



Justice Sector colleagues and trainers in Sydney at 'superusers' training. The training helped advanced users to better understand, and then tailor to their needs, the new case management systems at the Supreme Court and State Law Office.

Vanuatu Law and Justice Partnership
Stretim Rod Blong Jastis
part of
Policing and Justice Support Program (Vanuatu)

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Acronyms

ADR	Annual Development Report
AMC	Advantage Management Consultants
CDLA	Capacity Development & Leadership Adviser
CDMA	Case & Data Management Adviser
CLE	Continuing Legal Education
CP	Child Protection
DFAT	Australian Department of Foreign Affairs and Trade
DWA	Department of Women's Affairs
DSSPAC	Department of Strategic Sector Planning and Aid Coordination
GoA	Government of Australia
GoV	Government of Vanuatu
GRM	GRM International Pty Ltd
HRM	Human Resource Management
HOAG	Heads of Agency Group
IPAM	Institute of Public Administration and Management
JCSSS	Justice and Community Services Sector Strategy
JSC	Judicial Services Commission
LSIP	Law Student Internship Program
LTA	Long Term Adviser
M&E	Monitoring and Evaluation
MEF	Monitoring and Evaluation Framework
MEP	Monitoring and Evaluation Plan
MJCS	Ministry of Justice and Community Services
MNCC	Malvatumauri National Council of Chiefs
NDMO	National Disaster Management Office
NZ	New Zealand Government
OGCIO	GoV Office of the Chief Information Officer
PAA	Priority Action Agenda
PJSPV	Policing and Justice Support Program (Vanuatu)
PLAS	Planning Long Acting Short
PMG	Partnership Management Group
PMF	Public Financial Management
PMO	Prime Minister's Office
PPO	Public Prosecutor's Office
PSC	Public Service Commission
PSO	Public Solicitor's Office
SCV	Save the Children Vanuatu
SLO	State Law Office
SPD	State Prosecutions Department
SRBJ	Stretem Rod Blong Jastis Partnership
TA	Technical Advisers
TOR	Terms of Reference
UNICEF	United Nations Children's Fund
USP	University of the South Pacific
VAPP	Vanuatu Australia Police Program
VLC	Vanuatu Law Commission
VLJP	Vanuatu Law and Justice Partnership
VNSO	Vanuatu National Statistics Office
VPF	Vanuatu Police Force
WPL	Work Place Learning

Executive Summary

This six monthly progress report for *Stretem Rod Blong Jastis* (SRBJ), a part of the Policing and Justice Support Program Vanuatu (PJSPV), covers the period from 1 July to 31 December 2015 and is the third progress report for Stage 2 of SRBJ which commenced on 1 July 2014.

Following Tropical Cyclone Pam in March of 2015 (which fell in the middle of the previous reporting period), the pace of program delivery over this reporting period returned to normality. For the most part the six to eight week hiatus resulting from the cyclone was made up, where possible, against the eighteen-month work-plan of the program¹ during this reporting period.

However, by August of 2015, many in the sector found themselves swept into the eye of a storm of a different nature, as engaged spectators or as active participants. Unprecedented in the region, and most likely beyond, sixteen Members of Parliament – many holding ministerial portfolios – were prosecuted, the majority successfully, for Corruption and Bribery of Officials under the Penal Code; and Bribery and Acceptance of Loans under the Leadership Code Act. The twists and turns in court and out of court, held the attention of the nation. The program played no role whatsoever with respect to these trials. However, it did operate against a backdrop that necessarily preoccupied and diverted the attention of many counterparts within the Government of Vanuatu, particularly those within the law and justice sector, for the period from August to November.

Nothing in this reporting period has arisen that would counter the continuing relevance of the program and its objectives, if anything, they have been validated by the program's research which will be reported on in February of 2016.

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Whilst the eighteen months to date of Stage 2 of the program is a heartbeat in the context of significant behavioural change, it is true to say that the program is starting to show *some* incremental change in some places.² The Monitoring and Evaluation Plan (MEP) and regular review of indicators is starting to provide the basis to measure change or progress.³ This will continue to be prioritised over the next reporting period and will, in turn, enable measurement of progress towards intermediate outcomes which will be reported on in ensuing reports. In addition to the MEP, which focuses on outcomes, program management is vigilant, not only with respect to the monitoring of budget expenditure but also to the delivery of outputs and the quality of those deliverables. It has not shied away from recognising aspects of the program that have not provided effective aid and has sought Partnership Management Group (PMG) approval to respond to less effective aspects of the program appropriately.⁴ The program is consistently open to reflection, refinement and improvement which has been demonstrated throughout its implementation.

As a program, the team is achieving greater cohesion and collaboration, building on a stronger knowledge base of the sector and the context. There are effective relationships with counterparts flowing from greater maturity of the program within the sector together with stability of the program

¹ SRBJ Workplan for 1 July 2014 to 31 December 2015.

² These are identified in greater detail in Table of Key Achievements (Table B) below.

³ For SRBJ, baseline data is available for almost all indicators in Components 1 and 2. For Component 3, once the Malekula and Blacksands research pieces have been completed (in early 2016) there will be very few gaps in the available baseline data.

⁴ Examples include the core funding to support to the Vanuatu Law Society; support to the JCSSS Working Groups and currently, vigilance over the effectiveness of the payroll support to the MJCS.

team, and earned through trust, reliability and the quality of the support. This is a significant enabling factor for implementation for the remainder of Stage 2.

All areas identified for strategic focus in the previous progress report⁵ have been progressed but for implementation of the closer links with the M&E Unit within the Prime Minister's Office. This has been primarily as a result of the M&E and Systems Officer being on maternity leave for half of the reporting period. This is likely to be progressed as the Government moves into its annual reporting and planning cycle in the first quarter of 2016.

Significant progress has been made in the areas of public financial management and human resource management since the commencement of relevant advisers in May and June 2015 respectively. This lays the foundations for more robust evidence-based support and progress over 2016. Both advisers have embraced the collaborative, integrated approach articulated through the Justice and Community Services Sector Capacity Development Strategy 2014-2016 (the CD Strategy) which is starting to demonstrate results.⁶ The capacity development workplan for 2016 will bring more concentrated effort to bear on key areas of skills development to consolidate the work to date in a way that will test and provide evidence for the efficacy of the overall approach and build sustainability where possible.

Highlights for this reporting period

The highlights for the reporting period have included:

- ❖ **Recruitment of a ni-Vanuatu team leader for SRBJ** which has the potential to ensure stable and consistent leadership of the program through donor funded program cycles.
- ❖ **Ministry of Justice and Community Services Corporate Plan 2016-18** has been developed, finalised and launched with the support of the program, after a long period of gestation since 2013. It is now a document well understood by the executive team and the Ministry of Justice and Community Services (MJCS) as a whole. It is the first time that the MJCS has had its own plan which will allow it also to drive, monitor and report on its various responsibilities that are representative of the expectations of the sector.
- ❖ **Court Management System was implemented (“went live”) mid-November** representing a significant achievement for the Judiciary with the support of the program, the service provider (Lexis-Nexis) and the Office of the Government Chief Information Officer (OGCIO) - and only two weeks after the forecast “go live” in October despite other significant events of 2015.
- ❖ **State Law Office Case Management System was implemented (“went live”) mid-November** representing a significant achievement for the Solicitor-General's Unit with the support of the program, the service provider (Lexis-Nexis) and the Office of the Government Chief Information Officer (OGCIO) - and only two weeks after the forecast “go live” in October despite other significant events of 2015. This has brought with it noticeable capacity improvements in the Solicitor-General and the litigation team in the use of the system and the management of case files. There is starting to be a mind-shift in the decreased use of tasking within the system resulting from

