

MINISTRY OF JUSTICE & COMMUNITY SERVICES

# STRATEGY FOR THE VANUATU JUSTICE AND COMMUNITY SERVICES SECTOR 2025-2030

*"IN PURSUIT OF JUSTICE FOR EVERYONE"*





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# Forward by the Honorable Minister of Justice and Community Services

As Minister of Justice and Community Services, I am honored to present the Justice and Community Services Sector Strategy (JCSSS) 2025-2030, together with its Monitoring and Evaluation (M&E) Framework. This strategy is a vital step forward in our commitment to delivering justice and community services that are accessible, equitable, timely, and of the highest quality for all people in Vanuatu.

The JCSSS reflects the collective vision and dedication of our sector to build a just, inclusive, and resilient society. By focusing on key areas such as governance, community well-being, access to justice, and human rights, this strategy establishes a clear pathway for addressing the diverse needs of our people. The M&E Framework plays a crucial role in this effort, equipping us with the tools to track progress, measure impact, and adjust our approach based on evidence and real-time feedback. This enables us not only to honor our commitments but to adapt and evolve as we encounter new challenges and opportunities.

Our sector's success relies on collaboration across government agencies, communities, and international partners. With this strategy, we are laying a strong foundation for continued partnership, accountability, and transparency. Together, we will work to achieve our shared goal of a more just and compassionate society, enhancing the quality of life for every citizen of Vanuatu.

I encourage each of us to embrace this strategy with a shared sense of purpose and responsibility. Let us move forward with renewed energy and dedication to fulfill the promise of the JCSSS and create a lasting, positive impact for all communities in Vanuatu.



**Honorable John Vacher Amos Nalau Masilaiwia**

Minister of Justice and Community Services



# Forward by the Director General of the Ministry of Justice and Community Services

The Ministry of Justice and Community Services (MJCS) is entrusted with a crucial role in upholding the rule of law, promoting human rights, and ensuring the provision of equitable, accessible, and timely justice services to all citizens of Vanuatu. Our sector comprises a diverse array of statutory bodies, independent agencies, and key partners that collectively contribute to strengthening the justice system and advancing community services.

The **Justice and Community Services Sector Strategy 2025-2030 (JCSSS)** represents a collaborative effort across these various agencies, coordinated under the leadership of the Ministry of Justice and Community Services. Developed by Heads of Agencies and a dedicated Working Group, this strategy provides a unified framework that will guide the sector's actions over the next six years. It builds upon previous strategies while adapting to new challenges and opportunities, ensuring that we remain responsive to the evolving needs of our society.

Our vision for the next decade is clear: *Justice, Safety, Dignity, Respect, Transparency, and Accountability* throughout the chain of justice and community services. We are committed to improving access to justice and ensuring that all citizens, regardless of their background, can experience fair, equitable, and high-quality services that uphold their rights and freedoms. This commitment is rooted in the values enshrined in the Constitution of Vanuatu and aligned with international human rights standards to which our nation is a signatory.

The JCSSS is also closely aligned with Vanuatu's National Sustainable Development Plan 2030 (NSDP), reinforcing the importance of justice and community services as foundational pillars for achieving national development. It not only sets the strategic priorities for the sector but also serves as the overarching framework for our corporate planning, ensuring that our efforts contribute meaningfully to the broader goals of sustainable and inclusive development.

We recognize the complexity of our sector, with its wide-ranging responsibilities and interconnected agencies, each playing a vital role in service delivery. The JCSSS seeks to strengthen collaboration and coordination across this diverse landscape, fostering a unified approach to addressing emerging challenges, enhancing service delivery, and ensuring accountability at all levels. As we move forward, our collective goal remains the same: to create a justice system that is accessible, fair, and responsive to the needs of all people in Vanuatu. I am confident that, through our continued collaboration and shared commitment to the vision and goals set out in this strategy, we will be able to build a stronger, more inclusive, and more just society for future generations.



**Arthur Victor Faerua (Mr)**

Director General

Ministry of Justice and Community Services



## Acknowledgements

The Director General, Ministry of Justice and Community Services (MJCS) requested a review and refresh of the former Justice and Community Services Sector Strategy 2018-2021. The incoming Justice and Community Services Sector Strategy 2025-2030 (JCSSS) was developed through the JCSSS Working Group, comprised of agency representatives from across the justice and community services sector appointed by the Director General. The JCSSS Working Group was instrumental in shaping, developing, testing and finalisation of the approach taken in this JCSSS, to ensure a refreshed strategy that is relevant, owned and driven by the sector for the sector.

This strategy document is the result of an extensive desk review, consultation, testing and drafting process completed between April-October 2024. In addition to the JCSSS Working Group, sector leaders were engaged throughout its development, testing and finalisation. This process was supported by the Vanuatu-Australia Policing and Justice Program (VAPJP).

### JCSSS Working Group Members

Name	Position	Organisation
Melvin Boesel	Organisational Performance Coordinator (OPC)	MJCS-CSU
Ann Sharon Pakoa	Capacity Development Coordinator	MJCS-CSU
Claudia Naviti	Principal Human Resource Officer	MJCS-CSU
Donald Langises	M&E Officer (Intern)	MJCS-CSU
Tristelle Karae	Child Desk Coordinator	MJCS-NHRU
Ginette Morris	Disability Desk Coordinator	MJCS-NHRU
Virginia Vijaya Valama	Provincial Disability Officer	MJCS
Crimson Bani*	Compliance Officer	MCC
Seman Dalesa	Senior Program Officer	DWA
Sam Kaiapam	Manager Management Services (MMS)	DoC
Venda Moses	Corporate Manager	OPP
Wendy Raptigue	Training & Capacity Development Officer	Supreme Court
Glen Talae	Office Manager	PSO
Maeva Magmui	Justice Sector Analyst	DSSPAC
Jocelyn Loughman	Program Facilitator (former M&E Officer, MJCS-CSU)	VAPJP

**Sector Leaders** (including Interviewees and/or Heads of Agency focus group members)

Name	Position	Organisation
Simcha Blessing	Acting Public Prosecutor	OPP
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Arthur Faerua*	Director General	MJCS
Donald Langises	M&E Officer	MJCS-CSU
Samuel Lawson*	Secretary	VLRC
Tristelle Karae*	Child Desk Coordinator	MJCS-NHRU
Arnold Kiel Loughman*	Attorney General	OAG
Jocelyn Loughman	Program Facilitator (formerly M&E Officer, MJCS-CSU)	VAPJP
Vincent Lunabek*	Chief Justice	Courts
Johnny Marango*	Director	DBKS
Alice McGrath	Justice Program Coordinator	VAPJP
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John Naluang	National Coordinator	CLMO
Rothina Noka*	Director	DWA
Tom Jean Pierre	Chief Executive Director	MCC
Florence William Samuel	Solicitor General	OAG
Joel Shemi	Chief Registrar	Courts
Jane Tari*	Acting Public Solicitor	PSO

\*Interviews conducted with sector leaders conducted between May-July 2024.



## Acronyms

CAT	Convention Against Torture
CC	Cross-Cutting
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CLMO	Custom Lands Management Office
CO	Core Objective
CPI	Corruption Perceptions Index
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
CSA	Correctional Services Act 2006
CSU	Corporate Services Unit (MJCS)
DBKS	Dipatmen Blong Koreksonal Sevis (Department of Correctional Services)
DWA	Department of Women's Affairs
ES	Enabling Strategy
GPC	Gender and Protection Cluster
HoAs	Heads of Agencies
HRU	Human Rights Unit (MJCS)
ICCPR	International Covenant on Civil and Political Rights
JCS	Justice and Community Services
JCSSS	Justice and Community Services Sector Strategy
M&E	Monitoring and Evaluation
MCC	Malvatumauri Council of Chiefs
MJCS	Ministry of Justice and Community Services
MOU	Memorandum of Understanding
NDMO	National Disaster Management Office
NGEP	National Gender Equality Policy 2020-2030
NSDP	National Sustainable Development Plan 2016-2013 – Vanuatu 2030: The People's Plan
OAG	Office of the Attorney General
OGCIO	Office of the Government Chief Information Officer
OMB	Office of the Ombudsman
OPP	Office of the Public Prosecutor
PSO	Public Solicitor's Office
SLG	Sector Leadership Group
SPD	State Prosecutions Department (VPF)
TC	Tropical Cyclone
UN	United Nations
UNCAC	United Nations Convention Against Corruption
VCCDRRP	Vanuatu's Climate Change and Disaster Risk Reduction Policy 2022 – 2030
VLRC	Vanuatu Law Reform Commission
VNCP	Vanuatu National Child Protection Policy 2016 – 2026
VNDIDP	Vanuatu National Disability Inclusive Development Policy 2018 – 2025
VNSCV	Vanuatu's National Survivor-Victims Charter
VPF	Vanuatu Police Force

# 1. Background and Purpose

## Overview of the Sector

Vanuatu's justice and community services sector comprises the Ministry of Justice and Community Services (MJCS) (including the Office of the Director General, the Human Rights Unit (HRU) (Child Desk and Disability Desk), and the Corporate Services Unit (CSU)) and Ministerial departments and agencies including non-statutory bodies (Department of Women's Affairs (DWA) and Department of Correctional Services (DBKS)), statutory bodies (Custom Land Management Office (CLMO), Land Ombudsman's Office, Vanuatu Law Reform Commission (VLRC) and Vanuatu National Cultural Council), and constitutional bodies (Malvatumauri Council of Chiefs).

Service delivery agencies include the Office of the Public Prosecutor (OPP), the Ombudsman's Office (OMB), the Public Solicitor's Office (PSO) and the Office of the Attorney General (OAG). Agencies across the sector work in close partnership with the Vanuatu Police Force (VPF)(including the State Prosecutions Department (SPD)) and 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. A diagram of Vanuatu's ministry of justice and community services sector, including non-statutory and constitutional bodies, independent agencies and key partners, and the complex relationships between these, is included in Appendix 1.

Under the leadership of the MJCS, the sector is responsible for contributing to upholding the rights and freedoms of the people of Vanuatu as set out in the Constitution of Vanuatu, advising justice and community services related policies, and directly providing or supporting other stakeholders to deliver justice and community services. The MJCS also coordinates work to meet human rights standards in the United Nations (UN) Conventions that the country has ratified.

**Figure 1: MJCS Sector Structure**



## Purpose of this Strategy

The Justice and Community Services Sector Strategy 2025-2030 (JCSSS) was developed for the sector by the sector under the leadership of Heads of Agencies (HoAs) and the JCSSS Working Group (comprised of representatives from all sector agencies). It sets out the strategic priorities for the sector for the next six years and provides the overarching framework to guide sector and agency actions moving forward.

The JCSSS draws and builds upon former strategies guiding the sector (2014-2017 and 2018-2021), responds to new priorities since 2018 and remains flexible to adapt to emerging priorities anticipated during its lifetime. The JCSSS aligns with the National Sustainable Development Plan 2016-2013 – Vanuatu 2030: The People’s Plan (NSDP) and relevant cross-cutting policies and strategies.<sup>1</sup>

## 2. Overview

The overarching vision, mission and goal of the justice and community services sector for 2025-2030 are outlined below.



### **Vision**

Justice, Safety, Dignity, Respect, Transparency and Accountability throughout the chain of justice and community services.



### **Mission**

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



### **Goal**

Improved access to equitable, inclusive, timely and quality justice and community services.

## 3. Linkages with the NSDP

The JCSSS is closely aligned to Vanuatu’s National Sustainable Development Plan 2013 – Vanuatu 2030: The People’s Plan (NSDP). It articulates the justice and community services sector’s approach and priorities for delivering its commitments under the NSDP from 2025-2030. The JCSSS also provides the overarching framework for MJCS corporate planning, which in turn informs the development of MJCS annual business plans. The MJCS planning framework below outlines the linkages between the NSDP and JCSSS as well as the MJCS Corporate Plan and Annual Business Plans.

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1 National Gender Equality Policy 2020-2030, Vanuatu National Child Protection Policy 2016-2026, Vanuatu National Disability Inclusive Development Policy 2018-2025, Vanuatu’s Climate Change and Disaster Risk Reduction Policy 2022-2030 (second edition), Sector Capacity Development Strategy 2025-2030 (forthcoming), Justice and Policing Sector Infrastructure Priorities Plan 2017-2022

Figure 2: MJCS Planning Framework



## 4. Adapting to New and Emerging Priorities

The JCSSS acknowledges and responds to new and emerging priorities since 2018 and strategic issues facing the sector as at 2024 and remains flexible to adapt to new priorities anticipated during its lifetime. Reflecting the change in context and priorities since 2018, the JCSSS includes 19 elements (compared with 11 in the former strategy). It is intended to be a living document which is monitored and adapted on an ongoing basis in line with the JCSSS M&E approach (see Appendix 4) to respond to emerging priorities, needs and changes in context throughout the lifetime of the strategy.

### Transitioning of priorities since 2018

The JCSSS acknowledges and responds to following new and priorities which have emerged since 2018:

- New and/or updated cross-cutting policies and strategies including: the National Gender Equality Policy 2020-2030;<sup>2</sup> and Sector Capacity Development Strategy 2025-2030 (forthcoming).
- New and/or updated agency plans and strategies including: the MJCS Corporate Plan 2022-2026; and Vanuatu Police Force Strategic Plan 2022-2027.
- Emerging disasters and threats including: Covid-19 pandemic, natural disasters (including Tropical Cyclone (TC) Kevin (March 2023), TC Lola (October 2023), TC Harold (2020)) as well as the ongoing effects of climate change.<sup>3</sup>
- Emerging digital technologies, November 2022 cyberattack on Vanuatu Government servers and threats to cyber safety and security, as highlighted by the Vanuatu Cybercrime Act 2021<sup>4</sup> and in Vanuatu's National Data Protection and Privacy Policy 2023<sup>5</sup> and National Cyber Security Strategy 2030<sup>6</sup> established by the Office of the Government Chief Information Officer (OGCIO).

