



Vanuatu Law and Justice Sector Strategy & Action Plan 2009-2014



Government of the Republic of Vanuatu



Forward

As Deputy Prime Minister and Minister responsible for Justice and Community Services, formally Social Welfare, it is my Honour and Privilege to write this forward for the Governments New Law and Justice Sector Strategy and Action Plan 2009-2014.

The Government of Vanuatu undertook national reform programs as far back as 1996, and effectively in 1998 when the Country's Public Sector, and Public Sector Financial Institutions underwent Reform, largely to right size the Public Service and also restructure the Public Sector Financial Institutions to enhance their performance and productivity. These were commonly known as the CRP, the Comprehensive Reform Program. An example of one major and successful component of such reforms is the Public Finance and Economic Management Act.

The Government also embarked on developing National development agenda's to help better guide and coordinate its nation building and development aspirations. The Priorities Action Agenda, commonly known as the PAA was developed and launched by the Government. The CRP Summits were held to review, monitor, and evaluate the progress and implementation of the CRP.

Apart from these national reform efforts, on the economic front, new efforts were taken by the Nation to address economic issues. National Business Forums were held which brought the Government and Economic players together. They developed matrix's aimed at improving the framework of the Nations economy to facilitate growth.

Then individual sectors developed their own development strategies to again guide, co-ordinate, and facilitate development within those sectors. Some of these include Education and Tourism and recently efforts within the Land Sector. More recently, the infrastructure sector and demonopolization of telecommunications.

For Law and Justice, this Strategy is the First Law and Justice Sector Strategy and Action Plan 2009-2014 since Independence in 1980. This Strategy aims to bring Vanuatu's Law and Justice Sector, and its Sector institutions and organisations together, importantly including Civil Society Organisations. To look at how Law and Justice Sector Agencies have performed in the past, and see where there must be improvement in order for them to effectively play their roles in the process of Governance, and growth and also in providing effective services to the people and the Nation.

I encourage All stakeholders of the Law and Justice Sector in this Country to commit themselves to this Law and Justice Sector Strategy and Action Plan , and make this Country and your people Proud by becoming the best in the nation as well as the region in providing transparent, professional and effective Law and Justice Services to our people and our beautiful country.

Congratulations Vanuatu Government and the people of Vanuatu. GOD Bless


Ham Lini VANUAROROA, MP
Deputy Prime Minister and
Minister for Justice and Community Services (Social Welfare)



Introduction

This Vanuatu Law and Justice Sector Strategy and Action Plan 2009-2014, is a history for Vanuatu because it is the first ever Law and Justice Sector Strategy since independence in 1980 written by Ni-Vanuatu. It should be an encouragement to aspiring ni-Vanuatu that they can do anything if they put their heart and mind to it.

When I came to the Ministry of Justice and Social Welfare in July 2008, as new Director General, there was no strategic plan in place, to provide a road map for the Ministry of Justice and Social Welfare for the Law and Justice Sector. We needed a national roadmap to guide the Ministry to work with those institutions and civil society organisations under it to provide Law and Justice services to the people of this country, and to contribute to the nations growth.

There were no technical advisors, experts, or consultants available at the Ministry to help or guide us on how to start developing and building a Law and Justice Roadmap.

We began working on developing a roadmap which at the beginning of 2009, we presented to All Law and Justice stakeholders and civil society organisations and NGO's in the country.

At the Bokissa Law and Justice conference in May 2009, again the first of its kind, where Law and Justice agency heads including civil society groups - churches, chiefs, women, disability, youth and the new children's desk, gathered for four (4) days, the draft was worked on, and approved by the leaders of the country's Law and Justice Sector agencies, and civil society organisations. And remember that Law covers Law generally and the Legal Sector, while Justice encompasses the entire nation, and covers women, youth, children, disability, churches, chiefs, custom, anti-corruption, transparency, good governance, and human rights.

This Strategy is unique in such a way that it has Seven (7) Pillars of society, which hold it up, and also it has an Action Plan 2009-2014 tied to it. The Action plan is to ensure that the Ministry can now take responsibility to see that the Action plan is being implemented by all the Law and Justice Sector Institutions which had agreed to it.

Importantly the Strategy is underpinned by human rights, moral and spiritual values, and custom and tradition as its foundations, across all sectors. The Strategy has a coordination and management model that will help the Ministry and its stakeholders including the Minister, DCO, MBC, and Council of Ministers better oversee its implementation, monitoring and evaluation. There is also ability to engage the donor community.