⁵ SRBJ Stage 2 Progress Report 1 January – 30 June 2015 p30

⁶ This is discussed in more detail in section 2c(i).

increased confidence in staff and reliance on the system. This is generating efficiencies for SLO anecdotally also noticeable by clients.⁷

- ❖ The **Public Solicitor's Office** is able to **demonstrate service delivery improvements** through greater efficiency (the increase in the number of clients it represents in civil and criminal matters); greater quality in its legal representation (through the outcomes of its cases; its success on appeal; its contribution to jurisprudence of Vanuatu; the commentary by the Court of Appeal and the increasing confidence of its lawyers); improved case management (through records of appearance; improved process for opening files; improved use and functionality of the case management system, and systematic closure of completed or dormant files)⁸.
- ❖ In **public financial management** there is an increased recognition of the specialisation needed for good financial management and increased credibility and identification of finance skills by those within the sector. In addition, there has been significant change in the level and quality of work and engagement of two officers within Vanuatu Police force and one within MJCS.
- ❖ The **Women in Leadership Mentoring Program** was launched, and initial mentoring training delivered to 104 women from across Justice and Police. The program was endorsed by HOAG in the June 2015 meeting, with three training events delivered in July and September by the Workplace Learning Adviser (WLA) and Capacity Development and Leadership Adviser (CDLA). The mentor matching process was also completed, on the basis of participant self-nomination, and this next stage of the program is ready for implementation in 2016.
- ❖ In **human resource management (HRM)** a compendium of HRM plans for the sector has been developed through a collaborative process driven by the human resource officers within the sector. The compendium has been approved by the Heads of Agency Group (HOAG) and provides the basis for the future work of the program across the sector for HRM. There is an increased recognition of the specialisation needed for effective human resource management across the sector and increased credibility and identification of human resource skills by those within the sector. To this end, the design of a HRM competency framework specifically for the sector and situation was commenced and when completed in 2016 will serve as a reference for the training and work of HR Officers.
- ❖ The Judicial Services Commission finally approved the commencement of the work and the methodology for the **Legal Salary Review for lawyers** within Public Prosecutors Office (PPO), Public Solicitor's Office (PSO), the State Law Office (SLO) and Judiciary in December 2015 so that this work can commence in 2016. The methodology provides the basis for ameliorating the striking anomalies within the sector as a first step and working on the longer term systematic and policy issues related to remuneration of lawyers within the public sector as a second step.
- ❖ The **Law Student Internship Program** is now **blended with the Law Clinic Course** of the University of the South Pacific, Emalus Campus. This means the Law Student Internship Program is to be included in the new course description; students are eligible for internships through application

⁷ DG Bebe noted in a SRBJ PMG that the turnaround time for response and receipt of advice from SLO has improved. This has also been noticed by the Department of Lands.

⁸ For greater detail refer to Table B

to the Law Course Clinic and there will be a shared governance and decision-making mechanism. This is a significant step towards the sustainability of the internship program.

- ❖ The program has **completed two large research pieces** for **Malekula** and for **Blacksands** which investigate the management of conflict at the community level and its interface with the formal justice agencies in a way that has not yet been done in Vanuatu and which will provide significant evidence to the program and others, as well as providing a robust foundation for good programming. Research reports will be finalised in the beginning of 2016.
- ❖ The program has supported Save the Children, Vanuatu to **pilot approaches to child protection** in two communities in Ambae and two communities in Santo which has resulted in the establishment of Child Protection Committees; the development of significant policies and tools and of knowledge, practice and attitudes baseline against which to measure progress.

Continuing Challenges over the reporting period

The primary challenges over the reporting period relate to the following five core concerns that are likely to continue into the final year of Stage 2 of the program:

- ❖ The balancing of the program's breadth and scope, with a full schedule of programmed interventions against the current resources and time; the intensity of effort required to drive change and the necessity for flexibility and responsiveness to circumstances; opportunities and increasing demands by beneficiaries.
- ❖ The necessity to consolidate, harmonise and embed program effort over the final phase of the program rather than to be spread too thinly across a large number of initiatives.
- ❖ The need to focus on continuing to develop a good evidence base from the Monitoring and Evaluation plan; from lessons learned and program knowledge and experience to provide a strong foundation for future Australian support that will maximise opportunities to build on the work of the program to date.
- ❖ The ongoing challenges of the operating environment and the direct inhibiting factors such as the political fluidity and landscape; financial resources; human capacity; leadership and management; attitudes to aid, support and progress; remoteness and smallness.
- ❖ The necessity to focus on the translation of program interventions - be they with respect to learning and development or case and information management systems, for example – to the ultimate users or beneficiaries of the services over the last year of this stage of the program.

1. Context

This report builds on the Stage 1 Completion Report which provides a stand-alone summary of the progress of SRBJ to the end of Stage 1 (30 June 2014) and the first and second progress reports for Stage 2 which together cover the first eighteen months of Stage 2 of the program (July 2014 to June 2015).

Accordingly, this report is intended to highlight **new or changing factors** rather than to repeat ones that have been reported previously, except where stated. Context and lessons learned from Stage 1 are assumed or alluded to in brief and will not be reported on again in Progress Reports of Stage 2 of SRBJ. Constraints and inhibiting factors, opportunities and challenges, and strategic directions are updated since the previous reporting period.

During the reporting period there was a significant trial that held the attention of the nation from September, when it was heard by the Supreme Court, until it was finally determined by the Court of Appeal in November of 2015. Sixteen Members of Parliament – many holding ministerial portfolios – were prosecuted for Corruption and Bribery of Officials under the Penal Code; and Bribery and Acceptance of Loans under the Leadership Code Act. One Member of Parliament pleaded guilty and fourteen members of parliament were found guilty under the Penal Code at first instance. This decision was then upheld in November by the Court of Appeal.⁹

The case was a watershed for Vanuatu in that the judiciary and anti-corruption offices such as the Financial Investigations Unit and the Ombudsman's Office were to some extent, pitted against the executive. After significant twists and turns, the judiciary was able to demonstrate to the community that political bribery and corruption are criminal offences and that the political leaders are not above the law. Whilst the program was not involved in any way in the cases before the courts, the hearing influenced the contextual backdrop to the program over the reporting period. It was ultimately an important achievement for the relevant actors of the sector that the matters were heard and that there was no political interference in the final outcome. It is hoped this will build community confidence in the system and it has contributed to improved morale particularly within the judiciary and the Public Prosecutor's Office (PPO). Additionally, it was distracting for many across the sector, as the trial progressed and the litigants sought to respond inside the court room and outside it.¹⁰

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a) Maintaining relevance of the program

The focus and end-of-program-outcomes continue to remain relevant to the needs and context in Vanuatu.

⁹ PP v Kalosil et al (Supreme Court Criminal Case No. 73 of 2015) and Kalosil v PP (Criminal Appeal Case No. 13 of 2015)

¹⁰ For example, when the acting President, one of the accused members of parliament, pardoned himself and his co-accused pre-sentencing by the Supreme Court, during the absence from the country of the President. On conclusion of the case the Member of Parliament who was found not guilty - in close acquaintance to those with custodial sentences - has been appointed the Minister of Justice and Community Services and continues to hold that office during the caretaker government until a new Government is established after the January 2016 snap elections.

However, the approach taken to achieve these end-of-program-outcomes needs to remain flexible to reflect changes in the context, increased understanding of the relevant issues, and response to identified challenges (this is dealt with in more detail in section 2e – Variation to the Workplan). That is, the approach to *how* the outcomes are to be best achieved remains flexible and responsive while the outcomes themselves have continued to remain appropriate and relevant.