2 [https://mjcs.gov.vu/images/reporting/National\\_Gender\\_Equality\\_Policy\\_2020-2030\\_ADD\\_1.pdf](https://mjcs.gov.vu/images/reporting/National_Gender_Equality_Policy_2020-2030_ADD_1.pdf)

3 [https://mjcs.gov.vu/images/reporting/Bridging\\_the\\_humanitarian\\_and\\_development\\_nexus\\_in\\_justice\\_sector\\_reform\\_in\\_Vanuatu\\_-\\_A\\_mapping\\_of\\_good\\_global\\_practice.pdf](https://mjcs.gov.vu/images/reporting/Bridging_the_humanitarian_and_development_nexus_in_justice_sector_reform_in_Vanuatu_-_A_mapping_of_good_global_practice.pdf)

4 <https://ogcio.gov.vu/index.php/en/policy-legislation/legislation>

5 [https://cert.gov.vu/images/policies/DPPP\\_interactive\\_pdf\\_eng.pdf](https://cert.gov.vu/images/policies/DPPP_interactive_pdf_eng.pdf)

6 [https://cert.gov.vu/images/ressources/Vanuatu\\_National\\_CyberSecurity\\_Strategy2030\\_Booklet.pdf](https://cert.gov.vu/images/ressources/Vanuatu_National_CyberSecurity_Strategy2030_Booklet.pdf)

- Rapid and ongoing population growth and enhanced pressure on community services to respond linked to this growth.<sup>7</sup>
- Development of the Government of Vanuatu Acceleration Plan (not publicly available) by the Department of Strategic Planning, Policy and Aid Coordination. This is a precursor to and informs the proposed development of a JCS Decentralisation Plan referred to in Enabling Strategy 1.3 (Provincialisation) below.
- A period of uncertainty with Council of Minister's decision to dissolve the MJCS and move its agencies to other portfolios. The Government has since given directions for the MJCS to continue.

## Strategic issues facing the sector in 2024 and beyond

The JCSSS is also developed in the context of, and responds to the below strategic issues facing the sector in 2024 and which will continue into the future:

- Continuing focus on decentralization of justice and community services to all provinces.
- Continuing focus on the interface between the formal / state and informal / non-state or kastom justice systems.
- Continued work-load pressures and demand on lawyers and allied professionals in Vanuatu, including as a result of high-pressure work environments and exposure to distressing material and situations, which are amplified by the small size of the profession and familial or kinship obligations.<sup>8</sup>
- Continued pressure and demand for limited financial and skilled human resources, which in turn highlights the ongoing need for effective collaboration and resourcing across Government, the justice and community sector and between sector agencies.
- Council of Minister's September/October 2024 decision to dissolve the Ministry of Youth Development and Sport and merge it into the MJCS. The implementation of this decision will impact on the scope and implementation of this JCSSS moving forward.
- The continued ever changing political landscape and leadership at the Director General level of the MJCS and the impact of this instability on sector priorities and commitment, continuity, and sustainability.

## Adaptability for emerging issues from 2025-2030

Building on lessons from the implementation of previous strategies, the JCSSS recognizes the importance of remaining flexible and adaptable to new priorities anticipated during its lifetime so that it remains relevant and fit-for-purpose to guide sector actions. In addition to the above strategic issues facing the sector in 2024 and beyond, the following new and / or emerging issues are anticipated between 2025-2030:

- Completion and potential reviews / updates to existing cross-cutting policies and strategies including: Vanuatu National Child Protection Policy 2016-2026<sup>9</sup>; Vanuatu National Disability Inclusive Development Policy 2018-2025<sup>10</sup>; Justice and Policing Sector Infrastructure Priorities Plan 2017-2022;<sup>11</sup> Sector Capacity Development Strategy 2022-2026 (forthcoming); Vanuatu's Climate Change and Disaster Risk Reduction Policy 2022-2030 (second edition)<sup>12</sup> (review planned every 3-5 years).

7 <https://data.who.int/countries/548>

8 [https://mjcs.gov.vu/images/reporting/Supporting the Wellbeing of Legal Professionals in Vanuatu\\_FINAL.pdf](https://mjcs.gov.vu/images/reporting/Supporting the Wellbeing of Legal Professionals in Vanuatu_FINAL.pdf)

9 [https://mjcs.gov.vu/images/policy/Vanuatu\\_National\\_Child\\_Protection\\_Policy\\_2016-2026\\_FINAL\\_Nov16.pdf](https://mjcs.gov.vu/images/policy/Vanuatu_National_Child_Protection_Policy_2016-2026_FINAL_Nov16.pdf)

10 [https://mjcs.gov.vu/images/policy/DID\\_Policy\\_2018-2025.pdf](https://mjcs.gov.vu/images/policy/DID_Policy_2018-2025.pdf)

11 [https://mjcs.gov.vu/images/policy/Justice\\_Policing\\_Sector\\_Infrastructure\\_Priorities\\_Plan.pdf](https://mjcs.gov.vu/images/policy/Justice_Policing_Sector_Infrastructure_Priorities_Plan.pdf)

12 [https://www.nab.vu/sites/default/files/documents/National\\_CCDRR\\_Policy\\_2022-2030.pdf](https://www.nab.vu/sites/default/files/documents/National_CCDRR_Policy_2022-2030.pdf)

- Completion and potential reviews / updates to existing agency plans and strategies including: the MJCS Corporate Plan 2022-2026<sup>13</sup>; VPF Strategic Plan 2022-2027<sup>14</sup>.
- Fulfillment of international treaty implementation, monitoring and reporting obligations and consideration of emerging recommendations which may arise as a result of these processes.
- Vulnerability to and potential for ongoing disasters and threats including pandemics, conflict-related threats, natural disasters and the ongoing impacts of climate change.
- Ongoing threats to cyber safety and security, as highlighted in Vanuatu's National Data Protection and Privacy Policy 2023<sup>15</sup> and National Cyber Security Strategy 2030.<sup>16</sup>

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13 <https://mjcs.gov.vu/index.php/news/110-mjcs-corporate-plan-2022-2026>

14 [https://www.dailypost.vu/news/vpf-s-2022-2027-strategic-plan-launched/article\\_8f6d6633-ec76-5031-bd81-8461e3c3ab7d.html](https://www.dailypost.vu/news/vpf-s-2022-2027-strategic-plan-launched/article_8f6d6633-ec76-5031-bd81-8461e3c3ab7d.html)

15 [https://cert.gov.vu/images/policies/DPPP\\_interactive\\_pdf\\_eng.pdf](https://cert.gov.vu/images/policies/DPPP_interactive_pdf_eng.pdf)

16 [https://cert.gov.vu/images/ressources/Vanuatu\\_National\\_CyberSecurity\\_Strategy2030\\_Booklet.pdf](https://cert.gov.vu/images/ressources/Vanuatu_National_CyberSecurity_Strategy2030_Booklet.pdf)

## 5. JCSSS Map

Vision: Justice, Safety, Dignity, Respect Transparency and Accountability throughout the chain of justice and community services		
Mission: For all justice and community services to promote justice and provide fair, equitable and accessible services to meet the needs of all peoples, uphold the rule of law and protection of human rights		
Goal: Improved access to equitable, inclusive, timely and quality justice and community services		
Core Objectives	Enabling Strategies	Cross-Cutting Themes
<b>1.0: Justice, Safety and Security for All</b> Develop and implement evidence-based collaborative strategies that address barriers to community safety, security and access to justice and community services in all provinces	<b>1.1: Victim-centred and offender-responsive justice</b> Deliver justice and community services which consider victims interests, including protection of the rights of victims (in line with Vanuatu's National Survivor-Victims Charter and associated commitments) and offenders (including the prevention, rehabilitation and reintegration of offenders in line with the Correctional Services Act 2006 and other relevant legislation)	<b>Gender Equality</b> Implement the National Gender Equality Policy 2020-2030 to promote respect and equal rights, opportunities and responsibilities among men and women of all ages and abilities in Vanuatu
	<b>1.2: Kastom governance, land management and community dispute resolution mechanisms</b> Implement relevant laws and regulations governing communal ownership of customary land (e.g. Custom Land Management Act), promotion, protection and preservation of traditional customs and culture in communities, and strengthening of links between formal and informal justice systems (in line with the Vanuatu Constitution and NSDP SOC 5.5)	
	<b>1.3: Provincialisation</b> Support implementation of the Government of Vanuatu's decentralization policy through the provincialization of justice and community services to all provinces (in line with NSDP SOC 6.5 and Decentralization Act 2006)	
	<b>2.1: Anti-corruption, transparency and accountability</b> Lead the implementation of Government of Vanuatu's commitments on anti-corruption in line with the United Nations Convention against Corruption, the NSDP (SOC 5.2) and Vanuatu's anti-corruption law (currently in draft form)	
	<b>2.2: Draft of new legislation and policy in priority areas</b> Support the drafting, passage of and implementation of legislation and policy in priority areas, including through engagement of sector leaders with the Council of Ministers	
<b>2.0: Legislative Support and Law and Policy Reform</b> Establish and implement a prioritized schedule of law reform across the sector to enable improvements to justice and community services	<b>2.3: International and Regional Commitments</b> Lead the implementation, monitoring and reporting on Government of Vanuatu obligations under international treaties and conventions	<b>Disability and Social Inclusion and Protection</b> Implement the Vanuatu National Disability Inclusive Development Policy 2018 – 2025 and related policies, which set the direction of action in priority areas to ensure persons with disabilities and other traditionally excluded persons (such as women, children and youth, gender minorities, ethnic minorities and rural/remote populations) enjoy their right to participate effectively in all areas of development in Vanuatu on an equal basis with others, including as these relate to access to justice and community services in Vanuatu
	<b>3.1: Sector Resource Coordination and Partnerships</b> Implement practical approaches to resource utilization and coordination across the sector to achieve efficiency benefits, including through diversification outside of existing partners	
	<b>3.2: Infrastructure and Facilities</b> Finalise and implement the incoming Justice Infrastructure Priorities Plan and any related plans (includes review of sector Infrastructure priorities made under the Justice and Policing Infrastructure Priorities Plan 2017-2022)	
	<b>3.3: Data Management and Technology</b> Continue efforts to integrate secure case and data management systems and facilitate public access in alignment with OGCIO protective measures for cyber safety and security including Vanuatu's National Data Protection and Privacy Policy 2030 and National Cyber Security Strategy 2030	
	<b>3.4: Communications</b> Develop and implement an MJCS Communications Plan which provides for innovative and accessible approaches to disseminating information and messaging on justice and community services across the sector, to the provinces and at community levels	
<b>3.0: Sector Governance and Leadership</b> Implement the sector-wide governance mechanism (the Sector Leadership Group) with ultimate responsibility for the overarching coordination, implementation, monitoring of and reporting on progress of this JCSSS 2024-2030	<b>3.5: Monitoring Evaluation and Learning</b> Design and implement an effective monitoring, evaluation and learning system to enable monitoring and reporting on progress, effectiveness and impact of implementation of this JCSSS	<b>Climate Change Resilience and Adaption, Crisis Preparedness, and Disaster Risk Reduction, Response and Recovery</b> Support efforts to implement Vanuatu's Climate Change and Disaster Risk Reduction Policy 2022-2030 (second edition) under the leadership of the Gender and Protection Cluster or related entity as well as other crises including in relation to pandemics, cyber-attacks and conflicts
<b>Melanesian Neighborhood</b> Collaborate with, draw upon and share experiences and learnings with our Melanesian neighbors to enhance efforts on access to justice and community services under this JCSSS		



## 6. Key Elements of the JCSSS

The JCSSS includes three key elements: core objectives, enabling strategies, and cross-cutting themes. The **core objectives** (three in total) support progress under three overarching areas, building on progress achieved under the former JCSSS. Related to and nested under each of the core objectives is a range of **enabling strategies** (11 in total), addressing the underpinning conditions and capabilities required to deliver the core objectives. **Cross-cutting themes** are also identified (five in total), which are foundational to, and to be mainstreamed across the sector's efforts towards delivery of, all core objectives and enabling strategies. The key elements of the JCSSS will be reviewed regularly as part of JCSSS monitoring and evaluation processes (see Appendix 4 – M&E Plan and Framework), to enable them to be adapted and revised as new priorities emerge and/or needs change across the life of the strategy.

### Core Objectives

#### 1.0: Justice, Safety and Security for All



**Develop and implement evidence-based collaborative strategies that address barriers to community safety, security and access to justice and community services in all provinces**

Building on progress made under the former JCSSS, the JCSSS 2025-2030 acknowledges the continuing barriers to community safety, security and access to justice and community services across all six provinces of Vanuatu. Examples of barriers include geographical (particularly for rural/remote communities without physically accessible services located close by), institutional (including gaps in policy and economic barriers to accessing services), attitudinal (such as need for greater understanding of the different and diverse needs of communities and individuals across different locations), information and communication barriers (including an understanding of rights to access as well as justice and community services available).

Potential actions to collaboratively address these barriers include investment in and collaborative delivery of community outreach, engagement and awareness to enhance understanding of policing, justice and community services and how to access them at a provincial and community level. This includes ongoing transition and implementation of the Authorised Persons program under the MJCS.

*Core Objective 1.0 is supported by Enabling Strategies 1.1, 1.2, 1.3, 3.1, 3.4 and 3.5 below. It also supports the delivery of NSDP SOC 5 (Security Peace and Justice) including SOC 5.1 and 5.5.*

#### 2.0: Legislative Support and Law and Policy Reform



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

A strategic approach to law and policy reform, which targets resourcing in areas of priority to improve justice and community services, is an ongoing recognized need. Building on commitments made in the former strategy, a schedule of agreed law reform in priority areas for improvement in justice and community services will be established (JCS Schedule of Law and Policy Reform) and implemented in accordance with agreed timeframes within this schedule. Example of priority areas identified for law and policy reform include cybercrime, anti-corruption, child protection, juvenile justice, and adoption. The JCS Schedule of Law and Policy Reform will be a living resource which is revised and updated on an ongoing basis as emerging needs arise.

*This Core Objective 2.0 is supported by Enabling Strategies 2.1, 2.2 and 2.3 below and supports the delivery of NSDP SOC 4 (Social Inclusion).*



### 3.0: Sector Governance and Leadership



**Implement the sector-wide governance mechanism (the Sector Leadership Group) with ultimate responsibility for the overarching coordination, implementation, monitoring of and reporting on progress of this JCSSS 2024-2030**

As with former sector strategies, the ultimate responsibility for the JCSSS, including the overarching coordination, implementation, monitoring of and reporting on its progress rests with HoAs. The need for strong sector governance and leadership stems from the complexity of the sector. As noted above, no other sector of the Government of Vanuatu 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. A governance mechanism which is inclusive of all sector agencies, supports effective collaboration and coordination of the delivery of services, and enables appropriate levels of monitoring and accountability for delivery of results according to the JCSSS, continues to be essential to the effective delivery of justice and community services.

