MINISTRY OF JUSTICE & COMMUNITY SERVICES

SECTOR CAPACITY DEVELOPMENT STRATEGY 2025-2030

"YUMI WAN, YUMI STRONG TUGETA YUMI SUCCEED"

Contents

List of Acronyms

AG	Attorney General
CDC	Capacity Development Coordinator
CDS	Capacity Development Strategy
CDWG	Capacity Development Working Group
CLMO	Custom Land Management Office
DFAT	Australian Government Department of Foreign Affairs and Trade
DG	Director General
DKS	Department of Correctional Services
DWA	Department of Women's Affairs
GoV	Government of Vanuatu
JCSS	Justice and Community Services Sector
MJCS	Ministry of Justice and Community Services
OD	Organizational Development
OMB	Office of the Vanuatu Ombudsman
OPP	Office of the Public Prosecution
PSO	Public Solicitors Office
PV	Port Vila, Efate
SLO	State Law Office
SPD	State Prosecution Department
VAPJP	Vanuatu Australia Policing and Justice Program
VKS	Vanuatu Cultural Centre
VLRC	Vanuatu Law Reform Commission
VPF	Vanuatu Police Force
VWC	Vanuatu Women's Centre

Acknowledgements

The Director General, Ministry of Justice and Community Services (MJCS) requested this revised Sector Capacity Development Strategy document. This strategy document was developed through work completed by the Capacity Development Working Group (CDWG). The CDWG comprises agency representatives from the justice sector, led by the Capacity Development Coordinator (CDC), MJCS.

This strategy document presents findings and conclusions from workshop activities, discussions and capacity development activities completed with justice sector agency teams over May 2023-October 2024. The process is supported by the Vanuatu Australia Police and Justice Program (VAPJP).

CDWG Members	Title	Agency
Jocelyn Loughman (Lead)	Acting Capacity Development Coordinator	MJCS
Ann Pakoa	Capacity Development Coordinator (Study Leave September 2022 - September 2024)	MJCS
Venda Moses	Corporate Services Manager	OPP
Josephine Tete	State Prosecutor	OPP
Lawson Jack Samuel	Secretary	VLRC
Gracelyn Tasso	Principal Researcher (S/Leave)	VLRC
Crimson Bani	Principal Governance Officer	MCC
Andrew Tarib	Admin and Finance Manager	DWA
Wendy Raptigh	Capacity and Training Coordinator	Judiciary
Nixon Pantutun	PCLO South	CLMO
Henline Augustine Mala	Office Manager	VKS
Glenn Talae	Office Manager	PSO
Sam Kaipam	Manager, Management Services	DBKS
Felicity Bebe	Trainer	CLMO
Pala Luen	Manager	VIPAM
Malvin Boesel	Organisational Performance Coordinator	MJCS
Claudia Naviti	Principal Human Resource Officer	MJCS

Director General Introduction

This Sector Capacity Development Strategy was developed through a collaborative approach involving the sector agencies through the Capacity Development Working Group (CDWG).

Implementation of the 2018-2020 strategy had occurred in previous years; however, a review of the extent of strategy implementation effectiveness and establishment of a new strategy document had been delayed due to events including Covid-19, TC Harold, and changes within the senior leadership group and the government's decision during 2020 for the dissolution of the Ministry of Justice and Community Services (MJCS).

MJCS is essential in building capacity, capability, and skills across the sector through direct and indirect support to sector leaders and agency teams. The Capacity Development Coordinator (CDC) leads this support and, working closely with the CDWG, has developed this revised CD strategy for the sector.

This revised CD strategy highlights the working group's eight strategic priorities and relevant supporting activities. It is designed to encourage agencies to mobilise sector resources for CD activities, support sector collaboration, and share knowledge, resources, and information through technical networks, senior leadership groups, and partners. It also ensures that we maintain alignment with our corporate, sector, and national goals, including the Government Decentralization Act.

The strategy is designed to align with existing frameworks to support ongoing processes, including performance management, budget management and monitoring and evaluation activities.

As the Director General and having a key core role in supporting this plan, I look forward to the opportunity to build our skills, capability, and capacity to deliver on our commitments through this revised strategic plan.

I want to thank everyone from across the sector who has been involved in developing this essential plan, the CD working group members, and all agency Heads for their commitment.

I am pleased to present the 2025-2030 Sector Capacity Development Strategy.

Arthur Faerua
Director General
Ministry of Justice and Community Services

Background

MJCS, with support from VAPJP, implemented the 2018-2020 Sector Capacity Development Strategy. With the backing of sector representatives, the Ministry Capacity Development Coordinator (CDC) is accountable for developing and implementing the revised 2025-2030 CD strategy.

Implementation of the 2018-2020 strategy had occurred in previous years; however, a review of the extent of the strategy's implementation effectiveness and establishment of a new strategy document was delayed due to events including COVID-19 and TC Harold. Other factors that contributed to the delay included the changes within the senior leadership group of the MJCS and the Government's decision to dissolve MJCS in 2020.

The DG and MJCS instructed the CDC to develop and implement a revised Sector CD Strategy.

Planning Principles

The design and development of the updated CD strategy continue to be guided by the following principles:

Builds on previous work.
Work started or completed under the last CD sector strategy will help to inform future strategy. Activities that support long-term CD goals and priorities will continue or be adapted to ensure that previous work is preserved and outcomes continue to build on previous efforts.

Collaborates with relevant sector stakeholders through a working group.
Sector stakeholders will be identified and consulted to ensure collaboration in the design and development of the CD strategy. This process will support cross-sectoral relevance, ownership, consistency, and accountability.

Links with existing national plans, frameworks, and other available support
Sector priorities and goals will be aligned with national plans, including the NSDP and NHRD plan and, where possible, will capitalise on available national resources, including VIPAM.