During this reporting period, the program has completed two significant pieces of research into the management of conflict at the community level; one is a statistically sound piece of research for the island of Malekula which maps how conflicts are managed at all levels, with a particular focus on women who have experienced gender based violence; the second is a piece of research in the peri-urban Blacksands community which uses the same research methodology to map the management of conflict but with a particular focus on the experience of youth who are at risk of or in conflict with the law.

Whilst the reports for these two pieces of work are not yet finalised, early debrief sessions on the findings of the research teams affirm that the thematic focus of the program remains relevant to the context in Vanuatu and should continue to be the interface at which the program seeks to drive change in the services that are provided to the community. They also, in both cases, provide entry points or opportunities for which the program is well placed to respond.

b) Context impacting on achievement of outcomes or implementation

The nature, breadth of purview and complexity of the policing, justice and community services sector is described in some detail in section 2a of the *SRBJ Completion Report Stage 1 – July 2014* (Stage 1 Completion Report) and that description continues to accurately represent the sector in which the program operates.

i. Constraints

The constraints identified in the Stage 1 Completion Report (1-5 repeated below)¹¹ continue to represent relevant overarching constraints for the program:

- 1) **Fluidity of the political context**; there have been two Ministers of Justice and Community Services in this reporting period and two Acting Police Commissioners.
- 2) **Leadership** is both an asset and a constraint across the sector and the Government of Vanuatu (GoV) more broadly and is dealt with in more detail in section 2c(i) as it pertains to the program.
- 3) Inherent **sensitivity of work in this sector and the bilateral relationship**. There was heightened sensitivity about the role of the program, particularly with respect to the policing part of the program, during the conduct of the high profile trial outlined in section 1. This was handled delicately and did not result in any significant repercussions.
- 4) **Politics of aid** continue to cause sensitivity periodically and with respect to certain themes such as support to child protection initiatives. These continue to be handled as sensitively and collaboratively as possible.

¹¹ This is articulated in more detail pp 21-22 of the Completion Report July 2014

- 5) **Retention of lawyers** within the public sector continues to be challenging. Although the program has agreed to support a legal salary review this made no progress during the reporting period as the methodology and the conduct of the work was not approved by the Judicial Services Commission (JSC) until just before Christmas, at which point the adviser departed for annual leave. The program understands that the Judiciary is at risk of losing members of the bench as a result of the level of their current entitlements which are anomalous with comparable remuneration packages within the sector. The LSIP is able to support retention of lawyers within the sector but requires strengthened support by the offices that host the interns and the leadership across the sector.

Additional constraints noted over *this* reporting period include:

- 1) The lack of depth of **capacity** within Vanuatu with respect to **social justice issues** has become increasingly apparent as the program is seeking to escalate its support for Component 3 of the program. There are few within the country who have tertiary education in this field or significant focused experience in the area of developing programming and advising on social issues that require the careful weighing and consideration of countervailing rights and responsibilities in a way that is responsive and appropriate for the context and development of Vanuatu.
- 2) The capacity of the **Magistrates' Court** and the reticence of the Chief Justice to approve program support to that court during the reporting period.¹² The Magistrates' Court handles 80% of the criminal matters in Vanuatu and suffers from poor resourcing (remuneration, buildings, vehicles, travel) and low technical capacity demonstrated through the lack of consistent application of the law and lack of consistent understanding of fundamental legal principals. New recruits to the bench have very little legal experience and are supported with little capacity development. This is significant since the overwhelming majority of the target beneficiaries under the program, if they seek formal justice, come in contact with justice through the Magistrates' Court and the justice that that court delivers can be inconsistent.
- 3) The continued **disempowerment of women and girls** from a young age has a significant and pervasive impact on the way women navigate their lives in Vanuatu and the way in which they relate to each other. This is only superficially understood by the program but it clearly impacts on the program's capacity to progress initiatives that empower and support women.¹³

ii. Opportunities

Opportunities that have arisen over the reporting period most notably include:

- 1) The importance of **leadership** across the sector as an important driver of progress and change remains a constant and is both a constraint and an opportunity across the sector. The inability of some leaders to enforce accountability around staff responsibilities has hampered progress in

¹² It should be noted that at the conclusion of the reporting period in December 2015, the Chief Justice confirmed that he was now supportive of PJSPV providing support to the Magistrates' Court which has to date received almost no specifically targeted support from the program

¹³ Anecdotally and without evidence yet from the recent pieces of research, women in Vanuatu are highly conservative with respect to social issues and women's empowerment; sometimes more so than their male counterparts which is understandable through the lens of their lower access to education, opportunity and agency. There is a prevalence for avoidance of and disengagement with the challenging realities of their lives as a way of coping with circumstances and possibly as a by-product of the requirement to achieve superficial harmony and resolution of concerns within the context of a small community. Some women who do engage with power (as everywhere) do so in a way that does not encourage and support other women.

some areas. In others, the arrival of a new leader with energy and vision has demonstrated the important and unquantifiable impact of leadership with vision and drive that is working systematically to bring about progress. The program overall regards leadership across the sector as an opportunity on which it would like to build with increasing emphasis over 2016 under its capacity development strategy¹⁴.

- 2) The Supreme Court has recruited a **Master**¹⁵ with funding support from the Commonwealth Secretariat. This recruitment provides an opportunity to improve some of the case management efficiencies in that court if used to best advantage. Practice Directions have been issued by the Supreme Court which articulate the Master's jurisdiction and function within that court.
- 3) **Morale** within the Supreme Court and the PPO were high at the end of 2015 on the conclusion of the high profile trial. During the trial those offices in particular, but also the Office of the Ombudsman and demonstrated the independence of those offices from political interference.

c) Impact of program on context

The program remains constantly attentive to any unintended impacts that it may have on context through the six monthly structured conversations, six monthly adviser's reports and quarterly team meetings.

Unexpected impacts noted during this reporting period are:

1. The program's intentions for the strengthening of the MJCS to act as a hub and effectively provide services to the sector have been adversely impacted by the quality of the candidature. There is also some evidence of negative impact as a result of the change management not being well led resulting in a degree of disengagement and sidelining of competent staff. Much energy and time has been put into the conception and development of the new structure including its job descriptions; supporting the approval of the structure by the PSC; recruitment to the structure; and in this reporting period, supporting new staff to embrace the greater agenda of the Ministry and to work effectively in their new positions. The impact of some of these new staff through their lack of support to the long planned approach of the Ministry, and their level of capacity is eroding the credibility of the MJCS with the sector.
2. There is a general feeling that the sector has withstood a difficult time with the significant judgments handed down through the reporting period. While the program stresses that it has had no involvement in these matters, its engagement with all Agencies has been sensitive to the obvious stresses and shifting landscapes of the legal context in Vanuatu. This sensitivity is well illustrated through the implementation of the joint Office of the Ombudsman's and VLC grant (see later section on progress on grants) which had a very unclear status while attempts to remove or suspend the Ombudsman were made.

Contextual matters that pose a risk to the program are included in section 5d – Risk Management.

¹⁴ This is dealt with in greater detail in section 2g below

¹⁵ A judicial officer within the Supreme Court who has a jurisdiction that is less than that of the Supreme Court judges and is defined in recently developed Practice Directions issued by the Chief Justice.