*This Core Objective 3.0 is supported by Enabling Strategies 3.1, 3.2 3.3, 3.4 and 3.5 below and facilitates the delivery of NSDP SOC 6 (Strong and Effective Institutions).*

## Enabling Strategies

### 1.1: Victim-centered and offender-responsive justice



**Deliver justice and community services which consider victims' interests, including protection of the rights of victims (in line with Vanuatu's National Survivor-Victims Charter<sup>17</sup> and associated commitments<sup>18</sup>) and offenders (including the prevention, rehabilitation and reintegration of offenders in line with the Correctional Services Act 2006<sup>19</sup> and other relevant legislation<sup>20</sup>)**

The right to protection of and equal treatment before the law is set out in the Constitution of Vanuatu (Chapter 2, section 5).<sup>21</sup> The Vanuatu Penal Code sets out criminal offences as well as the principles of criminal law and criminal responsibility,<sup>22</sup> whilst the Criminal Procedure Code regulates how offences are to be processed through the criminal justice system.<sup>23</sup> Vanuatu's National Survivor-Victims Charter outlines the rights of survivor-victims of crime and guidelines for accessing the criminal justice system and other support services.<sup>24</sup> The Correctional Services Act 2006 considers victims' interests whilst also ensuring fair treatment of offenders including access to rehabilitative and reintegration into the community (Part 1(1) (2)).<sup>25</sup> The Family Protection Act 2008 provides for the specific offence of domestic violence and family protection orders in cases of domestic violence.<sup>26</sup>

Sector actions to uphold these rights could include ongoing development of relevant laws and guidelines to enhance victim support, and coordinated service delivery and establishment of oversight mechanisms, such as a victim support center, to oversee the development and delivery of victim support services. Examples of offender-related support includes the maintenance of correctional facilities in line with

17 <https://www.undp.org/sites/g/files/zskgke326/files/2023-11/undp-pacific-vanuatu-victims-charter-2023.pdf>

18 The Constitution of the Republic of Vanuatu, the Vanuatu Penal Code [CAP 135], Public Prosecutors Act 2003, Prosecution Guidelines, Family Protection Act 2008

19 Correctional Services Act 2006

20 The Constitution of Vanuatu, the Vanuatu Penal Code [CAP 135], the Criminal Procedure Code [CAP 136]

21 <https://www.gov.vu/index.php/about/constitution-of-vanuatu>

22 Vanuatu Penal Code [CAP 135]

23 Criminal Procedure Code [CAP 136]

24 <https://www.undp.org/sites/g/files/zskgke326/files/2023-11/undp-pacific-vanuatu-victims-charter-2023.pdf>

25 Correctional Services Act 2006

26 <https://dwa.gov.vu/images/policies/FamilyProtectionAct2008.pdf>

internationally accepted standards for fair and humane treatment consistent with the cultural, traditional and religious values of Vanuatu. Targeted rehabilitative and reintegrative community programs which maintain the links between detainees and the community can also reduce re-offending.

*This Enabling Strategy supports the delivery of NSDP SOC 5 (Security Peace and Justice) including SOC 5.1 and 5.5.*

## 1.2: Kastom governance, land management and community dispute resolution mechanisms



**Implement relevant laws and regulations governing communal ownership of customary land (e.g. Custom Land Management Act 2013<sup>27</sup>), promotion, protection and preservation of traditional customs and culture in communities, and strengthening of links between formal and informal justice systems (in line with the Constitution of Vanuatu<sup>28</sup> and NSDP SOC 5.5)<sup>29</sup>**

The former JCSSS focused on strengthening the links between kastom systems of governance and the formal systems. This included dispute resolution related to ownership and use of custom land under the Custom Land Management Act 2013 as well as other areas of kastom dispute resolutions including conflict prevention and management at a community level. The Constitution of Vanuatu<sup>30</sup>

and NSDP SOC 5.5 seek to strengthen the links between traditional and formal justice systems and the role of chiefs in maintaining peace and stability.<sup>31</sup>

This Enabling Strategy continues to acknowledge 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 as well as to focus on how formal and informal justice systems can be harmonised to improve outcomes at the community level. Examples include implementation of the Custom Land Management Act 2013, as well as support for community engagement activities undertaken in collaboration between formal and informal justice and community services actors.

*This Enabling Strategy supports the delivery of NSDP SOC 1 (Vibrant Cultural Identity) including SOC 1.4 and 1.5, SOC 4 (Social inclusion) including SOC 4.4, and SOC 5 (Security Peace and Justice) including SOC 5.5.*

## 1.3: Provincialisation



**Support implementation of the Government of Vanuatu's decentralization policy through the provincialization of justice and community services to all provinces (in line with NSDP SOC 6.5<sup>32</sup> and Decentralization Act 2006<sup>33</sup>)**

The JCSSS supports the ongoing implementation of the Vanuatu Justice and Community Services Access Centres 'Six Point Plan', established in 2020 to guide the governance, management and service delivery model for Vanuatu's proposed Justice and Community Services Centres.<sup>34</sup> In 2024, whilst fixed justice services are located across Vanuatu,<sup>35</sup> these are primarily focused in Port Vila, Shefa and in other provincial

27 Custom Land Management Act 2013

28 <https://www.gov.vu/index.php/about/constitution-of-vanuatu>

29 <https://www.gov.vu/images/publications/Vanuatu2030-EN-FINAL-sf.pdf>

30 <https://www.gov.vu/index.php/about/constitution-of-vanuatu>

31 <https://www.gov.vu/images/publications/Vanuatu2030-EN-FINAL-sf.pdf>

32 <https://www.gov.vu/images/publications/Vanuatu2030-EN-FINAL-sf.pdf>

33 <https://faolex.fao.org/docs/pdf/van219903.pdf>

34 MJCS, Vanuatu Justice and Community Services Access Centres: Six Point Plan Summary (2020)

35 [https://mjcs.gov.vu/images/reporting/Bridging the humanitarian and development nexus in justice sector reform in Vanuatu - A mapping of good global practice.pdf](https://mjcs.gov.vu/images/reporting/Bridging%20the%20humanitarian%20and%20development%20nexus%20in%20justice%20sector%20reform%20in%20Vanuatu%20-%20A%20mapping%20of%20good%20global%20practice.pdf)

capitals of Lugainville, Sanma and Lakatoro, Malampa and Lenakel located near Isangel, Tafea.<sup>36</sup>

A need for a clear, realistic and resourced plan (JCS Decentralisation Plan) which guides sector efforts to decentralize and locate justice and community services in each province so that they may be accessed at a community level is identified as a key action for implementation under this JCSSS. This includes strengthening of local authorities and municipal institutions to enable decentralized service delivery (NSDP, SOC 6.5). If an overarching JCS Decentralisation Plan is not developed, ad hoc actions which facilitate provincialization can still be monitored across each of the six provinces to demonstrate progress.

*This Enabling Strategy supports the delivery of NSDP SOC 6 (Strong and Effective Institutions) including SOC 6.5 and ECO 3 (Strengthen Rural Communities) including ECO 3.6.*

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***“Decentralisation is not just a model or a governance structure, but a set of values and relationships”***

Late Dorosday Kenneth Watson, former DG of the MJCS

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## 2.1: Anti-corruption, transparency and accountability



**Lead the implementation of Government of Vanuatu’s commitments on anti-corruption in line with the United Nations Convention against Corruption,<sup>37</sup> the NSDP (SOC 5.2)<sup>38</sup> and Vanuatu’s anti-corruption law (currently in draft form)**

Corruption poses a significant threat to the principles of good governance, the rule of law and sustainable development. It undermines public trust, erodes the integrity of institutions and stifles economic growth. Vanuatu has made commitments to anti-corruption under the United Nations Convention Against Corruption (UNCAC). Nonetheless, Vanuatu continues to hold a score of 48 out of 100 in the most recent 2023 Corruption Perceptions Index (CPI).<sup>39</sup> The sector is committed to leading the implementation of the Government of Vanuatu’s commitments, including through the establishment of a National Anti-Corruption Framework (SOC 5.2), finalization of anti-corruption legislation (currently in draft form), and the establishment of an anti-corruption commission within the OPP and OMB to investigate and prosecute corruption cases.<sup>40</sup>

*This Enabling Strategy supports the delivery of NSDP SOC 5 (Security, Peace and Justice) including SOC 5.2 and SOC 6 (Strong and Effective Institutions) including SOC 6.1, 6.2, and 6.3.*

## 2.2: Drafting of new legislation and policy in priority areas



**Support the drafting, passage of and implementation of legislation and policy in priority areas, including through engagement of sector leaders with the Council of Ministers**

Building on progress made under the former strategy, this JCSSS continues to acknowledge and address gaps in Vanuatu’s legal and policy frameworks, including through the introduction of new and review of existing laws and their operationalization in Vanuatu Government policies. Laws and policies will be prioritized and drafted in line with the prioritized schedule of law and policy reform established under Core Objective 2. Enhanced engagement will be undertaken by sector leaders with the Council of Ministers to support the passage of law and policy through Parliament.

*This Enabling Strategy supports the delivery of NSDP SOC 4 (Social Inclusion).*

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<sup>36</sup> <https://www.gov.vu/index.php/directory/government-directory>

<sup>37</sup> [https://treaties.un.org/Pages/ViewDetails.aspx?src=IND&mtdsg\\_no=XVIII-14&chapter=18&clang=\\_en](https://treaties.un.org/Pages/ViewDetails.aspx?src=IND&mtdsg_no=XVIII-14&chapter=18&clang=_en)

<sup>38</sup> <https://www.gov.vu/images/publications/Vanuatu2030-EN-FINAL-sf.pdf>

<sup>39</sup> The CPI ranks 180 countries and territories around the globe by their perceived levels of public sector corruption, scoring on a scale of 0 (highly corrupt) to 100 (very clean) (<https://www.transparency.org/en/cpi/2023>; <https://www.transparency.org/en/news/how-cpi-scores-are-calculated>)

<sup>40</sup> <https://mjcs.gov.vu/index.php/news/160-adg-siri-delivered-vanuatu-statement-in-c0sp10>

## 2.3: International and Regional Commitments



**Lead the implementation, monitoring and reporting on Government of Vanuatu obligations under international treaties and conventions<sup>41</sup>**

Vanuatu has ratified or acceded to five core international human rights treaties including the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), Convention on the Rights of Persons with Disabilities (CRPD), Convention on the Rights of the Child (CRC), International Convention on Civil and Political Rights (ICCPR), and Convention Against Torture (CAT).<sup>42</sup>

Vanuatu has also ratified a number of International Labor Organization conventions that aim to protect and uphold the rights of its workers.<sup>43</sup> Furthermore, the Optional Protocol to the Convention on the Rights of the Child on the involvement of children in armed conflict and the Optional Protocol to the Convention on the Rights of the Child on the sale of children, child prostitution and child pornography.<sup>44</sup> Vanuatu is a member of regional bodies within the Pacific region and is party to a range of Pacific agreements, such as the Pacific Island Countries Trade Agreement and Pacific Agreement on Closer Economic Relations Plus.

The JCSSS recognises the Government of Vanuatu's obligations and leads efforts to monitor their implementation and undertake reporting in line with these obligations. State party's treaty reporting obligations and existing due dates for Vanuatu include the CRPD (2026), CRC (2022), CEDAW (TBC), ICCPR (2010), CAT (2012).<sup>45</sup> Vanuatu's fourth Universal Periodic Review is anticipated in 2029.<sup>46</sup>

*This Enabling Strategy supports the delivery of NSDP SOC 4 (Social Inclusion).*

## 3.1: Sector Resource Coordination and Partnerships



**Implement practical approaches to resource utilization and coordination across the sector to achieve efficiency benefits, including through diversification outside of existing partners**

Continued pressure and demand for limited financial and skilled human resources, highlights the ongoing need for effective collaboration and resourcing across Government, the justice and community sector and between sector agencies. The sector continues to seek to establish new and innovative ways to resource needs and maximise efficiencies towards achievement of shared goals. This includes through the development and implementation of Memorandums of Understanding (MOUs) or other formalized agreements with new and emerging partners such as between government agencies, with civil society and nongovernment organisations, donor partners, private sector and other national governments (Cross-Cutting Theme on Melanesian Neighbourhood).

*This Enabling Strategy supports the delivery of NSDP SOC 5 (Security, Peace and Justice) including SOC 5.1, SOC 6 (Strong and Effective Institutions) including SOC 6.4 and 6.8, and ECO 4 (Create jobs and business opportunities) including ECO 4.9.*

41 Including core human rights treaties to which Vanuatu is or intends to become a state party. As at October 2024 this includes: CAT, CEDAW, CCPR, CRC, CRPD, CED (CED is signed not ratified)

42 [https://tbinternet.ohchr.org/\\_layouts/15/TreatyBodyExternal/Treaty.aspx?CountryID=190&Lang=EN](https://tbinternet.ohchr.org/_layouts/15/TreatyBodyExternal/Treaty.aspx?CountryID=190&Lang=EN)

43 [https://normlex.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:11200:0::NO::P11200\\_COUNTRY\\_ID:103350](https://normlex.ilo.org/dyn/normlex/en/f?p=NORMLEXPUB:11200:0::NO::P11200_COUNTRY_ID:103350)

44 [https://tbinternet.ohchr.org/\\_layouts/15/TreatyBodyExternal/Treaty.aspx?CountryID=190&Lang=EN](https://tbinternet.ohchr.org/_layouts/15/TreatyBodyExternal/Treaty.aspx?CountryID=190&Lang=EN)

45 [https://tbinternet.ohchr.org/\\_layouts/15/TreatyBodyExternal/countries.aspx?CountryCode=VUT&Lang=EN](https://tbinternet.ohchr.org/_layouts/15/TreatyBodyExternal/countries.aspx?CountryCode=VUT&Lang=EN)

46 Vanuatu's existing first four periodic reviews were undertaken in 2009, 2014, 2019 and 2014. (<https://www.ohchr.org/en/hr-bodies/upr/vu-index>)

## 3.2: Infrastructure and Facilities



**Finalise and implement the incoming Justice Infrastructure Priorities Plan and any related plans including review of sector Infrastructure priorities made under the Justice and Policing Infrastructure Priorities Plan 2017-2022**

The Justice and Policing Infrastructure Priorities Plan 2017-2022 represents a planned and prioritized approach to the infrastructure needs of the sector in 2017 and has been used to inform the upgrade of existing facilities and the construction of new facilities. In 2024, there is a need to revisit, review and update the priorities outlined in the former Justice and Policing Infrastructure Priorities Plan 2017-2022, to develop an incoming plan and agreed timeframes for implementation which reflect current and emerging needs, and resources available. This includes infrastructure needs to support enhanced access to justice and community services (Core Objective 1) located in all provinces in line with the decentralisation agenda (Enabling Strategy 1.3) and which in line with obligations under international commitments including accessible infrastructure under the CRPD (Enabling Strategy 2.3 and Cross-Cutting Theme on Disability and Social Inclusion and Projection). A planned approach to recurrent maintenance and capital improvement of facilities and infrastructure will also be included within the incoming plan.