Supports agency planning and frameworks.
The process will also align the Sector CD strategy with local strategic and operational plans, including the Justice and Community Services Sector Strategy (JCSSS), Corporate Plan and Annual Business plans. The CD strategy will also link to established local and government frameworks, including the M&E framework and PSC Performance Management processes.

Realistic but ambitious activities in line with available resources
The ministry has limited resources and will ensure that planned activities are cost-effective, focused on return on investment, long-term and sustainable capacity development, and aligned with L&D best practices.

Figure 1: Planning Principles

Figure 1: Planning Principles — Sector Team Input, M&E Framework, NSDP NHRD, Local Plans, Sector CD Strategy Design, PERF MGMT Process, L&D Best Practice, Available Resources, VIPAM VAPJP Others
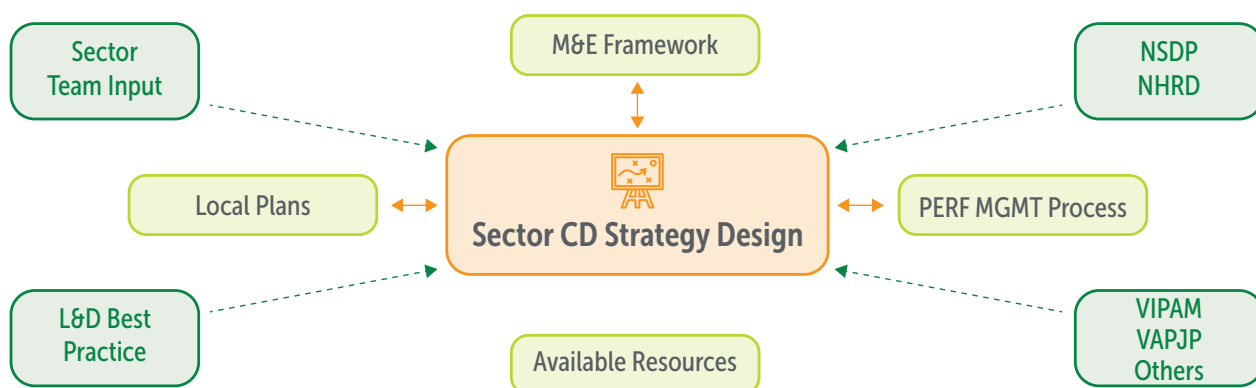
Strategy Goal

By building on lessons learned from previous work, we will continue strengthening the skills and capabilities of staff, teams, departments, agencies, and the sector in delivering the planned justice and community services, goals, and outcomes.

Situational Analyses

The CDWG conducted situational analyses using PESTLE and SWOT to understand the sector working environment better and identify vital strategic strengths and drivers supporting the strategy. The exercise also assisted the group in identifying and understanding weaknesses and barriers that will slow or impede the implementation of planned activities.

Training and Capacity Development NEEDS Analyses

This plan outlines strategic and operational Capacity Development needs. These capacity needs were identified across the sector through CDC-led discussions with Agency leaders using a standard analysis survey tool.

Agency leader discussions took place before the April -May 2022 planning workshops. This dialogue provided valuable information that the CDWG used to inform the planning process. Refer to Appendix One for more details on the tools used).

Operational analyses were completed through the CDWG using a standardised tool that captures individual training and development needs. CDWG Members shared institutional analysis findings during the workshop sessions to inform the planning process.

You can find a copy of the standard tool in Annex 2, section 2.

Figure 2: Needs Analyses Process

Heads of Agency Capacity Assessment Survey

CDWG Operational Training Needs Assessment

Strategy Planning Workshop

Aligning The Plan

The plan considers staff capacity strengthening or/and building as a critical performance enabler for institutions and the overall sector in supporting the achievement of planned goals.

Against the backdrop of the NSDP pillars, the National HRD plan, the government focus on decentralization and the MJCS Corporate plan, the CD strategy aims to address capacity gaps across the sector. Through the CDC, the ministry adopts the role of agency partners in supporting CD planning and implementation activities and designing the strategy to address capacity gaps by implementing appropriate initiatives and activities at the individual, institutional and sector levels.

The operational delivery of this strategy relies on institutional-level alignment with current planning, monitoring, and reporting processes and frameworks, including performance management, M&E, budgets, and finance.

Figure 3: The implementation framework links agency plans with the sector CD strategy.
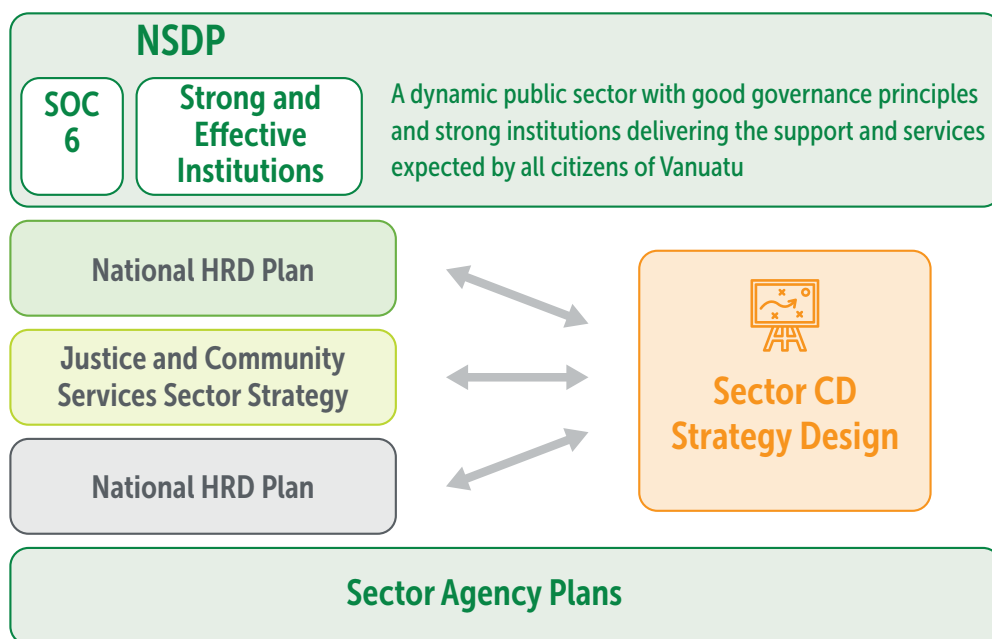
Budgeting and Managing Resources