2. Progress Towards End-of-Program-Outcomes

a) Defining Outcomes for the Program

PJSPV whilst being an integrated program, continues to be made up of two sub-programs; one focussing on justice and community services and one focussing on police, but with many shared and mutually supportive target outcomes. The SRBJ, Stage 2, planned outcomes - both end-of-the-program and intermediate – are as set out below:

Component 1:	
End-of-Program-Outcome Networks within the VPF, justice and community services agencies influence positive change	Intermediate Outcome 1.1 VPF, MJCS, the judiciary, PSO, PPO, VLC, SLO, DCS, SPD and DWA are collaborating and sharing information more effectively to progress shared goals
	Intermediate Outcome 1.2 VPF, MJCS, the judiciary, PSO, PPO, VLC, SLO, DCS, SPD and DWA are monitoring their progress
	Intermediate Outcomes 1.3: VPF, MJCS, the Judiciary, PSO, PPO, VLC, SLO, DCS, SPD and DWA communicate more effectively and consistently with the community and the rest of the government
	Intermediate Outcomes 1.4: VPF, the Judiciary, PSO, PPO, and SLO make coordinated reductions in delays within the formal justice system.
	Intermediate Outcomes 1.5: VPF and MJCS are better able to manage their finances
Component 2:	
End-of-Program Outcome: The VPF and justice and community services agencies demonstrate improved service delivery to women, children and youth.	Intermediate Outcome 2.1: PSO, SPD, PPO, VLC, SLO develop and implement effective workforce planning and HR development strategy
	Intermediate Outcome 2.2: Women's professional participation in the JCSS and VPF is enhanced
	Intermediate Outcome 2.6: Work systems and practices in targeted agencies are strengthened and contribute to demonstrable improvements in service delivery
Component 3:	
End-of-Program-Outcomes: <ul style="list-style-type: none"> The VPF and justice and community services agencies use evidence to support improved responses to the needs of women, children, and youth The VPF and justice and community services agencies implement targeted initiatives that deliver better services to women, children, and youth 	Intermediate Outcome 3.1: Decisions about appropriate interface between police, formal justice and kastom, in relation to working with women, children and youth, informed by evidence based research.
	Intermediate Outcome 3.2: Government and non-government partners are supported to implement agreed programming on child protection
	Intermediate Outcome 3.3 (a) The network of institutions and practices supporting women experiencing family violence is extended and strengthened.
	Intermediate Outcome 3.3 (b) Targeted justice sector agencies as well as local level actors are responding more effectively and consistently to women experiencing family violence
	Intermediate Outcome 3.4 Targeted justice sector agencies and the Blacksands community representatives respond more effectively, appropriately and collaboratively to juvenile justice issues in the pilot location

Table A: Intermediate and end-of-program outcomes

b) Summary of Key Achievements

A summary of key achievements against intermediate outcomes for the reporting period July to December 2015 is set out in the table below¹⁶:

Component 1: End-of-Program-Outcome	
Networks within the VPF, justice and community services agencies influence positive change	
<p>Intermediate outcome 1.1 VPF, MJCS, the judiciary, PSO, PPO, VLC, SLO, DCS, SPD and DWA are collaborating and sharing information more effectively to progress shared goals</p>	<p><u>Collaboration within the sector</u></p> <p><u>HOAG:</u></p> <ul style="list-style-type: none"> • HOAG meetings continued quarterly during the reporting period (30 September and 15 December), chaired and led by the MJCS, with presentations made by representatives from the sector. Attendance has been good over the six months and participation relatively good although the final HOAG for 2015 was brief and did not allow significant discussion. • Over the reporting period the HOAG approved the way forward for the JCSSS providing the foundation for the progress of the planning for sector wide infrastructure; the development of a plan for a cross sector approach to juvenile justice and support for victims. • HOAG also approved the Compendium of HRM Plans which provides the basis for HRM support to the agencies across the sector and a focus of the future work. • HOAG endorsed an important initiative in support of women’s professional participation: the Women in Leadership Mentoring Program. <p><u>Rapid Charge System</u></p> <ul style="list-style-type: none"> • This is dealt with more below (see: intermediate outcome 2.6 as it relates to SPD) but has provided a basis for greater collaboration between investigations and prosecutions within police through joint implementation and joint training sessions. <p><u>Case management systems implementation in SLO and the Judiciary</u></p> <ul style="list-style-type: none"> • The simultaneous implementation of new case management systems in the two agencies has allowed for joint capacity development and mutual support between ‘super-users’ and users of the systems. <p><u>VLC & Ombudsman’s office</u></p> <ul style="list-style-type: none"> • Collaborated jointly on the implementation of a grant supporting the review of the Ombudsman’s Act and the Leadership Code. <p><u>Implementing partners collaboration for the Family Protection Act (FPA) Pilot</u></p>

¹⁶ Note non-programmed achievements are dealt with under section 5f which relates specifically to the Grants Facility

	<ul style="list-style-type: none"> • Whilst not yet established, the program has been conducting preliminary consultations with implementing partners to facilitate collaboration around the implementation of the pilots during 2016. <p><u>Non-program supported initiatives indicating collaboration:</u></p> <p><u>National Disability Desk & SLO</u></p> <ul style="list-style-type: none"> • Collaboration on the development of a Disability Policy <p><u>Tafea Child Protection Committee</u></p> <ul style="list-style-type: none"> • An effective provincial level cross sector committee that is actively engaged on child protection issues at the provincial level.
<p>Intermediate outcome 1.2 VPF, MJCS, the judiciary, PSO, PPO, VLC, SLO, DCS, SPD and DWA are monitoring their progress</p>	<p><u>Planning:</u></p> <p>In the area of planning there has been some good progress with VPF which has been supported to develop its Strategic Plan 2016 to 2020, along with the flow on 2016 Business Plan through a workshop in December. The benefits arising from this process are:</p> <ul style="list-style-type: none"> • The Strategic Planning process was more participatory and democratic than it perhaps has been to date and so perhaps provides a more representative vision. • The Annual Business Plan aligns with the Strategic Plan • The VPF Executive have clear activity level responsibilities, all of which represent clear ways in which the executive will driving change. • The Strategic Plan and 2016 Business Plan have high level goals, strategies and activities related to gender, community policing and executive development; both of which offer programmatic opportunities for PJSPV. • The Business Plan includes a budget estimates to promote alignment with the actual budget and improve fiscal accountability at operational level. • There is an opportunity to support an improved VPF quarterly and annual reporting process in line with the Business Plan. • There is an opportunity to align VAPP support, particularly CD, to the VPF Strategic and Business Plans, so that program contribution to VPF strategic priorities is clear and easily reportable. <p>MJCS has also finalised and launched its annual Corporate Plan. This has been through a long process of development but is now a document well understood by the executive team within the MJCS and the hub. It is the first time that the MJCS has its own plan. The new plan will help MJCS to drive, monitor and report on its various responsibilities and priority developments, all of which reflect the expectations of the sector..</p> <p>PSO and PPO also had planning retreats towards the end of the reporting period to develop their Annual Plans. The PPO, in particular, had an opportunity to develop a more robust plan that reflects the intentions</p>

