and State Law Office are under the direct oversight of the Office of the Prime Minister. The State Prosecution's Department is a Department of the VPF and is under the direct oversight of the PMO with close operational and budgetary links to the PPO, supported by the MJCS.

Figure1: Our Structure



Our Staff – “the Hub”

Our core office referred to as the Corporate Services Unit (CSU) also known colloquially as ‘the hub’ supports the Office of the Director General, 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.

The Corporate Services Unit (CSU) under the Ministry of Justice and Community Services has in its new structure effective from 7th August 2014, a total of 48 positions. (See Appendix 1: Corporate Structure and Staff). All these positions are located in Port Vila, and other provinces. From this, three positions are currently filled, while two others are occupied on Acting basis.

The Principal Finance Officer position was filled in 2014. In 2014, the Corporate Service continued to engage the services of three support officers in the area of administration, finance, front desk and community services. The two new positions, Organizational Performance Coordinator and Principal Human Resource Management are both currently filled with incumbents on an Acting basis. Both positions are envisioned to be filled permanently in 2015.

The executive positions within CSU were advertised in 2014 to attract qualified candidates. The CSU is looking forward to welcome its new officers to the roles in 2015. The executive roles are namely; Policy Advisor¹, Capacity Development Coordinator, Organization Performance Coordinator and Monitoring & Evaluation Officer. These key positions will be funded with support from the SRBJ partnership program.

The Child Desk and Disability Desk were physically relocated to CSU from the Department of Women's Affairs in 2014. This move provides for improved monitoring and reporting from the Office of the Director General as well as oversight for those desks. The move also raises the profile of these important portfolios and will help ensure that the Ministry is aware of current issues, and readily able to promote these at a political level. Under the new structure, the UNCRC and UNCRPD conventions currently mandated to the Child Desk and Disability Desk are to report to the National Coordinator Human Rights but formal portfolio transfer is yet to be officiated by the Office of the Prime Minister.

The new structure was designed to strengthen corporate services functions, as well as to better accommodate the priorities identified in the JCSSS. The structure will be implemented in stages depending on the budget.

The corporate support to line agencies is vital, and in 2014 the Corporate Service Unit played an active role to support and provide technical assistance to Departments and Agencies.

Our Priorities

Our priorities are to facilitate, coordinate, support and ensure the sector effectively and efficiently delivers services to the people of Vanuatu. We are mandated to create an enabling environment for the sector to provide efficient and effective justice and community services, as well as progressive achievement of development goals as outlined in the eight strategic priorities that were carefully developed by the Justice and Community Services Sector in 2013. The strategic priorities include: customary disputes resolution, juvenile justice, victim support, infrastructure needs, human rights, crime prevention, case progression and access to justice across all provinces.

Key priorities that we focused on include:

- ❖ Recruitments to fill in the 'Hub' structure

¹ Funding and extent of funding for this position is still under discussion with SRBJ

- ❖ Development of efficient, effective and reliable case management systems within agencies including the Court Case Management System, SPD's Case Management System, SLO's document Management system.
- ❖ Capacity development including Human Resource Management, Finance Management and Legal Advocacy (for Lawyers)
- ❖ Infrastructure developments, including "Hall of Justice", Correctional Centres, the renovations of the Supreme Court and the Public Prosecutor's Office
- ❖ Disability Pilot Survey
- ❖ Child Protection initiatives through MJCS and our partner NGO-Save the Children
- ❖ Legislative Reviews to SLO to be drafted and listed to go before Parliament, including the Dangerous Drugs Act Report, Water Supply Act Report, Water Resource Management Act Report.

Our Efforts on High Level Commitments

A. Priority Action Agenda (PAA), Planning Long Acting Short (PLAS) and the Millennium Development Goals (MDG)

The Government's PAA 2006 – 2015 was updated in 2012. The PLAS 2013 – 2016 matrix builds on previous PLAS. Both documents cover indicators that are consistent with the Millennium Development Goals (MDGs) including the promotion of gender equality and empowerment of women. For the purposes of this report, we focus on the PAA through Policy Outcome 3.2, 3.4. The table below describes our progress towards achieving the output indicators in these documents.

Table 2: Our Progress towards implementing the PAA and PLAS²

PO 3.2 To provide stable institutions					
Key					
	Completed		On Track/Ongoing activity		Warrants Attention
Indicators	Rating	Comments			
Law and Justice sector framework reviewed and approved by COM;		Justice and Community Services Sector Strategy Framework was reviewed and approved by COM in March 2013.			
Case throughput rate in PPO, SPD, PSO and SLO³		Case throughput rate is measured as a volume of cases completed divided by the number of resources utilised. Currently, we know how much effort each agency is exerting to carry out its job. They are doing more cases with the same amount of resources but we do not really know yet with confidence, how many cases they truly work on or complete each year. PSO and SLO do			

² Indicators in these two documents are used interchangeably (outputs & outcomes), hence information extracted and portrayed here is both outputs and outcomes oriented.

³ Provided by SRBJ

		<p>not record accurately the cases they have closed. SPD is getting close to achieving this but PPO still needs to work out what the throughput rate for their office really is.</p> <p>As an example of this indicator: SPD would count number of cases they move to PPO (or MC now) - per year - divided by number of effective full time prosecutors</p>
New correctional facility built.		<p>In 2014 the infrastructure Task Force of the Department formalised documents for the tender process for Tanna and Luganville Correction facilities.</p> <p>An Infrastructure Plan containing 7 key activities was also submitted to COM for their approval. The Department is now working closely with the New Zealand Government as the donor to facilitate a Grant Funding Agreement which is now in the process of being finalised⁴.</p> <p>This funding will be used to implement a number of the 7 key activities identified in the Infrastructure Plan.</p>
New court house built		<p>A committee has been appointed by the Prime Minister's Office (PMO) oversee the progress to building of a "Hall of Justice". So far the committee has been unsuccessful in securing a development partner for the project.</p>
Backlog of court cases pending		<p>⁵In the Supreme Court, the total cases pending is 915 (an increase from 815 at end of December 2013) The extent of unacceptable backlog is around 260 cases. In 2014 there was a removal of a permanent judge from Santo, coupled by absence of 1 judge in Vila for an extended period, plus the transition of the NZ judicial support.</p> <p>In the Magistrate's Court, approximately 1300 cases are pending. In 2014 the Magistrate's court suffered a loss of two magistrates, retirement of one magistrate and the sudden death of another.</p>
Malvatumauri Act reviewed and approved by Parliament		<p>The National Chiefs Act was reviewed in 2013. A COM paper was drafted as a result of this review was being discussed with the PMO in 2013. It is unclear what the status of this discussion is in 2014.</p>
Land Tribunal Act reviewed and approved by Parliament; ¶		<p>The Customary Land Tribunal's Act was repealed and replaced by the Customary Land Management Act and approved by Parliament in 2013. The amendments to the Act were slowly implemented in 2014.</p>
Mechanisms and operational procedures established for prevention, reporting and responding to cases of abuse, violence and exploitation in communities		<p>Child Protection: The Child Desk with funding from UNICEF piloted a Child Protection Program on Erromango and Tanna in 2013- 2014. This pilot established Community Child Protection Communities (CCPC) who were trained and supported to refer cases of abuse of children to service providers.</p> <p>Violence Against Women: In 2014, DWA piloted the establishment of the Authorised Persons (APs) and Registered Counsellors (RCs) under the Family Protection Act. This pilot attempts an approach where establishments of APs and RCs can contribute to reporting (and thus prevention) and response to victims of domestic violence.</p> <p>Lessons learnt from both VAW and the CP pilot will assist government policy as well as government response to violence and exploitation in communities.</p>
Human Rights Commission established.		<p>An interim National Human Rights Committee was established in 2013. This committee was formalised in 2014. The National Human Rights Committee will assist the MJCS to establish the Human Rights Commission in due course.</p>

⁴Finalised April 2015

⁵ Figures taken from 2014 Court statistical data released by Chief Justice at Court Opening in January 2015.

Number of qualified lawyers recruited by the Law reform commission		In 2014, there were five (5) qualified lawyers recruited by the Vanuatu Law Commission
Number of Public Solicitor Offices in the Province		There are 4 Offices in the Malampa, Tafea, Shefa and Sanma Province. These offices are located on Malekula, Tanna, Efate and Santo.
Number of public prosecution Offices in the provinces.		There are two Offices of PPO, located in Shefa Province and Sanma Province, namely Efate and Santo.
% of disputes settled through CLTs which are appealed		In 2014, the new Customary Land Management Act 33 allowed for cases that have already been closed to reopen for a 12 month period. This 12 month window is still open and CLMO is beginning to lay the foundations for working on this provision of the act.
Family protection Act reviewed		The Act has not been reviewed because only parts of it were implemented (particularly in the courts). Appointment of "Authorised Persons" and "Registered Counsellors" is however, being piloted through the Department of Women's Affairs; The pilot identifies APs and RCs in communities' and attempts to establish an approach to tracking information and improving the flow of information from APs and RCs in rural areas to DWA and to other legal public institutions.
PO 3.4 To promote gender equality and empowerment women		
Indicators	Track	Comments
% of women in wage employment in the non-agriculture sector		48% in the Services Sector 17% in the Industry Sector (These figures remains the same as in 2013)
% of women in positions of DGs, SGs, Clerks, and Directors in Public Service		a. 0% of Women occupy DG positions b. 17% (1/6) of Women occupy SG positions c. 0% Women occupy town clerk positions d. 4% (2/53) women occupy the position of Directors in Public Service.
% of Women in Parliament, Provincial and Municipal Council		a. 0% of women in Parliament b. 0% women elected representatives in all 6 provincial councils. c. In 2014, a total of 29%(5/17) women in Port Vila Municipality (Reserve Seats). In Luganville Municipality (Open Seats) there are 6% (1/16) women in the Municipality. Luganville will be trialling Reserve Seats in July 2015.
Number of gender programs in Gov Ministries		In 2013, there were 7 out of 11 Government Ministries carrying out a number of gender programs. No stock take was undertaken since then.
Inclusion of the GRB in national budget statement		No inclusion of GRB in National Budget Statements.
Number of gender programs undergone cost benefit analysis		No government gender programs undergone a cost benefit analysis.

B. United Nations Conventions

Vanuatu is party to a number of United Nation Conventions. All the human rights conventions are implemented through the Ministry of Justice and Community Services. In 2013 and 2014, we were fortunate to be supported by the Office of the High Commission for Human Rights (OHCHR) by the provision of two UN Volunteers (2013 & 2014) who've assisted the Ministry in driving the formal establishment of the National Human Rights Committee (NHRC), supported the presentation of the UPR Report and assistance to the External Inspection Team on a draft report on the United Nation Convention Against Torture (UNCAT).

Our inconsistent progress towards the UN Conventions has been partly due to the changes in Ministers as well as Director Generals resulting in the shifting in political priorities. Whilst this is a key factor, we are confident that we will be able to progress implementation and reporting with support from the National Human Rights Committee.

The table below shows a list of all the Conventions ratified and progress towards reporting to the United Nations.