The JCSSS will draw on the well-documented Vanuatu Justice and Community Services Access Centres 'Six Point Plan', to implement this Enabling Strategy. As noted in Enabling Strategy 1.3 (Provincialisation) above, the Six Point Plan was established in 2020 to guide the governance, management and service delivery model for Vanuatu's proposed Justice and Community Services Centres.<sup>47</sup>

*This Enabling Strategy supports the delivery of NSDP SOC 6 (Strong and Effective Institutions) including SOC 6.6, ECO 2 (Improve infrastructure) including ECO 2.3, ECO 2.4, and ECO 2.5.*

## 3.3: Data Management and Technology



**Continue efforts to integrate secure case and data management systems and facilitate public access in alignment with OGCI protective measures for cyber safety and security including Vanuatu's National Data Protection and Privacy Policy 2030<sup>48</sup> and National Cyber Security Strategy 2030<sup>49</sup>**

As at 2024, case management systems in key agencies including the Courts, OPP, PSO and OMB are in operation. Moving forward, the MJCS HRU will also have active Child Desk and Disability Desk database systems. Critical securitization of databases is being supported by OGCI (for some agencies) and external providers, in order to withstand future attempts to compromise Government of Vanuatu systems.

Building on progress made under former strategies, the JCSSS continues efforts to integrate electronic sector case and data management systems and improved data sharing practices, including with VPF and SPD where relevant. This includes development and implementation of agreements between agencies and with service providers to support cross-sector functionality to inform ongoing improvement and coordinated justice and community services delivery, whilst also ensuring that the public (including parties to a legal action) is able to access select information about the progress and status of their legal actions.

Recognising the existence of emerging digital technologies, cyberattacks and other threats to cyber safety and security, continued efforts to integrate electronic sector case and data management systems are to be completed in alignment with OGCI protective measures as highlighted in Vanuatu's National Data Protection and Privacy Policy 2023<sup>50</sup> and National Cyber Security Strategy 2030.<sup>51</sup>

*This Enabling Strategy supports the delivery of NSDP SOC 6 (Strong and Effective Institutions) including SOC 6.7 and 6.9.*

<sup>47</sup> MJCS, Vanuatu Justice and Community Services Access Centres: Six Point Plan Summary (2020)

<sup>48</sup> [https://cert.gov.vu/images/policies/DPPP\\_interactive\\_pdf\\_eng.pdf](https://cert.gov.vu/images/policies/DPPP_interactive_pdf_eng.pdf)

<sup>49</sup> [https://cert.gov.vu/images/ressources/Vanuatu\\_National\\_CyberSecurity\\_Strategy2030\\_Booklet.pdf](https://cert.gov.vu/images/ressources/Vanuatu_National_CyberSecurity_Strategy2030_Booklet.pdf)

<sup>50</sup> [https://cert.gov.vu/images/policies/DPPP\\_interactive\\_pdf\\_eng.pdf](https://cert.gov.vu/images/policies/DPPP_interactive_pdf_eng.pdf)

<sup>51</sup> [https://cert.gov.vu/images/ressources/Vanuatu\\_National\\_CyberSecurity\\_Strategy2030\\_Booklet.pdf](https://cert.gov.vu/images/ressources/Vanuatu_National_CyberSecurity_Strategy2030_Booklet.pdf)

### 3.4: Communications



***Develop and implement an MJCS Communications Plan which provides for innovative and accessible approaches to disseminating information and messaging on justice and community services across the sector, to the provinces and at community levels***

An effective strategy to disseminate information in accessible and innovative ways to diverse stakeholders (internal, sector-wide, provincial and community) is needed to address communication and information barriers to accessing justice and community services.

An MJCS Communications Plan will be developed to guide communications and strategic messaging. This plan will facilitate the meaningful communication of messages to and understanding by diverse stakeholders through supporting information to be presented in clear and easy-to-follow ways. It will enhance the delivery of advocacy and consultations on law reform initiatives across the sector and within the communities, as well as in the formal preparation and presentation of key communications (such as the tabling of new laws with the Council of Ministers). The MJCS Communications Plan will consider the need for information to be made available through diverse platforms and formats to enhance accessibility, in line with the Cross Cutting Theme on Disability and Social Inclusion and Protection.

*This Enabling Strategy supports the delivery of NSDP SOC 6 (Strong and Effective Institutions) including SOC 6.7, and ECO 2 (Improve infrastructure) including ECO 2.9.*

### 3.5: Monitoring Evaluation and Learning



***Design and implement an effective monitoring, evaluation and learning system to enable monitoring and reporting on progress, effectiveness and impact of implementation of this JCSSS***

The JCSSS Monitoring and Evaluation (M&E) Plan and M&E Framework (see Appendix 4 to this JCSSS) sets out the sector's approach to monitoring and evaluation of progress towards this JCSSS in line with NSDP SOC 6.9 (strengthen research, data and statistics for accountability in decision-making). Overarching responsibility for its implementation rests with Heads of Agencies, so that whole-of-sector as well as agency-level decision-making is informed by strong evidence and lessons documented along the way. Monitoring and reporting will be an ongoing agenda item of the SLG, with JCSSS reporting, monitoring and feedback on progress shared regularly through SLG meetings (including formalized reporting on an annual basis). In order to support delivery of this Enabling Strategy, the sector-wide M&E Network established under the former strategy, will be reinvigorated.

*This Enabling Strategy supports the delivery of NSDP SOC 6 (Strong and Effective Institutions) including SOC 6.9.*



## Cross-Cutting Themes


### Gender Equality

 **Implement the National Gender Equality Policy 2020-2030 to promote respect and equal rights, opportunities and responsibilities among men and women of all ages and abilities in Vanuatu<sup>52</sup>**

The National Gender Equality Policy 2020-2030 (NGEP) is Vanuatu's strategic national framework for enhancing gender equality and women's empowerment in Vanuatu. The goal of the NGEP is to 'promote respect and equal rights, opportunities and responsibilities among men and women of all ages and abilities in Vanuatu'.<sup>53</sup> Five strategic priorities include: (i) eliminating discrimination and violence against women and girls; (ii) enhancing women's economic empowerment and skills development; (iii) advancing women's leadership and political participation; (iv) strengthening the foundation for gender mainstreaming; and (v) fostering gender responsive and community-driven solutions to climate and disaster resilience. The NGEP also supports the delivery of NSDP SOC 4 (Social inclusion) including SOC 4.1 and 4.2.

It is envisaged that the NGEP Implementation Plan Phase I: 2020-2024 will be reviewed and updated beyond 2025 based on progress to-date. In the meantime, monitoring of progress on implementation will be undertaken based on the existing Phase I Implementation Plan as adapted by any incoming Implementation Plan.

### Child Protection and Juvenile Justice

 **Implement the Vanuatu National Child Protection Policy 2016 – 2026 and related policies, to create an environment where children are safe and protected from all forms of abuse, exploitation, neglect and violence, and have equitable access to services to support their reintegration and recovery when needed<sup>54</sup> and develop and implement an integrated Justice for Children System in the sector as part of these efforts**

The Vanuatu National Child Protection Policy 2016 – 2026 (NCPP) sets the 'strategic and high level direction for child protection and for the development and strengthening of the child protection system' in Vanuatu.<sup>55</sup> Its goal is to 'create an environment where children are safe and protected from all forms of abuse, exploitation, neglect and violence, and have equitable access to services to support their reintegration and recovery when needed'.<sup>56</sup> Eight strategic areas deliver on this goal: (i) building awareness; (ii) preventing abuse; (iii) organisational structures; (iv) coordination and continuum of care; (v) strengthening government standards; (vi) legal protection; (vii) skilled professionals; and mainstreaming child protection in emergencies. In 2024, three key Bills are also underway related to Child Protection and Juvenile Justice. These include the Juvenile Justice Bill, the Child Protection Bill and the Adoption Bill.<sup>57</sup> This Cross-Cutting Theme supports the delivery of NSDP SOC 4 (Social inclusion) including SOC 4.2 and 4.6.

Monitoring of progress on implementation will be undertaken based on the existing Phase I (2016-2020) and Phase II (2021-2026) Implementation Plans to the NCPP and any adaptations made by any incoming Implementation Plan, as well as tracking of progress on passing and implementation of each of the Juvenile Justice Bill, the Child Protection Bill and the Adoption Bill (see CO 2.0 and ES 2.2 above). It is also envisaged that a review of the NCPP will occur during the lifetime of this JCSSS and adaptations made based on any future/incoming policy.

<sup>52</sup> [https://mjcs.gov.vu/images/reporting/National\\_Gender\\_Equality\\_Policy\\_2020-2030\\_ADD\\_1.pdf](https://mjcs.gov.vu/images/reporting/National_Gender_Equality_Policy_2020-2030_ADD_1.pdf)

<sup>53</sup> [https://mjcs.gov.vu/images/reporting/National\\_Gender\\_Equality\\_Policy\\_2020-2030\\_ADD\\_1.pdf](https://mjcs.gov.vu/images/reporting/National_Gender_Equality_Policy_2020-2030_ADD_1.pdf)


<sup>54</sup> [https://mjcs.gov.vu/images/policy/Vanuatu\\_National\\_Child\\_Protection\\_Policy\\_2016-2026\\_FINAL\\_Nov16.pdf](https://mjcs.gov.vu/images/policy/Vanuatu_National_Child_Protection_Policy_2016-2026_FINAL_Nov16.pdf)

<sup>55</sup> [https://mjcs.gov.vu/images/policy/Vanuatu\\_National\\_Child\\_Protection\\_Policy\\_2016-2026\\_FINAL\\_Nov16.pdf](https://mjcs.gov.vu/images/policy/Vanuatu_National_Child_Protection_Policy_2016-2026_FINAL_Nov16.pdf)

<sup>56</sup> [https://mjcs.gov.vu/images/policy/Vanuatu\\_National\\_Child\\_Protection\\_Policy\\_2016-2026\\_FINAL\\_Nov16.pdf](https://mjcs.gov.vu/images/policy/Vanuatu_National_Child_Protection_Policy_2016-2026_FINAL_Nov16.pdf)

<sup>57</sup> As at October 2024, the Adoption Bill is due to be tabled in Parliament in November 2024. Each of the Juvenile Justice Bill and Child Protection Bill are expected to be tabled in March 2025.

## Disability and Social Inclusion

 **Implement the Vanuatu National Disability Inclusive Development Policy 2018 – 2025 and related policies, which set the direction of action in priority areas to ensure persons with disabilities and other traditionally excluded persons (such as women, children and youth, gender minorities, ethnic minorities and rural/remote populations) enjoy their right to participate effectively in all areas of development in Vanuatu on an equal basis with others, including as these relate to access to justice and community services in Vanuatu<sup>58</sup>**

The Vanuatu National Disability Inclusive Development Policy 2018 – 2025 (NDIDP) sets ‘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’. Ten strategic priority areas are identified to deliver this goal: (i) mainstreaming the rights of persons with disabilities; (ii) disability specific services; (iii) leadership and representation; (iv) disability statistics; (v) coordination and resourcing; (vi) accessibility; (vii) awareness; and (viii) women and girls with disabilities. The NDIDP also supports the delivery of NSDP SOC 4 (Social inclusion) including SOC 4.3 and 4.5.

The NDIDP includes an indicative eight-year Implementation Plan 2018-2025. Monitoring of progress is undertaken based on this indicative implementation plan. It is also envisaged that a review of the NDIDP will occur during the lifetime of this JCSSS and adaptations made based on any future/incoming policy.

## Climate Change Resilience and Adaption, Crisis Preparedness, and Disaster Risk Reduction, Response and Recovery

 **Support efforts to implement Vanuatu’s Climate Change and Disaster Risk Reduction Policy 2022-2030 (second edition)<sup>59</sup> under the leadership of the Gender and Protection Cluster or related entity as well as other crises including pandemics, cyber-attacks and conflicts**

Vanuatu’s Climate Change and Disaster Risk Reduction Policy 2022-2030 (second edition) (VCCDRRP) (first edition published in 2015 for 2016-2030) outlines the country’s vision, principles and strategic goals for climate change response and disaster risk reduction. It reaffirms the Vanuatu’s Government key priority of achieving sustainable and resilient development across all levels and sectors, by addressing the risks faced from climate change and disaster impacts. The vision for the VCCDRRP is: ‘Vanuatu is a resilient community, environment and economy’.<sup>60</sup>

The Gender and Protection Cluster (GPC)<sup>61</sup> is chaired by the Director General of the MJCS and coordinated by the Director of DWA with Care International and Save the Children acting as co-leads and focal points for gender and child protection, respectively. The GPC aims to increase knowledge, skills and understanding of gender and protection issues, provide technical support for mainstreaming of gender and protection within planning and activities of other clusters/sectors of the humanitarian community, identify and advocate for action to address protection issues and gaps in emergency preparation and response, and provide operational coordination of agencies involved in gender and protection activities.<sup>62</sup> A diagram of Vanuatu’s national coordination structure, including the position of the clusters within this structure, and the Gender and Protection Cluster specifically, is included in Appendix 2.

The GPC plays a key role as part of Vanuatu’s national cluster system led by the National Disaster Management Office (NDMO). It also supports implementation of the VCCDRRP including in relation to

58 [https://mjcs.gov.vu/images/policy/DID\\_Policy\\_2018-2025.pdf](https://mjcs.gov.vu/images/policy/DID_Policy_2018-2025.pdf)

59 <https://www.nab.vu/sites/default/files/documents/National%20CCDRR%20Policy%202022-2030.pdf> ; <https://www.preventionweb.net/publication/vanuatu-climate-change-and-disaster-risk-reduction-policy-2016-2030>

60 <https://www.nab.vu/sites/default/files/documents/National%20CCDRR%20Policy%202022-2030.pdf>

61 Note SLG Decision (April 2023) to rename the GPC to ‘Justice Protection Cluster’ (not yet enacted at time of development of the JCSSS).

62 <https://ndmo.gov.vu/resources/clusters?view=article&id=91>; <https://mjcs.gov.vu/index.php/gender-protection-cluster>



the following areas included in the policy: (i) response and recovery planning (6.1.3), (ii) post-disaster risk assessment (7.6.4); and (iii) disaster recovery (7.6.5).