	<p>of that office over the next year and is well understood by all staff of that office. Both processes were well owned and driven by those offices with varying involvement or support from the program.</p> <p>Monitoring: Anecdotally, agencies are using past annual plans to inform new ones and to guide reporting and review of the year past and so the plans are <i>starting</i> to become useful as a management tool. This represents an improvement. It is not clear yet whether the Annual Plans are being subject to review (e.g. quarterly) and used as ongoing management tools to monitor progress, and make adjustment to activities throughout the year.</p> <p>Reporting: It is too early in the reporting cycle for the sector to demonstrate improvements in the annual reporting for 2015, given that Annual Reports are due to PMO by 30 March 2016. However, some early indications show:</p> <ul style="list-style-type: none"> • Two annual reports have been provided to the M&E and Systems Officer by agencies without being requested (this is a first). • The quality of the reports received are a significant improvement on the quality of the reports received in 2014 • In 2014 all agencies except Courts, PPO and PSO provided Annual Reports – DWA and VLC provided the information to the M&E and Systems Officer to summarize their achievements and challenges for 2014 • There is improved reporting against service targets provided in their budget narratives – both reports received two date have done this following the Annual Report guide developed by the M&E and Systems Officer.
<p>Intermediate Outcomes 1.3: VPF, MJCS, the Judiciary, PSO, PPO, VLC, SLO, DCS, SPD and DWA communicate more effectively and consistently with the community and the rest of the government</p>	<p>Use of the MJCS website: Use of the MJCS website continues to be a source of basic sector information. Whilst the site went down in June (potentially a technical error), access increased again in July and has remained somewhat steady. From January 2015, the unique visitors to the site has been increasing from 246, peaking at 594 unique visitors in October before declining to 380 visitors in December.</p> <p>The JCSS Newsletter The JCSS Newsletter was published each month last year. From June to November the MJCS Administrative Assistant primarily collated and disseminated the newsletter under the oversight of the Monitoring Officer. In November 2015 an Australian Volunteer for International Development arrived in the position of Communications Officer. She took over the responsibility of the newsletter in November and December whilst the Administrative Assistant was on maternity leave. To date, there have been 28 contributing agencies and 184 recipients of the JCSS newsletter representing 33 different agencies within the sector. Additional contributors since December 2014, include, TVET, Care International, NZ Corrections Partnership, Save the Children and Vanuatu Society for Disabled People (VSDP). As of January 2016 the database has begun to be revised and updated to ensure all employees in the sector receive the newsletter. The</p>

	<p>Communications Officer is preparing a new template and guidelines for the newsletter to ensure its consistency, efficiency, and effectiveness in sharing information within the sector.</p> <p>Developments with respect to communications for the sector: The Communications Officer has been developing a branding guideline to ensure a consistent and professional image is portrayed by the MJCS including a standard email signature, letterhead, and agenda and minute taking template. A new MJCS logo and style guide is expected to be produced by February 2016. All sector agencies have been invited to take part and replicate any branding initiatives. Since November 2015 Disability Desk has had six articles printed in the Daily Post, and one article written from the MJCS condemning domestic violence. The Communications Officer has begun to develop working relationships with the local media (newspaper and radio) and has arranged free space for information from JCSS to be disseminated on a weekly basis. The Communications Officer has begun to form a team of ‘Communication Representatives’ from each of the agencies in the JCSS that will attend training sessions, although it must be noted that there is a lack of resources in this area and most representatives are adding communications to their existing workload. The Communications Officer has also begun to develop a Communications Strategy for the JCSS which the first draft is expected to be finished by March 2016, and finalized by May 2016. The Communications Officer will complete the assignment in June 2016 and it is hoped the MJCS that a Communications Officer will be recruited on a full time basis.</p>
<p>Intermediate Outcomes 1.4: VPF, the Judiciary, PSO, PPO, SPD and SLO make coordinated reductions in delays within the formal justice system.</p>	<p>Reductions in delay¹⁷</p> <ul style="list-style-type: none"> • SLO has reduced processing time for the handling of advice matters and court cases (i.e. have become more responsive)¹⁸ • SPD have increased the speed of the drafting of charges and preparation for filing in the Magistrates’ Court. In November, for example, there was very little backlog for pending new cases, that is, there are only about 20 cases that needed to have charges drafted at that point in time. However, this should be tempered with a reduction in the overall cases handled by that office over 2015 (650 cases in 2015, which is down from 1150 in 2014 recognizing that some of those represented approximately 300 spilled over from the period at the end of 2013 where the office had no power) and inconsistent use by prosecutors of the Tracking System in terms of keeping it up to date. Overall statistics in the SPD cannot be confidently relied on yet. • PSO can demonstrate handling a greater number of cases (civil and criminal) which indicates greater efficiency in that office (From January to early December 2015, the office represented 253 criminal clients

¹⁷ It should be noted the Judiciary is not able to demonstrate coordinated reduction in overall delay at the Supreme or Magistrates’ Court level despite significant investment by this program which is dealt with in more detail below (see section 5d).

¹⁸ The tracking system used in the SLO tracked too numerous activities and not enough of the transactions to allow for good analysis and statistics on the increases in responsiveness although this has been commented on by users (Lands Department and MJCS)

and provided advice and representation to 513 civil clients. One third of civil clients were female. By comparison, in 2014, the office represented 221 criminal clients and 466 civil clients. Only one quarter of civil clients in 2014 were female. The data shows that in 2015 the PSO improved service delivery by helping more needy people and more women. In 2015, 253 criminal files were opened and 332 were closed. This reduced the backlog of stale criminal files).

Shifts in behaviour:

- The case and data management work across the sector (together with the reinforcement of the messages related to records management, for example, through the Personal Management Skills Course and the work of other advisers, for example HRM and PFM Advisers and the M&E and Systems Officer) is leading to incremental improvements in the management of information and records across the sector. For example, in Supreme and Magistrates' Court; the litigations section of SLO'; PSU, the Ombudsman's Office; and Corrections; data is reliable. The SPD's, PSO's and PPO's data is increasingly reliable with the closing of dormant files and the cleaning of data.
- Significant improvements in the capacity of the trained "super-users" for the Court and Case Management Systems although there is some way to go until there is complete self-sufficiency.
- With respect to the Judiciary and the SLO it is as yet too early to claim work practice improvements as a result of the implementation of the new systems in November of 2015, nevertheless there are benefits already emerging as a result of staff working from one set of consistent information; having the capacity to better identify parties and charges; easier capacity for the analysis of the data and to have more real-time information about court workloads.

Key achievements of the program that have contributed to improved data and record management:

- Court Management System went live mid-November.
- SLO Case Management System went live mid-November. There are noticeable capacity improvements in the Solicitor-General and the litigation team in the use of the system and the management of case files. There is starting to be a mind-shift the reduction of over-tasking within the system which is generating efficiencies for SLO anecdotally also noticeable by clients.¹⁹
- VPF, PSU case tracking system went live end October and the system currently correctly represents the status of PSU files.
- SPD case tracking system is operational but cleaning of data must continue to end of 2015 or first quarter of 2016 so that the system accurately reflects status of files for that office.
- PPO case tracking system is operational but cleaning of data was to be completed by end of 2015 (to be

¹⁹ DG Bebe noted in a SRBJ PMG that the turnaround time for response and receipt of advice from SLO has improved.