Table 3: Our progress towards implementing the ratified United Nations Conventions

Treaty Body or UN mechanism	Date Ratified	Tracking	Progress
Key			
 Completed	 On Track	 Draft Completed	 Overdue
National Human Rights Committee (NHRC)	-		In 2013, an interim National Human Rights Committee (NHRC) was appointed by MJCS to co-ordinate and oversee the activities for implementation and reporting to the UN human rights mechanisms (including treaty bodies, the UPR and UN Special Procedures). The NHRC supported the UPR Committee in preparation for the 2 nd UPR. In 2014, the NHRC was formally established by the Hon. Prime Minister Joe Natuman.
Universal Periodic Review (UPR)	-		Vanuatu went through the first UPR in 2009, and was due for the second UPR on 30 January 2014. The preparation for the 2 nd UPR started in March 2013, and the Team travelled to Geneva to present the UPR Report in February 2014. The team came back with recommendations. These recommendations were refined by the Vanuatu UPR Committee and a team presented the recommendations back to the UN UPR Committee in June 2014.
International Covenant on Civil and Political Rights (ICCPR)	21 st Nov 2008		Initial Report was overdue since 28 th February 2010.
Convention on the Elimination of all forms of Discrimination Against Women (CEDAW)	8 th Sep 1995		Combined 4 th & 5 th finalised in 2014. Endorsed by COM in 2014. Now awaiting funds for printing and presentation to UN in Geneva.
United Nations Convention on the Rights of the Child (UNCRC)	7 th Jul 1993		Latest report submitted in 1997. 2 nd Report is overdue since 5 th August 2000. In June 2014, the Council of Ministers endorsed the combined 2 nd , 3 rd , 4 th Periodic Reports. Final 2 nd , 3 rd and 4 th Periodic Reports to be submitted by June 2015.
Optional Protocol on the Rights of the Child on the involvement of children in armed conflict (OP-CRC-AC)	27 th Sep 2007		Initial Report Overdue since 2009. Draft Completed in 2013. In June 2014, the Council of Minister's endorsed this Optional Protocol Report. Final Report to be submitted by June 2015.
Optional Protocol on Rights of the Child on the Sale of Children, Child Prostitution and Child Pornography	17 th May 2007		Initial report overdue since 2009. Draft only Completed in 2014. In June 2014, the Council of Minister's endorsed this Optional Protocol Report. Final Report to be submitted by June 2015.
United Nation Convention Against Torture (UNCAT)	12 th Jul 2011		Initial report due July 2012. In 2012, an External Inspection Team (EIT) was established and

			responsible for monitoring prison conditions and its members were trained by the OHCHR.
			In August 2013 the EIT carried out inspected all correctional centres in Port Vila and Santo. These were the EIT's first inspection activities. From 2013 till 2014, the EIT is still finalizing its inspection report.
United Nation Convention on the Rights of People with Disabilities (UNCRPD)	23 rd Nov 2008	●	Initial Report due on the 22 nd November 2010. The initial Report was only completed in 2013. COM endorsed the report in June 2014 and feedback was provided by OHCHR. The report is now completed.
Optional Protocol to the Convention on the Elimination of all Forms of Discrimination against Women (OP-CEDAW)	17 th May 2007	●	Final report completed in 2014. Endorsed by COM in 2014. Now awaiting funds for printing and presentation to UN in Geneva.

C. Justice and Community Services Sector Strategy 2014 -2017

Overview of progress in 2014

During 2014, the Working Groups experienced some difficulties in progressing a number of the strategies. Most of the risks concerned factors like group member availability, ability to meet together in a timely way, and the capacity to identify a core and achievable focus for their activities. Many of the strategy areas are broad and complex, so it was challenging for some groups to decide their area of focus in 2014.

Despite the difficulties, some key directions outlined in the JCSS have progressed, at times through different mechanisms or groups. This offered opportunity to leverage the benefits of these alternative mechanisms through involvement of WG members, and by bringing the JCSS concerns into a national arena. An example of this is the Human Rights Working Group where there has been progress made through the newly established National Human Rights Committee. This will continue to offer a broader national mechanism for progressing the HR concerns as defined in the JCSS.

Early in 2014, the WG facilitators met to review progress, and to identify key support that would be needed in 2014 to assist the WG's to make progress. One initiative from this was a 1-day workshop that was conducted in May where all WG's met together to re-energise and apply some planning and diagnostic tools to progress their planning and project work.

Some of the challenges encountered by Working Groups in 2014 were:

1. Difficulties associated with establishing a clear focus when the issues are so big and complex;
2. Stakeholder engagement was patchy, although recognized as critically important;
3. Understanding of M&E, and use of M&E in WG projects is not well developed;
4. Variable experience across groups in designing and managing projects;
5. Difficulty for groups to maintain energy, focus and motivation over time;
6. Questions of ongoing relevance of the work, as many projects are long term and priorities can change;
7. The need to secure funding for key projects.

Status at the end of 2014 and Way forward in 2015

In December 2014, drawing on a stock take of progress conducted in May, and meetings with WG Facilitators throughout the year, the following describes the status of the WG activity as at the end of 2014, and notes the focus of effort in 2015. There are 4 categories that each working groups falls under to show its status and way forward:

Category 1: Progress through other active mechanisms

Category 2: Implement a clear next step

Category 3: Investigate alignment with other initiatives

Category 4: Narrow and refine the focus

Category 1: Progress through other active mechanisms

1. Customary Disputes Working Group

- a. The Custom Land concerns of the WG align with the activities of the LMPC (Land Management Planning Committee) and OIC (Oversight Implementation Committee). The area of custom land disputes is a shared responsibility between Lands and Justice.
- b. DG Bebe and MJCS Executive Officer are contributing members
- c. Work will continue to progress through these Committees in 2015
- d. Note that the issues associated with customary disputes that are not land related are yet to be addressed.

2. Human Rights Working Group

- a. Early work of the WG recognized the critical importance of the National Human Rights Committee to advise the Government on human rights standards
- b. During 2014, the NHRC was established, and a Chairperson appointed
- c. The NHRC is active with monthly meetings, and the MJCS Executive Officer is a contributing member
- d. Work will progress through this Committee in 2015.

3. Case Progression Working Group

- a. Activities supported through the case and data management projects in PJSPV
- b. WG members remain actively engaged in the developments and activities.
- c. Good progress is being made to improve case progression inside and between key agencies in the sector.
- d. Work will continue to be progressed and reported through PJSPV in 2015.

Category 2: Implement a clear next step

1. Infrastructure Working Group

- a. Initial scoping of infrastructure needs has been completed;
- b. Work in 2015 will progress through PJSPV support for technical assistance to undertake a sector wide infrastructure assessment and develop a prioritised plan in consultation with sector agencies. This will form the basis of future funding decisions for infrastructure development.

Category 3: Investigate alignment with other initiatives

1. Juvenile Justice Working Group

- a. The WG identified the outcome of effort as being: A separate Juvenile Justice System through an enactment of Juvenile Act
- b. Identified strategies include:
 - i. Focus on training in juvenile justice issues;
 - ii. Implementation of practical processes through the justice sector to target needs of juveniles;
 - iii. Establishment of an M&E framework to monitor progress of change.
- c. There is potential of greater alignment of this WG with the activities of the court focused Pacific Judicial Development Program, and the existing MOU on Juvenile Justice

2. Crime and the impacts of crime Working Group

- a. To date the WG has identified key activities in the areas of stakeholder engagement, research and statistical analysis, and communications
- b. In 2015, closer alignment will be progressed with the activities being undertaken in Black Sands.

3. Victim Support Working Group

- a. To date, WG planning has identified 'big picture' initiatives to improve victim support, but has recognised the need for a narrower focus and realistic activities.
- b. Work in 2015 will focus on the potential for stronger links to the planning and action priorities of the NHR Committee, and the Family Protection Act implementation efforts through Department of Women's Affairs.

Category 4: Narrow and refine the focus

1. Access to Justice Working Group

- a. It is noted that the mandate of this WG is broad and complex. No significant progress has been made.
- b. Some aspects of this strategy are 'outcomes' of other activities (e.g. infrastructure). Other aspects need special attention (e.g. issues of accessibility of justice, and the trust of communities in justice services)
- c. Effort in 2015 will focus on re-defining the focus of this Working Group.

Our Efforts towards Delivering Services

Ministerial Portfolio

In 2014 the Ministry of Justice and Community Services had three Ministers. In February 2014 Minister, Hon. Jonas James was replaced by Hon. Christopher Emelee and in May 2014 Hon. Christopher Emelee was replaced by Hon. Alfred Carlot.

Not only were there three changes of Minister over this period but the former Director General, Mr. Joe Ligo was also transferred and replaced in August with the present Director General, Mr. Mark Bebe. The changes caused a challenge particularly in maintaining momentum with particular activities particularly those requiring sector wide drive or direction. Nevertheless, cabinet has maintained its relationship with the agencies and supported and facilitated a number of their activities.

Key Achievements

- Provided support to the sector and donor partners as well as NGO's.
- Supported and participated in various sector driven activities such as:
 - the Disability Convention in Bangkok
 - UNWomen Markets for Change Program launch
 - the Save the Children donations to schools at Epau and Eton.
 - Anti corruption workshop in Port Vila
- Participation at Council of Ministers', tabling seventeen COM papers
- Signed MOU with Port Vila Municipal Council and Department of Corrections, for detainees to assist with keeping Port Vila city clean
- Negotiated compensation for Corrections Land at Etas
- Assisted the Judicial Service Commission to approve and announce the (as-yet-unfunded) appointment of a new Public Prosecutor.

Key Challenges

- The repeated change of Ministers and Director Generals through the MJCS has had a negative impact on the whole Ministry, particularly in terms of maintaining the momentum of work.
- Budget constraints in the cabinet support area led to the Minister being unable to conduct other provincial tours
- The cabinet had a number of challenges particularly in terms of Office assets and stationery:
 - There had only ever been 1 vehicle for the Ministry of Justice, one vehicle was damaged and remained in the garage for the latter part of 2014
 - Not all computers were connected to internet resulting in challenges in communications
 - Office equipment such as printers and computers continually break down
 - The office environment is unsuitable for work, plumbing and air condition issues are a daily occurrence.

Our Budget

Cabinet Budget: VT 41,555,644

Operations: VT 6,699,742

Payroll: VT 34,855,902

Our Staff

The Cabinet has a total of 20 staff including the Honourable Minister.

Our performance against the 2014 budget narratives

Description	Qty	Unit of Measure	Rating	Comments
Undertake regular Performance Review of key staff and personnel by DG	4	Number of regular performance review		No performance review was done by DG of key staff and personnel in 2014
Quarterly reports are produced and submitted to Minister	4	Number of reports		No quarterly reports were produced and submitted to Minister in 2014
Annual report is completed and submitted to PSC by March 2014	1	Annual report submitted to PSC		Ministry Annual Report is completed and submitted to PSC by June 2014
Adoption of Law and Justice Sector Road Map to ensure the implementation of such a key policy document	1	Number of Road Map		Priority of the Ministry remains the same as the Justice and Community Services Sector Strategy(the Road Map)
Final Corporate Plan completed by December 2014	1	Corporate Plan		No Corporate Plan developed in 2014
All bodies under the Ministry of Justice develop institutional strategies and action plans that show their annual activities are being implemented with budget support from the government	1	Strategy and Action Plan		All bodies within MJCS support have annual business plans reported against budget annually.

Our Focus on the Year Ahead

- Continued work on the Hall of Justice for all provinces
- Establishment and upgrading of Correction Centres on Efate, Santo and Tanna
- Support the negotiations for the recruitment and salary of the new Public Prosecutor
- Negotiations with donors and relevant authorities to address housing needs post Cyclone Pam.

Corporate Services Unit

The Corporate “hub” is responsible for supporting the sector agencies to implement parts of their business plans and implement the Ministry’s corporate plan⁶. The members of the ‘hub’ fully recognize the challenges the sector faces in producing equitable and reliable services that meets the demands of communities.

The hub fulfilled a number of key achievements in 2014. Additionally with the changes in the political environment, the hub has also had its fair share of challenges.

Key Achievements

- The Ministry corporate structure was approved by the Public Service Commission (PSC). First recruitment (Principal Finance Officer) was done in September 2014.

⁶ The Ministry Corporate Plan is still in draft form and yet to be finalised

- Facilitated the establishment of the National Human Rights Committee with support from the OHCHR, the PMO and the Ministry of Foreign Affairs.
- Facilitated the establishment of the National Human Rights Framework.
- Worked together with the Ministry of Lands and Natural Resources (MOLNR) to establish the first Office of the Land Ombudsman.
- Supported agencies with their 2015 budgets & business plans.
- Supported to 13 agencies to develop their 2014 Annual Reports
- Participated in the Review of Kiribati's anti-corruption laws
- Presented a report at the fifth session of the Implementation Review Group in Geneva, on the progress and challenges Vanuatu faces in relation to the implementation of United Nations Conventions against Corruption (UNCAC).
- Supported the implementation of COM decisions in 2014. COM decisions implementation stands at 52%.

Key Challenges

- The transfer of three Ministers', and the two Director Generals resulted in a reduction in the momentum of work in some activities including: leadership and direction of work, Heads of Agencies lost confidence in the ability of the Ministry to undertake its role, thus causing a big delay in the Working Group projects to be able to complete what is required of them, it disturbs the trust that the government has with its development partners.
- The approved Corporate structure was not fully implemented in 2014. This will impact on the CSU's future plans. Recruited must be made according to the approved structure to support the hub carry out its functions. Although there were a number of recruitments made in 2014, the advertisements did not attract the quality and appropriate candidates, which meant that many posts needed to be readvertised.
- Maintaining an effective relationship between the Corporate service and the cabinet within the Ministry.
- Maintaining the relationship and trust between the sector agencies in regard to procurement and acquittal processes.
- Land disputes in relation to the establishment of the Correction Centres have created delay with regards to securing of funding from New Zealand Government (with whom it was earmarked) and therefore building of the Centres.
- The newly established Land Ombudsman although recruited and located at the Ministry does not have an operational budget to carry out his mandated work.