Integrating budget planning at agency and ministry levels into the capacity development strategy is crucial for ensuring the capacity development plan is sustainable and aligned with the overall goals. To do this, the CDC will work closely with agency heads to support the following:

↘ Assist agencies in identifying the resources required to implement the capacity development plan. This may include the cost of training programs, hiring consultants, providing materials and equipment, and other related expenses.

↘ Support agencies in identifying the funds available for capacity development. This may involve working with the finance department to understand the budget constraints and public funding sources.
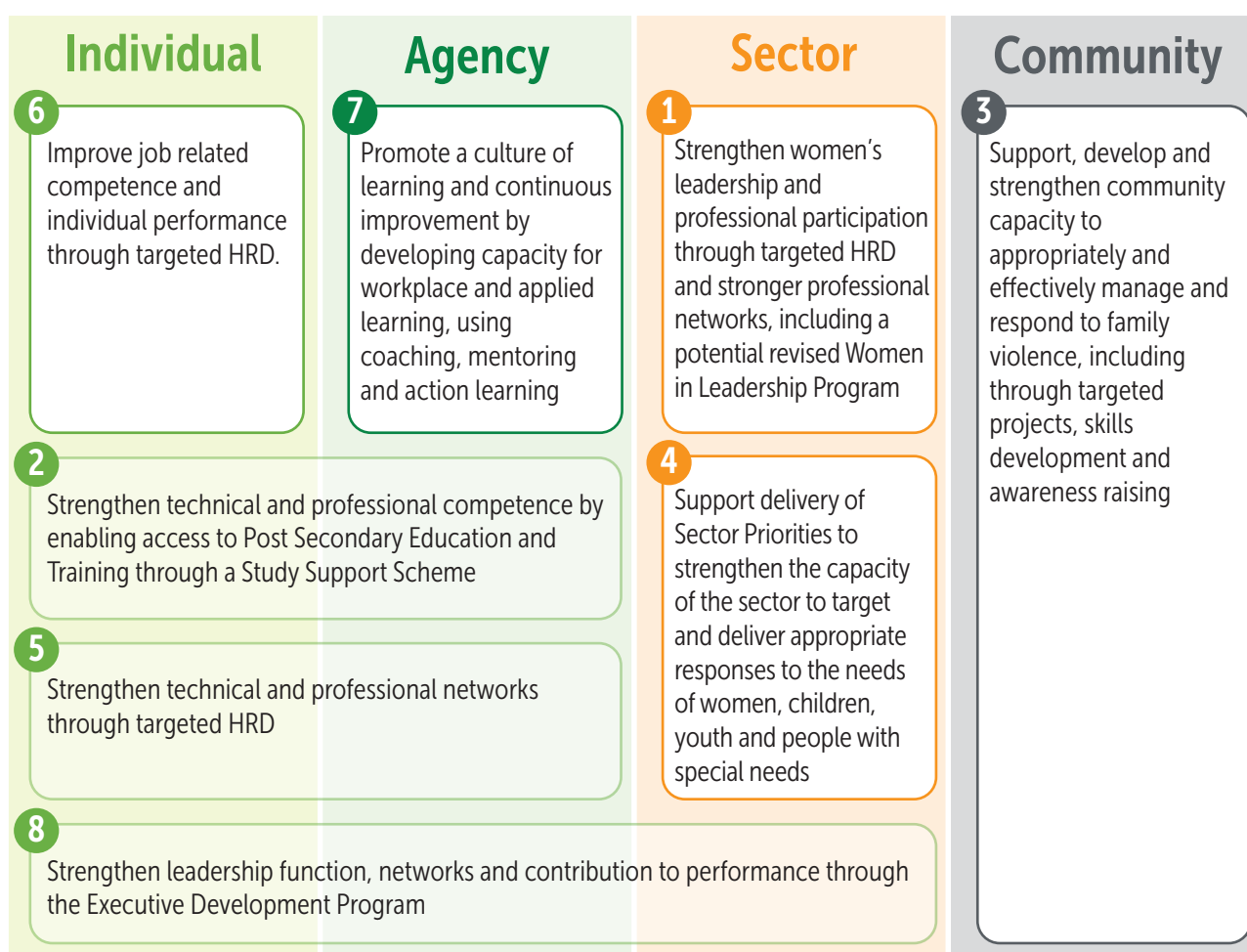
- Rank the capacity development activities based on their level of importance and the available budget. Consider which activities are essential to achieving the agency's goals and which actions can be postponed or scaled back if necessary.

- Consider alternative funding sources through collaboration with government and non-government partners (VIPAM, CSO, etc.) in identifying grants, sponsorships, or other opportunities to supplement agency and ministry resources for capacity development.

- Monitor the progress of the capacity development plan and evaluate its impact on the organisation's goals and objectives. Use this information to refine the program and adjust the budget as needed.

Eight Strategies for Implementation

Building on the previous 2017-2020 CD strategy, the CDWG identified eight strategic priorities supporting institutional and sector-level business goals over the corporate planning period 2024-2030.

