



Strategy for the Justice and Community Services Sector **2018-2021**

In pursuit of Justice for Everyone

Table of Contents

Foreword by the Honourable Minister of Justice and Community Services	3
Foreword by the Acting Director General of the Ministry of Justice and Community Services	4
Acronyms.....	5
Background to the Sector Strategy.....	6
Objectives	6
Vision	7
Mission	7
Principles underpinning the Strategy	7
Transitioning priorities since 2014	8
New national mechanisms, laws and policies	8
A broader mandate	9
Strategic issues facing the sector	9
Strategies.....	10
The Strategy Map	10
1: Justice in Communities.....	11
2: Juvenile Justice	13
3: Victim Support	14
4: Law Reform	15
5: Infrastructure and Facilities.....	16
6: Data Management Systems	17
7: Sector Governance.....	18
8: Resource Coordination	19
Cross Cutting Policies	20
9: Gender equality	20
10: Child protection.....	21
11: Disability and Social Inclusion.....	23
Appendices	24
Appendix 1: Proposed Activities under Strategies 1 to 8.....	24
Appendix 2: Activities to support implementation of Cross Cutting Policies (9 to 11)	32
JCSSS Monitoring and Evaluation Framework (MEF) 2018-2021	34
1. Introduction and Purpose.....	34
2. Process to development of the Monitoring and Evaluation Framework	34
3. Structure of the MEF	34
4. Implementation of the MEF	35
5. Review of the MEF	35
6. The Monitoring and Evaluation Framework.....	36

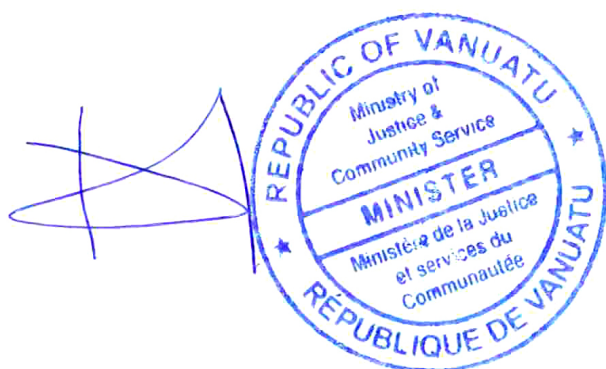
Foreword by the Honourable Minister of Justice and Community Services



After over two years in my role as the Honorable Minister for Justice and Community Services, I have witnessed much change and advancement in our sector. The Justice and Community Services Sector comprises an intricate grouping of interdependent line departments, statutory and constitutionally independent agencies of the government, NGOs, civil society organisations and faith-based organisations working to deliver justice and community services.

It is my vision to see justice and necessary community services accessible to all people throughout Vanuatu. Yet achieving this vision, goes beyond the tireless work of any single agency. It also required a clear strategy about how government will enhance access to services for our great nation. In recognition of this, the Justice and Community Services Sector Strategy provides a clear roadmap for sector agencies to progress and monitor initiatives that require cross sectoral collaboration and coordination.

I believe the effective implementation of this strategy is the key to delivering access to justice to all. I am delighted to endorse it and support agencies across the sector as they work collaboratively for positive outcomes across Vanuatu.



Honourable Vus Warorcet Nohe Ronald Warsal
Minister for Justice and Community Services

Foreword by the Acting Director General of the Ministry of Justice and Community Services

It gives me great pleasure to present the third Justice and Community Services Sector Strategy 2018 – 2021 (JCSSS). This four year Strategy builds on the lessons and experiences of its predecessor Strategies - Law and Justice Sector Strategy 2009 to 2014 and Strategy for the Justice and Community Services Sector 2014 to 2017.

The first strategy, of 2009 to 2014, was developed by the Heads of the Justice Agencies on Bokissa Island with the leadership of Director General Mr. Joe Ligo and funded by the Government of Vanuatu and the Australian Government funded Vanuatu Legal Sector Strengthening Program. The second Sector Strategy was created under the leadership of Mr. Mark Conan Bebe with funding support from the Australian Government funded Stretem Rod Blong Jastis program (SRBJ).



This Strategy was created following a review of the JCSSS 2014 to 2017 and funded by both the Government of Vanuatu and Government of Australia, the latter through the Stretem Rod Blong Jastis mo Sefti program (SRBJS). The review looked back at the eight strategies under JCSSS 2014 to 2017 and reflected on the successes and lessons learnt. It ultimately sought to identify how the Ministry and sector agencies could continue to work together to achieve justice for people throughout Vanuatu while respecting the independence and specific mandate of justice and community services agencies.

I thank all Heads of Agencies and Ministry staff for their work in developing this Strategy. I would also like to thank SRBJS for technical and budget support that made it possible to undertake the review and develop this strategy.

The effective implementation of the sector's strategic priorities requires sustained coordination and collaboration between relevant sector agencies, partners and stakeholders. I look forward to supporting and celebrating progress across identified priority areas over the coming years and wish both the Ministry and the sector well in its implementation.



Pacco Lionel SIRI

Acting Director General

Ministry of Justice and Community Services

Acronyms

CMS	Case Management System
CTS	Case Tracking System
DCS	Department of Correctional Services
DWA	Department of Women's Affairs
HoA	Heads of Agencies
JCSSS	Justice and Community Services Sector Strategy
LCMS	Legal Case Management System
MCC	Malvatumauri Council of Chiefs
M&E	Monitoring and Evaluation
MEF	Monitoring and Evaluation Framework
MJCS	Ministry of Justice and Community Services
OMS	Offender Management System
OPP	Office of the Public Prosecutor
PIMS	Police Incident Management System
PSO	Public Solicitor's Office
PSU	Professional Standards Unit - Vanuatu Police Force
PWD	Public Works Department
NSDP	Vanuatu 2030: The People's Plan - National Sustainable Development Plan 2016-2030
SMART	Specific, Measurable, Achievable/Attainable, Relevant, Time-Bound
SRBJS	Stretem Rod Blong Jastis mo Sefti program
SPD	State Prosecutions Department
VKS	Vanuatu Cultural Centre
VPF	Vanuatu Police Force
VSPD	Vanuatu Society for People with Disability
VWC	Vanuatu Women's Centre

Background to the Sector Strategy

The Government of Vanuatu Council of Ministers established the Ministry of Justice and Social Welfare (subsequently renamed the Ministry for Justice and Community Services (MJCS)) on 6 August 2008. The MJCS is responsible for, or provides support to, a large number of aspects of the justice sector including correctional services, child rights, family protection, disability advocacy and services, gender equality and empowerment of women, and public prosecution and legal services, as well as legal investigations to ensure public accountability, custom land dispute resolution, promotion and preservation of Vanuatu culture and legal advice and litigation services for Government. It also provides support for law reform and legislative drafting, and implementation of UN Conventions including those that relate to the matters described above as well as anti-corruption and safeguarding human rights. Agencies across the sector work in close partnership with the judicial arm of Government including the courts (Supreme, Magistrates, and Island Courts) and relevant tribunals.

No other sector of Government has such a wide scope of related service delivery areas, nor such a complex grouping of statutory and constitutionally independent arms of Government, some of which report to different Ministries for line management and/or budgetary purposes.

Building on the considerable cross sector consultation and planning process that resulted in the first Justice and Community Service Sector Strategy in 2014, this Strategy represents a review and update of the 2014-2017 version. It looks different in many ways, but builds on the progress made and incorporates many of the lessons learnt from the practical experience of implementing the previous JCSSS. The strategies and the approach to implementing the strategies, also reflect a maturing of expectations and recognition of what it takes to achieve sustained, coordinated cross sector change.

Objectives

The purpose of the Sector Strategy is to achieve a number of key objectives:

- Gain the support of the Government of Vanuatu as a major sectoral planning document;
- Build on the progress made under the 8 strategies of the JCSSS 2014-2017;
- Identify the strategic priorities for action across the sector that represent 'multi-agency' issues and those for which cross sector collaboration and multi-lateral decision making is necessary to address;
- Align the Sector Strategy to the National Sustainable Development Plan 2016-2030 (NSDP) – Vanuatu 2030: The People's Plan, so that the Sector Strategy reflects the priorities, accountabilities, monitoring and reporting requirements of the NSDP;
- Recognise the independence of many key agencies and constitutional stakeholders, and the critical importance of the contribution of civil society organisations to the work of the Sector;
- Support clarity and ownership of priorities and activities by leaders and staff across the Sector that leads to sustainability of agency and sector level initiatives;
- Leverage the key role that the Ministry plays in supporting the development of individual agencies, facilitating progress on key initiatives, and supporting collaboration across the sector;
- Be the overarching framework document that the Ministry and agencies will draw upon in their Plans;
- Support a planning, monitoring and reporting process that is appropriate and sustainable;

- Provide a means by which development partners can consider how to best engage with key sectoral priorities.

Vision

Jastis, sefti, digniti, rispek mo gud fasin blong evriwan

Mission

For all justice services to promote justice and provide fair and equitable services to meet the needs of the community, uphold the rule of law and protection of human rights.