Our Budget

CSU Budget: VT 36,812,410

Operation: VT 23,098,114

Payroll: VT 13,234,488

Our Staff

The MJCS Corporate hub (See Appendix 1) has a total of 48 positions. Nine of these positions are occupied with 4 permanent staff and 5 contract staff. Approximately 68% of the positions remain vacant.

Our performance against the 2014 budget narratives

Description	Qty	Unit of Measure	Rating	Comments
Agency Heads of Meetings hosted	4	Meetings		During 2014 there were 3 HOAG meetings called. Of the three, only 2 were held.
Quarterly reports are developed for the Minister, Ministry and its institutions	4	Number of quarterly Reports		No quarterly reports developed for the Minister, Ministry and its institutions in 2014
Preparation of papers and reports for Council of Ministers and Parliament.	4	Number of COM papers passed		There were 17 COM papers developed and reported against in 2014. Rate of implementation stands at 52% (at Jan 2015)
All expenditure transactions are within budget	12	Monthly reports produced		CSU expenditure was over the budget allocation due to unbudgeted for items. No monthly reports were produced in 2014
All agencies have business and corporate plans	1	Consolidated Business & Corporate Plan		All agencies within the Sector have their individual Business Plans; the Corporate Plan of the Ministry is still in draft form and should be reviewed in 2015.
Budget Planning and Processed in accordance with the requirements of the Public Finance and Economic Management Act	1	Budget Plan		The CSU does not have an approved Corporate Plan thus no Budget Plan was created in 2014.

Our Focus on the Year Ahead

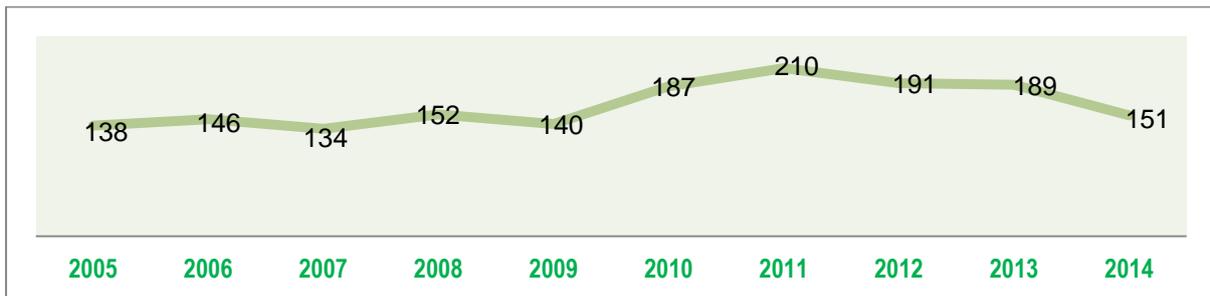
- ❖ Recruitments to fill in the 'Hub' structure
- ❖ Development of a MJCS Corporate Plan
- ❖ Development of a Budget Plan
- ❖ Facilitation and coordination of HoAG meetings
- ❖ Implementation and reporting of COM decisions
- ❖ Support agencies with Business Planning, Budget Narratives and Reporting
- ❖ Support the coordination and implementation of human rights activities as undertaken by the various Human Rights Committees within the Sector.
- ❖ Support the Ministry Cabinet deliver on its policy objectives

Department of Correctional Services

2014 saw continued strong performance from the Community Probation Service and a marked improvement in security at the Correction Centres. Continued maintenance of important facilities has also improved. Required reports, plans and budgets were all provided according to standard requirements.

As per Figure 3 (below), the number of detainees in custody in 2014 dropped compared with 2013 census. This shows that the 2014 Parole Board released 82 detainees (54% of the total detainee's census). Despite the number of detainees released in 2014, 64% of detainees were still being held in the Port Vila Centres. Approximately 15% of the detainees are on remand (detainees who are awaiting trial or sentencing). This is a drop in remand detainees compared to 18% in 2013.

Figure 2: Number of detainees 2005-2014



As per Figure 3, the number of detainees within the Centres has been fluctuating in the last 10 years. The graph peaks in 2011 and has been gradually reducing in the last couple of years. Although this number has been reducing, the high number of remand detainees has put significant pressure on resources, staff and infrastructure.

The 2014 detainee census continues to show that re-offending rates are relatively low in Vanuatu. This indicates that reducing the numbers of first offences is an important target. Sexual offending continues to account for the highest percentage of offending (54%).

The DCS 2014 report highlighted key achievements and challenges:

Key Achievements

- Marked improvement in the security of the Correctional Centres. 2012 and 2013 saw the longest periods without escapes in the history of the Department. However in 2014 there were 2 major escapes from the Port Vila Centre.
- Although there was no increase of the budget ceiling in 2014, the Department managed to employ an additional 27 Correctional Officers on contract to match detainee's ratio per officer. The move was to accommodate the new proposed corrections facility (which currently still remains at "standstill" for the government).
- Renovations of "Container city"(High Risk Centre) was finally completed late last year with the support from NZAID.
- 17 new computers were installed in the Department. The computers were funded by NZAID under the Grant Fund Arrangement.
- All Centres approved training for a number of their staff, including: a six month training for one officer through APTC, Domestic Violence training (Port Vila and Luganville), Public Administration training for three senior staff. Internal refresher trainings were also provided on security, leadership development, corporate learning, HRM fundamentals, Child Protection, Human Rights, continuing education at USP, probation refresher on Enforcement and Compliance
- Ongoing - 3 PO'S USP Study Social Work Degree Level, One to graduate end of 2015, two others in two years' time while 5 PO'S APTC Diploma Graduation in 2014 as well
- Based on the continuing absenteeism, the Department developed a HR policy specifically on "unapproved absence from the work place". This policy is enforced on staff to comply with (Standard Operation Procedures (SOP) and comply with PSC rules and regulations.
- Development of a new Detainee Cash Policy purposely to regulate control of detainee cash revenue in the centres.
- The Luganville Centre maintained a strong focus on detainee rehabilitation, community work and reintegration. Detainees participated in activities such as: literacy and numeracy classes, 3 month

attachment with a local restaurant; construction of a new fish pond, arts and crafts, drug and alcohol programs and first aid. The Luganville Correctional Centre provides catering services, agriculture and woodwork as rehabilitation programs.

- Renovation of “container city” was finally completed late last year with the support from NZAID.
- Since January 2014, there has been an issue on staffing capacity, very limited manpower in the units thus, Director of Correctional Service dismantled the Custodial Support Unit its officers were posted to high risk and remand, in order to have enough strength in the two units. Despite the fact that most of the custodial officers posting to the units, the remaining 4 Custodial officers continue to perform as normal. Detainees files in OMS (Offender Management System) were managed and are up dated regularly including court and Medical escort information.
- In 2014 many of the Luganville Centre staff attended capacity development training. Due to non-replacement of staff, the Luganville Centre was understaffed for the majority of 2014.
- E Gov, OMS and Voip established in all Probation Offices in every provinces
- Seks Mo Loa Awareness and DBKS awareness delivered in Torba & Tafea
- Community Justice Supervisor Forums completed for Torba and Malampa
- 10 Court Tours in Vanuatu, 6 Southern/4 Northern
- Memorandum of Understanding was signed with Port Vila Municipal Council and Malampa Province

Key Challenges

- Searches were conducted in all units late last year, 17 detainees were reclassified to high risk and were transferred to high risk unit musters end of last year
- Inspection of all Units, resulted in disciplinary action against 30 officers (issued warning letters).
- 5 officers were suspended for neglect of duty. They are currently replaced by 5 new officers posted to High Risk Unit including 3 permanent officers from Low Risk Unit.
- Centre South had two escapes in 2014, the escapes occurred on the 9th of June and 21 November 2014. Six detainees escaped on the 09th of June and 2 detainees escaped on the 21st November 2014. DSC has managed to recapture all of the escapees by supplying Intelligence information to the Police. The two detainees’ escapes in November were recaptured by Correctional Officers.
- The capacity of the Centre can carry up to 73 detainees but recent years showed numbers exceeding the figure (2014 saw 98 detainees, 6 in one cell). Although some of the facilities are new, the High Risk Building is in a very poor state of repair. The current facilities are also unsecure, unsafe and do not comply with minimum international standards. Plumbing, electrical and structural problems occur on a daily basis.
- In the Human Resources area, there is still a high volume of contracted and daily rated workers putting a significant strain on resources. A number of these officers were brought in using ‘swift’ recruitment. It is often found that they were not suitable for correctional work and constant changes in staffing meant it was difficult to ensure the required standard of training was achieved. Staff were also finding the poor working conditions increasingly difficult and morale amongst the staff declined substantially.

Our Budget

The Department’s total budget VT 188,012,170
Payroll VT 139,837,997
Operations VT 47,201,454

Additional to our budget, the New Zealand government has been providing the DCS with an additional **VT 16,007,853** per year. As of December 2014, total expenditure of this amount was at **VT 9,220,193**

Our Staff

There is a total of 127 staff in the DCS. Of that, 98 are permanent staff, 26 contract staff and three Temporary staff.

Our Performance against the 2014 budget narratives

	Budget Narrative measure	Comments
1	Number of escapees per annum	In 2014, there were 8 escapees. Six detainees escaped on the 9 th of June and 2 detainees escaped on the 21 st of November. By way of comparison, last year 2013, there were 12 escapees. Searches were conducted in all units late 2014 and 17 detainees were reclassified to high risk and were transferred to the High Risk Units.
2	Percentage of community sentences (including Parole) meeting quality assurance measures	See Figure 4: Performance against Quality Assurance Standards (below).
3	Number of reports provided to the Courts and Community Parole Board	There were 84 Reports provided to the Court and 62 Reports provided to the Community parole board.
4	Percentage of detainees undertaking a rehabilitation programme	The current measure of this area is via pre-release reports to the Parole Board. These reports indicate that 100% of detainees had completed at least one rehabilitation activity with most completing 3-4 programmes
5	Number of complaints upheld by the Ombudsman	No complaints were upheld by the Ombudsman in 2014.

Our Focus on the Year Ahead

- Re- open Tanna Correctional Service with support from NZAID
- Establish a new High Risk Unit at the Luganville Centre

Figure 3: DCS Performance against Quality Assurance Standards

QAS ITEMS	HOW OFTEN	TOTAL No.	COMPLIANCE- VERY HIGH (80%-100%), HIGH (60%-80%), MEDIUM (40%-60%), LOW (20%-40%), VERY LOW (0%-20%)
Pre-sentence Reports (PSR)	Every Month-Senior Probation Officers undertake QAS results in the Monthly Reports to the Management	85	VERY HIGH. The Quality Assurance System is used all the time. There are no issues here with PSR. Supreme Courts use this report all the time. The only issue here is on court tours, sometimes Court Judges/Magistrate request this and require submission within two to three days and it is supposed to be a long report with more information (2 weeks) and more contacts made in the community. Courts should use more during tours, Oral Reports and Same Day reports (short reports).
Same Day Reports (SDR)	Every Month by the Senior Probation Officer in the monthly reports to the Management.	6	HIGH. No issues with this SDR-These are short reports for the Courts usually done in the

			Provinces-Court Tours.
Compensation Reports	Every Month by the Senior Probation Officer in the monthly reports to the Management	1	VERY HIGH. No issues with the report. No issues with the report. Compensation report is very rarely requested depending on the nature of the offences and discretion of the Courts
Pre-release Reports-Parole	Every Month by the Senior Probation Officer in the monthly reports to the Management.	62	VERY HIGH. No major issues with this report. Grand Total:62
Parole	Every Month QAS Check by the Senior Probation Officers especially Parole Files in the monthly reports to the Management.	69 Parole releases in 2014.	VERY HIGH. No major issues. There has been 29 Cases deferred by the Board in 2014 with the main reason for further rehabilitation programs needed. Sexual Offenders are usually the case.
Supervision	Every Month QAS Check by the Senior Probation Officers especially Supervision Files in the monthly reports to the Management.	15	VERY HIGH. No major issues with this but the number has dropped due to many terminations made after long sentences and Courts sometimes use Fines and Community Work as well as Suspended Sentences.
Community Work	Every Month QAS Check by the Senior Probation Officers especially Community Work Files in the monthly reports to the Management.	79	HIGH Total Community Based Sentences in 2014 : 150
Crime Prevention	N/A	34 Awareness's in total where Probation Officers use the Sex and the Law/Pornography and Department Awareness Materials.	VERY HIGH. Crime Prevention Ongoing into 2015. This occurs when officers are not busy with reports and case management. Such awareness also happens during Court Tours as well where convenient. Delay with the funding in 2014 saw cancellation of awareness's in Shefa and Sanma plus Tanna Island.