The planning process then identified S.M.A.R.T. activities that would help fulfil these critical strategic priorities. The CDWG completed an activity mapping process aligning activities with the eight strategic priorities.

Figure 4: Eight Implementation Strategy Priorities

Individual

6 — Improve job related competence and individual performance through targeted HRD.

2 — Strengthen technical and professional competence by enabling access to Post Secondary Education and Training through a Study Support Scheme

5 — Strengthen technical and professional networks through targeted HRD

Agency

7 — Promote a culture of learning and continuous improvement by developing capacity for workplace and applied learning, using coaching, mentoring and action learning

Sector

1 — Strengthen women's leadership and professional participation through targeted HRD and stronger professional networks, including a potential revised Women in Leadership Program

4 — Support delivery of Sector Priorities to strengthen the capacity of the sector to target and deliver appropriate responses to the needs of women, children, youth and people with special needs

Community

3 — Support, develop and strengthen community capacity to appropriately and effectively manage and respond to family violence, including through targeted projects, skills development and awareness raising

8 — Strengthen leadership function, networks and contribution to performance through the Executive Development Program

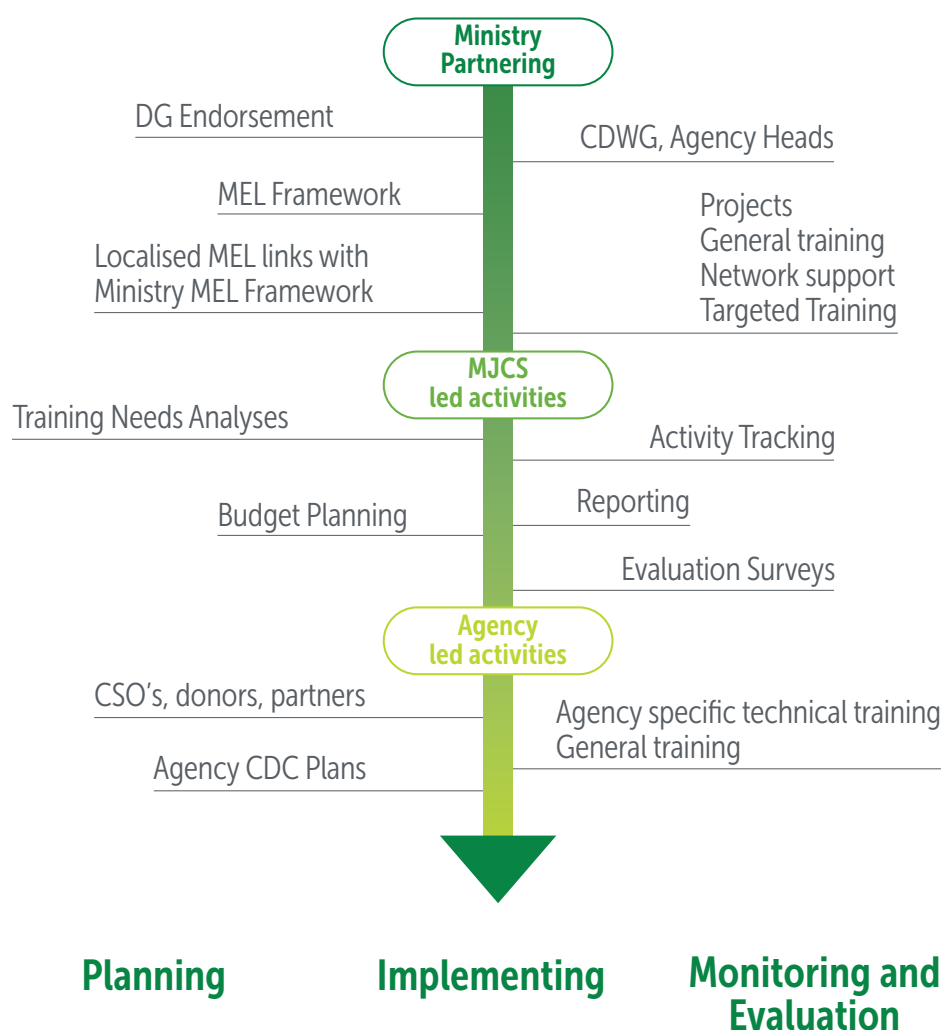# Building Partnerships with Donors and other stakeholders

Partnering with other organisations effectively enhances capacity development across the justice and community services sector. Partnerships can bring together the expertise, resources, and networks needed to support the sector's CD strategy goals. MJCS, through the CDC, will continue building strong partnerships by identifying organisations (internal and external) that share the strategic goals and objectives and have complementary skills and resources. This may include Civil Society Organisations, academic institutions, NGOs, private sector firms, and government agencies such as VIPAM and development partner support.

Partnering with Agencies–Roles and Responsibilities

The Ministry will partner with agencies to support efficient and effective strategy implementation. Clearly defining the roles and responsibilities of the ministry and agency will ensure that expectations are fully understood with accountability for agreed actions and decisions. This includes budgets, administrative matters, and following through on commitments.

The following diagram highlights some proposed roles and responsibilities between MJCS through the CDC and the Agency Teams (Agency Heads and CDWG members).

Figure 5: Roles and Responsibilities

	Ministry Partnering	
DG Endorsement		CDWG, Agency Heads
MEL Framework		Projects
Localised MEL links with Ministry MEL Framework		General training
		Network support
		Targeted Training

MJCS led activities

Training Needs Analyses		Activity Tracking
Budget Planning		Reporting
		Evaluation Surveys

Agency led activities

CSO's, donors, partners		Agency specific technical training
Agency CDC Plans		General training

Planning   **Implementing**   **Monitoring and Evaluation**

The Ministry CDC, with limited resources, will focus on supporting agencies by partnering with Agency teams, ensuring that specific key activities are driven through structured plans. Support may include leadership development, project development and management, and technical network support, all identified through the development process. Agency-led CD plans will drive the implementation process with ongoing ministry support through the CDC.