Principles underpinning the Strategy

- The Constitution of the Republic of Vanuatu is the Mama Loa of the nation.
- We embrace our responsibility to fulfill our obligations under the law to the best of our ability.
- A strong, efficient and coordinated Law and Justice Sector contributes to the inclusion and improvements in standards of living and wellbeing for all citizens of Vanuatu.
- Our ability to implement this strategy relies upon the good will and collaboration of agencies and organisations across the sector.
- Understanding the underlying values of Kastom, the Constitution, Christianity and International Conventions creates a foundation for harmonisation and examination of policies and practices within the sector.
- Sector agencies respect the ability of communities and citizens to determine, develop and maintain appropriate and efficient arrangements for community governance.
- We advocate in a manner that values and utilises whole-of-government approaches to understanding and resolving complex issues, engaging with government, NGOs, faith-based institutions and community structures and systems.

Transitioning priorities since 2014

Since 2014 and building on progress made under the JCSSS 2014-2017, this Strategy notes the following developments that influence the priorities and direction of effort up to 2021.

New national mechanisms, laws and policies

A number of national mechanisms, laws and policies are now in place that create a new platform for addressing the priorities of this Strategy:

- The National Sustainable Development Plan 2016-2030 (NSDP) – Vanuatu 2030: The People's Plan has been delivered by the Government of Vanuatu, along with a comprehensive Monitoring and Evaluation Framework. This provides a national platform for this Strategy, including long term improvement targets in key areas of justice and community services delivery;
- In 2013 the Council of Ministers approved the establishment of a National Human Rights Committee, which is now in place. This mechanism creates a national forum to advise Government on international human rights treaties, and to implement initiatives to ensure that Vanuatu's human rights laws and policies meet its international human rights obligations;
- The establishment of the National Anti-Corruption Committee and Framework in 2015. The role of the National Integrity Anti-Corruption Committee (established October 2016) is to advise Government and other stakeholders, and to oversee the implementation of the recommendations of the United Nations Convention Against Corruption, and assist in the development and oversight of the Vanuatu National Anti-Corruption Strategic Framework, in order to promote the participation of society and reflect the principles of the rule of law, proper management of public affairs and public property, integrity, transparency and accountability.
- The Custom Land Management Act 33 of 2013, and subsequent establishment of the Custom Land Management Office and Office of the Land Ombudsman. This legislation provides a legal framework to provide for the determination of custom owners and the resolution of disputes over ownership of custom land.
- The passage of the Right to Information Act 13 of 2016. The Act, building upon the 2013 National Right to Information Policy, provides a legal basis for the right of any person to request and access information held by Government (with some personal privacy, health and safety, commercial and confidential, national security and other exceptions). The Act aims to promote transparency and accountability and increase public participation in governance including by requiring Government agencies to publish information about their functions and activities and respond to public requests for access to information under the Act.
- Key policies have been delivered that provide clear direction in key cross cutting issues:
 - 1) National Gender Equality Policy 2015-2019;
 - 2) Vanuatu National Child Protection Policy 2016-2026;
 - 3) Vanuatu National Disability Inclusive Development Policy 2018-2025.

In addition, 2015 saw:

- The establishment of the Vanuatu Police Force Strategic Plan 2016-2020 targeting initiatives based on three strategic themes: Governance, Safety & Security and Partnerships. This Plan includes a focus on crime prevention and proactive policing.

- The completion of the MJCS Corporate Plan 2016-2018 that targets internal strengthening of Ministry functions as well as activities designed to support service delivery improvement across the sector.

A broader mandate

In 2016 the Vanuatu Kaljoral Senta, which includes the National Museum of Vanuatu, the Vanuatu Cultural and Historical Site Survey, the National Library and the National Film and Sound Unit, became part of sector under the line management of the Ministry of Justice and Community Services. This broadens the mandate of the sector in relation to the promotion, protection and preservation of aspects of culture in Vanuatu.

Strategic issues facing the sector

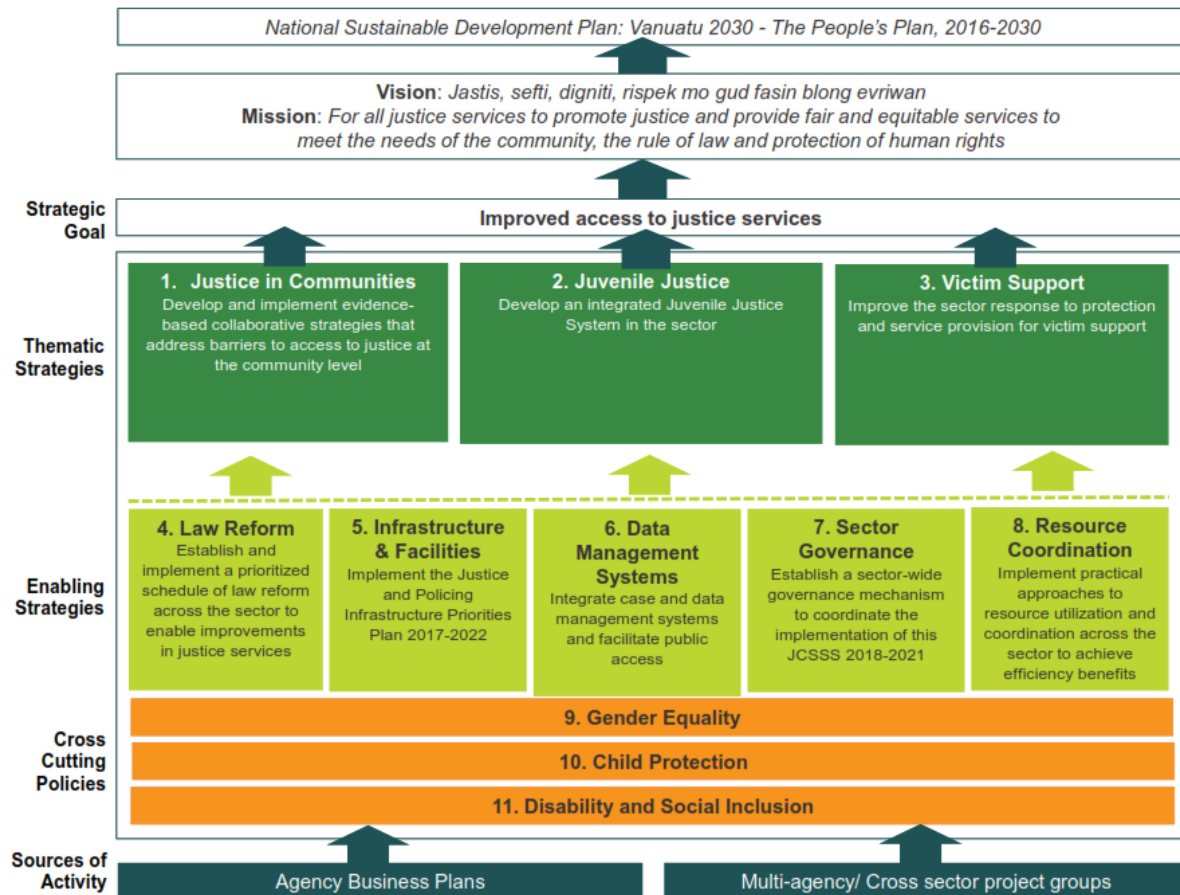
A number of strategic issues create the background and context for the priorities laid out in this Strategy:

- A continuing focus on decentralization and improving access to justice services outside Port Vila, and into Provincial centres.
- Continuing focus on harmonisation at interface between the formal/state and informal/non-state or kastom justice systems, and how this works in practice from institutional responses through to community level justice. With the passing into law of the Land Management Act 2013, and subsequent establishment of the Custom Land Management Office and Office of the Land Ombudsman, the focus for this Strategy can shift toward non-land related customary disputes.
- There is continued pressure and demand for limited resources – including financial resources and access to skilled human resources. This drives an interest in achieving efficiencies, reducing costs and maximizing the value of existing resources. As a sector wide concern, work to achieve efficiencies relies upon strong collaboration, communication and information sharing across all levels, and where appropriate, sharing of skilled resources. This is an area for further exploration in this Strategy.
- The experience of cross sector governance over the period of the JCSSS 2014-2017 through the Heads of Agency Group (HOAG) and the Justice Sector Leadership Forum (JSLF) has highlighted both the benefits to be gained by collaborative governance, as well as the practical challenges. Striving for ‘good governance’ across the sector continues to be a concern and with the benefit of past experience, improved and more effective mechanisms are seen as essential, possible and worthy of continuing effort.
- With the recent development of key policy documents in the areas of gender equality, child protection, disability and social inclusion, the sector is faced with the challenge of driving and resourcing the mainstreaming and implementation of initiatives as defined in the policy documents. This places addition pressure on already stretched resources.
- It is of note that the sector has benefited by a period of stability and continuity of Government and this has enabled progress in key policy areas. In addition, the legal background of the current Minister, the Honourable Vus Warorcet Nohe Ronald Warsal, has helped build trust and confidence in legal institutions.
- The sector now has access to a stronger evidence base upon which to plan for sector-wide and community-based improvement for access to justice. Inquiries and planning in the areas of infrastructure, victim support and juvenile justice, as well the conduct of detailed research at community level in Blacksands and Malekula, offer a robust evidence base and set of recommendations, many of which are noted in this Strategy document.

Strategies

The Strategy Map

The following Map outlines the strategic priorities that are part of this JCSSS and illustrates how the implementation of these strategies will contribute to sector and national priorities.