I too take this opportunity to encourage All stakeholders of the Law and Justice sector as well as civil society organisations who helped to decide on this strategy and Action plan to work with the Ministry and amongst themselves to make this work for the benefit of our people and our beautiful country. This strategy is the first step, so let us work together to make this strategy work for our people and our country.


Joe W. Ligo
Director General
Ministry of Justice and Community Services (Social Welfare)



Law & Justice Sector Strategy 2009 – 2014



What are our threats? Political influence and government instability; Lack of appropriate funding; Resignation of staff; New types of crime; Loss of long term donor assistance; Lack of clarity around key leadership positions; Continued lack of coordinated planning; Interference from external and internal stakeholders; Introducing systems that undermine kastom, tradition and moral values; Reliance on donor funding leading to non-sustainable of programs

**Law and Justice Sector:
Environmental Scan (SWOT analysis)**

What are our weaknesses? Limited human, financial & technical resources; Lack of sector wide communication & planning; No monitoring & reporting systems in place; High level of staff turnover; Educated human resources based largely in Vila & Luganville; Limited provincial development; Limited recognition and inclusion of vulnerable groups such as juveniles, women and persons with a disability

What are our Strengths? Motivated Staff; Good level of donor funding and support; Strong Ministerial support; Good support and working relationships with MJSW; Willing community leaders; Good linkages with national and regional NGO's; Strong kastom systems and support from Chiefs

What are our opportunities? Expansior into the provinces; Scholarships and incentive programs for staff; Better educate the community about the law, legal system and justice; Promote kastom, tradition and moral values at all times; Improve coordination and collaboration across the sector through MJSW; Set policy directions for law and order; Be inclusive of all people; Enhance regional cooperation; Support and capacity building of all staff

VISION

A professional, competent and accountable law and judicial system that enables equal rights and access to justice for all

MISSION

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

VALUES

Respect and dignity

PILLARS OF LAW, JUSTICE AND SOCIAL WELFARE:

1. Police and Community Safety
2. Access to Justice for All
3. Correctional Services
4. Anti Corruption and Good Governance
5. Harmonious and Safe Society
6. Service Delivery
7. Judiciary: Administration of Justice

Each pillar is equally underpinned by the following three fundamental principles:

- Custom and Tradition
- Moral and Spiritual Values
- Human Rights



Pillars



*"A professional, competent and accountable law and judicial system
that enables equal rights and access of justice for all"*

POLICE and
COMMUNITY
SAFETY

ACCESS TO
JUSTICE
FOR ALL

CORRECTIONAL
SERVICES

ANTI
CORRUPTION
and GOOD
GOVERNANCE

HARMONIOUS
and SAFE
SOCIETY

SERVICE
DELIVERY

CUSTOM and TRADITION

MORAL and SPIRITUAL VALUES

HUMAN RIGHTS

Pillar 1: Police and Community Safety

Objective/Result <i>What do we <u>need</u> to achieve?</i>	Strategy <i>How are we going to do it?</i>
A Police Force that is Professional, Transparent, Accountable, Proactive, Responsive and Disciplined that meets all legitimate Community expectations	Assess and review structures to improve accountability and discipline and delivery of effective rural services Review, assess and revise operational and administrative practices and procedures Identify specific training needs and develop an on-going training program to enhance capacity of all police personnel Strengthen professional expertise with regional & international linkages Strengthen and resource police stations in each province
A Police Force that engages in partnerships with the Community	Review, assess and improve the national structure and location of police posts beyond provincial headquarters Develop community policing programs in partnership with communities Develop legislation for the regulation of private security companies
Private security companies that are regulated and trained	Identify training requirements and programs
Pillar 2: Access to Justice for All	
Objective/Result <i>What do we <u>need</u> to achieve?</i>	Strategy <i>How are we going to do it?</i>
A community who are aware of legitimate human rights and the legal systems	All law and justice agencies to produce appropriate materials for all members of the public relating to their role, services and procedures Implement and resource an ongoing program of community awareness on human rights and the legal systems