	<p>reviewed in January 2016 by CDMA)²⁰</p> <ul style="list-style-type: none"> VPF Police Information Management System tender evaluation has been completed but COM approval has not yet been received. This may now be delayed until there is a new government post the snap elections on 22 January 2016.
<p>Intermediate Outcomes 1.5: VPF and MJCS are better able to manage their finances</p>	<p>Key achievements contributing to financial management over the reporting period:</p> <ul style="list-style-type: none"> Financial skills assessment for 22 financial officers across the sector has been completed, analysed and reported on which will form the benchmark for a review in July (Annex 1). This has been done very much in partnership with the Principal Financial Officer and Sector Performance Coordinator from MJCS. Financial skills assessments have been completed for the Judiciary which has engaged well but separately with the PFM Adviser. A Capacity Development Strategy for the Financial Officers of the sector that is aligned with the Sector Capacity Development Strategy 2014 has been developed (Annex 2) and has been shared with DG, MJCS, the acting Police Commissioner, Heads of Agency Group and the MJCS Executive team. The CD strategy has also been presented and distributed to financial officers and to the MFEM training committee coordinator. An Organisational Financial Maturity Assessment (Annex 3) for the sector has been completed. It is based on a matrix that is a self-assessment tool designed to assist agencies to assess their financial management capacity as an organisation. This tool is aligned with the institutional strengthening analysis and recommendations within the Sector Capacity Development Strategy and is founded on the recognition that sound financial management requires three elements of skilled individuals, good systems, and management understanding. The assessment was conducted jointly with the Sector Performance Coordinator with respect to the JCSS agencies. The DG provided his preferences as to which agencies should be invited to participate. Remaining agencies and VPF will be assessed in 2016. Completion of the baseline with respect to financial management which will better allow the program and the sector to track improvements in financial management. (Number of financial officers: 27 (some MFEM coaches) Female in PV 53:47) Workplace Learning activities: the PFM Adviser has been active in providing short, workplace based, focused training on relevant issues as they arise which she has called “turbo training” sessions with MJCS (for example on job analysis and work planning using excel) Additional advisory support has also been provided with respect to: <ul style="list-style-type: none"> Supported preparation of Financial forecast to year end Review LPO details reports for all justice agencies and police

²⁰ See also some of the inhibiting factors with respect to the translation of the new systems into service delivery outcomes discussed in the section 3) **Challenge of translating new systems into service delivery outcomes**

	<ul style="list-style-type: none"> ○ Identify and prioritise outstanding bills for justice and police ○ Develop forecasting model for MJCS using SmartStream and excel with finance officers ○ Analysis of real cost of policing and for retirements issue ○ Inclusion and clarity of financial goals and strategies in business and Strategic plans ○ Training on fraud and corruption awareness for finance officers supported by Organisational Performance Coordinator and DPM. <p><u>Noticeable shifts within the area of financial management for the sector include:</u></p> <ul style="list-style-type: none"> ● Increased recognition of the specialisation needed for good financial management across the sector and increased credibility and identification of finance skills by those within the sector. ● Good separate engagement by the Judiciary with the support of the MJCS Finance Officers. ● Existence of good baseline and data against which to measure financial improvements for the sector including with its advocacy with other development partners. ● Significant change in the level and quality of work and engagement of two officers within VPF and one within MJCS. ● Noticeable improvement in team work and training within VPF, CSU and some targeted attention being given to this through support to the MJCS Corporate Plan and MJCS Executive retreat where team work continues to be more fragmented. ● Incremental increases in the understanding and use of the FMIS (SmartStream) by financial officers for reporting and advising management.
<p>Component 2: End-of-Program Outcome: The VPF and justice and community services agencies demonstrate improved service delivery to women, children and youth.</p>	
<p>Intermediate Outcome 2.1: PSO, PPO, VLC, SLO and SPD develop and implement effective workforce planning and HR development strategy</p>	<p><u>Key achievements contributing to human resource management (HRM) over the reporting period:</u></p> <ul style="list-style-type: none"> ● Compendium of HRM plans for the sector has been developed through a collaborative process driven by the HR Officers within the sector. The compendium has been approved by the HOAG and provides the basis for the future work of the program across the sector for HRM (See Annex 4). This provides a common understanding of the intended outcomes and approach. ● PPO assisted in review of all JDs for lawyers and admin staff within that office ● PSO has reviewed job descriptions for that office at retreat jointly funded by SRBJ ● Legal Salary Review for lawyers within PPO, PSO, SLO and Judiciary has had its methodology approved by JSC in December of 2015 so work on this can commence in 2016 – the methodology provides the basis for ameliorating the striking anomalies within the sector as a first step and working on the longer term systematic issues related to remuneration of lawyers within the public sector as a second step (see Annex 5). ● Program has supported the newly formed executive team of the MJCS to help develop the team and their ability to work as intended. The executive team retreat was helpful in laying some groundwork by

	<p>establishing agreements (via team TOR) with respect to how they will work together to co-manage. This agreement offers a basis for more development in 2016. There was willingness in team members to step into this openly and honestly with good intent and there was positive support and engagement from the DG.</p> <ul style="list-style-type: none"> • Additional advisory support has also been provided with respect to: <ul style="list-style-type: none"> ○ Most (but not all) agencies tailoring the support to their individual needs (e.g. work is ongoing with DWA structure; currently assisting with a job description review with PPO); ○ Support for the recruitment of Sector Capacity Development Coordinator and the HR Principal Officer for the MJCS ○ Training workshop on HR planning. ○ Training on performance management, including the explored the HR Officer’s role, administration of a good process; support for redrafting of appraisal forms as DG asked that the PSC forms be simplified. PSC has now agreed to allow MJCS to trial and research a simplified form in 2016. ○ Facilitating development of Compendium of HR Plans – has been a good mechanism for engagement ○ HRM competencies developed uniquely applicable to the sector. These will form the basis of 2016 training and coaching <p>Noticeable shifts within the area of human resource management for the sector include:</p> <ul style="list-style-type: none"> • Increased recognition of the specialisation needed for effective human resource management across the sector and increased credibility and identity of human resource skills by those within the sector. • Good separate engagement by the Judiciary with the support and working effectively with the HR officer within the Judiciary • Good engagement with some officers and a raised awareness of the implications of the HRM.
<p>Intermediate Outcome 2.2: Women's professional participation in the JCSS and VPF is enhanced</p>	<p>Women in Leadership Mentoring Program</p> <p>Following a presentation made by the Solicitor General and subsequent endorsement of the program by HOAG in June, the program commenced with the delivery of 3 3-day training events in July and September, facilitated the WL and CD&L Advisers.</p> <ul style="list-style-type: none"> • A total of 104 women participated, representing 14 agencies and organisations across the sector, and including participants from Public Service Commission and VIPAM • Training evaluation data provides evidence of the learning outcomes achieved, with an overall increase in levels of skill, knowledge and confidence in key areas including mentoring and coaching conversations, relationship management, personality growth and development, professional development planning. • A self-nomination process for mentor matching was also conducted, with mentor pairs ready to commence in 2016.

	<ul style="list-style-type: none"> • A comprehensive M&E framework for the program has been designed, with baseline data established for key indicators.
<p>Intermediate Outcome 2.6: Work systems and practices in targeted agencies are strengthened and contribute to demonstrable improvements in service delivery</p>	<p>PSO</p> <p>Technical support to the PSO has included²¹ the following:</p> <ul style="list-style-type: none"> • Since July 2014, the adviser was conducting lawyer training at least monthly for all PSO lawyers which are responsive to issues identified by the lawyers. Legal knowledge in important areas of civil law and criminal law has improved (e.g. limitation periods). During 2015, all PSO lawyers attended at least six internal lawyer training sessions conducted by the adviser. More than 40 legal topics have been covered since 2012. • A strong mentoring relationship had been developed between the adviser and lawyers which supports preparation for specific cases handled by the lawyers. • The PSO Lawyer Handbook was being updated and expanded by the adviser and counterpart lawyers. It was completed and published in 2015. It contains 38 chapters and more than 25 sample documents, flow charts and checklists. The electronic copy has hyperlinks to all relevant cases. The Chief Justice officially launched the Handbook. Extra copies have been printed following a request by the USP Law Library. Several private lawyers have requested either hard or soft copies. All PSO lawyers regularly use the Handbook. • Comparative sentencing tables and case summaries have been developed for more than 10 common criminal offences. This is a useful tool which is regularly used by all lawyers in preparing written sentencing submissions. The Court of Appeal has commented on the usefulness of tables prepared by the PSO. • In September 2015 a promising junior PSO lawyer attended a two-week professional placement at a legal aid office in Darwin. • All PSO lawyers attended intensive advocacy training conducted by Victorian Barristers in 2014 and 2015. In 2015 course materials were prepared by the adviser and included legal issues and factual scenarios that were relevant to Vanuatu. • The four graduate lawyers need to be registered so that they can appear in court without leave. An amendment to the Public Solicitor’s Act has been proposed by the adviser. It is being drafted and hopefully it will be passed early in 2016. This will allow all PSO lawyers the right to appear in court, even if they are not yet registered.