Component	Ministry Led	Agency Led	Other
Planning	➘ CDWG Coordination ➘ ADG/SLG Endorsement ➘ TNA Agency Support ➘ Budget Planning for projects ➘ Strategy communication ➘ Cross-sector network involvement ➘ Coordination with VIPAM	➘ Local TNA /through existing systems and specific TNA using tools. ➘ Development of local CD plans ➘ Local budgeting for activities ➘ Linking CD plans with existing agency business and corporate plans	➘ Collaboration from Donors/ private sector and other NGOs ➘ Other external trainers (PSET providers)
Implementing	➘ Project Managing larger initiatives (women in leadership, access to PSET). ➘ Cross-Sector training initiatives ➘ Coordinate and support VIPAM/ Donor-led activities. ➘ Support day-to-day transactional HR that supports local CD plans (e.g. recruitment, induction, performance management, etc.)	➘ Delivery of local technical training ➘ Tracking and managing resources including budgets. ➘ Recording, monitoring, and evaluation of training	➘ Donor/NGO/ VIPAM/PSC and other training initiatives (with support from Ministry CDC)
Monitoring and evaluating	➘ MEL Framework (Sector wide) ➘ Surveys, Reports/evaluations ➘ Support Agency staff with localised MEL plans	➘ Local MEL framework ➘ Surveys/Questionnaires at the agency level ➘ MEL reporting at Agency Level ➘ Recommendations to the Ministry	➘ Post-training surveys reporting, and evaluations.

Partnering with VIPAM

Partnering with VIPAM is important in meeting the capacity development strategy goals and activities. The partnership with VIPAM will support the following:

➘ Ensure that the goals and objectives of the public service (National Human Resource Development Plan) align with the sector CD strategy and that we strive towards common goals.

➘ Identify and access training support organisations and initiatives that meet Public Service training standards.

➘ Capitalise on curriculum and training content tailored to public service requirements.

➘ Share costs and resources associated with the partnership and ensure they fit within budget constraints.

➘ Implementing quality assurance mechanisms, including assessing and evaluating CD initiatives and their impact on performance.
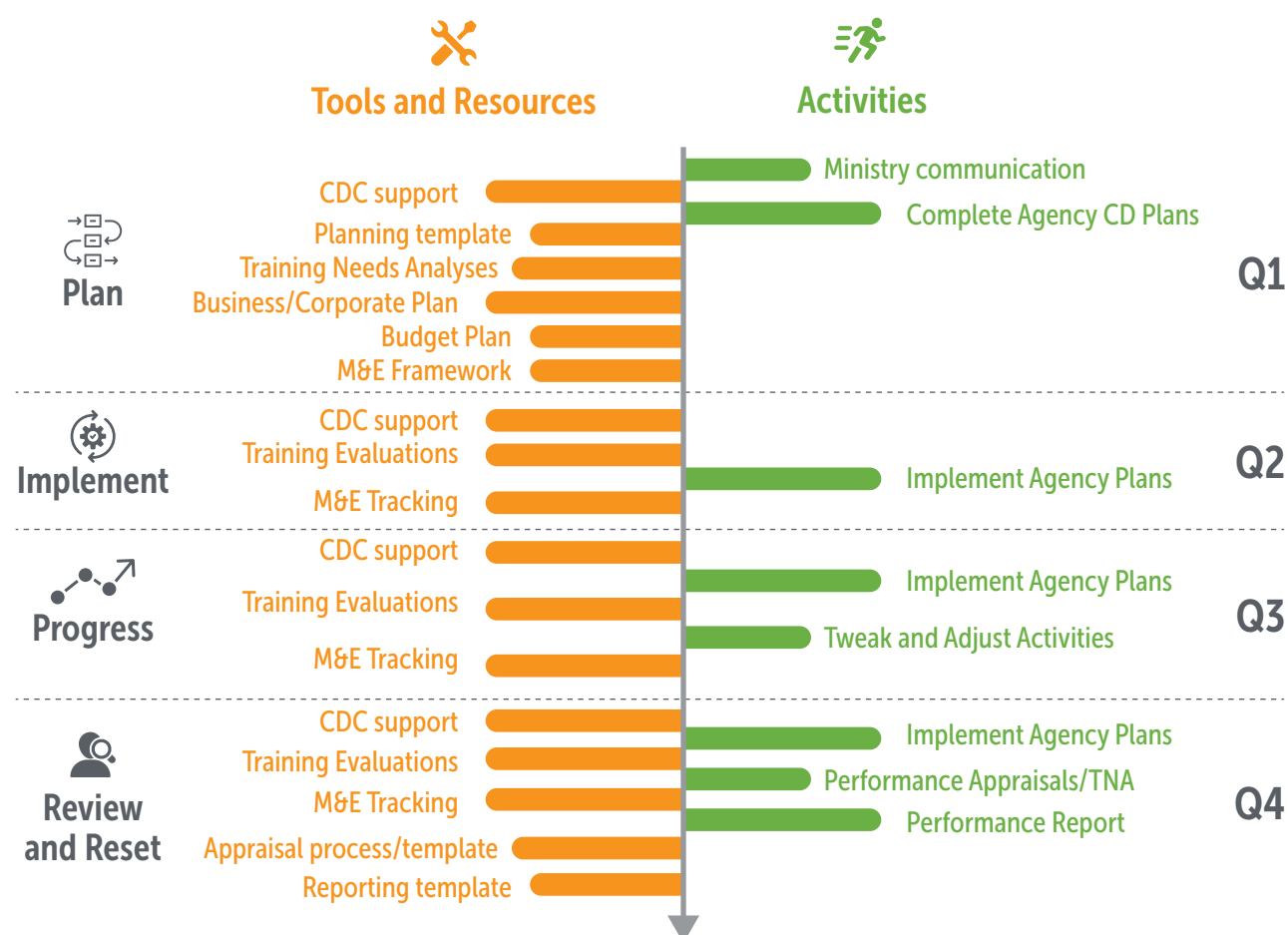
- Establish systems and processes that support long-term CD sustainability, growth and development over an extended period.
- Encourage feedback from both parties to continuously improve the partnership and the quality of training. Regularly assess the partnership's effectiveness and make necessary adjustments.
- Ensure the Sector CD Strategy is contributing to and influencing the bigger government capacity development goals VIPAM
- Ensures it captures decentralization through capacity building of provincial officers.