	<p>Work with the Ministry of Education on including legal and human rights awareness in school curriculums</p> <p>Identify and develop partnerships with CSO's, traditional and religious agencies and faith based organisations to promote human rights through ongoing innovative programs</p> <p>Provide training to community leaders on human rights and the roles of service providers to assist with information dissemination</p> <p>Support Law Reform Commission</p> <p>Identify legislative reform priorities in the law and justice sector and implement procedures and support structures to begin reform</p> <p>Implement clear procedures and processes to ensure all ratified treaties and conventions have been enacted and are consist with other national laws</p> <p>Implement clear briefing, policy and approval procedures to enable COM to make informed decisions about international and regional commitments</p> <p>Investigate establishment of a Human Rights Commission</p> <p>Improve access to and partnerships with community based advocacy services</p> <p>Implement policies and guidelines that ensure access to justice for all</p> <p>Develop and implement a provincial service delivery strategy that is in line with GoV's broader decentralisation plan</p> <p>Review availability of accessing justice including the development of pro bono legal services</p> <p>Investigate and implement appropriate programs and services for victims support</p> <p>Timely and cost effective dispute resolution</p> <p>Implement and support court referred mediation and community based dispute resolution</p> <p>Assist the Courts and the Lands Tribunal to strengthen processes for the resolution of land disputes</p> <p>Continue to improve capacity of the Public Prosecutor's Office to consider the merit of each complaint and determine prosecution in a timely manner</p> <p>Enhance capacity of the Public Solicitor's Office to assist and represent needy persons</p> <p>Enhance the capacity of the SLO to provide effective legal advice and drafting services to the government</p> <p>Strengthen and support locally based, non violent dispute resolution</p> <p>Ensure formal and regular consultation between law and justice agencies with community leaders and other stakeholders on all developments and reforms in the sector</p>
Review key laws	
Enactment of national legislation that reflects provisions of international and regional conventions and treaties	
Access to justice	
Enhance capacity of the Judiciary and all Courts to manage case loads	
Enhance the capacity of all public legal institutions to carry out their functions	
Recognize, reinforce, and support mediation and customary practices that restore harmony in relationships between people and communities	

Develop systems to enable diversion	Research options to enable law and justice agencies to divert appropriate categories of offenders from the criminal justice system Acknowledge and support the Custom Correctional System
Pillar 3: Correctional Services	
Objective/Result <i>What do we <u>need</u> to achieve?</i>	Strategy <i>How are we going to do it?</i>
A Correctional Services Department that is Effective, Disciplined & Professional	Enhance legal framework for correctional service professionals to improve accountability and discipline throughout Vanuatu Continue to revise and develop core internal & external operational and administrative practices and procedures Identify training needs & develop training programs on responsibilities under the Act to enhance capacity of correctional & probation officers Develop and implement appropriate probation and rehabilitation programs
Correctional facilities that are appropriate and secure and are managed effectively and efficiently	Improve current facilities to meet Vanuatu's Human Rights Obligations Develop infrastructure, including the construction of new facilities in Vila and all provinces with appropriate facilities for different categories of detainees Investigate establishment and improvement of prison facilities in all provinces Investigate establishment and improvement of holding cell facilities in all provinces Encourage and support communities to reintegrate offenders in peaceful ways Integrate peaceful traditional customs and religious values to complement rehabilitation and reintegration programs Strengthen and integrate the role of Chiefs and Church leaders in community justice programs Support and work with all faith based organisations and traditional institutions to strengthen parole and community based sentences Educate and train community justice supervisors on their roles under the Act
A community that supports and participates in rehabilitation and reintegration of offenders	

Promote reconciliation and rehabilitation	Develop clear policies and procedures that support reconciliation and rehabilitation
Pillar 4: Anti Corruption and Good Governance	
Objective/Result <i>What do we <u>need</u> to achieve?</i>	Strategy <i>How are we going to do it?</i>
Transparent and accountable leadership at all levels	Consider and support implementation of Leadership Code and Ombudsman's Act review and consider including civil remedies
	Encourage and support the community and all stakeholders to participate in anti corruption activities
	Develop communication policy for government agencies to respond openly to public scrutiny
	Ensure anti corruption agencies are appropriately resourced
	Provide training to all leaders and public servants on their roles and responsibilities and obligations under the Leadership Code
Good governance	Explore programs to encourage and motivate the community to provide information and/or evidence regarding corrupt practices of leaders
	Continue civic education for leaders on "Nationhood"
	Establish new business plans and review corporate governance and reporting arrangements for all Constitutional and Statutory institutions and position holders
Accountable legal profession	Strengthen functions of the Judicial Services Commission
	Review and amend legislation to prevent political influence in statutory bodies
Pillar 5: Harmonious and Safe Society	
Objective/Result <i>What do we <u>need</u> to achieve?</i>	Strategy <i>How are we going to do it?</i>