*The sector's support for the CCDRRP and GPC facilitates the delivery of NSDP SOC 4 (Social Inclusion), SOC 5 (Security, Peace and Justice), SOC 6 (Strong and Effective Institutions) as well as ENV 3 (Climate and Disaster Resilience) particularly ENV 3.1, 3.2, 3.3, 3.4, and 3.5.*

## Melanesian Neighborhood



***Collaborate with, draw upon and share experiences and learnings with our Melanesian neighbours to enhance efforts on access to justice and community services under this JCSSS***

This Cross Cutting Theme acknowledges and draws on the Melanesian values of respect harmony, unity and forgiveness which shape Vanuatu cultural heritage and the need recognized in the NSDP to anchor development actions in Melanesian values.<sup>63</sup> It also recognizes the wealth of experience, expertise and learnings available through other Pacific Islands Countries, and Melanesian cultures in particular, which can be drawn up on to inform efforts on access to justice and community services in Vanuatu and vice versa. Evidence of application of this Cross-Cutting Theme may include brokering and formalization of partnerships (e.g. MOUs) with other Melanesian countries (such as Papua New Guinea, Solomon Islands, Fiji, New Caledonia, West Papua), 'twinning' arrangements and information exchanges. The MJCS in September 2024 entered a partnership with the Solomin Islands Ministry of Justice through an MOU signed by the Ministers of Justice for both countries and subsequent signing of MOUs with partner agencies in the true spirit of Melanesian Neighborhood.

*Support for this Cross-Cutting Theme is consistent with the emphasis placed on and foundation laid in respect for Melanesian values within the NSDP as well as SOC 1 (Vibrant Cultural Identity), SOC 4 (Social Inclusion) including SOC 4.4 and ECO 4 (Create jobs and business opportunities) including 4.9.*

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<sup>63</sup> <https://www.gov.vu/images/publications/Vanuatu2030-EN-FINAL-sf.pdf>



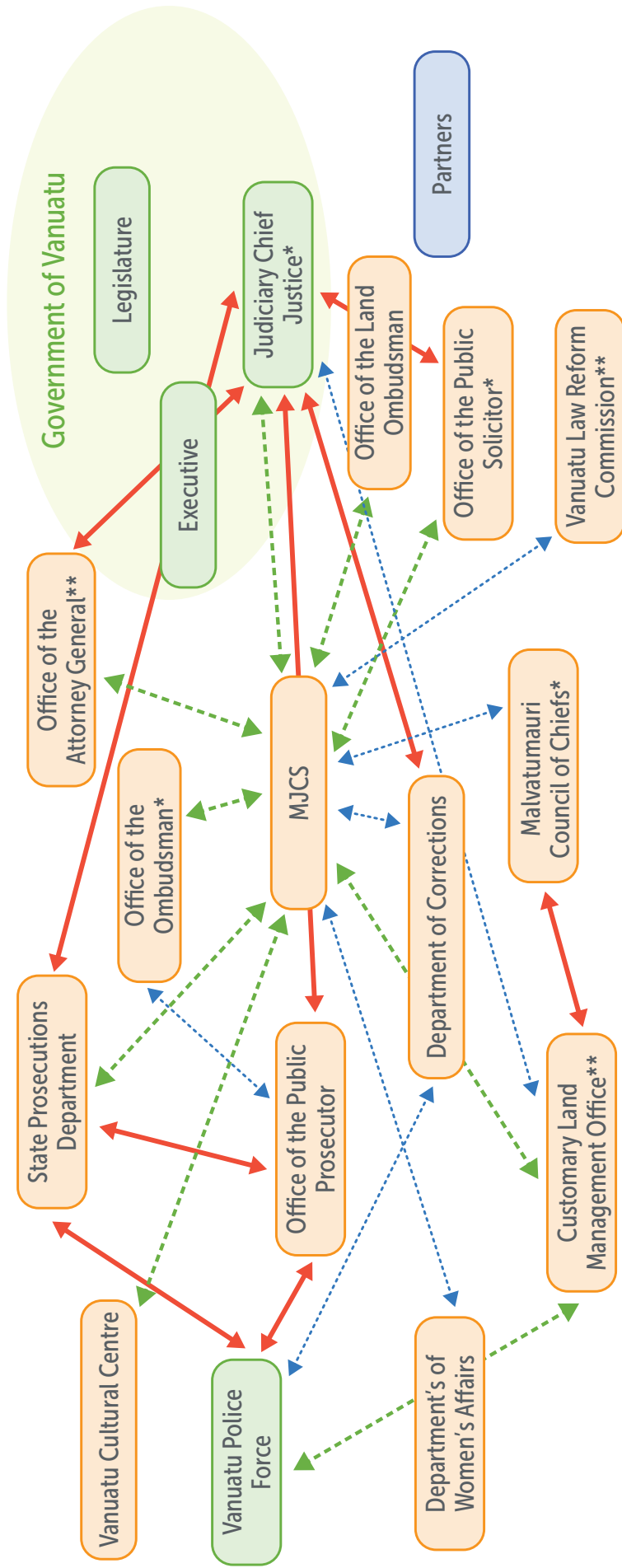


## 7. Appendices

## Appendix 1: Vanuatu's Justice and Community Services Sector

The below diagram of Vanuatu's ministry of justice and community services sector, including non-statutory and constitutional bodies, independent agencies and key partners, and the complex relationships between these.

### Map of service: Interdependencies across the MJCS system

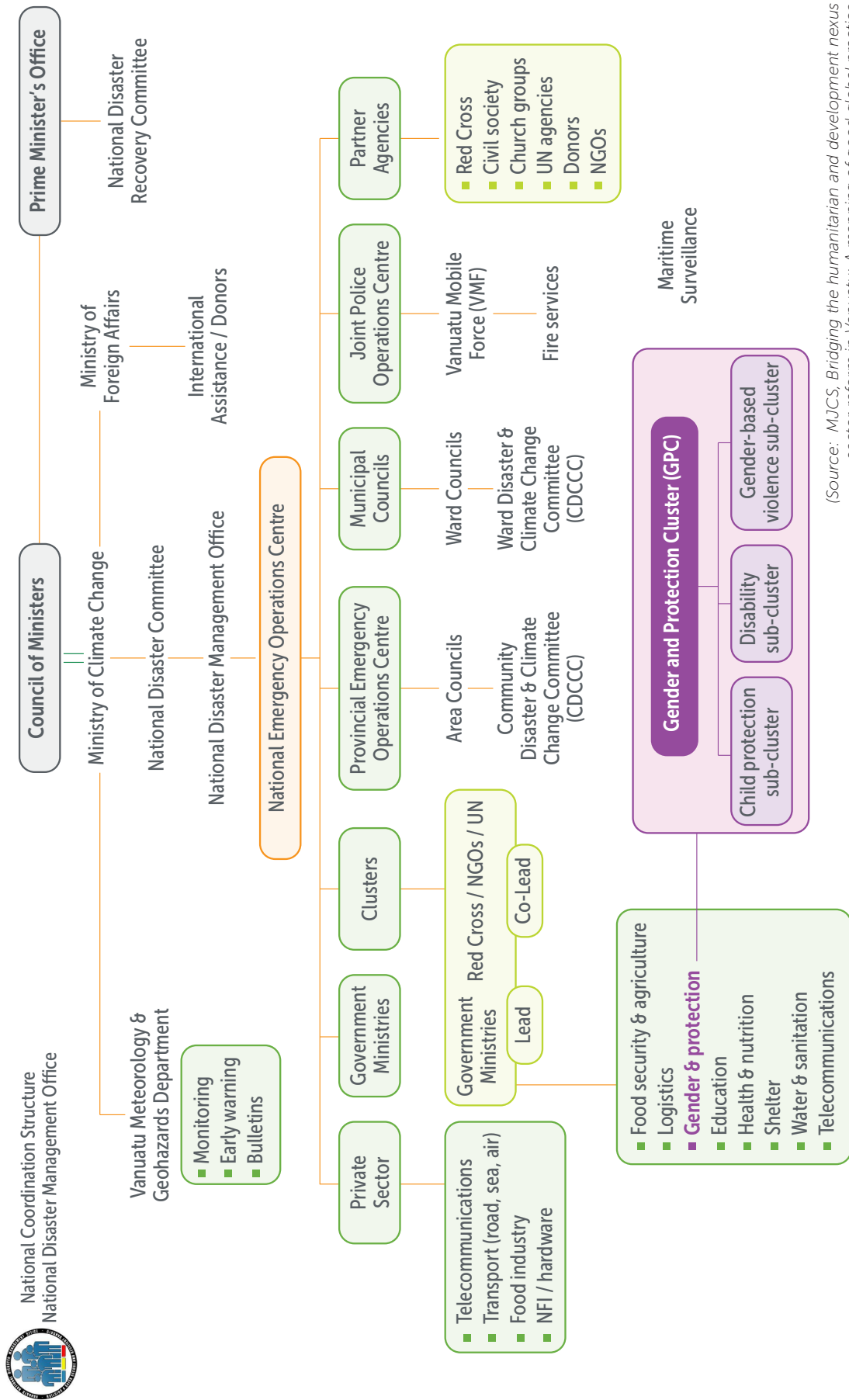


\* Appointed by President of Republic of Vanuatu in accordance with the Constitution

\*\* Statutory bodies

## Appendix 2: Vanuatu's Disaster Response and Recovery Architecture

The below diagram provides an overview of Vanuatu's national coordination structure, including the position of the clusters within this structure, and the Gender and Protection Cluster specifically (relevant to the JCSSS Cross Cutting Theme of Climate Change Resilience and Adaption, Crisis Preparedness, and Disaster Risk Reduction, Response and Recovery)



(Source: MJCS, Bridging the humanitarian and development nexus in justice sector reform in Vanuatu: A mapping of good global practice (2023))<sup>64</sup>

64 <https://mjcs.gov.vu/images/reporting/Bridging%20the%20humanitarian%20and%20development%20nexus%20in%20justice%20sector%20reform%20in%20Vanuatu%20-%20A%20mapping%20of%20good%20global%20practice.pdf>

## Appendix 3: JCSSS Indicative Activities 2025–2030

Ref	Priority Activities	Lead
CO 1.0	<ul style="list-style-type: none"> <li>Design and implement community outreach, engagement and awareness to enhance understanding of and access to policing, justice and community services (includes implementation of the Authorised Persons program)</li> </ul>	All agencies / MJCS
ES 1.1	<ul style="list-style-type: none"> <li>Design and deliver targeted services which protect victim-survivors' rights and interests (including the victim support center)</li> <li>Design and deliver targeted actions to protect offenders' rights and interests (including targeted rehabilitation and reintegration programs)</li> </ul>	DBKS / ODPP / PSO
ES 1.2	<ul style="list-style-type: none"> <li>Design and deliver community engagement activities undertaken in collaboration between formal and informal justice and community actors</li> <li>Ongoing implementation of the Custom Land Management Act 2013</li> </ul>	MCC / CLMO / MJCS
ES 1.3	<ul style="list-style-type: none"> <li>Establish and implement a sector-wide JCS Decentralisation Plan for decentralisation of justice and community services to all provinces</li> <li>Invest in strengthening of local authorities and municipal institutions to enable decentralized service delivery</li> </ul>	MJCS
CO 2.0	<ul style="list-style-type: none"> <li>Establish and undertaken ongoing review/updating of the JCS Schedule of Law and Policy Reform</li> </ul>	VLRC / SLO / MJCS
ES 2.1	<ul style="list-style-type: none"> <li>Establish a National Anti-Corruption Framework</li> <li>Finalise anti-corruption legislation (currently in draft form)</li> <li>Establish an anti-corruption commission to investigate and prosecute corruption cases</li> </ul>	OPP / OMB
ES 2.2	<ul style="list-style-type: none"> <li>Draft and support passage of laws in line with the new the JCS Schedule of Law and Policy Reform</li> </ul>	VLRC / OAG
ES 2.3	<ul style="list-style-type: none"> <li>Complete Vanuatu's State party's treaty reporting obligations including under the CRPD (2026), CRC (2022), CEDAW (TBC), ICCPR (2010), CAT (2012).</li> <li>Facilitate Vanuatu's Universal Periodic Review Process (2029)</li> </ul>	MJCS HRU
CO 3.0	<ul style="list-style-type: none"> <li>Reinvigorate the Sector Leadership Group including quarterly meetings with standing agenda item for overarching coordination, implementation, monitoring of and reporting on the JCSSS</li> </ul>	SLG
ES 3.1	<ul style="list-style-type: none"> <li>Develop and implement new and existing formal partnerships (e.g. MOUs) for more efficient resource utilisation and coordination</li> </ul>	All agencies
ES 3.2	<ul style="list-style-type: none"> <li>Review priorities identified under the former Justice and Policing Infrastructure Priorities Plan 2017-2022</li> <li>Finalise and implement the incoming Justice Infrastructure Priorities Plan</li> </ul>	MJCS

Ref	Priority Activities	Lead
ES 3.3	<ul style="list-style-type: none"> <li>Develop and implement agreements to integrate relevant and secure sector case and data management systems</li> <li>Develop and implement agreements to and/or make select information available to the public (ensuring alignment with OGCI protective measures)</li> </ul>	All agencies
ES 3.4	<ul style="list-style-type: none"> <li>Design and implement the MJCS Communications Plan</li> </ul>	MJCS CSU (Communications Officer)
ES 3.5	<ul style="list-style-type: none"> <li>Reinvigorate the sector M&amp;E Network</li> <li>Implement the JCSSS M&amp;E approach (comprising M&amp;E Plan and Framework)</li> <li>Conduct mid-term and final reviews of the JCSSS in line with timeframes outlined in the M&amp;E Plan</li> </ul>	SLG, MJCS CSU (M&E Officer)
CC GE	<ul style="list-style-type: none"> <li>Implement and monitor progress on the National Gender Equality Policy 2020-2030</li> </ul>	DWA
CC CP	<ul style="list-style-type: none"> <li>Implement and monitor progress on the National Child Protection Policy 2016 – 2026 and related policies</li> <li>Conduct final review of the NCCP and design of incoming policy if deemed appropriate</li> </ul>	MJCS HRU (Child Desk)
CC DSIP	<ul style="list-style-type: none"> <li>Implement and monitor progress on the Vanuatu National Disability Inclusive Development Policy 2018 – 2025 and related policies</li> <li>Conduct final review of the NDIDP and design of incoming policy if deemed appropriate</li> </ul>	MJCS HRU (Disability Desk)
CC CCDRR	<ul style="list-style-type: none"> <li>Implement and monitor progress on Vanuatu's Climate Change and Disaster Risk Reduction Policy 2022-2030 (second edition)<sup>65</sup></li> </ul>	Justice Protection Cluster
CC MN	<ul style="list-style-type: none"> <li>Design and implementation of Melanesian learning exchange opportunities</li> </ul>	All agencies

65 <https://www.nab.vu/sites/default/files/documents/National%20CCDRR%20Policy%202022-2030.pdf> ; <https://www.preventionweb.net/publication/vanuatu-climate-change-and-disaster-risk-reduction-policy-2016-2030>

