



Management Reponse

Review of the Policing and Justice Support Program (Vanuatu)

October 2016

The Review

The Policing and Justice Support Program – Vanuatu (PJSPV) design in 2014 combined two existing investments; the Vanuatu Australia Police Project (VAPP) and the Vanuatu Law and Justice Partnership Program, also known as Stremem Rod Blong Jastis (SRBJ). This was done to create efficiencies and ensure Australian support to the sector had shared outcomes.

PJSPV commenced in July 2014 and will run to December 2016, implemented by the Australian Federal Police (AFP) and a managing contractor. DFAT funding for the Program for the period July 2014 to December 2016 is AU\$15.9 million. The PJSPV is a blend of work at the organisational / agency level, and on a set of issues and practical challenges at the service delivery level. The key partners are the Vanuatu Police Force (VPF), the departments, agencies, statutory and constitutional bodies that make up the justice sector, as well as the Ministry of Justice and Community Services, the Prime Minister's Office, the Vanuatu Women's Centre and Save the Children.

PJSPV aims to provide:

- support for greater coordination, collaboration and communication across the law, justice, community services and policing sector;
- organisational and capacity development for the sector; and
- a series of inclusive, community based pilots, focussing on protecting children, and improving the responsiveness of the sector to women and girls experiencing violence and youth in conflict with the law.

A review of the Policing and Justice Support Program – Vanuatu (PJSPV) was carried out in May 2016 that examined PJSPV's relevance, effectiveness and efficiency focussing on:

- the aid modality;
- capacity development achievements;
- the use of monitoring and evaluation (M&E) for program improvement;
- the relationship between program governance arrangements and program effectiveness; and
- options to increase program effectiveness within the current modality.

The findings from the review informed Australia's assistance to the sector and the re-design of PJSPV in 2016.

Key Findings

The review found that the integrated design approach is highly relevant as it provides one informed voice from Australia on law and justice sector issues, and that there are clear program management and delivery efficiencies in combining the previously separate investments. The modality affords Australia an evidence-based, sector-wide perspective on policing and justice issues in Vanuatu.

The review noted that the PJSPV has a well-considered and strategic approach to capacity development, although different approaches exist with varying degrees of success in the justice and policing agencies. Capacity development activities have realised impressive changes in knowledge, attitude and skills, including: strengthening financial management and budget preparation processes; improving monitoring and evaluation and annual reporting; improving data quality and management; increasing capacity for designing and conducting research and pilot studies; strengthening human resources management; and stimulating the introduction of the time efficient Rapid Charge System.

Opportunities exist, particularly with the support of the policing element, to conduct a comprehensive training needs analysis (TNA) of the VPF, which links functional responsibilities to training needs. The VPF is understood to be conducting an internal structural review and has just completed its strategic planning. These present opportunities to advance such an TNA.

Part of the rationale for the combined policing and justice approach was to create efficiencies by reducing administrative burden on the policing element in order to free up police advisors to provide specialist technical support. The Program has made good inroads here, evidenced by the co-location of policing technical advisors at Port Vila Station, the State Prosecutions Department, the Police Training College, and the Professional Standards Unit. However, further efficiencies can be achieved with the support of the managing contractor taking an even greater role in the administration of policing component finances.

Recommendations and Management Response

The review made 8 recommendations. DFAT welcomes the review findings, agrees in-principle, and takes note of the recommendations.

	Review recommendation	Management response
1	Unified modality facilitates dialogue and adds to strength of PJSPV's outcomes	Agree – the existing modality is retained in the new (refinement) design of Australia's support to policing and law and justice in Vanuatu.
2	Governance arrangements are adequate but improved communication needed	Agree – the new (refinement) design retains separate Program Management Group meetings for justice and policing elements, and includes scheduled meetings between the Justice Coordinator, the Policing Coordinator, the Senior Manager and the Australian High Commission (Port Vila) Senior Program Manager to ensure coordination of efforts to achieve program outcomes.
3	Develop a common / synchronised approach to work plans	Agree – this is included in the new (refinement) design
4	Harness the AFP's organisational development analytical resources	Agree - where there is GoV support and noting that this is dependent on available funding from the Vanuatu bilateral program (unless directly funded by the AFP)
5	Use of M&E Data to support Performance Management Focus: agency / sector performance reporting needed	Agree – an internal capacity development evaluation is planned for the program in November 2016 and the findings will be used to inform Australia's new program of support to policing, and law and justice in Vanuatu
6	Joint planning would increase translation of research into practical activities	Agree – recommendations from the Malakula and Blacksands research have been considered in the new (refinement) design, as well as the use of joint planning exercises and joint annual workplans
7	A range of LJS organisational development approaches needed	Agree
8	Take note of lessons learned about capacity development and law and justice	Noted: for the current program and for the new (refinement) design