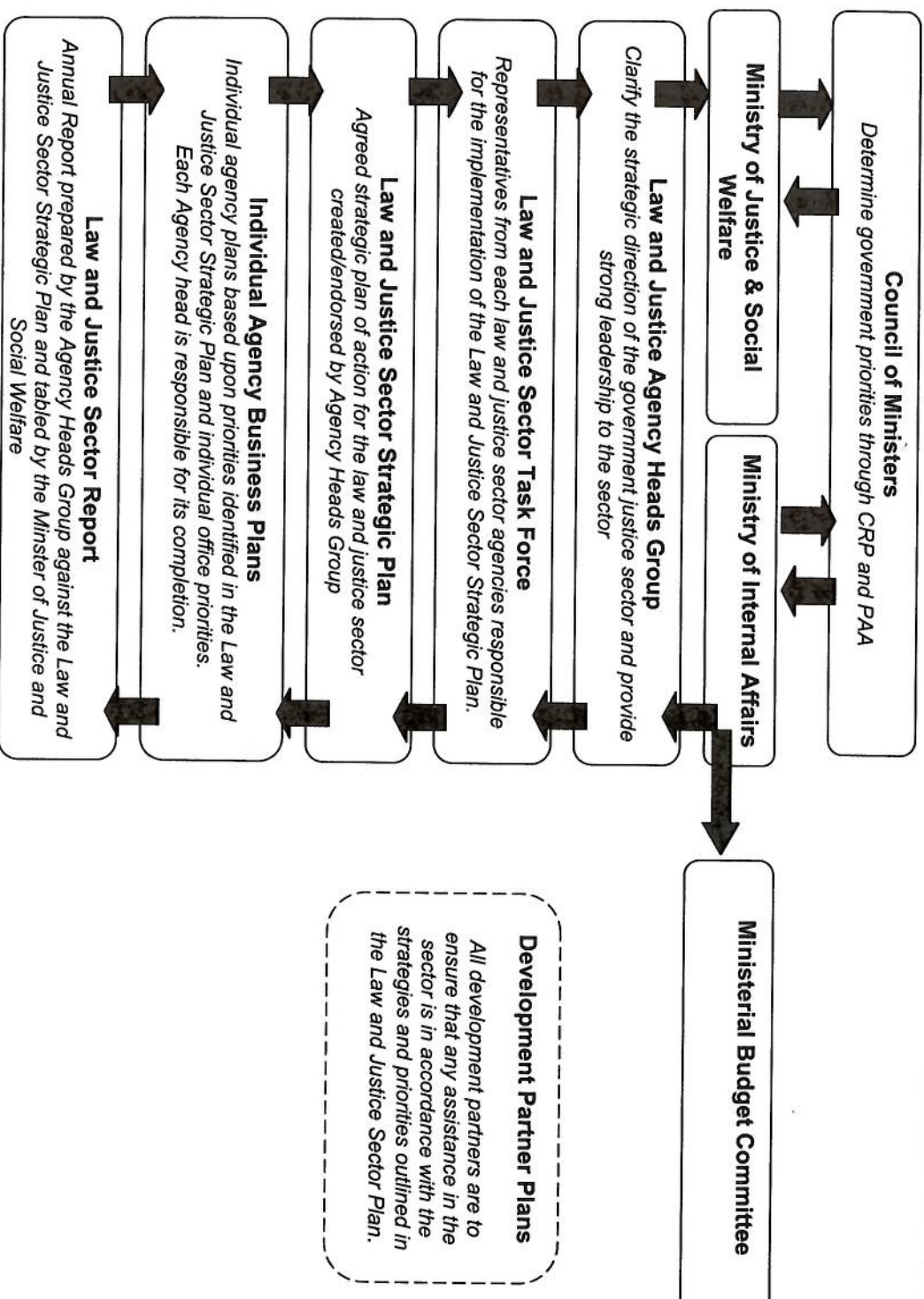
A peaceful and safe community	Identify, encourage and support community crime prevention initiatives and programs in partnership with all stakeholders and community leaders
	Encourage participation in community developments
	Support and encourage the Ministry of Youth Development and Training to promote the legal systems and human rights
Informed and educated communities with strong traditional and moral values	Develop and support ongoing community education programs that encourage respect for all as well as legal and moral roles and responsibilities
	Support traditional and religious education programs that encourage peace and harmony
Pillar 6: Service Delivery	
Objective/Result <i>What do we <u>need</u> to achieve?</i>	Strategy <i>How are we going to do it?</i>
Law and justice services that meets community expectations	Implement effective management and corporate service tools and practices in all law and justice institutions
	Improve capacity of institutions to develop coordinated work plans and budgeting procedures for the sector
	Review structure and composition of the Ministry of Justice and Social Welfare to ensure effective service provision, including investigation of a separate Ministry of Women
	Establish Law and Justice Agency Heads Group and implement Task Force model
	Develop reporting, performance management and monitoring and evaluation systems in all law and justice institutions
Appropriate and accessible infrastructure	Coordinate and harmonise and monitor donor inputs in the law and justice sector
	Review infrastructure needs and seek funding based on priorities
	Develop internal policy procedures and briefing templates for submission to Ministers, central agencies and DCO
A Ministry that provides strategic and quality policy advice on justice and social welfare issues to government	Provide training to all staff on the development of policy and implementation
	Engage law and justice stakeholders to participate in policy developments and reform in the sector through appropriate forums
Community confidence in all law and justice sector institutions	