The Strategy Map identifies two kinds of strategies: thematic and enabling. The three **thematic strategies** aim to achieve progress in broad thematic priorities, all of which build on progress achieved under the previous JCSSS 2014-2017.

The five **enabling strategies** aim to address a range of underpinning conditions and capabilities that must be functional and effective in order to sustain improvement in the four thematic priorities.

The Map also identifies the three **cross cutting policies** – gender, child protection, disability and social inclusion - that include activities that sector must implement during the period of this JCSSS. These policies must also be ‘mainstreamed’ in the sector’s approach and will therefore influence that ways in which the enabling strategies and the thematic strategies are implemented.

Lastly the Map identified the primary modes through which the activities of the JCSSS will be designed and implemented: through **agency-based effort** and through **multi-agency cross sector project groups**. These two mechanisms reflect the lessons of the JCSSS 2014-2017, and recognize that a balance between agency driven activity and multi-agency groups (e.g. Infrastructure Working Group) offers a practical and realistic approach to progressing these important sector priorities.

1: Justice in Communities

Strengthening the links between the kastom systems of governance and the formal system was a core priority in the previous JCSSS 2014-2017¹. The primary focus of effort has concerned dispute resolution related to ownership and use of land. This effort has been supported by cross Government mechanisms (e.g. Land Management Planning Committee; Oversight Implementation Committee), the passing into law of the Custom Land Management Act 2013.

This Strategy shifts the focus of effort toward other areas of kastom dispute resolution, in particular conflict prevention and management at community level. The evidence that informs this Strategy draws on research undertaken in communities of Malekula² and in the peri-urban communities of Blacksands. It also builds upon work commenced under the JCSSS 2014-2017 in relation to crime and impacts of crime.³

Currently, legal literacy in communities is very limited which means that citizens don't have a good understanding of the law, the rights and obligations that apply to them, and how they can access and benefit from the formal legal system.

The activities in this Strategy, acknowledging the importance of promoting and preserving Vanuatu culture and respecting the right of communities to determine, develop and maintain appropriate and efficient arrangements for community governance, will focus on how the non-state/kastom and state/formal systems may be harmonized to create practical improvements in access to justice at the community level.

Strategy 1: Develop and implement appropriate and evidence-based collaborative strategies that address barriers to access to justice at the community level

Striving toward a future when...

Citizens experience peace and harmony as a result of a fair justice system that is trusted and accountable. Everyone knows their rights, roles and responsibilities and act accordingly. There is harmony between the kastom and formal systems, and kastom systems operate within the Constitution and legal framework and instruments (e.g. conventions).

Performance Indicators:

Indicator	Lead Agency	Contributing Agencies
Relevant recommendations from Blacksands and Malekula research to address barriers to access through collaboration, are implemented by sector stakeholders	MJCS	DWA; DCS, Child and Disability Desks; OPP; PSO; Ombudsman; VPF; SRBJS Other partners: VWC

¹ JCSSS 2014-2017: 1. Customary Disputes: Strengthen the kastom system of management and dispute resolution and the linkages with the formal system

² "Conflict Management and Access to Justice in Rural Vanuatu", Strettem Rod Blong Jastis, July 2016

³ JCSSS 2014-2017: 6. Crime and the impacts of crime: Develop a comprehensive crime prevention and protection strategy that engages Government, communities, kastom authority, business, NGOs

Targeted communities ⁴ monitored demonstrating increased awareness and understanding of policing, justice and community services and how to use them	MJCS	DWA; DCS, Child and Disability Desks; OPP; PSO; Ombudsman; VPF; SRBJS Other partners: VWC
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⁴ Targeted communities include: Blacksands, Malekula and 6x Authorised Persons & Registered Counsellors pilot sites (Matakheru, Ohlen (Port Vila), Tokyo Buninga (Port Vila), Paunangisu (Efate), South Santo (Santo), Fanafo-Stonehil (Santo), Matantas (Santo). South Santo site potentially includes some or all of the following communities: Sarete, Jarailan, Nakere, Pakataura, Wailapa)

2: Juvenile Justice

Development in this area will build on improvements made during the period of the JCSSS 2014-2017, and take forward a more coordinated and sector-wide approach to development of an integrated juvenile justice system.

The current system lacks a clear and consistent legal framework, and is not responsive to the needs of a high and increasing youth population. Diversion is utilized as a strategy at various stages throughout the system, but application is inconsistent and largely discretionary.

Under this Strategy, continued effort will be informed by recommendations made (i) in the Youth Justice in Vanuatu, Memorandum of Agreement⁵ (MoA) and (ii) in a detailed study conducted by Stretem Rod Blong Jastis (SRBJ)⁶ at the request of the Heads of Agency Group. The study focused on the institutional responses to juveniles and revealed areas where progress has been made in accordance with the MoA including improved court practices and the proposed new juvenile justice correctional facility. However clear opportunities persist with improvement recommendations laid out in the report.

Strategy 2: Develop an integrated Juvenile Justice System in the sector

Striving toward a future when...

Citizens are confident that juveniles who come into contact with the justice system are treated appropriately and their rights are protected in accord with Vanuatu's laws and international conventions. Justice agencies provide a consistent and effective institutional response to juveniles, and staff work to address the special needs of juveniles.

Performance Indicators:

Indicator	Lead Agency	Contributing Agencies
Relevant recommendations from 'Where to From Here' report ⁷ in relation to joint work between sector agencies and targeted communities on juvenile justice, are implemented by sector stakeholders	DCS	MJCS (Child Desk); PSO; OPP; VPF, SRBJS Other partners: Judiciary
Juvenile justice act developed, passed and being implemented	DCS	MJCS (Policy Adviser; Child Desk); DWA Other partners: VWC

⁵ Youth Justice in Vanuatu, Memorandum of Agreement, developed at the Family Violence and Youth Justice Workshop in Port Vila, February 2013 with the Pacific Judicial Development Program

⁶ Report by Dr Vicki Vaartjes, Capacity Development and Leadership Adviser, "Where to from here? A report into the institutional status of juvenile justice in Vanuatu", October 2016. The report targeted "institutional responses to juvenile justice in accordance with Vanuatu's legal framework, and the practices, procedures and development initiatives (current or planned) by relevant institutions." The analysis focuses on points of interaction or *touch points* between juveniles and institutions, and considers the capacity of institutions to fulfill their legal and human rights obligations. The full rationale for the approach is provided in the report pages 5-10.

⁷ Ibid.

3: Victim Support

To a large extent the justice system focuses on the offender, with very little focus given to the rights and wellbeing of victims of crime. Whilst victims may receive some material compensation, their personal welfare remains largely unsupported by the justice system. The continued focus on this issue builds on improvements made during the period of the JCSSS 2014-2017.

Under this Strategy continued effort will be informed by recommendations made in a detailed study conducted by SRBJ⁸ under the instruction of the Heads of Agency Group. The study found a number of areas of improvement including but not limited to: elevation of priority and activity on 'victim support' in business plans; increased protections for the identity and welfare of victims during trials; improved consideration of the protection of victims in decisions about bail; involvement of victims in the preparation of Pre-Sentencing Reports, and in 'high risk' cases heard by the Parole Board.

Strategy 3: Improve the sector response to protection and service provision for victim support

Striving toward a future when...

Victims of crime have access to services that offer effective forms of protection, support and assist recovery from the effects of crime. The services strive to ensure that victims are restored physically and psychologically, so they can successfully resume their lives as citizens in their communities. The justice and community services, in partnership with policing and other government and non-government organisations, are active in their pursuit and coordination of crime prevention initiatives.

Performance Indicators:

Indicator	Lead Agency	Contributing Agencies
Recommendations from Victim Support Report ⁹ to facilitate victim support through three stages of the criminal justice process – before court, during court and after court – are implemented in accordance with agreed timeframes	MJCS	DCS; OPP; PSO; VPF; SPD Other partners: Judiciary; VWC
Victim Support Officer role is providing victim support services on a sustained basis in accordance with agreed Terms of Reference (TORs)	MJCS / OPP	SRBJS or alternative donor partner

⁸ Report by Stephen Barlow, Adviser to the Public Solicitors Office: Victim Support, Heads of Agency Group Report, 6 October 2016 (https://mjcs.gov.vu/images/research_database/VICTIM_SUPPORT_RECOMMENDATIONS_FINAL.pdf).

⁹ Ibid.

4: Law Reform

The creation of a robust and contemporary legal framework is an acknowledged need and is core to the responsibilities of the justice sector. There are gaps in the legal framework that need to be filled, and existing laws that need to be reviewed. This work depends considerably on the capacity of MJCS to support the sector to identify law reform priorities, and the Vanuatu Law Reform Commission (VLRC) and State Law Office (SLO) to conduct the necessary reform activities.

Barriers to progress include limitations in the capacity of the VLRC and SLO, and lack of clear procedural guidelines and protocols for the use of agencies wishing to raise and progress law reform issues.

Strategy 4: Establish and implement a prioritized schedule of law reform across the sector to enable improvements in justice services

Striving toward a future when...

The legal framework is contemporary, comprehensive and robust in terms of successful translation of laws into practice. The sector has established mechanisms to readily identify law reform needs, and agencies know what process to follow and who is responsible for facilitating law reform.