CD Planning Cycle

The annual CD planning Cycle is an ongoing reflection and growth process aligned with institutional and national goals for improvement.

Activities over the planning period are supported by available resources from the ministry and those in place at agency level. Resources at agency level will vary and the Ministry through the CDC will partner with leaders to build consistent use of available resources across the sector.

Diagram 6: CD Planning Cycle

Tools and Resources | Activities

Plan — Q1
- CDC support
- Planning template
- Training Needs Analyses
- Business/Corporate Plan
- Budget Plan
- M&E Framework

Activities Q1:
- Ministry communication
- Complete Agency CD Plans

Implement — Q2
- CDC support
- Training Evaluations
- M&E Tracking

Activities Q2:
- Implement Agency Plans

Progress — Q3
- CDC support
- Training Evaluations
- M&E Tracking

Activities Q3:
- Implement Agency Plans
- Tweak and Adjust Activities

Review and Reset — Q4
- CDC support
- Training Evaluations
- M&E Tracking
- Appraisal process/template
- Reporting template

Activities Q4:
- Implement Agency Plans
- Performance Appraisals/TNA
- Performance Report

Successful Strategy Implementation

Managing Risk factors

Creating a risk matrix for the sector capacity development strategy involves assessing and categorising potential risks that could impact the successful implementation of the strategy.

Description	Likelihood	Impact	Risk Level(LxI)	Mitigation Strategy
Increased roles and responsibilities allocated to the Ministry (AP/Sport and Youth)	High	High	High	Allocate additional resources (Planning/ HR/ financial/infrastructure) support for additional responsibilities to ensure effective and efficient transition.
Agencies are not clear on their roles and responsibilities for CD	Moderate	High	Moderate/High	Develop and implement a communications strategy aimed at enhanced awareness of the CD strategy roles, responsibilities, and timelines for all agency staff.
Agency implementation of CD plans is inconsistent	Moderate	High	Moderate/High	Develop standard templates and tools for (planning, reporting templates and TNA tools) while ensuring tools are utilised by agency staff.
Available TNA and planning Tools are not used	Low	High	Moderate	Provide ongoing training on templates and tools to agency staff.
Resources are not available to support planned activities	Moderate	High	Moderate/High	Support agency participation in active budget management for locally planned CD activities Source alternative resourcing for CD initiatives.
CD plans do not link to existing agency and ministry systems (Annual appraisal etc)	Low	Moderate	Low/Moderate	Incorporate activities into the planning process that support planning alignment. Conduct ongoing evaluation of training ensuring alignment with agency business goals, NSDP and NHR Strategy.
Ministry CDC does not have adequate resources to support CD strategy	High	High	High	Source additional support for CD strategy implementation through existing Ministry structure and outside.
CD Training Opportunities are not utilised fully	Low	Moderate	Low/Moderate	Implement CD evaluation systems and track return on investment metrics as far as feasible.
Ineffective monitoring and evaluation	Low	High	Moderate	Ensure MEL systems are in place at ministry and agency level while CDC and Ministry staff support agency MEL execution.

CD Workplan

Strategy 1: Strengthen Women's Leadership and Professional Participation

Activity		Activity Cost	Timing				Output/Indicator	Responsibility	Anticipated Outcome
Strategy Priority: Strengthen Women's Leadership							**Target Group: Women in the Sector**		
			Yr1	Yr2	Yr3	Yr4			
Main Activities									
1.1	Develop and implement a revised women in leadership program		X	X	X	X	Revised WILP is established and implemented	CDC	Increased women participation in sector senior leadership roles
Sub Activities									
1.1.1	Work with partners to identify potential leadership programs including VIPAM		X					CDC Project Team	
1.1.2	Develop TOR for technical working group ensuring broad representation including gender								
1.1.3	Develop the WILP project plan through a technical working group		X					CDC	
1.1.4	Identify WILP Partners								
1.1.5	Identify sources for resourcing the planned activities		X					CDC Project Team	
1.1.6	Obtain project approval		X					CDC	
1.2	**Main Activity**								
	Implement leadership training to technical networks (Finance, HR, M&E etc)		X	X	X	X	Leadership training is provided to technical groups	CDC	
1.2.1	**Sub Activities**								
	Develop leadership training content							CDC	
	Implement leadership training through networks							CDC	
1.3	**Main Activity**								
	Identify and Implement leadership activities through the EDP supported by heads of agencies.			X	X	X		CDC	

Strategy 2: Strengthen Competence through a revised study scheme

Strategy Priority: Strengthen Competence through a revised scheme supporting access to PSET	Target Group: Sector Staff							
Activity	**Activity Cost**	**Timing**				**Output/Indicator**	**Responsibility**	**Anticipated Outcome**
		Yr1	Yr2	Yr3	Yr4			
Main Activities								
2.1 Develop and implement an access to PSET (Post Secondary and Education Training) Scheme		X	X	X	X	Revised scheme established	CDC	Improved staff competence (technical and professional)
Sub Activities								
2.1.1 Identify potential partners both nationally and internationally (training providers/donors)							CDC Project Group	
2.1.2 Establish MoU, MoAs, public /private partnerships with service providers while maintaining a cost-benefit approach to developing the PSET program		X					CDC Project Group	
2.1.3 In collaboration with sector experts (VIPAM, Ministry of Education, VoA and partner organisations) develop a revised program supporting access to PSET							CDC Project Group	
2.1.4 Identify appropriate PSET curricula/initiatives that supports sector business and government goals that support central and provincial staff		X					CDC Project Team	
2.1.5 Program will be developed to ensure best use of resources (cost/benefit) including the development of individual CD follow up plans		X					CDC Project Team	
2.1.6 Obtain project approval		X						

Strategy 3: Support, Develop and Strengthen Community Capacity.