## Appendix 4: M&E Plan and Framework 2025–2030

MINISTRY OF JUSTICE & COMMUNITY SERVICES

### STRATEGY FOR THE VANUATU JUSTICE AND COMMUNITY SERVICES SECTOR 2025-2030:

#### MONITORING AND EVALUATION PLAN AND FRAMEWORK

*"IN PURSUIT OF JUSTICE FOR EVERYONE"*





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## Acronyms

CAT	Convention Against Torture
CC	Cross-Cutting
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CLMO	Custom Lands Management Office
CO	Core Objective
CPI	Corruption Perceptions Index
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
CSA	Correctional Services Act 2006
CSU	Corporate Services Unit (MJCS)
DBKS	Dipatmen Blong Koreksonal Sevis (Department of Correctional Services)
DWA	Department of Women's Affairs
ES	Enabling Strategy
GPC	Gender and Protection Cluster
HoAs	Heads of Agencies
HRU	Human Rights Unit (MJCS)
ICCPR	International Covenant on Civil and Political Rights
JCS	Justice and Community Services
JCSSS	Justice and Community Services Sector Strategy 2025 – 2030
M&E	Monitoring and Evaluation
MCC	Malvatumauri Council of Chiefs
MJCS	Ministry of Justice and Community Services
MOU	Memorandum of Understanding
NDMO	National Disaster Management Office
NGEP	National Gender Equality Policy 2020-2030
NSDP	National Sustainable Development Plan 2016-2013 – Vanuatu 2030: The People's Plan
OAG	Office of the Attorney General
OGCIO	Office of the Government Chief Information Officer
OMB	Office of the Ombudsman
OPP	Office of the Public Prosecutor
PSO	Public Solicitor's Office
SLG	Sector Leadership Group
SPD	State Prosecutions Department (VPF)
UN	United Nations
UNCAC	United Nations Convention Against Corruption
VCCDRRP	Vanuatu's Climate Change and Disaster Risk Reduction Policy 2022 – 2030
VLRC	Vanuatu Law Reform Commission
VNCP	Vanuatu National Child Protection Policy 2016 – 2026
VNDIDP	Vanuatu National Disability Inclusive Development Policy 2018 – 2025
VNSCV	Vanuatu's National Survivor-Victims Charter
VPF	Vanuatu Police Force

# 1. Background and Purpose

This Monitoring and Evaluation (M&E) Plan and Framework is designed to support the implementation of the Justice and Community Services Sector Strategy 2025-2030 (JCSSS) and in doing so supports the sector to deliver its strategic goal for 2025-2030 of 'Improved access to equitable, inclusive, timely and quality justice and community services'.

Through the implementation of this sector-wide M&E approach outlined here, Heads of Agencies (HoAs) will assess and monitor progress on implementation of the JCSSS on an ongoing basis. Evidence drawn from monitoring and reporting on this JCSSS can be used to inform agency as well as sector-level decision-making through the Sector Leadership Group or other sector-wide forums. It can also be applied to consider the effectiveness of efforts to enhance access to justice and community services and to make adjustments to improve approaches applied and outcomes progressed through the JCSSS.

Like the JCSSS, this M&E Plan and Framework is intended as a living document, which is to be reflected upon and adapted on an ongoing basis in line with the processes outlined herein – to respond to emerging priorities, needs and changes in context throughout the lifetime of the strategy.

## 2. Process to Development of the JCSSS M&E Plan

Like the JCSSS, this M&E Plan and Framework has been a collaborative effort across justice and community services sector agencies. It has involved:

- Significant review and testing of the JCSSS Strategy Map to be monitored through the M&E Framework, including proposed Core Objectives, Thematic Strategies and Cross-Cutting Themes. As outlined in the JCSSS, this testing has been undertaken with HoAs and the JCSSS Working Group, comprised of representatives from all sector agencies.
- Review of the National Sustainable Development Plan 2016-2030 – Vanuatu 2030 The People's Plan (NSDP) and its M&E framework, to identify related pillars and strategies and potential synergies for monitoring under the JCSSS.
- Review of key cross-cutting policies, including the National Gender Equality Policy 2020-2030<sup>66</sup>, Vanuatu National Child Protection Policy 2016-2026<sup>67</sup>, Vanuatu National Disability Inclusive Development Policy 2018-2025<sup>68</sup>; and Vanuatu's Climate Change and Disaster Risk Reduction Policy 2022-2030 (second edition)<sup>69</sup> to identify synergies with existing monitoring approaches applied under each of these.
- Consideration and integration of lessons learnt through the implementation of the M&E approach to the former strategy for the justice and community services sector (2018-2021).
- Development of proposed M&E actions and timeframes, SMART Indicators and the Indicative M&E Plan and Framework for monitoring of progress through the JCSSS Working Group,<sup>70</sup> to ensure representation from across the sector on approach.
- Consultation and integration of feedback from HoAs on the Indicative M&E Plan and Framework, to ensure that it reflects a united approach endorsed by sector leadership.

66 [https://mjcs.gov.vu/images/reporting/National\\_Gender\\_Equality\\_Policy\\_2020-2030\\_ADD\\_1.pdf](https://mjcs.gov.vu/images/reporting/National_Gender_Equality_Policy_2020-2030_ADD_1.pdf)

67 [https://mjcs.gov.vu/images/policy/Vanuatu\\_National\\_Child\\_Protection\\_Policy\\_2016-2026\\_FINAL\\_Nov16.pdf](https://mjcs.gov.vu/images/policy/Vanuatu_National_Child_Protection_Policy_2016-2026_FINAL_Nov16.pdf)

68 [https://mjcs.gov.vu/images/policy/DID\\_Policy\\_2018-2025.pdf](https://mjcs.gov.vu/images/policy/DID_Policy_2018-2025.pdf)

69 <https://www.nab.vu/sites/default/files/documents/National%20CCDRR%20Policy%202022-2030.pdf>

70 4th JCSSS Working Group Meeting (12 September 2024) confirmed the approach to be taken under this M&E Plan and Framework and began testing of indicators for inclusion. An indicative M&E Plan and Framework was developed and circulated for feedback by Working Group members, as well as HoAs, prior to finalization.

### 3. Overview of the JCSSS M&E Framework

The M&E Framework identifies key questions which we are endeavouring to answer (**Evaluative Questions**) through monitoring across each of the Core Objectives, Thematic Strategies and Cross-Cutting Themes of the JCSSS 2025-2030. A total of 23 measures of progress (**Indicators**) and 33 NSDP correlating indicators are identified and included a total of 56 indicators. The M&E Framework outlines how indicators will be measured (**Calculation**), where we are starting from for each of the indicators (**Baseline**), where we are hoping to get to annually and/or by 2030 (**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 progress (**Responsible Agencies**). The MEF also identifies where progress and results will be shared (**Reporting**) which includes the annual JCSSS reporting, the annual report of the MJCS, and annual reports of individual sector agencies. For the NSDP indicators, refer to the NSDP M&E Framework 2016 – 2030.

Where baseline is not present at the beginning of 2025, it will be captured through the Baseline Study planned in 2025 as the first point of data collection for all Indicators (see **M&E Actions and Timeframes** below).

### 4. Sector and Agency Responsibilities

Two key bodies are primarily responsible for implementation of the JCSSS M&E approach. As emphasised in the JCSSS Enabling Strategy 3.5 (**Monitoring and Evaluation**), overarching responsibility for implementation and monitoring of the JCSSSS rests with HoAs, so that whole-of-sector as well as agency-level decision-making is informed by strong evidence and lessons documented along the way. Monitoring and reporting will be an ongoing agenda item of the **Sector Leadership Group** (SLG) – to be reinvigorated under Core Objective 3.0 (**Sector Governance and Leadership**), with JCSSS reporting, monitoring and feedback on progress shared regularly through SLG meetings (including formalized reporting on an annual basis).

In order to support HoAs and the sector to deliver the JCSSS M&E Plan and Framework, the **sector-wide M&E Network** established under the former strategy, will also be reinvigorated. The M&E Network comprises representatives who have been nominated by HoAs as focal points to represent their agencies. Coordination of the M&E Network will be facilitated by the MJCS Corporate Service Unit (CSU).

### 5. JCSSS Review Processes

The following evaluative reviews are planned in order to support the JCSSS to remain fit-for-purpose:

**Mid-term Review:** The mid-term review of the JCSSS will be integral to the sector's inputs into the national review of the NSDP planned in 2028. For this reason, the JCSSS Mid-Term Review is planned for 2027 so that findings can feed into the NSDP national review.

**Completion Review:** Applying lessons from the former JCSSS, the JCSSS completion review is proposed for 2029. This is so that findings from the Completion Review can be used to inform design of a new strategy in 2030 for transition to implementation from January 2031.

The above reviews supplement ongoing monitoring of the JCSSS and its M&E approach as outlined in the M&E Actions and Timeframes below.

## 6. JCSSS M&E Actions and Timeframes

Process	Purpose	Agencies	Completion Date:
1. Revitalisation of the SLG	For sector wide representation, participation and ownership of the JCSSS and its M&E approach	All agencies	2024
2. Strengthening of the M&E Network	To support implementation of the JCSSS sector-wide M&E approach	All agencies	2024
3. Baseline Study	To establish full baseline for the JCSSS from which to track progress across the lifetime of the strategy	M&E Network	2025
4. Quarterly SLG	Ongoing monitoring and tracking of results	All agencies	Quarterly
5. Six-monthly monitoring	A six-month monitoring check-in in the event that quarterly SLG meetings are not held	All agencies	Six monthly
6. Annual sector-wide M&E Workshop	Collation of all data on annual progress and annual M&E check	All agencies	Early November each year
7. Annual Agency Reporting process	Validation of all data on annual progress	All agencies	January-February each year
8. Annual JCSSS Monitoring Report	Documentation of annual progress <sup>71</sup>	All agencies led by MJCS	February-March each year
9. Mid Term Review	Evaluative review of progress and impact of JCSSS at mid-term and any adjustments needed	All agencies	2027
10. Completion Review	Evaluative review of impact of JCSSS to inform future approaches	All agencies	2029

<sup>71</sup> The Annual JCSSS Report will be shared as part of the MJCS Annual Development Reporting against the NSDP.

OBJECTIVE / STRATEGY	EVALUATIVE QUESTION What are we trying to monitor?	INDICATOR What is our measure of progress?	NDSP INDICATORS: NSDP indicator link to strategy	CALCULATION How is progress calculated?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE Where will evidence of progress be found?	FREQUENCY How often will we measure our progress?	RESPONSIBLE AGENCIES Who is responsible for measuring it?	REPORTING Where will it be reported and when?
<b>CO 1.0: Justice, Safety and Security for All</b> <i>Develop and implement evidence-based collaborative strategies that address barriers to community safety, security and access to justice and community services in all provinces</i>	What strategies have been implemented to address barriers to community safety, security and access to justice and community services in which provinces?	Number of strategies implemented by two or more JCS agencies (disaggregated by participating agencies, type of strategy, focus area (community safety, security, access to justice and community services) and province) per year	SOC 5.1.1 Proportion of Justice and Community Services Sector Capacity Development Strategy 2017-2020 implemented SOC 5.1.2 Annual change in number of Magistrate and Supreme Court pending cases. SOC 5.1.3 Average cost of legal fees/services for a court case.	Calculation of number and reach of collaborative strategies (involving two or more agencies) on an annual basis	TBC – Baseline to be captured at first point of annual data collection (2025)	Annual increase in number and geographical reach of collaborative strategies implemented	Agency-level annual data collection Agency annual reporting to MJCS SLG annual monitoring of results (Nov each year) Media articles	Ongoing and collated annually across all agencies as part of annual JCSSS monitoring workshops (Nov each year) and confirmed in Annual agency and MJCS reporting process	Lead: MJCS (collation of results at whole of sector level) Contributing: All agencies	Annual JCSSS reporting and feedback to SLG (Q1 of next year) Annual agency reporting Annual MJCS reporting (capturing whole of sector progress)
<b>ES 1.1: Victim-centred restorative justice</b> <i>Deliver justice and community services which consider victims interests, including protection of the rights of victims (in line with Vanuatu's National Survivor-Victims Charter (VNSVC)<sup>72</sup> and associated commitments) and offenders (including the restoration, prevention, rehabilitation and reintegration of offenders in line with the Correctional Services Act 2006 (CSA)<sup>73</sup> and other relevant legislation)<sup>74</sup></i>	What services have been delivered to protect victims' interests (in line with Vanuatu's National Survivor-Victims Charter (VNSVC)) and offenders (prevention, rehabilitation and reintegration of offenders in line with the Correctional Services Act 2006 and other relevant legislation)?	Number of justice and community services delivered (disaggregated by agency, type of service (justice, community, other), victim / offender, corresponding section of VNSVC / CSA, location of delivery (province), and impact (where available))	SOC 4.2.3 Percentage of reported cases of violence against women, children, and vulnerable people addressed	Calculation of number, type, and recipient of service (victim / offender) on an annual basis and evidence of impact (where available)	TBC – Baseline to be captured at first point of annual data collection (2025)	Sustain or increase number of services being delivered by type, recipient and geographic location	Agency-level ongoing tracking and annual reporting to MJCS	Ongoing and collated annually across relevant agencies as part of annual JCSSS monitoring workshops (Nov each year) and confirmed in Annual agency and MJCS reporting process	Lead: DBKS/OPP/PSO	Annual JCSSS reporting and feedback to SLG (Q1 of next year) Annual agency reporting Annual MJCS reporting (capturing whole of sector progress)

72 <https://www.undp.org/pacific/publications/vanuatu-survivor-victims-charter#:~:text=Working%20with%20the%20Office%20of,services%20across%20the%20entire%20country.>

73 [http://www.paceli.org/vu/legis/num\\_act/csa2006234/](http://www.paceli.org/vu/legis/num_act/csa2006234/)

74 The Corrections Act (Part 11(1)(2)) includes the following principal objects: (a) the maintenance of public safety; (b) the consideration of victims' interests; (c) to ensure offenders undertaking sentences of supervision or in correctional centres have access to rehabilitative and reintegration programmes; (d) to ensure the fair treatment of offenders undergoing sentences of supervision, community work or detained in correctional centres; and(e) for offenders as far as is reasonable and practicable in the circumstances and within the resources available, to be given access to activities that may contribute to their rehabilitation and reintegration into the community.