Performance Indicators:

Indicator	Lead Agency	Contributing Agencies
Schedule of agreed law reform for improvements in justice services is established and implemented by sector agencies in accordance with agreed timeframes within the Schedule	MJCS / VLRC	DWA; MCC; SLO

5: Infrastructure and Facilities

The Justice and Policing Sector Infrastructure Priorities Plan 2017-2022 (the Plan) has been developed and launched, which will be used to inform the upgrading of existing facilities and the construction of new facilities. The Plan represents a planned and prioritized approach to meeting the current and infrastructure needs of the sector and includes the needs associated with recover from the effects of Cyclone Pam in 2015.

The Plan's Objectives are:

- To provide a definitive list of the key infrastructure priorities for the sector in one consolidated document over a medium term timeframe (immediate to 5 years)
- To categorise infrastructure priorities into different types of priority, these categories are: Cyclone Pam recovery, urgent maintenance, capital works upgrades and new infrastructure
- To provide strategies for the sector to resolve infrastructure issues within each of the four categories of infrastructure.

The indicative activities associated with this Strategy are informed by the priorities and recommendations made in the Plan (refer Appendix 1).

Strategy 5: Implement the Justice and Policing Infrastructure Priorities Plan 2017-2022

Striving toward a future when...

Infrastructure stock aligns with legislation and requirements as stipulated in international conventions, supports the delivery of services in Provincial centres, and enhances the respect and functionality of state institutions. Agencies are well equipped with physical facilities that enable efficient service delivery, and apply a planned approach to recurrent maintenance and capital improvement of facilities and infrastructure.

Performance Indicators:

Indicator	Lead Agency	Contributing Agencies
Justice and Policing Infrastructure Priorities Plan 2017-22 implemented in accordance with agreed timeframes and actions in the Plan	MJCS / SRBJS / Infrastructure Working Group (if established)	Disability Desk; relevant sector agencies Other partners: Judiciary; VSPD, PWD

6: Data Management Systems

JCSSS 2014-2017 included design and implementation of a Case and Data Management Systems Roadmap. Considerable progress has been made under the Roadmap including development and implementation of (i) case management systems in the Courts, Office of the Public Prosecutor, Public Solicitor's Office, Office of the Vanuatu Ombudsman, State Prosecutions Department and (ii) data management systems in the Vanuatu Police Force (Police Information Management System (PIMS)).

Recognising the sectoral interdependencies for delivery of justice outcomes, this strategy concerns integration of electronic sector case and data management systems and improved data sharing practices.

The strategy also aims to develop cross-sectoral functionality to ensure the public (including parties to a legal action, lawyers etc) can access select information about the progress and status of their legal actions.

Strategy 6: Integrate case and data management systems and facilitate public access

Striving toward a future when...

Case and data management systems are integrated and facilitate easy access by all relevant agencies, officers and the public. Case data is utilized to inform ongoing improvement of a timely and coordinated justice system so the public experience the benefits of legal cases that are progressed with no unnecessary delays and have confidence in the timely delivery of justice outcomes.

Performance Indicators:

Indicator	Lead Agency	Contributing Agencies
Ability of sector agencies to track case visibility, timeliness, clearance rates, pending and age of pending, disposal ratios, court attendance rates and case outcomes	SRBJS	DCS; OPP; PSO; SLO; Ombudsman; VPF; PSU; SPD Other partners: Judiciary

7: Sector Governance

The experience gained since the 2012 establishment of the Heads of Agency Group (HOAG) and in 2016 the Justice Sector Leadership Forum (JSLF), has served to reinforce both the benefits to be gained by collaborative governance, and the challenges of using such mechanisms in practice.

The sector has a wide scope of responsibility, is a complex grouping of independent arms of Government (constitutional, statutory and line agencies), and includes a small number of non-government organisations (NGOs). Agencies and institutions are independent but also heavily *interdependent* in the delivery of justice and community services to the people of Vanuatu. This context reinforces the need for strong governance that is:

- Inclusive of all sector organisations;
- Supports effective collaboration and coordination in the delivery of services, and;
- Enables appropriate levels of monitoring and accountability for the delivery of results according to this Strategy.

Strategy 7: Establish a sector-wide governance mechanism to coordinate the implementation of this Justice and Community Services Sector Strategy 2018-2021

Striving toward a future when...

Improvements in justice and community service delivery are the result of willing, respectful and appropriate collaboration between organisations across the sector. The results of this effort are evident in the successful implementation of this Strategy.

Performance Indicators:

Indicator	Lead Agency	Contributing Agencies
Sector-wide governance mechanism operational and consistently coordinating and monitoring progress of implementation of the JCSSS from 2018-2021	MJCS	All sector agencies
Quarterly sector-wide governance meetings are held and progress of the JCSSS implementation is monitored and reported	MJCS	All sector agencies

8: Resource Coordination

As a sector that operates within a resource constrained environment, finding efficiencies and improvements in resource utilisation and coordination continues to be a significant challenge. Effective resource coordination relies on shared information and communication, and ability to tap into the 'good will' for collaborative improvement in service delivery that exists across the sector.

Most agencies are structured to meet their internal needs, which can unintentionally lead to duplication of effort across other parts of the sector. Information sharing to support better coordination between agencies is generally inconsistent, and agencies lack structural and role clarity in terms of responsibility for communication.

Opportunities exist to draw on a 'pool' of skilled technical resources such as those available to the sector from the Ministry 'hub', however the full potential of this arrangement is yet to be realized. Collaboration across agencies, although believed to be of value and assessed in 2016 to be of 'moderate' strength¹⁰ is generally valued as being of benefit to achieving results particularly in progressing shared goals, for better service delivery.

Strategy 8: Implement practical approaches to resource utilization and coordination across the sector to achieve efficiency benefits

Striving toward a future when...

Efficiency benefits are identified and achieved through sector-wide mechanisms for resource utilisation and coordination. It is common practice and part of the 'operating culture' of the sector to collaborate and look for ways of improving the way that resources are used to continuously improve service outcomes.

Performance Indicators:

Indicator	Lead Agency	Contributing Agencies
Sector-wide mechanisms for resource utilisation and coordination are established and consistently implemented	MJCS	All sector agencies
Efficiency benefits are identified and achieved through sector-wide mechanisms for resource utilisation and coordination	MJCS	All sector agencies

¹⁰ PJSPV evaluation of program support for sector collaboration: Wok Tugeta Blong Kasem Jastis, Sefti, Digniti Mo Gud Fasin Blong Evriwan, April-May 2016

Cross Cutting Policies

The cross cutting policies related to gender equality, child protection, disability and social inclusion, form a foundation that applies across all the strategic priorities defined in this document. Each policy document provides detailed analysis, objectives, strategies and activities, many of which intersect with Strategies 1 to 8 and must be considered in the design and implementation of activities.

9: Gender equality

As defined in the **National Gender Equality Policy 2015-2019**:

“The policy statement for the National Gender Equality Policy is the Government of Vanuatu will exercise leadership to achieve gender equality and take proactive steps to embed gender equality into its legislation, policies, programs, organisational structures and operational procedures.

The purpose of the policy is to provide a strategic national framework for enhancing gender equality and women’s empowerment in Vanuatu. The policy aims to provide a coordinated structure to enhance the effectiveness, the efficiency and the impact of the various efforts and activities undertaken by all actors and stakeholders.” (p. 12)

The National Gender Equality Policy identifies four strategic priorities:

- 1) Reducing Domestic and Gender Based Violence
- 2) Enhancing Women’s Economic Empowerment
- 3) Promoting Women’s Leadership and Equal Political Participation
- 4) Building a Foundation for Gender Mainstreaming

Performance Indicators:

Indicator	Lead Agency	Contributing Agencies
Number of justice and community services sector agencies with gender responsive policies, legislation, programs, organisational structures and operational procedures ¹¹	DWA / MJCS	All sector agencies

¹¹ This Indicator is adapted from NSDP Indicator SOC 4.1.1. ‘Proportion of government departments with gender responsive policies, legislation and programs’ and seeks to align with the policy statement of the National Gender Equality Policy 2015-2019, ‘the Government of Vanuatu will exercise leadership to achieve gender equality and take proactive steps to embed gender equality into its legislation, policies, programs, organizational structures and operating procedures’.

10: Child protection

As defined in the **Vanuatu National Child Protection Policy 2016-2026**:

“This National Child Protection Policy is therefore the first to set a strategic and high level direction for child protection and for the development and strengthening of the child protection system in the country. Its development has been informed largely by the Child Protection Systems Mapping exercise undertaken in 2011 (and updated in 2014) as well as the Policy Directives and Action Plan for Protection of Ni Vanuatu Children (2012). These key documents suggest that given the limited funding available in Vanuatu to expand formal child protection services, the logistical challenges in providing services to remote islands, and the cultural barriers that need to be addressed to protect children from abuse and exploitation, a child protection system is needed that builds on positive traditional community-based systems (kastom, religion) whilst strengthening mechanisms within the formal sector (Education, Health, Judiciary, Police, etc.).” (p. 10)

The document provides a Policy Statement:

The Government of Vanuatu is committed to leading in the development and implementation of child protection systems to ensure the protection of children from abuse, exploitation, neglect and violence at national, provincial and community level in line with international and national obligations; and through building on positive customary practice.