	Engage provincial governments to participate in sector development through equal opportunity programs
	Decentralisation of law and justice services in the provinces
	Increase scholarships and internship programs in professions relating to the law and social welfare with bonding system
Develop professional and qualified human resource	Undertake training needs assessment and provide regular training to all staff
	Develop effective workforce planning
	Attract and retain staff
	Develop staff recognition and incentive programs
Improve rural service delivery	Promote and support provincial government to participate in sector development
Support civil society organisations to continue to deliver community service programs	Develop funding support programs for approved CSO's, traditional and faith based organisations recognised for effective service delivery
	Involve civil society stakeholders to participate in policy development and reform
Pillar 7: Judiciary: Administration of Justice	
Objective/Result <i>What do we <u>need</u> to achieve?</i>	Strategy <i>How are we going to do it?</i>
Enhance judicial independence and the judiciary in the administration of justice	Enhance judicial independence
	Enhance judicial administration

COORDINATION

All law and justice sector agencies have agreed to the following coordination model to ensure regular formal consultation between each institution and ensure common goals are met.

Vanuatu Justice Sector Coordination & Planning Model



Law and Justice Sector Coordination

Although independent, the law and justice institutions in Vanuatu rely on each other to ensure the efficient and effective functioning of the Vanuatu justice system. It is acknowledged that for this kind of partnership to work, there must be:

- a commitment by each institution to consult and collaborate on areas of common concern;
- a framework for the development of sector planning, management and reporting; and
- strong strategic leadership to provide a model for staff from different institutions to work together in their day to day operations.

The MJSW has therefore agreed to establish a Law and Justice Agency Heads Group and a Law and Justice Sector Taskforce to ensure regular formal consultation between each institution and ensure common goals are met.

Law and Justice Agency Heads Group

The aim of the Law and Justice Agency Heads Group is to clarify the strategic direction of the government justice sector through identification and consultation on areas of common concern and to enable a formal and coordinated approach to sectoral planning and decision-making. The Law and Justice Agency Heads Group will comprise:

- Director General, Ministry of Justice and Social Welfare;
- Director General, Prime Ministers Office;
- Director General, Internal Affairs;
- Chief Justice;
- Police Commissioner;
- Attorney General;
- Public Solicitor;
- Public Prosecutor;
- President, National Council of Chiefs;
- Ombudsman;
- Director, Correctional Services;

- Director, Women's Affairs;
- Director, Youth Development;
- Officer in Charge, State Prosecutions Department; and
- Representatives of CSO's, faith and religious based organisations.

The Group will meet once every three months and additional meetings may be held as required. The meeting will be chaired by the DG MuSW who will ensure that an agenda is circulated at least two days prior to the meeting and that a review of action items from the previous meeting is undertaken.