OBJECTIVE / STRATEGY	EVALUATIVE QUESTION	INDICATOR	NDSP INDICATORS:	CALCULATION	BASELINE	TARGET	DATA SOURCE	FREQUENCY	RESPONSIBLE AGENCIES	REPORTING
<b>ES 1.2: Kastom governance, land management and community dispute resolution mechanisms</b> <i>Implement relevant laws and regulations governing communal ownership of customary land (e.g. Custom Land Management Act), promotion, protection and preservation of traditional customs and culture in communities, and strengthening of links between formal and informal justice systems (in line with the Vanuatu Constitution and NSDP SOC 5.5)</i>	What actions are being taken and what impact is being demonstrated in relation to, strengthening of the links between formal and informal justice systems (in line with the Constitution of Vanuatu <sup>75</sup> and NSDP SOC 5.5) <sup>76</sup> ?	Total number, type and location of community engagement activities undertaken annually in collaboration between formal and informal justice and community actors  Evidence of impact of community engagement activities undertaken in collaboration between formal and informal justice and community actors	SOC 5.5.2: Percentage of land disputes resolved through customary mechanisms.	Evidence of impact of community engagement activities undertaken each year	TBC – Baseline to be captured at first point of annual data collection (2025)	Evidence of strengthening of links and collaboration between formal and informal justice systems and positive impacts at the community level occurring as a result of this linkage/ collaboration	Activity reporting Agency-level ongoing monitoring and annual reporting to MJCS	Ongoing and collated annually across relevant agencies as part of annual JCSSS monitoring workshops (Nov each year) and confirmed in annual agency and MJCS reporting process	Lead: MCC/MJCS Contributing: All agencies	Where will it be reported and when?  Annual JCSSS reporting and feedback to SLG (Q1 of next year)  Annual agency reporting  Annual MJCS reporting (capturing whole of sector progress)

75 <https://www.gov.vu/index.php/about/constitution-of-vanuatu>

76 <https://www.gov.vu/images/publications/Vanuatu2030-EN-FINAL-sf.pdf>



OBJECTIVE / STRATEGY	EVALUATIVE QUESTION	INDICATOR	NDSP INDICATORS:	CALCULATION	BASELINE	TARGET	DATA SOURCE	FREQUENCY	RESPONSIBLE AGENCIES	REPORTING
	What are we trying to monitor?	What is our measure of progress?	NSDP indicator link to strategy	How is progress calculated?	Where are we starting from?	What are we aiming for?	Where will evidence of progress be found?	How often will we measure our progress?	Who is responsible for measuring it?	Where will it be reported and when?
<b>ES 1.3: Provincialization</b> <i>Support implementation of the Government of Vanuatu's decentralization policy through the provincialization of justice and community services to all provinces (in line with NSDP SOC 6.5<sup>77</sup> and Decentralization Act<sup>78</sup>)</i>	How and to what extent are justice and community services being provincialised in line with the Government of Vanuatu's decentralization policy?	Establishment and implementation of a sector-wide plan for decentralisation of justice and community services to all provinces (JCS Decentralisation Plan) <sup>79</sup> Number, type and location of existing and new services located in each province per year	SOC 6.5.2: Percentage of provinces with fully functional provincial government offices and service delivery units. 6.5.1 Change in annual budget going to Provinces, Municipalities towards operations/programs (Devolution of funding opportunities)	Calculation of number, type and location of new and existing services located at a provincial level each year	0 – Baseline to be captured at first point of annual data collection (2025)	JCS Decentralisation Plan finalized and being progressively implemented in all six provinces	Ongoing tracking against the JCS Decentralisation Plan (once developed) Agency-level ongoing tracking and annual reporting to MJCS	Ongoing and collated annually across relevant agencies as part of annual JCSSS monitoring workshops (Nov each year) and confirmed in Annual agency and MJCS reporting process	Lead: MJCS Contributing: All agencies	Annual JCSSS reporting and feedback to SLG (Q1 of next year) Annual agency reporting Annual MJCS reporting (capturing whole of sector progress) Reporting under the JCS Decentralisation Plan (once developed)
<b>CO 2.0: Legislative Support and Law and Policy Reform</b> <i>Establish and implement a prioritized schedule of law reform across the sector to enable improvements to justice and community services</i>	To what extent are laws and policies being drafted in identified priority areas and planned timeframes?	JCS Schedule of Law Reform established and % (Number) of laws and policies being drafted in line with this schedule	SOC 5.1.1 % (Proportion) of Justice and Community Services Sector Capacity Development Strategy 2025 – 2030	% (Number) of laws and policies drafted in line with the JCS Schedule of Law Reform	0	JCS Schedule of Law Reform established and 100% of laws and policies being drafted in line with this schedule	Tracking of progress against the JCS Schedule of Law Reform	Ongoing and collated annually	Lead: VLRC/OAG	Annual JCSSS reporting and feedback to SLG (Q1 of next year)

77 <https://www.gov.vu/images/publications/Vanuatu2030-EN-FINAL-sf.pdf>

78 <https://faolex.fao.org/docs/pdf/van219903.pdf>

79 In the event that a JCS Decentralisation Plan is not developed, actions which facilitate provincialization can still be monitored across each of the six provinces to determine the extent to which progressive decentralization of justice and community services to the provinces is occurring.



OBJECTIVE / STRATEGY	EVALUATIVE QUESTION	INDICATOR	NDSP INDICATORS:	CALCULATION	BASELINE	TARGET	DATA SOURCE	FREQUENCY	RESPONSIBLE AGENCIES	REPORTING
<b>ES 2.1: Anti-corruption, transparency and accountability</b> <i>Lead the implementation of Government of Vanuatu's commitments on anti-corruption in line with the UN Convention against Corruption,<sup>80</sup> the NSDP (SOC 5.2)<sup>81</sup> and Vanuatu's anti-corruption law (currently in draft form)<sup>82</sup></i>	To what extent is the sector successfully leading the Government of Vanuatu's commitments on anti-corruption?	Most recent CPI score out of 100 (assessed annually)	SOC 5.2.1 # (Number) of Anti-Corruption committee submissions acted upon	The CPI applies scoring on a scale of 0 (highly corrupt) to 100 (very clean). A combination of at least 3 data sources are drawn from 13 different corruption surveys and assessments. <sup>83</sup>	48 out of 100 (2023 CPI) <sup>84</sup>	Progressive increase in CPI score on an annual basis	Corruption Perceptions Index <sup>85</sup>	Annually	Lead: OPP/OMB	Annual JCSSS reporting and feedback to SLG (Q1 of next year)
<b>ES 2.2: Draft of new legislation and policy in priority areas</b> <i>Support the drafting, passage of and implementation of legislation and policy in priority areas, including through engagement of sector leaders with the Council of Ministers</i>	How many laws and policies are drafted in priority areas and passed through engagement with the CoM each year?	% (Number) of laws and policies drafted in priority areas which are passed by Parliament each year	SOC 1.4.1 # (Number) of bills that are reviewed by MCC prior to Parliament debate	% (Number) of laws and policies drafted through/by the sector which are successfully passed by Parliament each year	TBC – Baseline to be captured at first point of annual data collection (2025)	100% of laws and policies drafted in priority areas <sup>86</sup> are passed by Parliament each year	Official Gazette/ Record of Laws passed by Parliament circulated by the OAG	Annually	Lead: OAG (Parliamentary Counsel Unit)	Annual JCSSS reporting and feedback to SLG (Q1 of next year)

80 [https://treaties.un.org/Pages/ViewDetails.aspx?src=IND&mtmsg\\_no=XVIII-14&chapter=18&clang=\\_en](https://treaties.un.org/Pages/ViewDetails.aspx?src=IND&mtmsg_no=XVIII-14&chapter=18&clang=_en)

81 <https://www.gov.vu/images/publications/Vanuatu2030-EN-FINAL-sf.pdf>

82 <https://mjcs.gov.vu/index.php/news/160-adg-siri-delivered-vanuatu-statement-in-c0sp10>

83 <https://www.transparency.org/en/news/how-cpi-scores-are-calculated>

84 <https://www.transparency.org/en/cpi/2023>

85 <https://www.transparency.org/en/cpi/2023>

86 Laws and policies are to be drafted in line with the JCS Schedule of Law Reform established under Core Objective 2. In the event that this JCS Schedule of Law Reform is not developed, this indicator can still be tracked through tracking the number of laws drafted through the sector with those successfully passed by Parliament each year.

OBJECTIVE / STRATEGY	EVALUATIVE QUESTION	INDICATOR	NDSP INDICATORS:	CALCULATION	BASELINE	TARGET	DATA SOURCE	FREQUENCY	RESPONSIBLE AGENCIES	REPORTING
	What are we trying to monitor?	What is our measure of progress?	NSDP indicator: link to strategy	How is progress calculated?	Where are we starting from?	What are we aiming for?	Where will evidence of progress be found?	How often will we measure our progress?	Who is responsible for measuring it?	Where will it be reported and when?
<b>ES 2.3: International and Regional Commitments</b> <i>Lead the implementation, monitoring and reporting on Government of Vanuatu obligations under international treaties and conventions<sup>87</sup></i>	To what extent are Vanuatu's treaty implementation, monitoring and reporting obligations being fulfilled?	% (Number) of treaties ratified with reporting currently up to date	SOC 4.4.1 % Proportion of the activities of the National Human Rights Commission (NHRC) implemented SOC 4.4.2 # (Number) of human rights related conventions ratified SOC 4.4.3 Proportion of laws reviewed on basis of discriminatory and gender biased discrimination.	% (Number) of treaties ratified with reporting currently up to date	20% (1 of 5 treaties currently ratified) of reporting obligations are up to date (CRPD) with 80% (4 of 5) outstanding (CRC (2022), CEDAW (TBC), ICCPR (2010), CAT (2012)) <sup>88</sup>	Vanuatu's treaty reporting monitoring and reporting obligations are up to date (including CRPD (2026), CRC (2022), CEDAW (TBC), ICCPR (2010), CAT (2012)) <sup>89</sup>	UN Treaty Body Database <sup>90</sup>	Annually	Lead: MJCS	Annual JCSSS reporting and feedback to SLG (Q1 of next year)
<b>CO 3.0: Sector Governance and Leadership</b> <i>Implement the sector-wide governance mechanism (the Sector Leadership Group) with ultimate responsibility for the overarching coordination, implementation, monitoring of and reporting on progress of this JCSSS 2024-2030</i>	What mechanisms are in place to ensure sector-wide governance and leadership and how effective are they on delivering the objective of this strategy?	% (Number) of SLG meetings held per year as planned disaggregated by % (number) of JCS sector agencies represented	SOC 5.1.1 Proportion of Justice and Community Services Sector Capacity Development Strategy (2017-2020 and 2025 – 2030 implemented)	% (out of 4/ quarterly) SLG meetings held per year as planned disaggregated by % (number) of JCS sector agencies represented	0 – No SLG's held in 2024	100% (4 / quarterly) SLG meetings held with 100% (14) of sector agencies represented at each	SLG meeting minutes and attendance data	Annually	Lead: MJCS	Annual JCSSS reporting and feedback to SLG (Q1 of next year) Annual MJCS reporting (capturing whole of sector progress)
<b>ES 3.1: Sector Resource Coordination and Partnerships</b> <i>Implement practical approaches to resource utilization and coordination across the sector to achieve efficiency benefits, including through diversification outside of existing partners</i>	To what extent is the sector developing new partnerships to enhance resource coordination and efficiency benefits?	% (Number) of existing and new partnerships formalized (MOUs in place), by type of partner (Gov, CSO, donor, international) with evidence of implementation occurring	SOC 6.4.1 Proportion of BP objectives met as reported in department Annual Reports (AR)	% (Number) of new versus existing formal partnerships (with MOUs in place) established each year, by type of partner (Gov, CSO, donor, international), and purpose	0 – Baseline to be captured at first point of annual data collection (end of 2025)	Gradual increase in the number of formal partnerships and type (diversity) of partners each year	Agency annual reports	Annually	Lead: All agencies	Annual JCSSS reporting and feedback to SLG (Q1 of next year)

87 Including core human rights treaties to which Vanuatu is or intends to become a state party. As at September 2024 this includes: CAT, CEDAW, CCPR, CRC, CRPD, CED (CED is signed not ratified))

88 [https://tbinternet.ohchr.org/\\_layouts/15/TreatyBodyExternal/countries.aspx?CountryCode=VUT&lang=EN](https://tbinternet.ohchr.org/_layouts/15/TreatyBodyExternal/countries.aspx?CountryCode=VUT&lang=EN)

89 [https://tbinternet.ohchr.org/\\_layouts/15/TreatyBodyExternal/countries.aspx?CountryCode=VUT&lang=EN](https://tbinternet.ohchr.org/_layouts/15/TreatyBodyExternal/countries.aspx?CountryCode=VUT&lang=EN)

90 [https://tbinternet.ohchr.org/\\_layouts/15/TreatyBodyExternal/countries.aspx?CountryCode=VUT&lang=EN](https://tbinternet.ohchr.org/_layouts/15/TreatyBodyExternal/countries.aspx?CountryCode=VUT&lang=EN)

OBJECTIVE / STRATEGY	EVALUATIVE QUESTION What are we trying to monitor?	INDICATOR What is our measure of progress?	NDSP INDICATORS: NDSP indicator link to strategy	CALCULATION How is progress calculated?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE Where will evidence of progress be found?	FREQUENCY How often will we measure our progress?	RESPONSIBLE AGENCIES Who is responsible for measuring it?	REPORTING Where will it be reported and when?
<b>ES 3.2: Infrastructure and Facilities</b> <i>Finalise and implement the incoming Justice Infrastructure Priorities Plan and any related plans includes review of sector Infrastructure priorities made under the Justice and Policing Infrastructure Priorities Plan 2017-2022)</i>	Does the current Infrastructure Priorities Plan reflect current and emerging needs and priorities and to what extent is it being implemented in accordance with planned timeframes?	Incoming Infrastructure Priorities Plan is in place which reflects current and emerging priorities as at 2025  % (Number) of actions in the incoming Infrastructure Priorities Plan which are implemented in line with agreed timeframes	SOC 4.3.2 Percentage of public buildings and banks, employment and recreational facilities allowing access for people with disabilities SOC 4.5.1 Proportion of Government offices and public facilities with ramp access or some disability friendly rating ECO 2.3.1 Proportion of new buildings in compliance the building code ECO 2.3.2 Proportion of existing buildings repaired in compliance with building code	% (Number) of actions in the incoming Infrastructure Priorities Plan which are implemented in line with agreed timeframes.	0 – Baseline to be captured at first point of annual data collection (end of 2025)	The priorities under the Justice and Policing Infrastructure Priorities Plan 2017-22 are reviewed, an incoming plan is in place and actions are being implemented in accordance with the agreed timelines within this incoming plan	Tracking of progress against the incoming Infrastructure Priorities Plan	Ongoing and collated annually	Lead: MJCS	Annual JCSSS reporting and feedback to SLG (Q1 of next year) Annual MJCS reporting (capturing whole of sector progress)
<b>ES 3.3: Data Management and Technology</b> <i>Continue efforts to integrate secure case and data management systems and facilitate public access in alignment with OGCI0 protective measures for cyber safety and security including Vanuatu's National Data Protection and Privacy Policy 2030<sup>91</sup> and National Cyber Security Strategy 2030<sup>92</sup></i>	To what extent have efforts to integrate secure case and data management systems and enable public access been effective?	Number of agreements in place and being implemented between agencies to integrate relevant case and data management systems (also see ES 3.1)  Number of security breaches of the case and data management systems recorded	SOC 6.7.2 Proportion of data collected from requests acted upon by RTI officers in each government agency	Number of existing and new agreements in place per year for integration of case and data management systems (also see ES 3.1)  Number of security breaches of the case and data management systems recorded	Number of MOUs and security breaches per year to be captured at first point of data collection in 2025	Existence and implementation of agreements enabling integration of relevant case and data management systems  0 security breaches per year	Agency annual reports OGCIO records of security breaches	Ongoing and collated annually	Lead: DBKS; OPP; PSO; OAG; OMB; VPF; PSU; SPD Led: OGCI0 Other partners: Judiciary	Annual JCSSS reporting and feedback to SLG (Q1 of next year) Annual MJCS reporting (capturing whole of sector progress)