Department of Women's Affairs

The Department of Women's Affairs (DWA) was established in 1994 to enhance and promote the status and the protection of Ni-Vanuatu women. In 2014, DWA undertook some strategic steps to lobby for the Government support to introduce a Temporary Special Measure (TSM) for elections at the Municipal Council level. DWA also successfully lobbied Council of Ministers to approve that in all National Working Groups and Task Forces, that 30% would be women. The DWA Annual Report 2014 highlights important developments and challenges that are summarized in the brief below.

Key Achievements

- Implemented Reserve Seats, we have 5 women councillors elected into the current PVMC- the biggest for any one time since independence.
- Submitted the 4th and 5th National CEDAW report. It has been accepted by UNCEDAW committee and endorsed by COM. The National presentation will take place in January 2016.
- COM approved that 30% women's representation in all National working Groups and National Task Force.
- Piloting the Authorised Persons and Registered Counsellors, particularly establishing an approach to tracking information and improving the flow of information from authorised persons in rural areas to DWA and to other legal public institutions.

- COM approved the allocation of part of Land Title No. 886 for the establishment of offices for the Department of Women's Affairs, Children and Persons with Disabilities for the Northern Town.
- In partnership with Malampa Provincial Government, constructed the Malampa Women's Handicraft Centre in Lakatoro using VT1, 200,000 secured from the Direct Aid Program (DAP), Australian High Commission. The building was completed and was officially opened in October 16th 2014.
- DWA completed the provincial Consultations to inform the Provincial Gender and Women's Development Strategy.
- Beijing 20+ Report was completed and presented by the Minister of Justice in Bangkok – October 2014.

Key Challenges

- Delay in sourcing funds to carry out key activities of the Department.
- Delay in recruitment of DWA provincial staff primarily due to the attitude to priority at the provincial level to provide support to establishing office spaces and professional support, and secondly is the budgetary support to those provincial officers.

Our Budget

The Department's total budget VT 36,799,825

Payroll VT 17,585,086

Operations VT 15,514,739

A total of VT3 million was taken from DWA's budget by MJCS CSU in December 2014 to meet additional cost incurred by the Ministry.

The annual budget allocation does not cover the implementation of the different activities under the prioritized strategies and therefore there is heavy reliance on development partner funding for the implementation of activities by DWA. Child Desk and Disability Desk are also covered under this fund. It is important to note that operational funding covers only the operational management of the Department. The different program activities are fully funded by external funding sources.

Our Staff

There are eleven staff employed at post as of December 2014. Nine out of eleven of these staff were permanently employed since 2009. There are five vacant positions.

Our performance against the 2014 budget narratives

Description	Qty	Unit of Measure	Comments
Progress report on the socio-economic impacts on the piloting of the implementation of the Vanuatu Family Protection Act	1	Progress Report	Recruited 2 extra staff, 1 contracted staff as manager of the program and 1 is a TA- providing planning and expert advice and mentoring to staff. There are 3 pilot sites, Paunangisu, Tokyo village and Matakeru. Developed a Household Survey Report (disaggregated). Did a Community Mapping which provided a process for selecting ACs and RCs in the Community, and also developed a list of service providers. (More information can be found in the DWA

Annual Report 2014)			
Development of an internal management operation manual	1	Operation Manual	Two trainings have taken place to start this process. The manual will be finalised and completed in 2015.
Restructure and review of job description of the Department	1	Report on restructure and review	A new structure has been developed and Job Descriptions will be reviewed and salary scales will also be adjusted in line with the new National Gender Policy. A new structure will be in place by the end of 2015.
Implementation of MOU signed with Development Partners and NGOs	1	Report on MOU implementation	MOU Signed with: - TVET to implement TVET Gender strategy. - Malampa Province to implement Gender Plans plus Child Protection and Disability. - Pacific Leadership Program for implementation of the TSM within Municipalities in Vanuatu.
Social and Economic Projects implemented	1	Number of projects	1. Pilot APs and RCs in selected communities in Vanuatu 2. Provincial consultations of the Provincial Consultations and Women's development policies and provincial gender plans.

Our Focus on the Year Ahead

- Work with PLP to implement the TSM in Luganville Municipality elections June 2015 and Research
- Finalise and launch the National Gender and Women's Development Policy
- Finalise Department's Structure and regrading the positions according to the National Gender Policy.
- Implement the piloting of APs and RCs to 3 other locations, Malekula, Tanna and Santo.

Child's Desk

The National Child Desk Office was established in 2008 with funding through UNICEF to facilitate the Coordination of the Implementation of the United Nations Convention on the Rights of the Child (UNCRC) in which Vanuatu ratified in the National Parliament in 1992. The rights in the Convention describe what a child needs to survive, grow, and live up to their potential in the world. These rights apply equally to all children.

In 2010, the government formally incorporated the National Child Desk Post into the government structure and budget. The focus of the National Child Desk Office is to be the National Focal Point for the integrating of the international goals into National Government plans, policies, strategies and programmes; coordinate government and stakeholder efforts in the CRC implementation of activities at all levels; including development of an effective system for the protection and social reintegration of children and other vulnerable groups.

Since 2014, the children's portfolio was transferred from the Department of Women's Affairs to the Ministry of Justice and Community Services Corporate Services Unit so issues of children could be more vocal. With these changes still in process, the Department of Women's Affairs is supervising the National Child Desk Office and managed by the Ministry of Justice and Community Services. Key issues concerning children addressed by the Child Desk Office cuts across the eight strategies of the Ministry of Justice. With the challenges and limitations of the office, Human Rights and Victim Support are given more priority.

From 2013 the Office was assisted by the United Nations Children's Fund (UNDP) to facilitate two Child Protection piloting sites on Tanna and Erromango, Tafea Province. The purpose of the pilots was to help identify the existing traditional mechanisms in place at the community and provincial level to handling child protection

cases as well as improve connectivity and clarity between formal and informal Justice Systems. The number of children affected directly and indirectly through the Child Desk Program is the growing 105, 652 child population and their families throughout Vanuatu.

The National Child Desk Annual Report 2014 provides more detail into the role of Desk. A summary of its key achievements and challenges are outlined below. .

Key Achievements

- One of the clear successful outcomes from the pilot is that the Child Desk Office is starting to receive child clients and their families including adults seeking child protection information, basic counselling and support and referrals. This year the officers recorded a number of 74 Child clients and 3 Children seeking information from the Lenakel/Loanapkamei Office, Tanna and 11 Child clients from the Port Narvin Office, Erromango.
- Awareness on Child rights and child protection issues among people living within the two pilot sites of Loanapkamei and Lenakel, Tanna and Port Narvin, Erromango has increased knowledge of Child protection issues through one (1) Child Protection workshop with the Community Child Protection Working Group (CCPWG) at Loanapkamei, Tanna and several community meetings with community members at Port Narvin, Erromango.
- The coordination role of the Child Desk Office in establishing and facilitating the National Child Protection Working Group (NCPWG) meetings has been bringing together stakeholders for discussions, updates, improve working relationships and supporting each other through one off events like awareness's and National children's day events.
- The recruitment of a Temporary Communications and Logistics Officer resulted in the development of one (1) CRC Poster and four (4) Child Protection brochures.
- An estimated of 500 children attended the National Children's Day Program (in July) held at Freshwota Field with the Freshwota Community in Port Vila.
- Implemented Spelling Bee Competitions in Port Vila, Lakatoro, Port Narvin, Luganville and Tanna, involving 59 teachers and 1,569 students (mostly year 5 and 6)
- Confirmation of Donor Funding (from VLJP) to support a Child Protection Consultancy position in 2015 to develop a National Child Protection Framework and the development of a National Children's Policy

Key Challenges

- Due to human resource and funding constraints in the past 2 years, the Office has suffered from good planning, coordination, implementation, monitoring and reporting of activities.
- With increased responsibilities over the last 3 years, the Pilot program shared office (with DWA) in Lenakel is becoming overcrowded. There is currently no room for private room counselling which is an important component of the current Child Protection pilot on Tanna.
- Staff capacity is limited in terms of Human Rights and child protection. Staffs also have limited capacity in facilitating the mainstreaming of Child Desk Programs nationwide.
- The Desk Annual budget allocation does not cover the implementation of the different activities under its prioritized strategies and therefore there is heavy reliance on donor funding for the operations of

these program activities and the overall Child Protection Pilot Program on Tanna and Erromango, Tafea Province

- There is limited funding and human resource, to pre-test and print the IEC materials
- The Desk has yet to finalize a project plan to sustain the Reading Assessment Package with support from Central School.
- A Terms of Reference for the Community Child protection Working Group and Provincial Child Protection Working Group has yet to be commented by the Provincial representative on Tanna
- Staff reporting to National Child Desk office is often difficult due to language barriers.
- Proper receipts from provincial staff remains a challenge, including the outstanding 2013 and 2014 National Children's Day financial reports yet to be received from DWA Malampa; and DWA Sanma Women's Desk Officer has yet to provide 2014 National children's day outstanding receipts of VT 20,000

Our Budget

The Desk's annual budget is VT 2, 000, 000. This annual budget allocation does not cover the implementation of the different activities under the prioritized strategies and therefore there is heavy reliance on donor funding for the operations of these program activities and the overall Child Protection Pilot Program on Tanna and Erromango, Tafea Province. The Desk received an amount of VT 4, 746, 284 from UNICEF for the Child Protection Pilot Program for the year 2013 – 2014 period. In 2014, the Desk fully utilized the remaining VT1,936,981 from the funding towards pilot program administration and activities.

Our Staff

There is one permanent National Child Desk Office and two Provincial Child Protection Program Officers at Tafea Pilot Sites (Port Narvin, Erromango & Loanapkamei/Lenakel, Tanna).

Description	Qty	Unit of Measure	Comments
Progress report on the socio-economic impacts on the piloting of Child Protection	1	Progress Report	Child Desk Annual Report 2014 outlines the socio-economic impacts and progress of the Child Protection Pilot program

Our Focus on the Year Ahead

- Work with VLJP assistance on key performance indicators for the Child Desk Office so it reflects what is expected to be achieved from a program activity. E.g. Developments of a reporting matrix and a child client data table to help show progress as well as gaps.
- Review project officer report and data matrix to capture information and data as required for reporting purposes and provide a clear picture on the pilot progress.
- With VLJP assistance work on developing a RAPT monitoring indicator/s to be shared with Central School.

Disability Desk

The Disability Desk is responsible for the implementation of disability related policies and United Nations Convention on the Rights of Persons with Disability and the coordination of disability activities country wide. The Disability Desk coordinates efforts to ensure the protection and empowerment of people with disabilities is addressed at the national level through strengthening of partnership among government agencies and as well as NGOs and Civil Society Organization.

Key Achievements

- In partnership with the National Statistics Office, the Disability Desk coordinated a first ever disability pilot survey in four identified sites from January to March 2014. These include Eton and Epule Village, Ifira Island and Futuna Island from the Tafea province. These sites were selected according to access to services, for instance Ifira being from the urban, Eton and Epule representing peri-urban and Futuna being the remote community. A total of 2583 individuals were sampled, of that, 92 were identified as having a disability. Read more of this survey in the 2014 Disability Report.
- Disability Desk convened the inaugural Community-Based Rehabilitation (CBR) workshop in Port Vila. A total of 26 participants representing various organizations came from Tafea, Sanma, Shefa and Malampa including stakeholders from Port Vila attended the workshop.
- The group's discussion in the workshop led to the development of the National CBR Action Plan 2014-2024. The CBR was launched in August 2014.
- Public Service Commission officially handed over a government building to the Ministry of Justice to be used for the purposes of disability activities.
- The Desk purchased a new vehicle which made it more effective for the Desk to visit or transport clients from their homes in Eton, Epule Top and other communities.
- Disability Desk also focused on strengthening networks in the provinces who will oversee the implementation of government policies related to disability at the community level. Provincial Committees have been established in Tafea, Shefa, Sanma and Malampa and Torba (in 2015).
- Malampa successfully hosted the 2014 International Day of Persons with Disabilities.