The Law and Justice Agency Heads group will:

- gather, use and share information to create a vision for the legal sector that identifies agreed sector goals and priorities that are consistent with the overall goals of the Government of Vanuatu;
- develop a shared corporate plan for the government legal sector including a framework for monitoring progress against the plan;
- ensure that the Government's strategic priorities are what drive the planning, budgeting and monitoring of each agency in the law and justice sector;
- consider and prepare proposals on joint initiatives that should be priorities for Government funding; and
- identify appropriate reporting mechanisms for each individual agency; and monitor the performance of the sector

Law and Justice Sector Taskforce

The aim of the Law and Justice Sector Taskforce is to ensure the implementation of the activities identified in the Law and Justice Sector Strategic Plan.

The Task Force will comprise of a representative from each of the agencies/groups from the Law and Justice Agency Heads Group who will:

- ensure that the strategic plan is integrated into the business plans of each individual agency;
- ensure the roles and processes of each agency in the sector are understood by each other;
- develop work plans for all strategies identified in the sector strategic plan and elect and monitor steering committees/working groups to progress their implementation;
- report to the Law and Justice Agency Heads Group on progress towards implementation of the sector strategic plan and assist with development of the Law and Justice Sector Report; and
- assist the Law and Justice Agency Heads Group to prepare joint funding proposals for consideration by the Ministerial Budget Committee.

PILLAR 1: POLICE AND COMMUNITY SAFETY

Objective/Result <i>What do we need to achieve?</i>	1.1. A POLICE FORCE THAT IS PROFESSIONAL, TRANSPARENT, ACCOUNTABLE, PROACTIVE, RESPONSIVE AND DISCIPLINED THAT MEETS ALL LEGITIMATE COMMUNITY EXPECTATIONS			
Strategy <i>How are we going to do it?</i>	Action <i>What steps will we take to achieve the strategy?</i>	Date <i>When are we going to do it by?</i>	Implementing Agency <i>Who is going to do it?</i>	Results Indicator <i>How do we know when we our result has been achieved?</i>
1.1 Assess and review structures to improve accountability and discipline and delivery of effective rural services	1.1. (a) Include in VPF business plan	1.1 (a) Completed	1.1 (a) MoJSW, MIA, MoL, MoF, MPU, Provincial HQ, Police, Chiefs, donors	1.1 (a) Included in business plan
	1.1 (b) Secure funding	1.1 (b) 2009	1.1 (b) MoJSW, MIA, PMO	1.1 (b) Signing of MOU, availability of funds
	1.1 (c) Establish review team	1.1 (c) June 2009	1.1 (c) MoJSW, MIA, PMO	1.1(c) TORs developed for review team Appointment of Team Members
	1.1.1 (d) Conduct review of existing structure	1.1(d) June – Dec 2009	1.1(d) MoJSW, MoIA	1.1 (d) Completion of draft report
	1.1 (e) Allocate operational funds into provincial budgets	1.1 (e) 2009	1.1 (e) MoIA	1.1 (e) Release of funds
	1.1 (f) New recruitment of personnel	1.1 (f) on-going	1.1 (f) MoIA, MoF	1.1 (f) Selection process, training, postings
	1.1 (g) Improve logistic support in all provinces	1.1 (g) End 2011	1.1 (g) MoIA	1.1 (g) Availability of logistic support
1.2 Review, assess and revise operational and administrative practices and procedures	1.2. (a) Establish a project team to review and assess current operational and administrative practice and procedures	1.2. (a) June 2009	1.2 (a) Director of Provincial Affairs, Commissioner of Police & Director VCS	1.2 (a) TORs for Project Team, Appointment letters & draft report
	1.2. (b) Implementation of new operational and administrative practices and procedures	1.2 (b) Jan 2010	1.2 (b) Director of Provincial Affairs, Commissioner of Police & Director	1.2 (b) Availability of relevant manuals, training of trainers & staff training at all levels