And identifies 8 strategic areas of focus:

- 1) Strengthening knowledge and understanding of child protection in the general population;
- 2) Development of prevention, early identification and early intervention strategies that are relevant and appropriate to the context;
- 3) Development and/or strengthening of organizational structures at national, provincial and community levels that are required to provide oversight and ensure accountability for the overall implementation of this policy;
- 4) Coordinated, collaborative, holistic and multi-disciplinary interventions by formal and non-formal (Kastom, religious, community-based) bodies, to ensure a continuum of care for vulnerable children;
- 5) Development/strengthening of government standards and guidelines for child protection/working with children;
- 6) Strengthening of the Legal Framework for Child Protection;
- 7) Strengthening capacity of government stakeholders and service providers involved in the protection of children;
- 8) Disaster risk reduction/preparedness and emergency responses that are sensitive to the very high risk of abuse, exploitation, and injury faced by children during disaster.

Performance Indicators:

Indicator	Lead Agency	Contributing Agencies
Number of justice and community sector agencies who are implementing child protection actions in line with agreed timeframes within the Phase 1 Implementation	National Child Protection Working Group /	All sector agencies

Plan (2016-21) of the National Child Protection Policy 2016-2026 ¹²	MJCS (Child Desk)	
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¹² This Indicator seeks to align with the overarching strategy of stage one of implementation (2016-2021) of the Vanuatu National Child Protection Policy 2016-2026, 'Building on and strengthening existing positive traditional community-based (Kastom) systems and practices that protect children, whilst at the same time strengthening formal mechanisms (such as Education, Health and Justice Sector)' (as per the Phase 1 Implementation Plan (2016-21)).

11: Disability and Social Inclusion

As defined in the **Vanuatu National Disability Inclusive Development Policy 2018-2025:**

“The *Vanuatu National Disability Inclusive Development Policy 2018 - 2025* was developed following an extensive participatory review of the *Vanuatu National Disability Policy 2008 - 2015*... This policy aspires to be a guiding document for Disability Inclusive Development that will build on achievements made under the *Vanuatu National Disability Policy 2008 – 2015* ...[It] activates the commitments the Government of Vanuatu has made by ratifying the *CRPD [Convention on the Rights of Persons with Disabilities]*, and throughout *Vanuatu 2030: the Peoples Plan*, to improve the quality of life of people with disabilities in Vanuatu wherever they are.”

The document provides a Policy Vision:

By 2025, all persons with disabilities will be included in all community, provincial and national development efforts. All persons with disabilities will have equal access to their rights, including:

- Access to services: including health, education, justice, infrastructure, employment and others,
- Promotion of equality: including decision-making and leadership at any level, and
- Protection from crime, abuse and disaster.

All persons with disabilities will have skills and necessary supports to enable their contribution to society, the economy and all levels of decision-making and will live a safe and happy life.

It also provides a Policy Goal:

To set the direction of action in priority areas to ensure persons with disabilities enjoy their right to participate effectively in all areas of development in Vanuatu, on an equal basis with others.

And identifies 8 policy objectives:

- 1) Mainstreaming the Rights of Persons with Disabilities
- 2) Disability Specific Services
- 3) Leadership and Representation
- 4) Disability Statistics
- 5) Coordination and Resourcing
- 6) Accessibility
- 7) Awareness
- 8) Women and Girls with Disabilities

Performance Indicators:

Indicator	Lead Agency	Contributing Agencies
Number of justice and community services sector agencies who are identifying and addressing barriers to access and inclusion for persons with disabilities to justice and community services	MJCS (Disability Desk)	All sector agencies

Appendices

Appendix 1: Proposed Activities under Strategies 1 to 8

The following identifies source documents and activities that are relevant to each of the 8 Strategic priorities. The activities are drawn from reports and other sources, and focus on changes that are foundational to the implementation of the strategy and/or require multi-agency effort. Each list is indicative only and intended to prompt and support more detailed activity planning.

1: Justice in Communities

Develop and implement appropriate and evidence-based collaborative strategies that address barriers to access to justice at the community level.

Reference Documents:

- 1) Conflict Management and Access to Justice in Rural Vanuatu, Stretem Rod Blong Jastis, July 2016
- 2) Access to Justice for Young People in Peri-Urban Port Vila, Stretem Rod Blong Jastis mo Sefti, August 2017

Indicative Activities:

Ref.	Activities/ Sub-activities	Lead	Intersecting Strategies
1.1	Provide oversight and support to AP/RCs pilot and consider options for transition and replication to other sites if successful	MJCS, DWA, SRBJS	9: Gender equality
1.2	Implement recommendations in Conflict Management and Access to Justice in Rural Vanuatu research, particularly relating to community legal awareness and conflict management in communities (e.g. joint legal awareness tours (PSO, Ombudsman etc))	All agencies with support of SRBJS	9: Gender equality
1.3	Implement recommendations in Access to Justice for Young People in Peri-Urban Port Vila research	All agencies with support of SRBJS	9: Gender equality
1.4	Consider options to create or strengthen linkages from community referral systems to relevant agencies and contacts at the national level	MJCS (Child Desk, Disability Desk)	10: Child Protection 11: Disability and Social Inclusion

2: Juvenile Justice

Develop an integrated Juvenile Justice System in the sector

Reference Documents:

- 1) Youth Justice in Vanuatu, Memorandum of Agreement, developed at the Family Violence and Youth Justice Workshop in Port Vila, February 2013 with the Pacific Judicial Development Program
- 2) “Where to from here? A report into the institutional status of juvenile justice in Vanuatu”, October 2016, by Dr Vicki Vaartjes, Capacity Development and Leadership Adviser

Indicative Activities:

Ref.	Activities/ Sub-activities	Lead	Intersecting Strategies
2.1	Undertake a collaborative review of the Youth Justice in Vanuatu MoA to identify and re-endorse the initiatives that remain relevant, and implement those initiatives	Public Prosecutor, Public Solicitor	10: Child Protection
2.2	Implement recommendations from “Where to from here? A report into the institutional status of juvenile justice in Vanuatu” (2016)	All agencies with support of SRBJS	4: Law Reform 5: Infrastructure and facilities 7: Sector Governance 10: Child Protection

3: Victim Support

Improve the sector response to protection and service provision for victim support

Reference Documents:

- 1) Victim Support, Heads of Agency Group Report, 6 October 2016, by Stephen Barlow, Adviser to the Public Solicitor's Office

Indicative Activities:

Ref.	Activities/ Sub-activities	Lead	Intersecting Strategies
3.1	<ul style="list-style-type: none"> Define the role of Victim Support Officer (VSO) Establish and recruit the post in the Office of the Public Prosecutor Provide relevant capacity building support to the VSO, including counselling of victims 	OPP / MJCS / DWA	
3.2	Implement recommendations from the Victim Support, Heads of Agency Group Report (2016)	All agencies with support of SRBJS	4: Law reform 5: Infrastructure and facilities 9: Gender equality 10: Child protection 11: Disability and social inclusion

4: Law Reform

Establish and implement a prioritized schedule of law reform across the sector to enable improvements in justice services

Indicative Activities:

Ref.	Activities/ Sub-activities	Lead	Intersecting Strategies
4.1	Establish an annual legislative needs analysis to identify gaps and review needs	MJCS	
4.2	Provision of identified capacity development to VLRC and other relevant sector officers (e.g. legal policy development and research skills etc)	MJCS / SRBJS	
4.3	Undertake legal research and drafting on identified and emerging priorities (e.g. juvenile justice act, criminal evidence act, adoption act, review of correctional services act, review of ombudsman act)	MJCS / VLRC / SLO	

5: Infrastructure and facilities

Implement the Justice and Policing Infrastructure Priorities Plan 2017-2022

Reference Documents:

- 1) Justice and Policing Sector Infrastructure Priorities Plan 2017-2022

Indicative Activities:

Ref.	Activities/ Sub-activities	Lead	Intersecting Strategies
5.1	Design Terms of Reference and establish a cross-sectoral Infrastructure Working Group	MJCS	
5.2	Implement the priorities as defined in the Plan for 2017-2022	MJCS / Infrastructure Working Group (if established)	3: Victim support 11: Disability and social inclusion
5.3	Consider viability of an Infrastructure Development Fund for the sector	MJCS	
5.4	Improve agency level financial management and budget appropriation to include recurrent budgets for infrastructure maintenance	All Agencies supported by MJCS	7: Sector governance 8: Resource coordination
5.5	Conduct regular review of emerging sectoral infrastructure needs in line with the Plan for 2017-2022	MJCS / Infrastructure Working Group (if established)	
5.6	Develop medium to long-term plan to establish a standard ICT operating environment across the sector, including in response to outcomes of a sector wide ICT facilities audit and needs analysis	MJCS / SRBJS	6: Data Management Systems

6: Data Management Systems

Integrate case and data management systems and facilitate public access

Reference Documents:

- 1) Case and data systems HOAG briefing 27 November 2017

Indicative Activities:

Ref.	Activities/ Sub-activities	Lead	Intersecting Strategies
6.1	Develop and implement agreements to integrate relevant sector case and data management systems	Relevant agencies (e.g. VPF and OPP) with support of SRBJS	7: Sector governance 8: Resource coordination
6.2	Develop and implement agreements to and/or make select information available to the public	Relevant agencies with support of SRBJS	7: Sector governance 8: Resource coordination

7: Sector governance

Establish a sector-wide governance mechanism to coordinate the implementation of this Justice and Community Services Sector Strategy 2018-2021