“The disability budget supports the Desk and it allows the disability CBR workers to visit children and people with disabilities around Efate. These visits resulted in a lot of successful stories. For instance during the undertaking of the Disability Survey, the team identified a child with a disability at Epule Top bush who was bed ridden for months with bedsores and was underweight. From their report, the Desk was able to ensure that the child was taken to hospital and is now back in good health. These are some examples of our work in remote villages of Efate as well as communities as far as Futuna Island”

Key Challenges

- Insufficient budget allocation by the government to the disability sector.

- People with disabilities are not offered an environment to access education, the buildings are not disability friendly, teachers are not skilled to work with children with special needs. But still the Government through the Ministry of Education keeps increasing its budget when the services provided by schools are not disability inclusive.

Our Budget

The Annual Budget for Disability Desk is **VT4, 000,000**. An additional **VT 1,850,000** is provided by WHO for Community Based Rehabilitation activities and **VT2, 210,105** from Stretem Rod Blong Jastis partnership for Disability Activities.

Our Staff

The Desk has only one permanent staff, a contract officer to assist with Community Based Rehabilitation and an Australian Volunteer to assist the Desk with its activities.

Description	Qty	Unit of Measure	Comments
Progress report on the socio-economic impacts on the pilot survey of persons with disability	1	Progress Report	Pilot Survey Draft Report has been completed, awaiting circulation for commenting in early 2015.

Our Focus on the Year Ahead

- Consult on the proposed Disability legislation
- Review of Disability Policy
- Explore means of expanding on from the disability pilot survey to capture evidence based data from a National Scope Assessment of disability numbers and needs
- Seek funding for disability activities including renovation of the building given to the Desk and turn this into the National Disability Rehabilitation Centre.
- Continue with CBR outreach activities. Strengthen the CBR committee
- Strengthen Provincial Government Disability Committees and their resources;
- Establish and formalise a Provincial Government Committee in Penama Province
- Celebrate International Day of People with Disability in Torba Province in December 2015.

Our Constitutional Bodies Delivery of Services

Malvatumauri Council of Chiefs

The council of chiefs was established under the Chapter 5 of the Constitution (articles 29 and 30). The purpose of the Malvatumauri Office establishment is to provide an administration to the Malvatumauri Council and discuss all matters relating to *kastom* and tradition and the preservation and promotion of the Ni-Vanuatu language. The National Council of chief Act No 10 of 2006 defines most of the roles and function of the council and it is intended to safeguard the harmony and peace in the society.

Key Achievements

- For the first time ever since independence; the office of intellectual property in partnership with the Malvatumauri developed a strategy to safeguard the manufactured properties and protection of custom trademarks in the business sector. It is likely that the approach and initiative undertaken will enhance the local industries and will be beneficial for both formal and informal governance system.
- Launching of the pilot implementation program of the 19 resolution in Loltong, Pentecost (June 2014). The result was outstanding and it show that most of the 19 resolution activities had been finalized and jointly approved by the chiefs and people of the area concerned. Similar pilots have been implemented on Epi, Malo and Erromango
- Malemeli Island Council of Chiefs on Ambrym is carrying out massive training awareness with assistance of the Malvatumauri on major roles and duties of chiefs in Ambrym. The 2nd phase of the project will be completed in June 2015.
- Structure of the institution was reviewed, finalised and sent to Public Service Commission for approval.
- In September 2013, the government had passed a new law of the Customary Land Management Act and provided more power and authority to the custom governance authority in the process of the land dispute resolution.
- The first ever Council of Chiefs of Vanuatu in New Caledonia was set up. It is envisioned that a similar process will be used to facilitate the establishment of a Council of Chiefs of Vanuatu in Fiji.
- MNCC led the peaceful discussion of the West Papua issue and organised the first ever West Papua Leader Summit in December 2014.
- In July 2014, a new Nakamal Kava bar was officially opened on the MNCC premises. The kava bar generated VT150,000 worth of revenue monthly.

Key Challenges

- Ongoing lack of support and resources, particularly human resource and budget to support implementation of plans.

- current institutional capacity consisting of only 4 staff is not enough to fully implement the expected workforce plan of the institution as such, the daily administration, the coordination and enforcement of the National road map, and required service and function of the institution.
- Provincial structure and custom structure creates a lot of confusion within communities e.g 2 separate area councils and various nomination of chiefs and leaders in the same custom area
- The National Council of chief Act must be reviewed to enable better institutional function and the requirement of service.
- There is not enough funds being made available to MNCC to allow for the smooth implementation of the 19 resolutions
- Political changes within the Ministers of Justice and the position of the Chief Executive Officer of the MNCC

Our Budget

The Malvatumaui's total budget is VT **29,463,144**, with payroll being VT 7,627,561, Operations being VT8,937,583, support to Island Council of Chiefs being VT 5,387,000 and Council Member's Allowance VT6,275,304

Our Staff

There are eight Officers in the Malvatumaui. From these, there are three permanent staff, one Acting staff (CEO, appointed in the interim to replace outgoing CEO), three contract staff and a constitutional appointment. (President, appointed for a period of five years)

Our performance against the 2014 budget narratives

Description	Qty	Unit of Measure	Comments
Two annual meetings held	2	Number of Meetings	Two Council Meetings were held. The first was a normal council of chiefs meeting held in May 2014. The second was an extra ordinary sitting in November as requested by the government through the Minister of Lands.
All activities implemented as recommended during the year	75	Percentage	45% of activities that were planned for have been achieved and implemented through 2014.
Annual report produced on activities	1	Number of reports	Annual Report produced for 2014
Action Plan on National Council of Chiefs developed	1	Number of action plans	An Action Plan was developed for 2014 and implemented
Each island or urban council to hold meeting of their members	2	Number of meetings	Each council holds 2 sittings each year, plus the extra ordinary sittings of executive members
All members are paid monthly allowance starting in January 2007	31	Monthly	Annually a budget of VT6 million is budgeted for and approved as the Council member's monthly allowances.

Our Focus in the Year Ahead

- Development of an Infrastructure Development Plan
- Implementation of the organisation structure(pending approval by the PSC)

Our Statutory Bodies Delivery of Services

Customary Lands Management Office

CLMO is a relatively new office set up after the introduction of a new land law called the Customary Land Management Act No. 33 of 2013 which repealed and replaced the CLT Act No.7 of 2001.

In order to effectively function, the CLMO operates another 5 small offices in the other 5 provinces (6th province being Shefa), housed under the office block of respective Provincial Government, except on Tanna which was housed with the premises of the Nikoleten Council of Chiefs at Lenakel. These offices are managed by a single officer, excluding the Sanma office which was recently upgraded to 2 staff.

As the Act is new, there are difficulties in implementing the legislation. The CLMO with support from a Short Term Adviser developed an issues paper in 2014 to identify the various issues and complications in implementing the Act.

The brief below summarised key achievements and challenges faced in the office in 2014.

Key Achievements

❖ **Legal & Legislation**

- CLMO established its new CLM Act 33 of 2014 on December 2013
- Then via the parliament it further amended its Act (CLM Amendment Act No 12 of 2014) in April 2014
- An issues paper was developed & released to identify frequent questions and comment raised on CLM Act of 33 of 2013

❖ **Policy & Administration Guidelines**

CLMO established appropriate policies, procedures and administration guidelines to simplify the implementation of the new CLM Act

❖ **Office Strengthening & Human Resources Development**

- Structure revised and approved by the PSC
- New structure implemented,- 2 New positions made permanent in 2014, and Senior positions remuneration package has been upgraded,
- Main CLMO office in Port Vila was renovated, Santo office shifted to much bigger office space
- Procured new office machines and equipment's
- Upgrading CLMO Database and recruited a contract officer to maintain that database
- Finance section full operational at from the CLMO, and not from MOJCS
- Engaged Short Term Adviser to identify issues with the new Act

- Create new position and engaged a contract officer to fill the position of Land reform Administrator

❖ **Training Development**

The new land laws places a requirement on the CLMO staff and its relevant stakeholder's to acquire training. The training that has been delivered are as follows:

- Familiarization Training on the CLM Act and its related Acts for 1week
- Training on process and procedures of Lease processes the roles, functions and linkages of the LMPC with its stakeholders for 1 week
- Trained on the Training of Trainers materials for 1 week
- Reviewed the chiefs ,adjudicator & secretaries training materials to in line with the new land Acts
- Chiefs ,adjudicators and secretaries Training Proper are suspend until May 2015 due to the effect of Cyclone Pam

❖ **Outreach And Awareness Program**

- Draft material on outreach and awareness are prepared
- Outreach and awareness carried out on Efate
- Outreach and awareness aired on Radio & news paper
- Outreach and awareness started to deliver in the provinces by each 6 provincial CLO

❖ **Land Cases Dealt With**

- None being heard as we are still in the transactional period, and or preparation stages
- 'Recorded Interest in Land' Certificates produced to confirm ownership status of land determined by Supreme Court, Island court or Customary Land Tribunal is over 30
- Number of cases being analysed to go before new institutions under new CLM Act for disputes resolution is over 50
- Number of clients visited Vila office is over 700
- Numbers of clients visited Provincial offices is over 1500
- Advice delivered through Phone in Vila office alone is over 400

Key Challenges

❖ **The implementing of the new CLM Act**

The implementing of the new CLM Act and its related Act such as the Land Reform Act has not been easy in the first place, given the fact that the CLM Act is relatively new and the Land Reform Amendment Act has been designed to be implemented by two different institutions comprising of the Department of Lands and the CLMO. We are forced to review and revisit our awareness and training material including redeveloping new forms, procedures and administration guidelines.

We also established linkages procedures with other line agencies such as the Land Management Planning Committee and Department of Lands to ensure that process in land dealings flows as required by all land laws, the test is clients has yet familiarize themselves with it.

A pilot project approach has been agreed on to test land dispute resolution in the new Act, however the time frame given to kick start the pilot site implementation has now lapsed , and extended twice

because it was a bit difficult for 2 different offices to work together as there is no strong coordination mechanisms in place to facilitate this work.

❖ **Human Resources at the top management level**

Two of our senior officers have shifted from the office, namely Georgina Tari the former SEO has resigned in December 2014, and Jean Pierre Tom has been appointed to the position of the Acting CEO MNCC in Mid-2014, thus has resulted in a huge impact on workflow within the office.

❖ **The awareness and training**

The awareness and training activities were slow to be implemented, The CLMO and MCC were able to revisit the listing of chiefs in the area and island council to ensure that only certified chiefs will be trained, CLMO Staff and its relevant partners have to be trained before they start to train the chiefs, adjudicators and secretaries.

❖ **Financial constraint**

Finance is still our number one challenge; the salary of the 6 provincial CLO has still not become part of the 2015 budget. In addition, the Land Ombudsman is utilizing our budget, further diminishing our budget during the first 3 months of the 2015 budget, thus causing delay and difficulties for our administration.

❖ **Kastom governance**

CLMO is still facing challenges in terms of kastom governance, e.g. the issue of chief dispute over title, customary boundaries, the list of adjudicators, etc. it has appeared that the MNCC has not yet able to sort out its governance issues in order to assist or enhance the process of dispute resolution, as such the CLMO has tended to undertake additional duties and tasks which are not in its mandate.

Our Budget

The CLMO functions with an annual government recurrent budget of **VT21,100,755** and approximately **VT14,985,440** from the donor funded program the Vanuatu Land Program and **VT4,401,400** from the Stretem Rod Blong Jastis Program.

In detail, the following below explains;

Payroll: *Recurrent:* VT13, 935,493
From VLP: VT6, 985,440

Operation: *Recurrent:* VT 7,165,262
From VLP : VT 8,000,000
SRBJ : VT 4,401,400

Our Staff

There are a total of 11 staff; 10 permanent staff and one contract staff. Ten of these are Customary Land Officers. All CLO's salaries are currently being funded by the Mama Graon- Vanuatu Land Program. The MJCS needs to facilitate the process of including the six CLO's into its recurrent budget.

Our performance against the 2014 budget narratives

Description	Qty	Unit of Measure	Comments
Training of Customary Chiefs on how to conduct court proceedings	6	Number of chiefs trained in the	In 2013-2014 the Land Tribunal Act was repealed and replaced with the CLM Act. Therefore all training

		Provinces	materials were reviewed to be in accordance with the new Act. Trainings are planned to be held from May – Dec 2015
Training of court clerks	6	Number of Clerks trained in the provinces	In 2013-2014 the Land Tribunal Act was repealed and replaced with the CLM Act. Therefore all training materials were reviewed to be in accordance with the new Act. Trainings are planned to be held from May – Dec 2015
Reduction in cost to the government in litigation costs	1	Assessment report	No assessment report done but with the new Customary Land Management Act no 33, there will be an increase in cost of litigation because the changes allowed for cases closed to be opened for a 12 month period.