Strategy Priority: Strengthen Communities		Timing				Target Group: Community Members		
Activity	Activity Cost	YR1	YR2	Yr3	Yr4	Output/Indicator	Responsibility	Anticipated Outcome
Main Activities								
3.1 Improve the capture of end-user experience, improve information channels to end users (community and ministry) and develop a platform to learn and continually improve service delivery		X	X	X	X	Information on end user experience is captured	CDC, Agency Teams	Services are improved based on community feedback
Sub Activities								
3.1.1 Develop a resourcing plan to support the Ministry rollout of community and ministry service users to strengthen activities		X						
3.1.2 Develop pre and post evaluation surveys to capture customer satisfaction		X					CDC, Agency Teams	
Main Activity								
3.2 Use technology and appropriate media outlets to enhance customer service awareness including in the provinces		X	X	X	X		CDC, Agency Teams	Communities better understand and increase their use of services provided by the ministry
Sub Activities								
3.2.1 Develop a Ministry Help Desk to answer client inquiries, share key messages and gather client feedback		X	X	X	X			
3.2.2 Collaborate with mobile providers to support sector service information on mobile phones		X					CDC, Agency Teams	
3.2.3 Use appropriate media outlets to increase awareness of services in particular decentralised services		X					CDC, Agency Teams	

Strategy 4 Support the Delivery of Sector Priorities

Strategy Priority: Support sector priority delivery						Target Group: Service users, sector staff		
Activity	**Activity Cost**	**Timing**				**Output/Indicator**	**Responsibility**	**Anticipated Outcome**
		YR1	YR2	Yr3	Yr4			
Main Activities								
4.1 Support ongoing Strategic and Business Planning process training and development through and formal training and mentoring of agency staff		X	X	X	X	Business and strategic planning documents completed that meet quality standards and are a result of a robust and inclusive planning process	CDC, Agency Heads and teams	improved planning and tracking of progress against plans
Sub Activities								
4.1.1 Support the SLG meet regularly as the Executive Network		X	X	X	X			
4.1.2 Support all networks to implement core ministry activities								
4.1.3 Support M&E networks to conduct local agency training on tracking plans		X				Accurate and up to date M&E	CDC Network Teams	Improved M&E
4.1.4 Support Finance networks to conduct local agency training on Budget tracking		X					CDC Network Teams	Improved financial management
4.1.5 Support M&E networks to conduct local agency training on evaluating results		X	X				CDC Network Teams	Improved M&E
4.1.6 Support Finance networks to conduct local agency training on Budget forecasting		X	X				CDC Network Teams	Improved financial management
4.1.7 Provide mentoring and coaching to new officers		X	X	X	X			

Strategy 5: Strengthen Networks

Strategy Priority: Strengthen Professional and Technical Networks		Target Group: Sector Staff							
Activity	Activity Cost	Timing				Output/Indicator	Responsibility	Anticipated Outcome
		YR1	YR2	Yr3	Yr4			
Main Activities								
5.1 Develop a train-the-trainer program for sector staff members and support cross-sector training initiatives		X	X	X	X	Train the Trainer program is implemented	CDC	Depth and quality of skills across the sector are improved. Agencies freely share skills knowledge and experience
Sub Activities								
5.1.1 Develop a project scope for a train-the-trainer program		X					CDC	
5.1.2 Develop the train the trainer curriculum with support from VIPAM and other public service resources based on sector needs		X	X				CDC	
5.1.3 Develop a retention strategy to ensure trainer pool integrity		X					CDC	
Main Activity								
5.2 Continue to support and expand technical networks for Comms, HR, Finance and M&E		X	X	X	X	Network meetings completed	CDC	Improved technical skills across the sector
Sub Activities								
5.2.1 Coordinate quarterly network technical meetings		X	X	X	X		CDC	
5.2.2 Support opportunities for job rotation/sharing experience in all seniority levels across agencies – (Captured in Chapt 5 of PSSM)		X	X	X	X		Agency Heads, A/DG CDC	

Strategy 6 Improve Job Competence

Strategy Priority: Improve Job Competence and individual performance

Target Group: Sector Staff

Activity		Activity Cost	Timing				Output/Indicator	Responsibility	Anticipated Outcome
			YR1	YR2	Yr3	Yr4			
Main Activities									
6.1	In collaboration with relevant partners and training providers, design develop and where required implement formal group training based on agency wide capacity needs.		X	X	X	X	Trainings held	CDC	Improved staff skills and capability to consistently meet core requirements
Sub Activities									
6.1.1	Develop and implement standard frameworks for competence and capability in line with PSC requirements		X					CDC	
6.1.2	Project Management Principles and application		X	X	X	X		CDC	
6.1.3	Training Trainer principles and application (Develop Certification Standards)		X	X	X	X		CDC	
6.1.4	PSC Processes and Procedures for HR Officers		X	X	X	X		CDC	
6.1.5	PSC Processes and Procedures for Finance Officers		X	X	X	X		CDC	
6.1.6	Management and Supervisory skills		X	X	X	X		CDC	
6.1.7	Support the effective implementation of annual appraisal processes		X	X	X	X		CDC	