	1.3 (a) Conduct training needs analysis	1.3 (a) ongoing	VCS	1.3 (a) TNA Manual developed	
1.3 Identify specific training needs and develop an on-going training program to enhance capacity of all police personnel	1.3 (b) Develop appropriate training programs in consultation with all stakeholders in law and justice sector	1.3 (b) ongoing	1.3 (b) Commissioner DWA, VANGO	1.3 (b) Training modules & syllabus	
	1.3 (c) Conduct training of all police personnel	1.3 (c) on-going	1.3 (c) Commissioner	1.3 (c) Number personnel trained, number of courses & workshops conducted	
	1.3 (d) Continue to advocate for Human Rights training to be given to police	1.3 (d) on-going	1.3 (d) VANGO, DWA	1.3 (d) Training conducted	
1.4 Strengthen professional expertise with regional & international linkages	1.4 (a) Secure bilateral & multilateral agreements with regional and international organisations	1.4 (a) on-going	1.4 (a) PMO, MoFA, MoIA	1.4 (a) Signing of new agreements	
	1.4 (b) Establish Attache appointments in all diplomatic missions	1.4 (b) 2009	1.4 (b) PMO, MoFA, MoIA	1.4 (b) Develop of policy papers, appointment of officers	
	1.5 (a) Identify funding	1.5 (a) December 2009	1.5 (a) VPF	1.5 (a) NPI submission made	
1.5 Strengthen and resource police stations in each province	1.5 (b) Recruitment of special constables	1.5 (b) Jan 2010	1.5 (b) MoIA, PROV, COMPOL	1.5 (b) Selection process, training	
	1.5 (c) Postings of police graduates to provinces	1.5 (c) July 2009	1.5 (c) COMPOL	1.5 (c) Increase of numbers of police in provinces, decrease in rural crime rate, safer rural communities, less complaints in rural areas, number of cases reported	
Objective/Result <i>What do we need to achieve?</i>	2. A POLICE FORCE THAT ENGAGES IN PARTNERSHIPS WITH THE COMMUNITY				
Strategy <i>How are we going to do it?</i>	Action <i>What steps will we take to achieve the strategy?</i>	Date <i>When are we going to do it by?</i>	Implementing Agency <i>Who is going to do it?</i>	Results Indicator <i>How do we know when we our result has been achieved?</i>	
2.1 Review, assess and improve the national structure and location of	2.1 (a) Establish steering committee to develop provincial service delivery	2.1 (a) July 2009	2.1 (a) DJSW, VPF	2.1 (a) TORs development, letter of appointment, completion of report	

police posts beyond provincial headquarters	strategy			
	2.1 (b) Presentation and approval of joint documentation for implementation	2.1 (b) Sept 2009	2.1 (b) DLA, COMPOL, Project Team	2.1 (b) Presentation of report
	2.1 (c) Secure Government endorsement - COM	2.1 (c) August 2009	2.1 (c) MUSW, MIA	2.1 (c) COM decision 2009
	2.2 (a) Establish community policing liaison officers in all provinces in consultation with all stakeholders	2.2(a) Sept 2009	2.2 (a) DLA, SG, COMPOL, Malvalumauri, VANGO, DWA	2.2 (a) TORs developed, nominations & appointments
2.2 Develop community policing programs in partnership with communities	2.2 (b) Develop and conduct awareness programs in communities	2.2 (b) On-going	2.2 (b) SG, COMPOL	2.2 (b) Awareness materials developed, number of awareness programs in all 6 province, good working relationship, reduce crime rate (marijuana, alcohol abuse, prostitution)
	2.2 (c) Conduct specialized training to community leaders	2.2 (c) On-going	2.2 (c) COMPOL	2.2 (c) Number of leaders completing training
Objective/Result <i>What do we need to achieve?</i>	3. PRIVATE SECURITY COMPANIES THAT ARE REGULATED AND TRAINED			
Strategy <i>How are we going to do it?</i>	Action <i>What steps will we take to achieve the strategy?</i>	Date <i>When are we going to do it by?</i>	Implementing Agency <i>Who is going to do it?</i>	Results Indicator <i>How do we know when we our result has been achieved?</i>
3.1 Develop legislation for the regulation of private security companies	3.1 (a) Conduct review of existing draft Private Security Act	3.1 (a) June 2009	3.1 (a) COMPOL, SLO	3.1 (a) Review of Act completed
	3.1 (b) Develop appropriate legislation for private security companies	3.1 (b) August 2009	3.1 (b) SLO, COMPOL	3.1 (b) Legislation developed
	3.1 (c) Bill for Parliament	3.1 (c) March 2010	3.1 (c) MIA, MUSW, SLO	3.1 (c) Bill presented & passed
3.2 Identify training requirements and programs	3.2 (a) Conduct training needs analysis	3.2 (a) 2010	3.2 (a) COMPOL	3.2 (a) TNA Manual developed
	3.2 (b) Develop appropriate training programs	3.2 (b) 2010	3.2 (b) COMPOL, DWA, VANGO	3.2 (b) Training manuals developed
	3.3 (c) Deliver training programs	3.3 (c) 2010	3.3 (c) DWA,	3.3 (c) Number of trainings conducted