Our Focus in the Year Ahead

- ❖ Pilot sites implementation
 - Awareness, training and facilitating court cases on Efate, Southeast Santo and Fanafo Canal, Southeast and Northeast Malekula and North Tanna area council.
 - Compile reports on the lessons learnt from the awareness, trainings and facilitation of Courts on Pilot sites.
 - Completed 15-20 cases in 2015.
- ❖ Ways forward for issue paper of Customary Land Management Act
 - Develop policy to ease the implementation of the Act
 - Recommended some amendment as required
- ❖ Human resource development
 - Implement revised structure -Recruit to fill up senior positions in the CLMO
 - Secure additional funds to support the recurrent budget
- ❖ Support provincial CLO
 - Provide finance & technical support to the CLO

Vanuatu Law Commission

The Vanuatu Law Commission is an Independent Statutory body that is mandated to study and review the laws of Vanuatu and recommend reforms to those laws. The services that VLC offers are directed at researching and consulting with Government Ministries and Departments, NGOs, the private sector, community groups and individual stakeholders to remove anachronisms and anomalies in Vanuatu law, reflecting and reconciling custom law, civil law and common law systems and developing new approaches to law reform which are responsive to the changing needs of the people.

The Vanuatu Law Commission (VLC) began its work in 2012 with 12 outstanding legislative reviews. It reviewed three laws in 2013. The VLC was supported in 2012, largely by the SRBJ program.

A number of VLC's reports are currently with SLO to be drafted and listed to go before Parliament for the first sitting in 2015. These include; Dangerous Drugs Act Report, Water Supply Act Report, Water Resource Management Act Report.

A summary of the Office's performance and its key achievements and challenges is provided below:

Key achievements

There have been 6 reviews carried out since the Vanuatu Law Commission began its work in 2012. The result of these reviews was the production of six (6) reports:

- ❖ Dangerous Drugs report
- ❖ Water Resource Management Act Report
- ❖ Water Supply Act Report
- ❖ Public Health Act Report
- ❖ Penal Code Act Report
- ❖ Civil Status Act Report

Key High lights

The Office's key highlight in 2015 is that a number of its reports that are now with SLO to be drafted and listed to go before parliament. These include:

- ❖ Dangerous Drugs Act Report
- ❖ Water Supply Act Report
- ❖ Water Resource Management Act Report.

Key Challenges

- Lack of capacity to fully function and action the VLC Act
- Lack of financial and human resources
- Need for a financial officer.
- Our budget has been reduced by VT1million

Our Budget

The Vanuatu Law Commission's total budget VT 10,355,435
 Payroll VT 6,215,529
 Operations VT 4,139,906

Additional support is provided through SRBJ partnership by way of financing two senior legal researchers and consultations for the reviews of the acts.

Our Staff

There are six staff, four of whom are permanent; one resigned leaving a vacant post which has now been filled through internal promotion. Two senior legal researcher's positions were financed and continue to be by the SRBJ partnership.

Our Performance against 2014 budget narratives

Description	Qty	Unit of Measure	Rating	Comment
Number of technical staff recruited	1	Number of staff recruited		A senior researcher was recruited financed by the SRBJ partnership
Number of support staff recruited	1	Number of staff of recruited		No finance support staff was recruited. Currently utilizing the secretary to prepare financial reports with assistance from CSU.
Number of staff trained	3	Number		A total of five staff were trained on how to

				develop legislative reports, and how to implement UN Conventions into domestic laws through recommendations.
Developing relationships with Government agencies and donors so that awareness and profile of the Commission is enhanced throughout Vanuatu	2	Report on meetings		Have been participating in the HoAG meetings and have a good relationship with our donor partner, through SRBJ. We are also members of the UPR committee and the National Human Rights Committee. We also have a good working relationship with SLO
To start carrying out legislative reviews and with that have to conduct at least three consultations. Number of consultations conducted on legislative review	3	Number		Carried out 6 reviews and associated reports on the following since 2012: <ul style="list-style-type: none"> ❖ Dangerous Drugs report ❖ Water Resource Management Act Report ❖ Water Supply Act Report ❖ Public Health Act Report ❖ Penal Code Act Report ❖ Civil Status Act Report
Number of Reviews completed	5	Number		Completed six reviews since 2012
All members are compliance with the Law Commission Act to attend meetings and approve or not approve references.	6	Annual		Completed
Issues Paper and consultation process introduced and implemented	6	Number		Completed since 2012
Comments on bills to be of high quality to go before the Council of Ministers for endorsement	2	Number of bills	 	A total of five bills were commented on prior to submission to COM for endorsement.
Number community awareness conducted	4	Number		The office carried out community awareness programs at the same time whilst carrying out the 6 reviews in the six provinces of the country.
Number of Bills submitted to parliament	4	Number		No bills were submitted to parliament
Make recommendations to reforms for legislations that the Law Commission has reviewed and have it submitted in Parliament for its consideration	2	Annual		Not applicable it was removed from Act
Business Plan completed	Completed	BP completed		Completed

Our Focus in 2015

Our focus for 2015 is to:

- Review the Ombudsman Act and the Leadership Code Act, the third review will be the Full Reform of the Law Commission Act. Then to have these reviews approved by the Council of Ministers to be drafted by SLO to go before Parliament before year's end.
- Complete the business plan for 2016 and submit it to MJCS.
- To seek financial Support from Government to implement most of the VLC Act.

Office of the Land Ombudsman

The Office of the Land Ombudsman was established in December 2014 after the appointment of the first Land Ombudsman of Vanuatu on December 8, 2014. The Land Ombudsman was appointed by the Judicial Services Commission under Section 6L of the Land Reform (Amendment) Act No; 31 of 2013.

The Land Ombudsman is a new position within the Government of the Republic of Vanuatu and it was created and established to complement the functions of the Customary Land Management Office, the Lands Department and the Ministry of Lands and Natural Resources with issues relating primarily to the rural lands in Vanuatu.

The primary role and or functions of the Land Ombudsman is to act as 'Watch-dog' in dealing with complaints from complainants regarding issues pertaining to rural land leases that are being processed for approval by the Minister of Lands and Natural Resources. The Land Ombudsman has the function of receiving complaints and conducting reviews on lease documents, discussing reports with the National Coordinator or relevant Custom Land Officer and investigates the substance of the complaint. The Land Ombudsman also has the function to notify the Director of Lands to place cautions on lease instruments until investigations are complete. During this period any application for registration of a lease instrument must not be processed.

Further, the Land Ombudsman must, upon completion of the review submit a report to the Chairperson of the Land Management and Planning Committee, the National Coordinator and the Director of Lands, into the complaint, and is to make a recommendation as to whether the lease should be registered.

Key Achievements

1. Appointment of the Lands Ombudsman
2. Office space for the Land Ombudsman in the Corporate Services of the Ministry of Justice and Community Services
3. Completed 2015 Budget and Budget Narrative
4. Networking with stakeholders (Customary Land Management Office / Lands Department / Land Management and Planning Committee / Ministry of Lands)
5. Visit and meet with the Minister of Justice and Community Services
6. Visit and meet with the Ombudsman

Key Challenges

1. **Budget:** The major single challenge of the functions of the office of the Land Ombudsman is budgetary provision. Since this is a new establishment, budget is still not in place for the time being as usual and it will take time to sort this issue out. This lack of budget had however, to a major extent handicapped or slowed down the progress of the functions of the Land Ombudsman. A budget submission had been made and issued to go to the Development Committee of Officials (DCO) for consideration before it goes to Parliament for approval at the forth-coming Extra Ordinary Parliamentary Sitting that usually takes place on every March of each year.
2. **Recruitment:** There is still recruit to be done which depends entirely on the approval of the budget by the Parliament
3. **Administration:** Depending on the budget there is also the challenge to establish the proper administration of the functions of the office
4. **Permanent office:** This has been a major set-back to the progress of the functions of the Land Ombudsman

5. **Functional office:** A complete functional office is still a challenge due to the functions of the Land Ombudsman because the office was not budgeted for. This will remain a challenge until the required budget is approved.

Our Budget

The Land Ombudsman did not have an approved budget in 2014. It is envisioned that the Land Ombudsman's budget would be approved in 2015.

Our Staff

There is only one staff at the moment (Land Ombudsman).

Focus for 2015:

1. Budget Approval by the Parliament
2. Establishment of a separate office
3. Recruitment of staff (1 Investigation Office, 1 Administrative Officer and 1 Office Cleaner)
4. Fully functional office of the functions and roles of the Land Ombudsman

Other agencies that we support

State Prosecutions Department

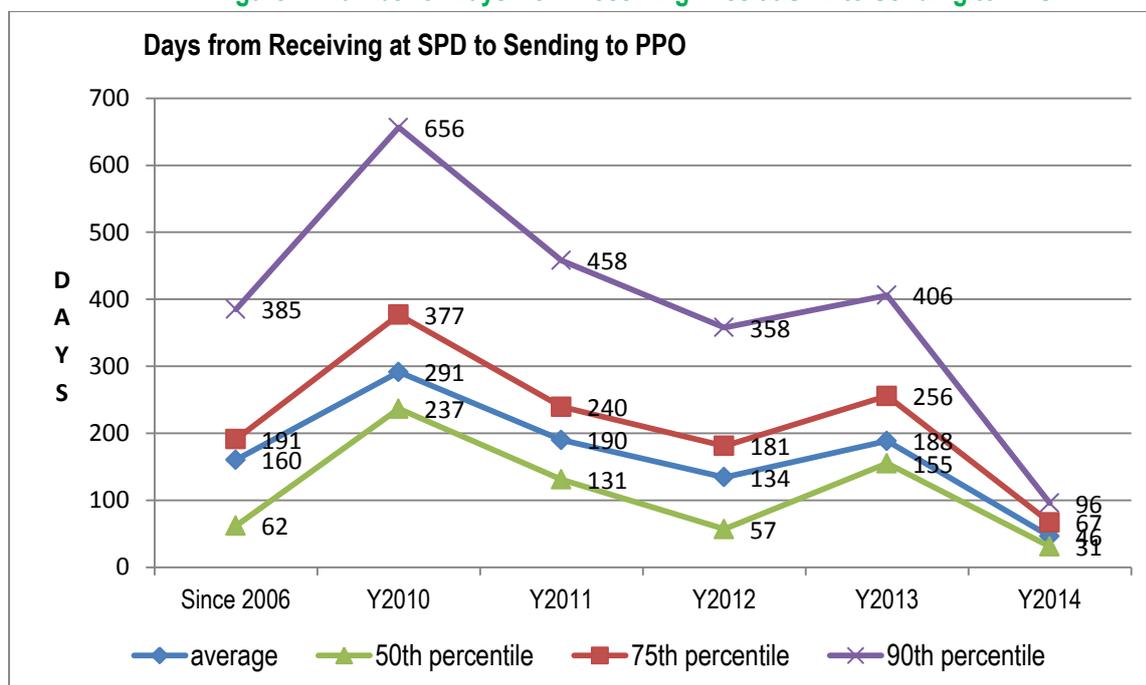
The main role of SPD is to ensure that Criminal cases are effectively and efficiently prosecuted in the Magistrates' Court without unnecessary delays. Reduction of unnecessary delay has been the focus of significant attention by SPD over 2014 which addresses the JCSSS 2014-2017 strategy; "Delays of progression of cases".

The SPD operates four officers in Vanuatu; they are located in Luganville - Santo, Saratamata - Ambae, Lakatoro - Malekula and Port Vila - Efate.

Key Achievements

- A new data system is in place to monitor the length of time it takes for a criminal charge to be drafted in the SPD. The graph below shows that currently, on average, it takes the SPD 46 days to draft the charges for a new case and forward the file to the PPO. In 2012 it took, on average, 134 days for the SPD to draft the charges for a new case and forward the file to the PPO. There has been a dramatic improvement in this area of service delivery.

Figure 4: Number of Days from Receiving Files at SPD to Sending to PPO



- All Supreme Court matters are now managed by the Public Prosecutions office from remand to final decision. This provides consistency for police investigators and victims of crime, while at the same time allowing the SPD to focus on Magistrates' Court matters.