²¹ Note some of the support relates to the reporting period and some takes a longer perspective from 2012 to end of 2015.

- File management support related to introduction of court appearance forms, a legal retainer and closing of stale files (see more below) has increased efficiency and accuracy of case and record management within the office.

Work systems and practice improvements contributing to service delivery:

- **File management has been improved by:**
 - **Court appearance forms** had been drafted by the adviser and introduced to improve file management.
 - A **legal retainer form** has been introduced, to be signed by each new client. This allows the office to close a file where the client has not contacted the office for more than 6 months. This form should facilitate the closure of stale files, many of which are not closed because of difficulty in gaining client consent. All lawyers are now aware of limitation periods and are more vigilant in filing civil cases before they are statute barred. In 2015, 253 criminal files were opened and 332 were closed. This **reduced the backlog** of stale criminal files.
 - Approximately **1300 civil files and 400 criminal files need to be closed**. After some reluctance, the Public Solicitor and other lawyers have agreed for the adviser to assist in this process in 2016. Criminal files will be closed first. The updated Case Management System will make it easier to ascertain the status of each criminal case and therefore facilitate file closure. It is hoped this will be achieved by the end of 2016.
- **Carriage**: From **January to early December 2015**, the office **represented 253 criminal clients and provided advice and representation to 513 civil clients**. One third of civil clients were female. By comparison, in 2014, the office represented 221 criminal clients and 466 civil clients. Only one quarter of civil clients in 2014 were female. The data shows that in 2015 the PSO improved service delivery by helping more needy people and more women.
- **Quality of legal work**: Since 2015, the overall **quality of legal representation** has improved (see Annex 6 which outlines two significant cases where PSO ensured just outcomes where these outcomes would have been different without the involvement of the PSO with technical support). PSO lawyers now routinely conduct *voir dire*s in Supreme Court criminal trials to challenge the admissibility of confessions obtained by police. At least three successful 'fitness to plead' applications have been made in the Supreme Court.
- Over 2015 three more lawyers have appeared in the Court of Appeal. Since September 2012 the PSO has filed **8 criminal appeals in the Court of Appeal**. The office has been successful in all but one of these appeals, with all successful clients either released from custody or receiving reduced sentences. The unsuccessful appeal was a partial victory in the sense that the legal error was accepted, however the proviso was applied when the court found that the legal error did not lead to a miscarriage of justice. The adviser has been involved in assessing the merit of each appeal, drafting grounds of appeal, developing written submissions and preparing the counterpart lawyer for oral argument. The role of the adviser has

	<p>varied in each case, and is tailored to the experience level of the lawyer and the complexity of the case. The 7 successful appeals have involved 5 different PSO lawyers. The Court of Appeal has commented on the high quality of written submissions filed by the PSO, and provided useful guideline judgments. This achievement can be compared to the PPO, which has operated without an adviser, and has not conducted any criminal appeals since October 2012.</p> <ul style="list-style-type: none"> • Service delivery has improved in criminal trials and appeals. For example, lawyers are able to identify and manage conflicts of interest between co-accused and comply with the rule in <i>Brown v Dunn</i>.²² • Planning retreat: PSO had its first planning retreat for the whole of staff since 2012 jointly funded by SRBJ which demonstrated great energy, engagement and ownership. It was designed by an organising committee and run with little support outside of some presentations by advisers. During the retreat the office developed its annual plan, reviewed its <p>SPD</p> <p>Technical support has included the following:</p> <ul style="list-style-type: none"> • Rapid Charge System (RCS) training with police officers by the SPD adviser jointly with the VAPP adviser. The idea of a RCS was prompted by a mapping of the processes within the SPD as part of the Institutional Strengthening process and a focus on improving efficiencies. Over this reporting period there was seven training sessions conducted; four in Port Vila and 3 in Luganville; 96 people were trained in total. The RCS has been enthusiastically received with no apparent reluctance shown to its introduction. The RCS documentation is in Bislama so take up has been good and activities during the last training session demonstrated ability to reduce drafting time to five minutes. It is anticipated that the RCS will be used most during big operations such as Zero Tolerance or Operation Noel. No statistics have been gathered on such an operation yet (see annex 16 for the training manual). • The SPD OIC and Adviser have provided provincial training in Ambae, Santo and Tanna for operational police and prosecutors. Training is yet to be conducted in Malekula. A training summary provided in Annex 7 shows continued training provided to SPD staff and operational police both in Port Vila, Santo, and Tanna. For example, 14 police in Tanna took part in two days of prosecutions and investigations training. The training covered; arrest powers, witness selection, admissibility of police interviews and the SPD training manual. The training also focused heavily on the recently approved Vanuatu Police Force Family Violence Policy. Participants at the training spent the majority of their time working in small groups, analysing crime scenarios and then sharing their ideas on how they would be able to respond to the scenario presented.
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²² The rule in *Browne v Dunn* is that in cross examination it is not possible to rely on evidence that is contradictory to the testimony of the witness without putting the evidence to the witness.

- **Case and data management:**

- 788 cases have been returned to police for entering in VICRIS (although this has been primarily driven by the adviser)
 - Updating of the Case tracking system has commenced but is not complete.
 - There is very little backlog for pending new cases i.e. it is asserted are only about 20 cases that need to have charges drafted although this cannot be verified by the tracking system.
- Ongoing **skills transfer** has been increasingly successful over 2013-2015 through the provision of on-going one on one support, which is now on many occasions entirely demand driven and constant. The Adviser also provided monthly workshops with the prosecutors that are targeted at specific areas of need.
 - The **SPD Prosecutor's Manual** has been drafted and is complete in English and is in the final stages of editing into Bislama by the GoV language unit so that it will also be available in Bislama. The English version has since completion been used as a training tool and is referred to frequently by prosecutors and investigators.

PPO

Has received financial and technical support for the conduct of a planning retreat in December 2015 which has resulted in the development of an Annual Plan and a consistent understanding of the vision for the PPO.

VLC

In addition to funding support for the conduct of a review, the program has been engaged in consultations with the VLC on the development of a more targeted approach for capacity development for that agency. The outcomes of those consultations are encapsulated in the Technical Capacity Development Strategy 2015/16 for the Law Commission (see Annex 8) and have been approved for implementation by VLC subject to available funding. Two VLC officers were also involved in the Malekula research as part of a team of 9 local researchers. This experience will provide both officers with improved community research capacity, will increase their knowledge of how justice and law interface at the community level and provided them with concrete experience of a smart phone based research technology (SMAP) that they are keen to use in their ongoing consultations.