Indicative Activities:

Ref.	Activities/ Sub-activities	Lead	Intersecting Strategies
7.1	Redesign the Terms of Reference, and implement a sector-wide governance mechanism whose responsibilities include oversight of activities associated with this Strategy	MJCS	
7.2	Develop capacity for collaborative leadership and governance through professional development appropriate to heads of agency and executive level, and in accordance with the Leadership and Management Capability Framework	MJCS / SRBJS	
7.3	Provide secretariat support to sector-wide governance meetings as the decision-making body of JCSSS	MJCS	
7.4	Strengthen sector governance capacity to support collaboration across all areas of work within sector agencies e.g. Finance HRM, CD, M&E	MJCS	

8: Resource coordination

Implement practical approaches to resource utilization and coordination across the sector to achieve efficiency benefits

Indicative Activities:

Ref.	Activities/ Sub-activities	Lead	Intersecting Strategies
8.1	Improve the coordination of legal awareness tours as a key multi-agency activity to the cost efficiency of tours and maximize opportunities to support legal awareness at community level	PSO / Ombudsman / VPF	1: Justice in Communities
8.2	Undertake a mapping exercise to identify areas of common need across the sector and opportunities for better resource coordination and/or sharing. Mapping can also consider resources, capacities and needs of NGO partners (e.g. VWC, Wan Smol Bag)	MJCS	
8.3	Undertake a feasibility study of resource sharing between agencies and the establishment of a pooled resource 'fund'	MJCS	
8.4	Develop a sector-wide communication strategy and resource plan	MJCS	7: Sector governance

Appendix 2: Activities to support implementation of Cross Cutting Policies (9 to 11)

The cross cutting policies form a foundation that applies across all strategies:

- 9: National Gender Equality Policy 2015-2019
- 10: Vanuatu National Child Protection Policy 2016-2026
- 11: Vanuatu National Disability Inclusive Development Policy 2016-2025

The Policy documents outline a comprehensive set of activities. Hence the focus of this Strategy is to clarify how the Sector can support implementation, mainstreaming and coordination of Policy implementation.

Hence a general set of **activities are proposed to support implementation of all Policies:**

In relation to each Policy:	Lead	Intersecting Strategies
Ensure all implementing agencies in the sector incorporate Policy recommendations and activities into Business Plans, including approaches for mainstreaming gender, child protection and disability and social inclusion	MJCS (Child Desk, Disability Desk) / DWA	
Review job descriptions for Head of Agency and senior roles across the sector to include responsibility for cross cutting Policies	MJCS (Child Desk, Disability Desk) / DWA	7: Sector Governance
Establish mechanisms across the sector for the collection of data as required to monitor and evaluate progress against these Policies	MJCS (Child Desk, Disability Desk) / DWA	7: Sector Governance



JCSSS

Monitoring and Evaluation Framework

2018-2021

JCSSS Monitoring and Evaluation Framework (MEF) 2018-2021

1. Introduction and Purpose

This monitoring and evaluation framework (MEF) supports the implementation of the Strategy for the Justice and Community Services Sector (JCSSS) 2018-2021 and in doing so, supports the sector to deliver its strategic goal of 'improved access to justice'.

Through the implementation of this MEF, HoAs will continually assess and monitor the progress being made in the implementation of the JCSSS. HoAs can use the MEF to assess progress at an agency and sector-level, to consider the effectiveness of current efforts to enhance access to justice, and to use the results identified as a basis for making adjustments, as needed, to improve efforts to enhance access to justice during the lifetime of the strategy.

2. Process to development of the Monitoring and Evaluation Framework

The process of developing this MEF has been a collaborative effort across the justice and community services sector. It has included:

- review of the draft JCSSS 2018-2021, to determine the purpose and scope of the MEF, as well as the key strategies and policies to be monitored through this framework
- review of the existing framework of indicators to the 'Vanuatu 2030: The People's Plan - National Sustainable Development Plan 2016-2030' (NSDP), to identify synergies for monitoring under the JCSSS 2018-2021
- review of key cross-cutting policies (including on gender, child protection and disability & social inclusion), to identify synergies with existing monitoring approaches under these policies and the JCSSS 2018-2021
- consideration and integration of lessons learnt from monitoring and evaluation under the previous JCSSS 2014-2017
- development of SMART Indicators and the framework for monitoring progress through collaborative workshop with representation from 13 sector agencies¹³ to ensure a collaborative approach to development of indicators and the MEF
- consultation with SRBJS Advisers on development of SMART Indicators (including in relation to case and data management, policing services, justice services and community services and access to justice), to maximise current expertise on current monitoring approaches in each of these areas
- consultation and integration of feedback from agencies on the draft MEF.

3. Structure of the MEF

The MEF outlines sixteen performance indicators across each of the three thematic strategies, five enabling strategies and three cross-cutting policies of the JCSSS 2018-2021.

The MEF identifies where we are starting from for each of the indicators (baseline), where we are hoping to get to by 2021 (targets), where data or evidence of progress for each of the indicators will be found (data source), how often progress towards each indicator will be measured (frequency) and who will be responsible for measuring this

¹³ Inaugural M&E Network Workshop (27-28 February 2018).

progress (responsibility). The MEF also identifies where progress and results will be shared (reporting) which includes the annual report of the MJCS, annual reports of individual sector agencies and the MJCS Newsletter.

Where baseline is not present at the beginning of 2018, it will be captured at the first point of data collection for the relevant indicator.

4. Implementation of the MEF

The sector-wide governance mechanism, to be reinvigorated as a matter of priority under JCSSS Strategy 7 (Governance Mechanism), will be responsible for the continual assessment and monitoring of progress in implementation of the JCSSS and this MEF through its quarterly meetings.

The sector's M&E Network, comprising representatives who have been nominated as M&E focal points by the HoAs to represent each agency, will support the HoAs with monitoring and reporting of progress at an agency level. The M&E Network has been established concurrently with and has been instrumental to, the development of this MEF. Through quarterly meetings, the M&E Network will share progress and lessons learned on monitoring efforts to enhance collaboration and learnings across the sector in the implementation of this MEF.

5. Review of the MEF

HoAs will review this MEF annually through the sector governance mechanism. In line with lessons from the previous JCSSS 2014-2017, this annual review will allow flexibility for indicators to be adjusted taking into account changes in the Vanuatu justice and community services sector context. The first annual review of the MEF is planned for the end of 2018.

A mid-term review and end of stage evaluation of the JCSSS 2018-2021 is recommended in December 2019 and December 2021.

6. The Monitoring and Evaluation Framework

Justice and Community Services Sector Strategy 2018-21 Monitoring and Evaluation Framework

INDICATOR	DEFINITION How will we calculate progress?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE What evidence will we have of progress?	FREQUENCY How often will we measure our progress?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
Jastis, sefti, digniti, rispek mo gud fasin blong evriwan							
For all justice services to promote justice and provide fair and equitable services to meet the needs of the community, the rule of law and protection of human rights							
THEMATIC STRATEGIES							
Justice in Communities							
Strategy 1: Develop and implement appropriate and evidence-based collaborative strategies that address barriers to access to justice at the community level							
Relevant recommendations from Blacksands and Malekula research to address barriers to access through collaboration, are	Tracking of implementation of relevant recommendations line with	Blacksand research report Malekula research report	Relevant recommendations implemented in accordance with timeframes to	Sector agencies reports on implementation of recommendations (tracked	Six monthly tracking of status of implementation of recommendations by MJCS	Lead: MJCS (M&E Officer) Contributing: DWA; DCS, Child and Disability	MJCS Annual Report (February/ March)

INDICATOR	DEFINITION How will we calculate progress?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE What evidence will we have of progress?	FREQUENCY How often will we measure our progress?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
implemented by sector stakeholders	Blacksands ¹⁴ and Malekula ¹⁵ research		be agreed by Heads of Agencies governance mechanism	through Heads of Agencies governance mechanism)	in collaboration with SRBJS	Desks; OPP; PSO; Ombudsman; VPF; SRBJS Other partners: VWC ¹⁶	Sector agencies annual reporting processes SRBJS six monthly M&E reporting
Targeted communities ¹⁷ monitored demonstrating increased awareness and understanding of policing, justice and	Self-assessments, interviews, focus groups, VWC data	Authorised Persons and Registered Counsellors (AP&RCs) – no baseline	Progressive increase in awareness of communities in AP&RCs services, VWC	AP&RCs sites monitoring visits ¹⁸ VWC data of targeted communities	AP&RCs pilot – quarterly M&E visits for consolidation on a six monthly basis	Lead: MJCS Contributing: DWA; DCS, Child and Disability Desks; OPP; PSO;	MJCS Annual Report (February/March)

¹⁴ Relevant Blacksands recommendations to be identified once endorsed by MJCS in collaboration with SRBJS (SRBJS and MJCS, *Access to Justice for Young People in Peri-Urban Port Vila* (August 2017)).

¹⁵ MJCS and SRBJ, *Management and Access to Justice in Rural Vanuatu* (July 2016) (<http://dfat.gov.au/about-us/publications/Documents/conflict-management-access-justice-rural-vanuatu.pdf>)

¹⁶ Vanuatu Women's Centre is an important NGO partner for justice and community service sector agencies. However, it was not involved in the development of the Strategy and will not be directly responsible for progress against identified indicators.