91 [https://cert.gov.vu/images/policies/DPPP\\_interactive\\_pdf\\_eng.pdf](https://cert.gov.vu/images/policies/DPPP_interactive_pdf_eng.pdf)

92 [https://cert.gov.vu/images/ressources/Vanuatu\\_National\\_CyberSecurity\\_Strategy2030\\_Booklet.pdf](https://cert.gov.vu/images/ressources/Vanuatu_National_CyberSecurity_Strategy2030_Booklet.pdf)

OBJECTIVE / STRATEGY	EVALUATIVE QUESTION What are we trying to monitor?	INDICATOR What is our measure of progress?	NDSP INDICATORS: NDSP indicator link to strategy	CALCULATION How is progress calculated?	BASELINE Where are we starting from?	TARGET What are we aiming for?	DATA SOURCE Where will evidence of progress be found?	FREQUENCY How often will we measure our progress?	RESPONSIBLE AGENCIES Who is responsible for measuring it?	REPORTING Where will it be reported and when?
<b>ES 3.4: Communications</b> <i>Develop and implement a MJCS Communications Plan which provides for innovative and accessible approaches to disseminating information and messaging on justice and community services across the sector, to the provinces and at community levels</i>	How effective is the MJCS Communications Plan in disseminating information and messaging on justice and community services across the sector, to the provinces and at community levels?	Status of MJCS communications Plan and evidence of implementation disaggregated by type of communication (e.g. social media, website, newsletters, other) and level of dissemination (sector, provinces, community, other)	SOC 6.7.1 Proportion of population utilizing media outlets for news including newspapers, mobile phones, radio, television and internet.	Evidence of application of MJCS Communications Plan by type of communication (e.g. social media, website, newsletters, other) and level of dissemination (sector, provinces, community, other)	0 – No Communications Plan in place	MJCS Communications Plan in place and evidence of its implementation to disseminate information and messaging on justice and community services being demonstrated across the sector, to the provinces and at community levels	MJCS Communication	Ongoing and collated annually	Lead: MJCS (Communications Officer)	Annual JCSSS reporting and feedback to SLG (Q1 of next year) Annual MJCS reporting (capturing whole of sector progress)
<b>ES 3.5: Monitoring Evaluation and Learning</b> <i>Design and implement an effective monitoring, evaluation and learning system to enable monitoring and reporting on progress, effectiveness and impact of implementation of this JCSSS</i>	The JCSSS M&E Plan and Framework is endorsed, implemented and applied to inform annual level reporting and ongoing decision-making by the SLG	% (Number) of M&E processes completed per year in line with M&E Actions and Timeframes agreed in the JCSSS M&E Plan	SOC 6.9.1 NSDP data reviewed annually SOC 6.9.2 Percentage of NSDP strategic objectives achieved	% (Number) of M&E processes completed per year in line with M&E Actions and Timeframes agreed in the JCSSS M&E Plan (as outlined in the Timetable included in the M&E Plan)	TBC – Baseline to be captured at first point of annual data collection (2025)	100% (Number) of M&E processes are completed per year in line with M&E Actions and Timeframes agreed in the JCSSS M&E Plan	Tracking of progress against implementation of the JCSSS M&E Plan	Ongoing and collated annually	Lead: MJCS CSU (M&E Officer)	Annual JCSSS reporting and feedback to SLG (Q1 of next year) Annual MJCS reporting (capturing whole of sector progress)

OBJECTIVE / STRATEGY	EVALUATIVE QUESTION	INDICATOR	NDSP INDICATORS:	CALCULATION	BASELINE	TARGET	DATA SOURCE	FREQUENCY	RESPONSIBLE AGENCIES	REPORTING
<b>CC GE: Gender Equality</b> <i>Implement the National Gender Equality Policy 2020-2030 to promote respect and equal rights, opportunities and responsibilities among men and women of all ages and abilities in Vanuatu<sup>93</sup></i>	To what extent has the National Gender Equality Policy 2020-2030 and its six 'sub-national' provincial plans been implemented in accordance with agreed timeframes and responsibilities	Status of progress of the NGEF and its six 'sub-national' provincial plans represented by % (Number) of actions implemented in accordance with the NGEF Plan Phase I: 2020 and 2024 and beyond	SOC 4.1.1 Proportion of government departments with gender responsive policies, legislation and programs. SOC 4.1.2 Number of decisions in which women participate SOC 4.1.3 Indicators of Women's Empowerment	% (Number) of actions implemented <sup>94</sup> in accordance with the NGEF Plan Phase I: 2020 and 2024, the six 'sub-national' provincial plans and any incoming plans	TBC – Baseline to be captured at first point of annual data collection (2025)	Tracking demonstrates continued progress on implementation of actions outlined in the NGEF Implementation Plan Phase I: 2020 and 2024, the six 'sub-national' provincial plans and any incoming plans	Tracking of progress against the NGEF implementation plan	Ongoing and collated annually	Lead: DWA	Annual JCSSS reporting and feedback to SLG (Q1 of next year) Annual agency reporting (DWA) Annual MJCS reporting (capturing whole of sector progress)
<b>CC CP: Child Protection and Juvenile Justice</b> <i>Implement the Vanuatu National Child Protection Policy 2016 – 2026 and related policies, to create an environment where children are safe and protected from all forms of abuse, exploitation, neglect and violence, and have equitable access to services to support their reintegration and recovery when needed<sup>95</sup> and develop and implement an integrated Justice for Children System in the sector as part of these efforts</i>	To what extent has the Vanuatu National Child Protection Policy 2016 – 2026 been implemented in accordance with agreed timeframes and responsibilities	Status of progress of the VNCPP represented by % (Number) of actions implemented in accordance with the VNCPP Phase I (2016-2020) and Phase II (2021-2026) Implementation Plans disaggregated by province	SOC 4.2.2 Number of reported cases of violence against women, children and vulnerable people (people with disabilities) SOC 4.2.3 Percentages of reported cases of violence against women, children and people with disabilities.	% (Number) of actions implemented <sup>96</sup> in accordance with the VNCPP Phase I (2016-2020) and Phase II (2021-2026) Implementation Plans disaggregated by province	TBC – Baseline to be captured at first point of annual data collection (2025)	Tracking demonstrates continued progress on implementation of actions outlined in the VNCPP Phase I (2016-2020) and Phase II (2021-2026) Implementation Plans across all six provinces	Tracking of progress against the VNCPP implementation plan	Ongoing and collated annually	Lead: MJCS Child Desk	Annual JCSSS reporting and feedback to SLG (Q1 of next year) Annual agency reporting (MJCS Child Desk) Annual MJCS reporting (capturing whole of sector progress)

93 [https://mjcs.gov.vu/images/reporting/National\\_Gender\\_Equality\\_Policy\\_2020-2030\\_ADD\\_1.pdf](https://mjcs.gov.vu/images/reporting/National_Gender_Equality_Policy_2020-2030_ADD_1.pdf)

94 Where tracking system not already defined, a scale can be applied such as: 'completed', 'in progress', 'not yet commenced', 'removed'.

95 [https://mjcs.gov.vu/images/policy/Vanuatu\\_National\\_Child\\_Protection\\_Policy\\_2016-2026\\_FINAL\\_Nov16.pdf](https://mjcs.gov.vu/images/policy/Vanuatu_National_Child_Protection_Policy_2016-2026_FINAL_Nov16.pdf)

96 Where tracking system not already defined, a scale can be applied such as: 'completed', 'in progress', 'not yet commenced', 'removed'.



OBJECTIVE / STRATEGY	EVALUATIVE QUESTION	INDICATOR	NDSP INDICATORS:	CALCULATION	BASELINE	TARGET	DATA SOURCE	FREQUENCY	RESPONSIBLE AGENCIES	REPORTING
<p><b>CCDSIP: Disability and Social Inclusion and Protection</b></p> <p><i>Implement the Vanuatu National Disability Inclusive Development Policy 2018 – 2025 and related policies, which set the direction of action in priority areas to ensure persons with disabilities and other traditionally excluded persons (such as women, children and youth, gender minorities, ethnic minorities and rural/remote populations) enjoy their right to participate effectively in all areas of development in Vanuatu on an equal basis with others, including as these relate to access to justice and community services in Vanuatu<sup>97</sup></i></p>	To what extent has the Vanuatu National Disability Inclusive Development Policy 2018 – 2025 and any related or incoming policies been implemented in accordance with agreed timeframes and responsibilities	Status of progress of the VNDIDP represented by % (Number) of actions implemented in accordance with the VNDIDP indicative Plan 2018-2025, disaggregated by province	<p>SOC 4.3.1 Proportion of population reporting some degree of disability</p> <p>SOC 4.3.3 Percentage of all political, community and government leadership positions have people with disability represented.</p>	% (Number) of actions implemented <sup>98</sup> in accordance with the VNDIDP indicative Plan 2018-2025, disaggregated by province	TBC – Baseline to be captured at first point of annual data collection (2025)	Tracking demonstrates continued progress on implementation of actions outlined in the VNDIDP indicative Implementation Plan 2018-2025 across all six provinces	Tracking of progress against the VNDIDP implementation plan	Ongoing and collated annually	Lead: MJCS Disability Desk	<p>Where will it be reported and when?</p> <p>Annual JCSSS reporting and feedback to SLG (Q1 of next year)</p> <p>Annual agency reporting (MJCS Disability Desk)</p> <p>Annual MJCS reporting (capturing whole of sector progress)</p>

97 [https://mjcs.gov.vu/images/policy/DID\\_Policy\\_2018-2025.pdf](https://mjcs.gov.vu/images/policy/DID_Policy_2018-2025.pdf)

98 Where tracking system not already defined, a scale can be applied such as: 'completed', 'in progress', 'not yet commenced', 'removed'.

OBJECTIVE / STRATEGY	EVALUATIVE QUESTION	INDICATOR	NDSP INDICATORS:	CALCULATION	BASELINE	TARGET	DATA SOURCE	FREQUENCY	RESPONSIBLE AGENCIES	REPORTING
	What are we trying to monitor?	What is our measure of progress?	NSDP indicator link to strategy	How is progress calculated?	Where are we starting from?	What are we aiming for?	Where will evidence of progress be found?	How often will we measure our progress?	Who is responsible for measuring it?	Where will it be reported and when?
<b>CC CCDDRR: Climate Change Resilience and Adaptation, Crisis Preparedness, and Disaster Risk Reduction, Response and Recovery</b> <i>Support efforts to implement Vanuatu's Climate Change and Disaster Risk Reduction Policy 2022-2030 (second edition)<sup>99</sup> under the leadership of the Justice Protection Cluster or related entity as well as other crises including in relation to pandemics, cyber-attacks and conflicts</i>	To what extent has Vanuatu's Climate Change and Disaster Risk Reduction Policy 2022-2030 (second edition) and any related or incoming policies been successfully implemented in accordance with agreed timeframes and responsibilities	Status of progress of the VCCDDRR represented by % (Number) of actions implemented in accordance with the VCCDDRR indicative actions outlined in the policy  Number of response storage facilities established and being maintained, disaggregated per province (VCCDDRR, action 6.5.5)	ENV 3.1.3 Alignment of sector stakeholders' programs and CC and DRM policies and legislation  ENV 3.3.1 Number of support plans available to communities for coordination, planning, preparedness, response and recovery (through the JGPC)	% (Number) of actions implemented <sup>100</sup> in accordance with the VCCDDRR indicative actions outlined in the policy  Number of response storage facilities established and being maintained, disaggregated per province (VCCDDRR, action 6.5.5)	TBC – Baseline to be captured at first point of annual data collection (2025)  TBC – Baseline to be captured at first point of annual data collection (2025)	Tracking demonstrates continued progress on implementation of indicative actions outlined in the policy	Tracking of progress against the VCCDDRR indicative actions outlined in the policy  Status reports to Emergency Operations Centre (DWA, NDMO) collated per disaster	Ongoing and collated annually	Lead: Justice Protection Cluster Contributing: NDMO	Annual JCSSS reporting and feedback to SLG (Q1 of next year)  Annual agency reporting (Justice Protection Cluster)  Annual MJCS reporting (capturing whole of sector progress)
<b>CC MN: Melanesian Neighborhood</b> <i>Collaborate with, draw upon and share experiences and learnings with our Melanesian neighbors to enhance efforts on access to justice and community services under this JCSSS</i>	What evidence exists of new engagements with Melanesian neighbors to improve access to justice and community services in Vanuatu?	Number of new partnerships formalized (MOU) or 'in progress' with other Melanesian countries (e.g. Papua New Guinea, Solomon Islands, Fiji, New Caledonia, Western New Guinea) and evidence of outcomes related to access to justice and community services		Number of partnerships formalized (MOU) or 'in progress' Examples of implementation (e.g. 'winning', information exchange, other)	0 – No formal MOUs currently in place. Early discussions underway by Heads of Agencies with PNG (PSO, OPP)	Incremental increase in number of partnerships brokered, formalized (MOUs) and being implemented, with impact being demonstrated	SLG meeting minutes  Annual agency reporting	Ongoing and collated annually	Lead: SLG Contributing: All agencies	Annual JCSSS reporting and feedback to SLG (Q1 of next year)  Annual agency reporting  Annual MJCS reporting (capturing whole of sector progress)

99 <https://www.nab.vu/sites/default/files/documents/National%20CCDDRR%20Policy%202022-2030.pdf> ; <https://www.preventionweb.net/publication/vanuatu-climate-change-and-disaster-risk-reduction-policy-2016-2030>

100 Where tracking system not already defined, a scale can be applied such as: 'completed', 'in progress', 'not yet commenced', 'removed'.