Pillar 2: Access to Justice for All

Objective/Result What do we need to achieve?				
1: A COMMUNITY THAT IS AWARE OF LEGITIMATE HUMAN RIGHTS AND THE LEGAL SYSTEMS				
Strategy <i>How are we going to do it?</i>	Action <i>What steps will we take to achieve the strategy?</i>	Date <i>When are we going to do it by?</i>	Implementing Agency <i>Who is going to do it?</i>	Results Indicator <i>How do we know when we our result has been achieved?</i>
1.1 Identify and develop partnerships with CSOs, traditional and religious agencies and faith based organisations to promote human rights through ongoing innovative programs	1.1 (a) Develop and implement a partnership framework with CSOs	1.1 (a) 2009 - 2010	1.1 (a) MJSW, VANGO, VCC, CBS	1.1 (a) Partnership framework
	1.1 (b) Working group established to review, approve and prioritise	1.1 (b) Oct 2009	1.1 (b) MJSW	1.1 (b) Working Group reports
	1.1 (c) MJSW to request funding	1.1 (c) 2009	1.1 (c) MJSW	1.1 (c) Funding secured
	1.1 (d) MJSW to allocate funds as prioritised	1.1 (d) On-going	1.1 (d) MJSW	1.1 (d) Funds dispersed
	1.1 (e) Publish and disseminate materials	1.1 (e) Feb 2010	1.1 (e) Participating agencies	1.1 (e) Materials available
1.2 Implement and resource an ongoing program of community awareness on human rights and the legal systems	1.2 Establish steering committee to prepare human rights and legal systems awareness strategy	1.2 Nov 2009	1.2 MJSW stakeholders	1.2 Steering Committee established & draft strategy
1.3 Work with the Ministry of Education on including legal and human rights awareness in school curricula	1.3 Prepare discussion paper for Minister to submit to MoE	1.3 Dec 2009	1.3 MJSW & MoE	1.3 Discussion paper
1.4 Provide training to community leaders on human rights and the roles of	1.4 (a) Include in human rights and	1.4 (a) On	1.4 (a) As above	1.4 (a) Human rights & legal systems strategy

service providers to assist with information dissemination	legal systems awareness strategy	going		
	1.4 (b) Develop training manual and implement training programmes for community leaders on human rights and the legal systems	1.4 (b) March 2010	1.4 (b) MJSW & stakeholders	1.4 (b) Training Manual
Objective/Result What do we need to achieve?	2. REVIEW KEY LAWS			
Strategy How are we going to do it?	Action What steps will we take to achieve the strategy?	Date When are we going to do it by?	Implementing Agency Who is going to do it?	Results Indicator How do we know when we our result has been achieved?
2.1 Support Law Reform Commission	2.1 DG MJSW to work with PMO, PSC and MFEM to constitute LRC	2.1 July 2009	2.1 MJSW, PMO	2.1 Commission established
	2.2 (a) All agencies to submit legislative reform priorities to MJSW	2.2 (a) July 2009	2.2 (a) All agencies	2.2 (a) Reform priorities submitted
	2.2 (b) Working group established to prioritise legislative reform	2.2 (b) Sept 2009	2.2 (b) MJSW Working Group	2.2 (b) Report with prioritised reforms
	2.2 (c) SLO to advise and assist on reform process	2.2 (c) On-going	2.2 (c) SLO	2.2 (c) Advice given as requested
2.2 Identify legislative reform priorities in the law and justice sector and implement procedures and support structures to begin reform	2.2 (d) Implement process for annual legislative program review by all stakeholders	2.2 (d) Dec 2009	2.2 (d) MJSW	2.2 (d) Annual review
Objective/Result What do we need to achieve?	3. ENACTMENT OF NATIONAL LEGISLATION THAT REFLECTS PROVISIONS OF INTERNATIONAL AND REGIONAL CONVENTIONS AND TREATIES			
Strategy How are we going to do it?	Action What steps will we take to achieve the strategy?	Date When are we going to do it by?	Implementing Agency Who is going to do it?	Results Indicator How do we know when we our result has been achieved?