¹⁷ Targeted communities include: Blacksands, Malekula and 6x AP&RCs pilot sites (Matakheru, Ohlen (Port Vila), Tokyo Buninga (Port Vila), Paunangisu (Efate), South Santo (Santo), Fanafo-Stonehill (Santo), Matantas (Santo). South Santo site potentially includes some or all of the following communities: Sarete, Jarailan, Nakere, Pakataura, Wailapa).

¹⁸ (a) community awareness with community leaders (survey adapted from workshops); (b) focus group session with the participants (for qualitative data).

INDICATOR	DEFINITION How will we calculate progress?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE What evidence will we have of progress?	FREQUENCY How often will we measure our progress?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
community services and how to use them		Blacksands research (baseline on current level of awareness in community) Malekula research (baseline on current level of awareness in community)	services, policing and justice services, demonstrated	Blacksands data collection ¹⁹ Malekula data collection ²⁰	Blacksands – TBC Malekula – TBC	Ombudsman; VPF; SRBJS Other partners: VWC	SRBJS six monthly M&E reporting (June, December)
JUVENILE JUSTICE							
Strategy 2: Develop an integrated Juvenile Justice System in the sector							
Relevant recommendations from 'Where to From Here'	Tracking of implementation of relevant	Report and recommendations	Relevant recommendations	Sector agencies reporting on	Six monthly tracking of status of	Lead: DCS	MJCS Annual Report

¹⁹ (a) pre and post assessment and understanding; (b) focus group data on why women do/don't want to use them? (c) crime workshops and young men's understanding (pre/post assessment).

²⁰ To include: pre/post assessment on trainings (with a focus on domestic sexual violence and services available).

INDICATOR	DEFINITION How will we calculate progress?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE What evidence will we have of progress?	FREQUENCY How often will we measure our progress?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
report ²¹ in relation to joint work between sector agencies and targeted communities on juvenile justice, are implemented by sector stakeholders	recommendations from 'Where to From Here?' report	endorsed by JSLF in February 2017. No recommendations implemented as at January 2018.	implemented in accordance with timeframes to be agreed by Heads of Agencies governance mechanism	implementation of recommendations (tracked through Heads of Agencies governance mechanism)	implementation of recommendations by MJCS (Child Desk)	MJCS (Child Desk); PSO; OPP; VPF, SRBJS Other partners: Judiciary	(February/March) Sector agencies annual reporting processes SRBJS six monthly M&E reporting
Juvenile justice act developed, passed and being implemented	Existence of juvenile justice act agreed and endorsed by Heads of Agencies governance mechanism	No juvenile justice act currently in place	Juvenile justice act developed, passed and operational	Juvenile justice act	Six monthly	Lead: DCS Contributing: MJCS (Policy Adviser; Child Desk); DWA	MJCS Annual Report (February/March) Sector agencies

²¹ "Where to from here? A report into the institutional status of juvenile justice in Vanuatu", October 2016, by Dr Vicki Vaartjes, Capacity Development and Leadership Adviser.

INDICATOR	DEFINITION How will we calculate progress?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE What evidence will we have of progress?	FREQUENCY How often will we measure our progress?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
						Other partners: VWC	annual reporting processes
VICTIM SUPPORT							
Strategy 3: Improve the sector response to protection and service provision for victim support							
Recommendations from Victim Support Report ²² to facilitate victim support through three stages of the criminal justice process – before court, during court and after court – are implemented in accordance with agreed timeframes	Tracking of implementation of relevant recommendations from Victim Support Report	Victim Support Report (presented to HOAG in October 2016). 19 recommendations were made for implementation in 2017. As at December 2017, 9/19 recommendations show 'no progress'; 7/19 recommendations	Remaining recommendations implemented in accordance with updated timeframes to be agreed by Heads of Agencies governance mechanism	Victim Support Update reports	Annually	Lead: MJCS Contributing: DCS; OPP; PSO; VPF; SPD Other partners: Judiciary; VWC	MJCS Annual Report (February/March) Sector agencies annual reporting processes

²² Report by Stephen Barlow, Adviser to the Public Solicitors Office: Victim Support, Heads of Agency Group Report, 6 October 2016 (https://mjcs.gov.vu/images/research_database/VICTIM_SUPPORT_RECOMMENDATIONS_FINAL.pdf).

INDICATOR	DEFINITION How will we calculate progress?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE What evidence will we have of progress?	FREQUENCY How often will we measure our progress?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
		show 'some progress' (with two of these anticipated to be progressed further in early 2018), and 2/19 show 'good progress'. 1/19 recommendations shows 'not sure' of progress					SRBJS six monthly M&E reporting
Victim Support Officer role is providing victim support services on a sustained basis in accordance with agreed Terms of Reference (ToRs)	Determination on location of role, TORs developed, recruitment process undertaken and successful candidate implemented. Role is	Baseline: location of role to be determined 0 officers in place at January 2018	From 2018-2021, VSO role is sustained and providing victim support services in accordance with agreed TORs	Agreed TORs, HR records on sustained role, performance of outcomes on victim support services	Annual tracking of status of VSO role and implementation of agreed TORs	Lead: MJCS / OPP (TBC) Contributing: SRBJS or alternative donor agency	MJCS Annual Report (February/March) Sector agencies annual

INDICATOR	DEFINITION How will we calculate progress?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE What evidence will we have of progress?	FREQUENCY How often will we measure our progress?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
	sustained and providing victim support services in accordance with agreed TORs						reporting processes
ENABLING STRATEGIES							
LAW REFORM							
Strategy 4: Establish and implement a prioritised schedule of law reform across the sector to enable improvements in justice services							
Schedule of agreed law reform for improvements in justice services is established and implemented by sector agencies in accordance with agreed timeframes within the Schedule	Existence of agreed schedule of law reform (integrating NSDP Indicators SOC	No agreed schedule of law reform in place. As at January 2018, 8 laws currently scheduled for development, under development or	Law reform schedule agreed and being implemented for improvements in justice services	Sector-wide Schedule of law reform Status of laws reviewed, Bills developed, Conventions ratified and monitoring and	Annually	Lead: MJCS / VLRC Contributing: DWA; SLO; MCC	MJCS Annual Report (February/ March) Sector agencies annual

INDICATOR	DEFINITION How will we calculate progress?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE What evidence will we have of progress?	FREQUENCY How often will we measure our progress?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
	4.4.3, 1.4.1, 4.4.1, 4.4.2) ²³	review ²⁴ ; 6 Conventions ratified ²⁵ and 3 period reports prepared and submitted ²⁶ ; institutional National Human Rights Committee established and UPR Convention Committees appointed		reporting processes undertaken in accordance with Schedule			reporting processes
INFRASTRUCTURE AND FACILITIES							
Strategy 5: Implement the Justice and Policing Infrastructure Priorities Plan 2017-22							
Justice and Policing Infrastructure Priorities	Implementatio n of Plan (in	As of December 2017 <i>Category 1:</i>	Full implementatio	Sector Infrastructure	Annually	Lead: MJCS (Sector Project	MJCS Annual

²³ NSDP Indicators: 1.4.1 Number [proportion] of bills reviewed by MCC prior to parliamentary debate; 4.4.1 Number [proportion] of activities of the National Human Rights Commission; 4.4.2 Number [proportion] of human rights related conventions ratified; 4.4.3 Number [proportion] of laws reviewed on basis of discriminatory and gender-biased principles.

²⁴ Correctional Services Act, Adoption Bill, Juvenile Justice Bill, Disability Bill, Child Protection Bill, Family Law Act, Marriage Act, Dissolution of Marriage Act.

²⁵ CRPD; UNCAT; ICCPR; CEDAW; UNCRC; UNCAC.

²⁶ CRC; CRPD; CEDAW.

INDICATOR	DEFINITION How will we calculate progress?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE What evidence will we have of progress?	FREQUENCY How often will we measure our progress?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
Plan 2017-22 implemented in accordance with agreed timeframes and actions in the Plan	line with NSDP Indicators SOC 4.3.2; 4.5.1) ²⁷	<p><i>Cyclone Pam Reconstruction</i> - 95% infrastructure repaired, 5% in progress.</p> <p>Category 2: <i>Maintenance</i> – 40% maintained, 60% in progress. Additional infrastructure that have come under this Category is the Police staff houses which were not originally included in the Plan.</p> <p>Category 3: <i>Infrastructure Upgrades</i> – negotiations with</p>	n of priorities and actions in accordance with agreed timeframes in the Plan	Plan progress reports		<p>Officer - Infrastructure) / SRBJS / Infrastructure Working Group (if established)</p> <p>Contributing: Disability Desk; relevant sector agencies</p> <p>Other partners: VSPD; PWD</p>	<p>Report (February/ March)</p> <p>Sector agencies annual reporting processes</p>

²⁷ 4.3.2: Percentage of public buildings accessible for people with disabilities; 4.5.1 Proportion of Government officers and public facilities with ramp access or some disability friendly rating.