- SPD has conducted training in Luganville, Saratomata, Lakatoro, Vila Police station, and Tafea. Topics covered are as follows:
 - Public Prosecutions Guidelines step 1&2
 - Police powers of arrest
 - Prior Inconsistent statements
 - Burden of proof
 - 'Public Interest' factors
 - Juvenile MOA
 - Domestic Violence MOA
 - Examination in chief
 - Cross examination
 - Re examination
- Conduct training with the new recruits. Topics covered are as follows:
 - Public Prosecution Guidelines step 1&2
 - Police powers of arrest
 - Prior Inconsistent statements
 - Burden of proof
 - 'Public Interest' factors
 - Examination in chief
 - Cross examination
 - Commencement of Criminal proceedings
 - Trial Process
 - Witness Preparation
- Magistrates' Court cases are no longer managed by the Public Prosecution Office. Once the case is completed and charges drafted, it is taken direct to court by the SPD for listing and hearing in the Magistrates' Court.
- The SPD Adviser has completed a Prosecutions Manual that is currently being translated into Bislama.
- Participation in an intensive two-week Advocacy Course, run by the Victorian Bar.
- All bail matters are heard on plea days at 2pm in the afternoon.
- A serving process spreadsheet has been created to monitor the service of summons. A total of 361 summonses have been served throughout the year.
- There has been a number of island court hearings conducted this year.
- The State Prosecutions Office has been chosen to pilot an institutional capacity building program.
- New drug legislation has been presented in the DOC meeting and it has been approved for drafting.
- A new State Prosecution Case Tracking system (SPCTS) has been developed and is now in use to track cases.

Key challenges

- The SPD has never had its own budget and relies on the PPO for funding the majority of its operational activities. However, the PPO spends the majority of its budget on PPO activities. Without adequate funding, SPD prosecutors are unable to attend the Magistrates' Court Circuits, which results in cases being dismissed for 'want of prosecution', warrants are left unexecuted, summons are not served, and there are over 400,000 default warrants in existence.
- The SPD was shut briefly at the end of 2014 because the VPF had failed to pay the electricity bill. The power cut was for two weeks. This leads to cases not being registered, charges not being drafted, warrants not executed and an increase in cases being dismissed.

Our Budget

The SPD depends on the Public Prosecutor budget in order to achieve its key outputs and on the Vanuatu Police Force (VPF) for payroll, rents and utilities. **Since the establishment of the SPD, it has never had its own budget.**

Our Staff

There are a total of eleven Police prosecutors in Vanuatu. There are three Prosecutors in Sanma who also look after Torba. Penama has one prosecutor who is based in Saratamata. Malampa has one Prosecutor based on Lakatoro and Port Vila has six prosecutors who are responsible for the case in Port Vila, Shefa and Tafea.

Our Focus in the Year Ahead

- Management and implementation of the new case tracking system (SPCTS).
- The piloting of a new "Rapid Charge System" within Port Vila. The system will allow investigators to draft basic charges and encourage police to bail offenders to court. This will reduce the amount of time it takes for matters to proceed to court and allow the SPD to focus on prosecuting offenders.
- Further training to take place in the outer provinces with both prosecutors and investigators.
- A greater focus on domestic violence matters and more intensive training on the Family Protection Act.
- Participation in more advocacy training with the Victorian Bar.

Our Finances

The following analysis shows the information based on the Statement of Appropriations (Appendix 2) as provided under the Finance Management System.

The Ministry's Finances is divided into the Cabinet Support and Corporate support (which also provides support to the Office of the Director General). Corporate Support includes the Department of Women's Affairs, the Department of Correctional Services, the Customary Land Management Office and Vanuatu Law Commission⁷

Financial information covered here only covers the aforementioned agencies, and it must be noted that in future, the budget narratives would cater for the complexity of the sector.

Table 4: MJCS Summary of Statement of Appropriation

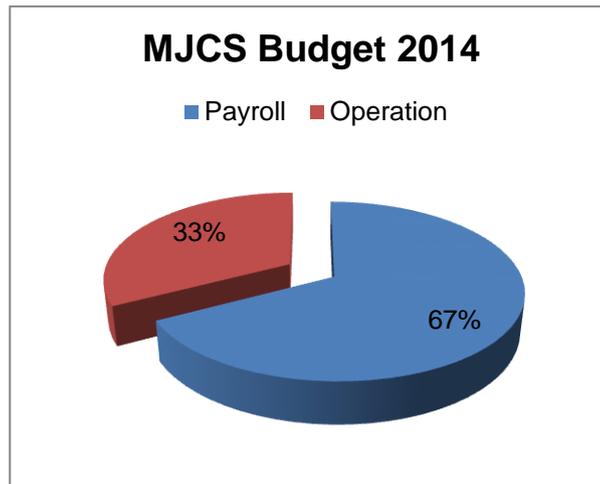
Description	Actual	Commitment	Total	Annual Budget	Annual Budget Remaining
Ministry of Justice and Community Service					
Cabinet Operations	43,544,411	-	43,544,411	41,555,644	(1,988,767)
Office of the Director General	13,234,488	-	13,234,488	13,714,296	479,808
Ministry of Justice and Community Service	56,778,899	0	56,778,899	55,269,940	-1,508,959
Department of Women's Affairs					
Policy Section	32,246,917	-	32,246,917	33,099,825	852,908
Department of Women's Affairs	32,246,917	0	32,246,917	33,099,825	852,908
Correctional Services					
Office of the Director	23,307,415	-	23,307,415	22,946,373	(361,042)
Correctional Centre (North)	42,697,162	-	42,697,162	43,551,591	854,429
Probation (North)	10,980,984	-	10,980,984	11,112,916	131,932
Parole	724,186	-	724,186	733,500	9,314
Correctional Centre (South)	94,464,088	-	94,464,088	94,645,160	181,072
Probation (South)	14,865,616	-	14,865,616	15,022,630	157,014
Correctional Services	187,039,451	0	187,039,451	188,012,170	972,719
Ministry of Justice & Social Welfare Corporate Service Unit					
Ministry of Justice & Social Welfare Corporate Service Unit	22,957,186	-	22,957,186	23,098,114	140,928
Ministry of Justice & Social Welfare Corporate Service Unit	22,957,186	0	22,957,186	23,098,114	140,928
Lands Tribunal					
Lands Tribunal Office	19,370,382	188,990	19,559,372	20,056,389	497,017
Lands Tribunal	19,370,382	188,990	19,559,372	20,056,389	497,017
Law Reform Commission					
Office of the Law Reform Commission	10,434,047	-	10,434,047	10,355,435	(78,612)
Law Reform Commission	10,434,047	0	10,434,047	10,355,435	-78,612
Ministry of Justice and Social Welfare	328,826,882	188,990	329,015,872	329,891,873	876,001
REPORT TOTAL	328,826,882	188,990	329,015,872	329,891,873	876,001

⁷ Note that Customary Land Management Office is formerly known as "Land Tribunal Unit" and the Vanuatu Law Commission is formerly known as the "Law Reform Commission"

Appropriation Analysis

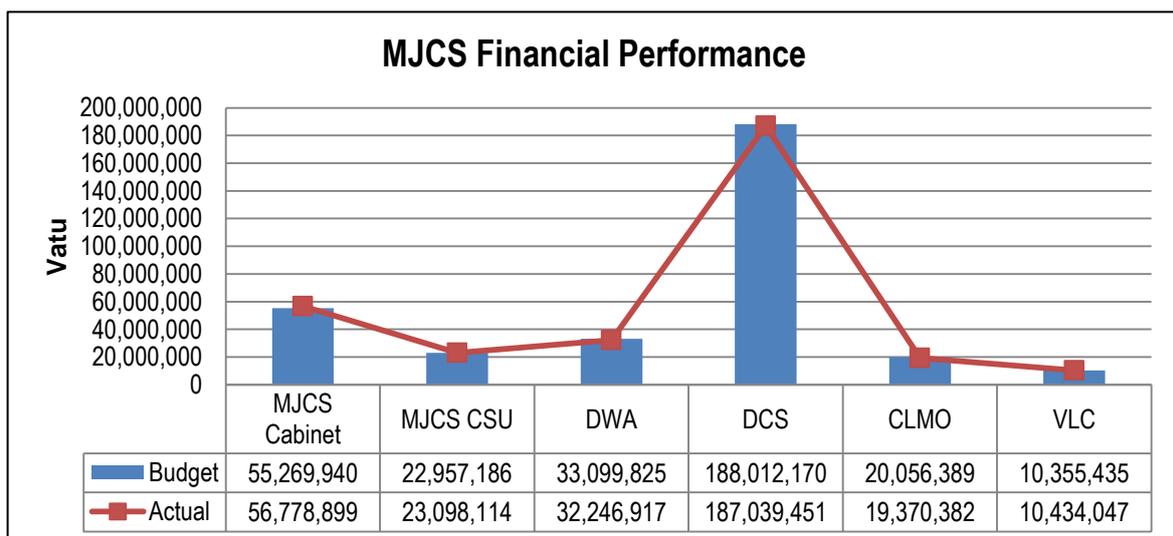
All agencies under the portfolio have performed within the budget ceiling that was allocated to them for the 2014 financial year (see Figure 2 below). In 2014, the Ministry has a total budget allocation of **VT329,891,873**, with payroll covering VT222,004,154 and operations being VT107,887,719. This split as shown in Figure 1 below indicates that **payroll makes up 67% of the budget and the remaining 33% of funds is used for operations** and provision of services.

Figure 5: MJCS Budget split 2014: Payroll vs Operations



A summary of payroll and operations expenses showed that both activities have spent their targeted budget allocation for the year 2014.

Figure 6: MJCS Actual Expenses vs Budget Allocation 2014



Despite this, there were a number of unbudgeted items in certain Agencies that have resulted in overspend in some areas. The total **overspend** in MJCS in 2014 is **VT 29,991,257**. Approximately 63% of this overspend is personnel expenses, relating to allowances, contracts and leave payments. The remaining 37% is communication,

vehicle expenses including fuel and purchase of new vehicles (See Figure 3 below).

Table 5: Unbudgeted Activity Areas that have resulted in Overspend in 2014

Activity Areas	Overspent (in Vatu)
Responsibility Allowance	(748,420)
Shift Allowance	(646,668)
Leave expense	(1,889,682)
Contract Wages	(6,116,703)
Acting Allowances	(4,323,681)
Termination Payment	(2,550,000)
Overtime Wages	(1,401,528)
Subsistence Allowances	(1,302,351)
Vehicles Fuel	(18,539)
Advertising - Communications	(1,001,415)
Vehicles Repairs & Maintenance	(1,362,249)
Equipment - Computer	(1,357,070)
Vehicle - Replacement	(7,272,951)
Total Overspent	(29,991,257)

In 2014, the MJCS made a payout of a total of **VT 3,500,311** in gratuity payments to the 3 changes in Minister (See Table 6).