Strategy 7 Promote a Culture of Learning and Continuous Improvement

Strategy Priority: Promote a culture of learning and individual improvement through targeted HRD							Target Group: Sector Staff		
Activity	Activity Cost	Timing				Output/Indicator	Responsibility	Anticipated Outcome
		YR1	YR2	Yr3	Yr4			
Main Activities								
7.1 Share performance achievements of staff across the sector, promoting good practice, awarding achievement and building cross sector communication channels		X	X	X	X	Systems, processes are in place and used	CDC	High performance is recognised and shared supporting a positive culture shift, systems are in place to share information, knowledge best practice and a forum is developed to assist problem solving
Sub Activities								
7.1.1 Develop the Ministry website and intranet to include Monthly newsletter on key staff achievements		X					CDC	
7.1.2 Develop a sector online information sharing platform		X					CDC	
7.1.3 Develop an annual staff excellence award scheme for sector staff		X					CDC	
7.1.4 Develop a CD training database		X					CDC	
7.1.5 Establish, promote and sustain an award system where staff are encouraged and kept motivated (awards – promotions – increments/bends
Newsletters capturing key achievements across the sector.		X	X	X	X		CDC	
Main Activity								
7.2 Support the development of initiatives that support Staff Wellness and Wellbeing, promoting best practice, and sustainable wellness practices across the sector		X	X	X	X		CDC	
Sub Activities								
7.2.1 Identify sector staffing welfare gaps and develop a staffing welfare program that addresses gaps, supports positive working conditions that follows best practice.		X					CDC	

Strategy 8 Strengthen Executive Leadership

Strategy Priority: Strengthen executive leadership function through the Executive Development Program							Target Group: Sector Leaders		
Activity	Code	Budget	Timing				Output/Indicator	Accountable	Anticipated Outcome
			Yr1	Yr2	Yr3	Yr4			
Main Activities									
8.1 Develop executive leaders through the Executive Development Program				X	X	X	Leadership training completed	A/DG	Improved leadership/agency performance and depth of leadership across the sector
Sub Activities									
8.1.1 The CDC with support from A/DG in coordination with other resources (VIPAM, VAPJP, and Others) to develop a three-year executive development program that builds on previous work			X					CDC/A/DG	
Main Activity									
8.2 Support Agency heads to develop agency succession plans			X	X	X	X			Improved leadership/agency performance and depth of leadership across the sector
Sub Activities									
8.2.1 Develop succession planning systems and processes that align with PSC and agency needs			X					CDC	
8.2.2 Support Emerging Leaders through succession planning and where appropriate the EDP program			X	X	X				

CD Agency Tools and Templates

Planning Template

Agency: | **Planning Period (Year)**

No	Activity	Code Budget	Q1	Q2	Q3	Q4	Output/Indicator	Responsibility	Anticipated Outcome	Link to Business Plan	Traffic Light	Progress/Risks/Mitigation
			Annual Timing								🔴🟠🟢	
1												
2												
3												
4												
5												
6												
7												
8												

Sector Capacity Development Strategy 2022-2026
Ministry of Justice and Community Services
"YUMI WAN, YUMI STRONG TUGETA YUMI SUCCEED"

Strategic priorities	1. Strengthen Women's Leadership	2. Provide access to post-secondary education and training	3. Support, develop & strengthen community capacity	4. Support the delivery of sector priorities	5. Strengthen networks	6. Improve job competence	7. Promote culture of learning & continuous improvement	8. Strengthen executive leadership
Target Group/s	Women in the sector	Sector staff	Community members, service end users	Service end users, sector staff	Sector staff members	Sector staff members	Sector staff members	Senior & executive sector staff members
Deliverables	Develop & implement a revised Women in Leadership program	Develop & implement an access to PSET Scheme	Information on end user experience is captured	Business Planning training completed & networks supported	Train the Trainer program is implemented	Conduct staff training and development activities based on needs analyses	Staff high performance systems & processes are in place	Executive Development Program is delivered to HoA
Anticipated outcomes	The WLP program is developed & implemented	Improved staff competence (technical & professional)	Services are improved based on community feedback	Improved Planning, M&E and Financial Management	Improved job competence, cross sector collaboration & information & resource sharing	Improved job competence	Culture where high performance is recognised, supported & nurtured	Improved leadership & agency performance
Activities Year 1	Design & develop the program through support from partners including VIPAM	Design & develop the program through support from partners including VIPAM	Develop tools to capture end-user experience	Support Finance, HR and M&E networks to conduct local agency training	Develop a sector Train the Trainer program (ToT)	Conduct sector-wide & individual agency TNA aligned with business goals	Develop the use of technology (website, communities of practice, newsletters) to share best practice	Design & develop the Executive Development Program (EDP)
Year 2	Implement WILP	Implement access to PSET Program	Incorporate end user data to improve service delivery & standards	Support Finance, HR and M&E networks to conduct local agency training	Implement the ToT program	Implement & evaluate training aligned with TNA	Develop & implement and employee recognition initiative	Implement the EDP program
Year 3	Implement WILP	Implement access to PSET Program	Incorporate end user data to improve service delivery & standards	Support Finance, HR and M&E networks to conduct local agency training	Implement the ToT program	Implement & evaluate training aligned with TNA	Develop & implement and employee recognition initiative	Implement the EDP program
Year 4	Implement WILP	Implement access to PSET Program	Incorporate end user data to improve service delivery & standards	Support Finance, HR and M&E networks to conduct local agency training	Implement & evaluate the ToT program	Implement & evaluate training aligned with TNA	Support HoA to implement changes that supprt improved performance & culture	Implement & evaluate the EDP program

MINISTRY OF JUSTICE & COMMUNITY SERVICES