INDICATOR	DEFINITION How will we calculate progress?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE What evidence will we have of progress?	FREQUENCY How often will we measure our progress?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
		the national government and donor agencies currently underway for infrastructure upgrades. <i>Category 4: New Infrastructure - 0% complete.</i>					
DATA MANAGEMENT SYSTEMS							
Strategy 6: Integrate case and data management systems and facilitate public access							
Ability of sector agencies to track case visibility, timeliness, clearance rates, pending and age of pending, disposal ratios, court attendance rates and case outcomes	The tracking of 'overall measures' in case and data management practice in relation to: case visibility, timeliness,	Overall Measures table at January 2018, including in relation to: - integration of case and data management systems, and	Incremental progress is made in case and data management, including towards: - integrating case and data	Individual agencies respective information systems: PIMS (VPF), CTS (PSU), CMS (Courts, SLO, OPP/SPD,	Six monthly	Lead: SRBJS Contributing: DCS; OPP; PSO; SLO; Ombudsman; VPF; PSU; SPD	MJCS Annual Report (February/ March). Sector agencies annual

INDICATOR	DEFINITION How will we calculate progress?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE What evidence will we have of progress?	FREQUENCY How often will we measure our progress?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
	clearance rates, pending and age of pending, pending disposal ratios, court attendance rates, and case outcomes	- capability of sector agencies (including VPF, Courts, SLO, OPP/SPD, Ombudsman and PSO) to undertake data collection and analysis (including to track case visibility, timeliness, clearance rates, pending and age of pending, pending disposal ratios, court attendance rates, and case outcomes)	management systems, and - continuing to strengthen the capability of sector agencies (including VPF, Courts, SLO, OPP/SPD, Ombudsman and PSO), to undertake data collection and analysis ²⁸	Ombudsman), LCMS (PSO), OMS (Corrections)		Other partners: Judiciary	reporting processes. SRBJS six monthly M&E reporting

²⁸ This includes ability to: (a) track case visibility; (b) timeliness; (c) clearance rates; (d) pending and age of pending; (e) pending disposal ratios; (f) court attendance rates; and (g) case outcomes.

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SECTOR GOVERNANCE							
Strategy 7: Establish a sector-wide governance mechanism to coordinate the implementation of this Justice and Community Services Sector Strategy 2018-21							
Sector-wide governance mechanism operational and consistently coordinating and monitoring progress of implementation of the JCSSS from 2018-2021	Existence of governance documents for mechanism (e.g. TORs, established members)	Not functional as at January 2018	One mechanism established, with specific objectives outlined, TORs agreed, and integration or related responsibilities within members job descriptions and work-plans	Governance documents, TORs of governance mechanism, Meeting minutes	Annually	Lead: MJCS (with rotating leadership) Contributing: All sector agencies	MJCS Annual Report (February/ March) MJCS Newsletter Sector agencies annual reporting processes

INDICATOR	DEFINITION How will we calculate progress?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE What evidence will we have of progress?	FREQUENCY How often will we measure our progress?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
							SRBJS six monthly M&E reporting
Quarterly sector-wide governance meetings are held and progress of the JCSSS implementation is monitored and reported	Count of scheduled meetings held and minuted. Progress of implementation reported in line with this MEF.	2017: 1 meeting (JSLF) held (February 2017)	Quarterly meetings (4 per year from 2018 to 2021) with standing agenda items on coordination, monitoring and reporting of JCSSS 2018-21	Meeting minutes	Six monthly	Lead: MJCS (with rotating leadership) Contributing: All sector agencies	MJCS Annual Report (February/ March) Sector agencies annual reporting processes SRBJS six monthly M&E reporting
RESOURCE COORDINATION							
Strategy 8: Implement practical approaches to resource utilisation and coordination across the sector to achieve efficiency benefits							

INDICATOR	DEFINITION How will we calculate progress?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE What evidence will we have of progress?	FREQUENCY How often will we measure our progress?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
Sector-wide mechanisms for resource utilisation and coordination are established and consistently implemented	Count of scheduled meetings held and minuted of HR Network, FO Network; M&E Network; Case Management Working Group. (Includes court tours by Sector Agencies)	HR Network: 2 meetings held in 2017 Finance Network: 1 meeting held in 2017 M&E Network: established January 2018 Case Management Working Group (CMWG): 0 meetings in 2017. Planned to be reinvigorated in early 2018.	HR Network: Quarterly meetings FO Network: Quarterly meetings M&E Network: Quarterly meetings CMWG: Quarterly meetings	Meeting minutes	Six monthly	Lead: MJCS (CSU – DG's Office) (it is expected that leadership will rotate amongst sector agencies) Contributing: All sector agencies	MJCS Annual Report (February/ March). Sector agencies annual reporting processes. SRBJS six monthly M&E reporting

INDICATOR	DEFINITION How will we calculate progress?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE What evidence will we have of progress?	FREQUENCY How often will we measure our progress?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
Efficiency benefits are identified and achieved through sector-wide mechanisms for resource utilisation and coordination	Tracking number of functioning networks that are effectively coordinated and are meeting the needs of the sector.	2017: Finance Network, HRO Network 2018: M&E Network	Sector-wide mechanisms are sustained and fully functioning by Quarter 4, 2018.	Meeting minutes	Six monthly	Lead: MJCS (CSU) Contributing: All sector agencies	MJCS Annual Report (February/ March) Sector agencies annual reporting processes SRBJS six monthly M&E reporting
CROSS-CUTTING POLICIES							
GENDER EQUALITY							
National Gender Equality Policy 2015-2019							

INDICATOR	DEFINITION How will we calculate progress?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE What evidence will we have of progress?	FREQUENCY How often will we measure our progress?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
Number of justice and community services sector agencies with gender responsive policies, legislation, programs, organisational structures and operational procedures ²⁹	Identification of the number of justice and community services sector agencies who are taking action to integrate gender considerations into policies, legislation, programs, organisational structures and operational procedures on an annual basis	The National Gender Equality Policy, ³⁰ identifies a need to systematically integrate gender responsive approaches to all government policies, programs and projects	All justice and community services sector agencies demonstrate evidence of progressive integration of genders responsive approaches into policies, legislation, programs, organisational structures and operational procedures	DWA Annual Report on the National Gender Equality Policy, with particular focus on Strategic Area 4, 'Building a Foundation for Gender Mainstreaming' Agency annual business plans	Annually	Lead: DWA / MJCS Contributing: All sector agencies	MJCS Annual Report (February/ March)

²⁹ This Indicator is adapted from NSDP Indicator SOC 4.1.1. 'Proportion of government departments with gender responsive policies, legislation and programs' and seeks to align with the policy statement of the National Gender Equality Policy 2015-2019, 'the Government of Vanuatu will exercise leadership to achieve gender equality and take proactive steps to embed gender equality into its legislation, policies, programs, organizational structures and operating procedures'.

³⁰ Vanuatu National Gender Equality Policy 2015-2019 (<https://dwa.gov.vu/images/policies/NationalGenderEqualityPolicyJuly2015.pdf>).

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CHILD PROTECTION							
Vanuatu National Child Protection Policy 2016-2026							
Number of justice and community sector agencies who are implementing child protection actions in line with agreed timeframes within the Phase 1 Implementation Plan (2016-21) of the National Child Protection Policy 2016-2026 ³¹	Tracking of output indicators within Phase 1 Implementation Plan (2016-21)	See the Vanuatu National Child Protection Policy 2016-2026, ³² for an overview of policy context and background, and status of child protection systems as at 2016	All relevant justice and community sector agencies implement agreed actions in accordance with planned timeframes within Phase 1 Implementation	NCPWG Annual report on implementation of the National Child Protection Policy 2016-2026 Minutes of the meetings of the National Child	Regular monitoring (six monthly) with annual review	Lead: National Child Protection Working Group / MJCS (Child Desk) Contributing: All sector agencies	MJCS Annual Report (February/ March) Sector agencies annual reporting

³¹ This Indicator seeks to align with the overarching strategy of stage one of implementation (2016-2021) of the Vanuatu National Child Protection Policy 2016-2026, 'Building on and strengthening existing positive traditional community-based (Kastom) systems and practices that protect children, whilst at the same time strengthening formal mechanisms (such as Education, Health and Justice Sector)' (as per the Phase 1 Implementation Plan (2016-21)).

³² Vanuatu National Child Protection Policy 2016-2026 (https://mjcs.gov.vu/images/policy/Vanuatu_National_Child_Protection_Policy_2016-2026_FINAL_Nov16.pdf).

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			n Plan (2016-21)	Protection Working Group			
DISABILITY AND SOCIAL INCLUSION							
Vanuatu National Disability Inclusive Development Policy 2018-2025							
Number of justice and community services sector agencies who are identifying and addressing barriers to access and inclusion for persons with disabilities to justice and community services	Tracking of number of justice and community services sector agencies who are taking action to identify and address barriers to access and inclusion of persons with disabilities on an annual basis	See Vanuatu National Disability Inclusive Development Policy 2018-2025 for overview of current policy context as at 2018	All policing, justice and community services sector agencies demonstrate evidence of identifying and progressively addressing barriers for persons with disabilities	Monitoring of National Disability Inclusive Development Policy 2018-2025 Agency annual business plans Tracking of implementation of recommendations from	Annually	Lead: MJCS (Disability Desk) Contributing: All sector agencies	MJCS Annual Report (February/ March)

INDICATOR	DEFINITION How will we calculate progress?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE What evidence will we have of progress?	FREQUENCY How often will we measure our progress?	RESPONSIBLE Who will measure it?	REPORTING Where will it be reported?
				proposed Disability Inclusion Analysis (2018)			