Table 6: 2014- Minister's Gratuity Payments

Minister	Term	No. of Staff	Gratuity Payment (VT)
Hon. Jonas James	Jan – Feb 2014	20	559,000
Hon. Christopher Emelee	Feb – May 2014	19	881,724
Hon. Alfred Carlot	May – Dec 2014	20	2,059,587
		Total	3,500,311

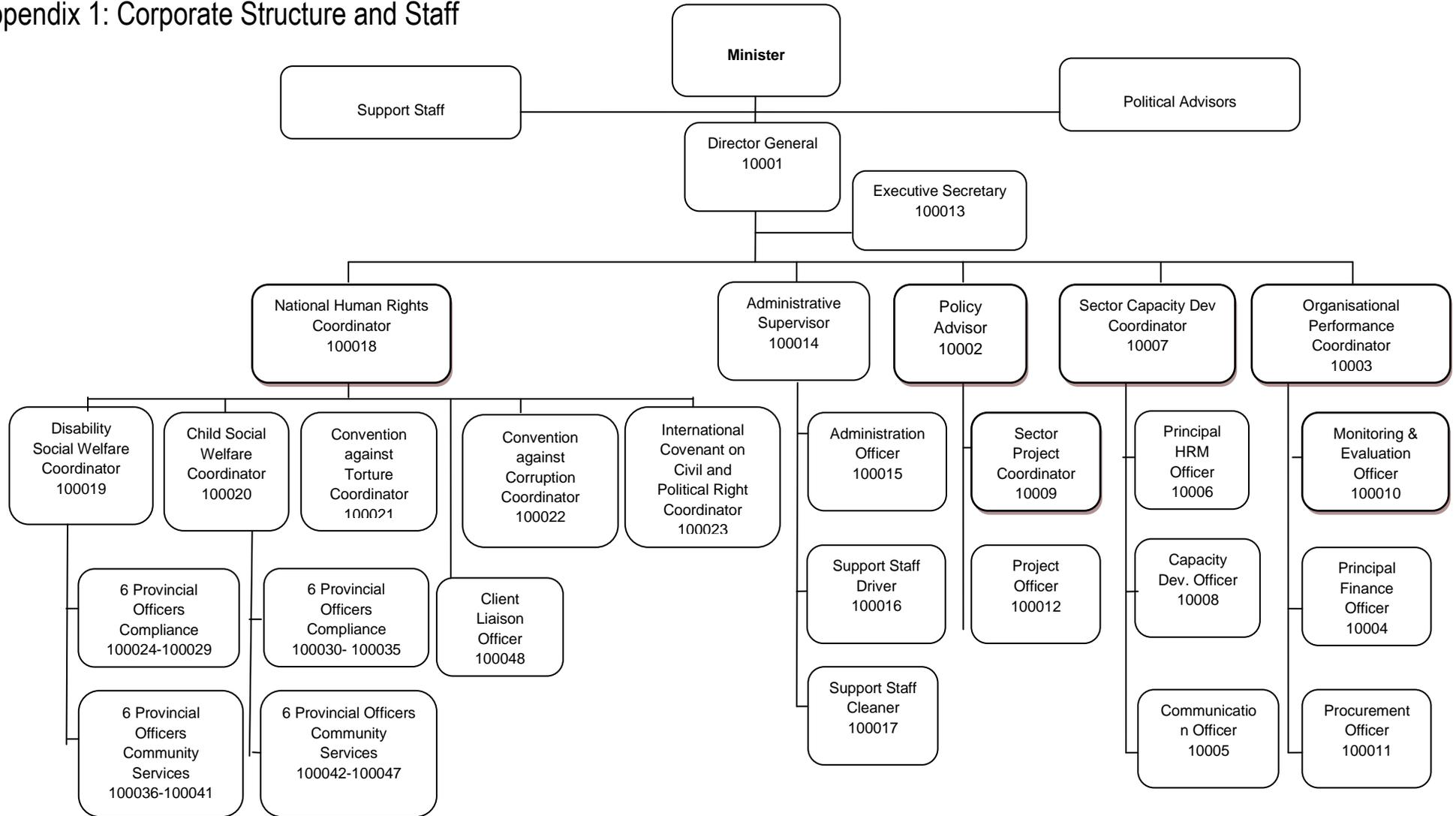
Our Focus in the Year Ahead

In 2014 the Ministry will continue to push forward with its work plans to strengthen the Ministry's hub and continue to support the agencies through the Political, capacity and administration issues. Below are some of the important tasks for the Ministry to pursue in 2014 and beyond:

- Continue to maintain constructive relationships with the, sector agencies, development partners; implementing partners and stakeholders.
- Work with the Ministry of Finance and Economic Management and our donor partner SRBJ to implement the new corporate structure.
- Conduct an evidence-based review the remuneration of legally qualified staff across the sector from new graduates to judicial appointments and constructional positions to ensure career progression and seniority is harmonised across agencies and at an appropriate level given the context of Vanuatu.
- Continue to support the progress of the eight sector strategies with the support of the SRBJ partnership to strengthen the service delivery of the sector.
- Continue to negotiate with the New Zealand Government to progress the new Correctional project.
- Work closely with the Office of the Prime Minister and the Ministry of Finance and Economic Management to secure funding for the New Hall of Justice building.
- Pilot the implementation of the CLM Act 33 of 2014 through training and awareness in specified locations within the country.
- Pilot the implementation of the Family Protection Act through appointment of APs and RCs in selected communities within the country.

Appendices

Appendix 1: Corporate Structure and Staff



See details of staff within the Corporate Services Unit of the Ministry of Justice in the table below;

Our Staff

Title	Occupant	Gender	Language	Island	Status
Director General	Mark Bebe	Male	Anglophone	Pentecost	Contract
Policy Advisor	Vacant				
Executive Officer/ Organisation Performance Coordinator	Pacco Siri	Male	Anglophone	Santo/ Tongoa	Permanent Acting
Principal Finance Officer	Cynthia Malachi	Female	Anglophone	Efate	Permanent
Human Resource Officer Principal HRM	Hosea Tally	Male	Anglophone	Maewo	Permanent Acting
Capacity Dev. Coordinator	Vacant				
Procurement Officer	Vacant				
Project Officer	Vacant				
Executive Secretary	Vacant				
Administration Supervisor	Angela David	Female	Anglophone	Tongoa	Contract
Administration Officer	Morris Kerry	Male	Anglophone	Melekula	Contract
Support Officer- Driver	Robinson Rono	Male	Anglophone	Pentecost	Contract
Support officer- Cleaner	Elisa Kalo	Female	Anglophone	Ambae	Contract

Appendix 2: 2014 MJCS Statement of Appropriation

Account	Description	Actual	Commitment	Total	Budget	Under/(Over)
	Personnel Expenses					
8AAA	Acting Allowances	4,323,681	-	4,323,681	-	(4,323,681)
8AAB	Responsibility Allowance	748,420	-	748,420	-	(748,420)
8AAD	Shift Allowance	646,668	-	646,668	-	(646,668)
8AAF	Family Allowance	4,026,033	-	4,026,033	6,948,750	2,922,717
8AAG	Gratuities Allowances	3,500,311	-	3,500,311	3,668,051	167,740
8AAH	Housing Allowances	25,115,380	-	25,115,380	31,809,476	6,694,096
8AAO	Other Allowances	581,411	-	581,411	1,291,680	710,269
8AAP	Home Island Passage Allowances	294,742	-	294,742	1,399,040	1,104,298
8AAS	Special Allowances	1,025,957	-	1,025,957	1,427,500	401,543
8ASP	Provident Fund	7,420,910	-	7,420,910	7,465,212	44,302
8AWC	Contract Wages	6,116,703	-	6,116,703	-	(6,116,703)
8AWD	Daily Rated Wages	-	-	-	215,498	215,498
8AWL	Leave expense	1,889,682	-	1,889,682	-	(1,889,682)
8AWO	Overtime Wages	1,401,528	-	1,401,528	-	(1,401,528)
8AWP	Permanent Wages	167,663,052	-	167,663,052	176,746,495	9,083,443
PAYR	Payroll expenses	-	-	-	(8,967,548)	(8,967,548)
	Personnel Expenses	224,754,478	-	224,754,478	222,004,154	(2,750,324)
	Operating Expenses					
8CAB	Subsistence Allowances	3,679,500	-	3,679,500	2,377,149	(1,302,351)
8CAP	Repatriation Allowances	1,730	-	1,730	-	(1,730)
8CAS	Sitting Allowances	366,860	-	366,860	1,300,000	933,140
8CBI	International Accommodation	50,000	-	50,000	388,000	338,000
8CBL	Local Accommodation	443,351	-	443,351	960,300	516,949
8CCL	Local Courses	-	-	-	48,500	48,500
8CDI	Injuries Damages	190,000	-	190,000	-	(190,000)
8CEC	Consultants Fees	40,000	-	40,000	485,000	445,000
8CES	Security Services	66,666	-	66,666	252,200	185,534

8CET	Other Fees	356,628	-	356,628	242,500	(114,128)
8CFO	Freight Fuel	-	-	-	-	-
8CFV	Vehicles Fuel	6,527,239	-	6,527,239	6,508,700	(18,539)
8CGM	Mail Carriage Freight	3,571	-	3,571	-	(3,571)
8CGO	Other Charges - Freight	88,309	-	88,309	9,700	(78,609)
8CGR	Transport - Freight	323,941	-	323,941	179,450	(144,491)
8CHL	Local Medical Treatment	-	-	-	9,700	9,700
8CIE	Equipment Hire	236,084	-	236,084	38,800	(197,284)
8CIF	Facilities Hire	342,023	-	342,023	97,000	(245,023)
8CIV	Vehicles Hire	1,317,535	-	1,317,535	485,000	(832,535)
8CJO	Office Cleaning	1,384,933	-	1,384,933	2,046,700	661,767
8CKD	Advertising - Communications	1,350,615	-	1,350,615	349,200	(1,001,415)
8CKP	Postage - Communications	21,423	-	21,423	244,440	223,017
8CKR	Printing - Communications	606,984	-	606,984	1,396,800	789,816
8CKS	Stationery - Communications	3,109,072	-	3,109,072	1,907,011	(1,202,061)
8CKT	Telephone / Fax - Communications	1,451,401	-	1,451,401	1,556,850	105,449
8CLR	Rates - Land	99,000	-	99,000	96,030	(2,970)
8CMG	General - Materials	1,378,291	-	1,378,291	252,200	(1,126,091)
8CMO	Office - Materials	531,272	167,991	699,263	339,500	(359,763)
8CNO	Office Rental	10,234,083	-	10,234,083	11,358,600	1,124,517
8CNT	Other Rental	824,911	-	824,911	242,500	(582,411)
8COC	Court Costs	1,397,591	-	1,397,591	1,940,000	542,409
8COF	Refunds	10,578	-	10,578	-	(10,578)
8COI	Incidentals	1,131,792	-	1,131,792	1,862,946	731,154
8COP	Official Entertainment	4,016,572	-	4,016,572	756,600	(3,259,972)
8COR	Recruitment Costs	-	-	-	97,000	97,000
8COT	Termination Payment	2,550,000	-	2,550,000	-	(2,550,000)
8COU	Uniforms	250,220	-	250,220	97,000	(153,220)
8CRB	Buildings Repairs & Maintenance	1,226,466	-	1,226,466	950,600	(275,866)
8CRE	Equipment Repairs & Maintenance	1,049,893	-	1,049,893	1,241,600	191,707
8CRH	Houses Repairs & Maintenance	62,035	-	62,035	29,100	(32,935)

8CRM	Maintenance Contract	75,556	-	75,556	218,250	142,694
8CRV	Vehicles Repairs & Maintenance	4,398,349	-	4,398,349	3,036,100	(1,362,249)
8CSF	Food - Suppliers	833,473	-	833,473	291,000	(542,473)
8CSM	Medicines Suppliers	-	-	-	20,000	20,000
8CSO	Other Suppliers	369,082	-	369,082	504,400	135,318
8CSR	Rations Suppliers	11,054,715	-	11,054,715	11,979,500	924,785
8CTI	International Travel	154,142	-	154,142	970,000	815,858
8CTL	Local Travel	4,254,108	-	4,254,108	8,371,400	4,117,292
8CUC	Gas - Cooking Utilities	545,050	-	545,050	873,000	327,950
8CUE	Electricity Utilities	7,135,764	-	7,135,764	8,147,700	1,011,936
8CUL	Lighting Utilities	113,867	-	113,867	29,100	(84,767)
8CUW	Water Utilities	1,448,214	-	1,448,214	3,161,900	1,713,686
8CWL	Local Workshops	43,000	-	43,000	97,000	54,000
8CZV	Value Added Tax	10,173,468	20,999	10,194,467	9,514,333	(680,134)
8DGO	Operating Grant	-	-	-	6,000,000	6,000,000
8DNO	Other Non Profit Institution	700,000	-	700,000	-	(700,000)
8EBR	Buildings - Renovation	-	-	-	1,488,360	1,488,360
8EEA	Equipment - Additional General	963,737	-	963,737	444,260	(519,477)
8EEC	Equipment - Computer	2,507,978	-	2,507,978	1,150,908	(1,357,070)
8EEP	Equipment - Photocopiers	-	-	-	194,000	194,000
8EER	Equipment - Replacement General	26,133	-	26,133	-	(26,133)
8EFH	Furniture - Housing Furniture	-	-	-	-	-
8EFO	Furniture - Office Furniture	637,246	-	637,246	727,500	90,254
8EVA	Vehicle - Additional Vehicle	4,640,002	-	4,640,002	-	(4,640,002)
8EVR	Vehicle - Replacement	7,272,951	-	7,272,951	-	(7,272,951)
8FCB	Bank Charges	5,000	-	5,000	-	(5,000)
OVER	Overhead expenses	-	-	-	10,522,332	10,522,332
	Operating Expenses	104,072,404	188,990	104,261,394	107,887,719	3,626,325
	Total Expenditure	328,826,882	188,990	329,015,872	329,891,873	876,001