LSIP

Key achievements over the reporting period include:

- Blending of the LSIP with the USP, Law Clinic Course
- Inserting the LSIP into the Law Clinic Course which is good from the perspective of the sustainable embedding of the LSIP within the USP. It has had the additional positive impact for LSIP that now that it is part of the Law Clinic Course basis of assessment students all attend the Friday de-brief sessions.
- In terms of reach there have been 24 students in the law clinic course, 23 law student interns; 1 did

	<p>not participate due to health problems; 11 women; 4 ni-Vanuatu (believed to be a direct result of the reduction/lack in scholarships).</p> <p><u>Foundational skills development – Personal Management Skills Course</u> Over the reporting period the program commenced delivery of the three-day Personal Management Skill Course through local provider, Advantage Management Consulting. A total of 6 courses were delivered to 115 participants in Port Vila and Luganville, including participants from other provinces. The course targets key foundational skills, all of which were highlighted as development priorities through the assessment work completed in 2014, and are essential skills for all staff regardless of role. In 2016, more courses will be offered, as well as some targeted workplace support to really help agencies implement practical changes. The course has had the benefit of reinforcing key messages (e.g. records management) arising from the case and data management, financial management and human resource management support, and thereby promoting relevant changes in practice.</p> <p><u>Capacity of the research team involved in the Malekula research (see component 3 below)</u></p> <ul style="list-style-type: none"> • Involvement in the research: <ul style="list-style-type: none"> ○ Given its in-depth nature, built skills and capacity about the ethics and approach to quantitative and qualitative research; use of SMAP technology; clarity regarding some of the more sensitive social justice issues that arose; and greater awareness of complexity within the subject matter; and ○ Participation of the VWC and VLC in the research was powerful and meaningful given both institutions positionality and mandates.
<p>Component 3: End-of-Program-Outcomes:</p> <ul style="list-style-type: none"> • The VPF and justice and community services agencies use evidence to support improved responses to the needs of women, children, and youth • The VPF and justice and community services agencies implement targeted initiatives that deliver better services to women, children, and youth 	
<p>Intermediate Outcome 3.1: Decisions about appropriate interface between police, formal justice and kastom, in relation to working with women, children and youth, informed by evidence based research.</p>	<p><u>Key achievements over the reporting period:</u></p> <p>Child Protection: Support to Save the Children for the Child Protection Program focuses on three areas community resilience; institutional strengthening and national systems. Over the last 12 months activities have included:</p> <ul style="list-style-type: none"> • Conducting a KAP survey to establish CPPII baseline and provide evidence and information for decision making and measuring the progress of the project. • Guiding communities to elect their Child Protection Committees and support CPCs to develop their subsequent Pikinini Safety Plans, coupled with Child Protection Committee Policies and a clear reporting and referral mechanism • Developing Positive Discipline in Everyday Parenting/Teaching and train Community Engagement Officers to deliver these training packages.

	<ul style="list-style-type: none"> • Conducting Child Safeguarding Policy workshop with key partners, supporting them in the process of reviewing or developing their Child Safeguarding procedures • Engaging with Vanuatu Police Training College in reinforcing Child Protection messages in their training packages and preparing joint trainings. • Supporting the Child Desk Office to effectively coordinate regular meetings with Child Protection key stakeholders. • Actively participating in the Gender and Protection cluster. <p>The Save the Children Vanuatu (SCV) Annual Report is attached at Annex 9 and provides detail regarding the achievements over the last 12 months – in summary in particular please see table provided at p6 and following on key achievements against objectives and key contributions needed in 2016.</p> <p>Support to the National Child Desk</p> <ul style="list-style-type: none"> • In addition to the grant to SCV, the program is providing technical expertise under a grant to the National Child Desk to support the development of a National Child Protection Policy and National Children’s Policy. This work will commence in February 2016 after significant delay. This grant was first approved on 20 October 2015. <p>Malekula Pilot</p> <ul style="list-style-type: none"> • Research carried out across Malekula with numbers and distribution making the findings statistically sound for that island and will provide a good evidence base for programming with respect to strengthening the justice system with particular interest in the outcomes for women. • Analysis and writing up of research completed after the reporting period. Results (and recommendations for targeted interventions) will be available in a series of discrete by interlinked reports including a report focusing on policing, one on courts, one on chiefs, one on women and access to justice and a more general report looking at conflicts and experiences of conflicts in general in Malekula. <p>Blacksands Pilot</p> <ul style="list-style-type: none"> • Large sample research carried out for Blacksands peri-urban area which will provide a good evidence base for programming with respect to the strengthening of the justice system with particular interest in the outcomes for youth (disaggregated for young men and young women, boys and girls). • Analysis and writing up of research to be completed after the reporting period. <p>DWA Pilot:</p> <ul style="list-style-type: none"> • Working through some of the key challenges and considerations around the appointment and support of APs and RCs in pilot communities and the driving of the support for the pilot given the mandate and positionality of relevant key implementing agencies under the legislation. A new approach was developed through consultation with key stakeholders in August and September. This new approach will shift the oversight of the AP and RC piloting to the MJCS and will be based on an active and equal
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	<p>partnership between key stakeholders including ideally the police, the courts, DWA, the Department of Local Authorities and the Vanuatu Women’s Centre. Program has been conducting consultations to gain approval from key implementing partners with respect to a proposed approach. A dedicated part time position is part of this new model. TORs have been completed and recruitment will be underway in early 2016.</p> <ul style="list-style-type: none"> • Developing and refining appropriate and effective processes and materials (including handbooks, community information, etc.) to support the work of APs and RCs in Vanuatu.
<p>Intermediate Outcome 3.2: Government and non-government partners are supported to implement agreed programming on child protection</p>	<ul style="list-style-type: none"> • Child Desk is being supported to develop a Child Protection Policy and Implementation Strategy. Recruitment and contracting of an adviser with technical support has taken place and work will take place over the beginning of 2016 commencing on 8 February. • The program is providing support to SCV to implement its Child Protection Program which supports government at the national level; some key government partners (Education, Health, Police) and some communities in pilot sites. Key achievements over the reporting period include: <ul style="list-style-type: none"> ○ Engagement with both Police and civil society organisations has been positive over this reporting period and significant commitments have been made for improvement of Child engagement practices moving forward through enhanced policies and training. While there is limited evidence of change at the policing level at this stage, the essential groundwork has been done to allow for further impact in 2016. ○ The work with the MJCS and Child Desk on continues to prove a challenging, however there is a renewed commitment from both DG and Child Desk to further invest time and effort into the NCPWG as the national coordination body. The Child Desk and DG have both been heavily involved in the early discussion on the development of a CP National strategy which has in part been down to the work of this program in continuing regular and sustained dialogue and support. ○ All the tools that have been developed during the community work have been shared with the Child Desk to build its capacity in running its own CP initiatives.
<p>Intermediate Outcome 3.3 (a) The network of institutions and practices supporting women experiencing family violence is extended and strengthened.</p>	<ul style="list-style-type: none"> • Whilst improving the experience of women as they interface with the justice system is mainstreamed across all programming (see section 2f for detail on progress of gender related issues) targeted programming resulting from the research conducted this reporting period is to commence at the beginning of 2016 building on the research evidence base.
<p>Intermediate Outcome 3.3 (b) Targeted justice sector agencies as well as local level actors are responding more effectively and consistently to women experiencing family violence</p>	<ul style="list-style-type: none"> • Whilst improving the experience of women as they interface with the justice system is mainstreamed across all programming targeted programming resulting from the research conducted this reporting period is to commence at the beginning of 2016 building on the research evidence base.
<p>Intermediate Outcomes 3.4: Targeted justice sector agencies and the Blacksands community representatives respond more effectively,</p>	<ul style="list-style-type: none"> • Targeted justice sector and community interventions responding more effectively to juvenile justice issues will commence in the next reporting period building on the research evidence base.

appropriately and collaboratively to juvenile justice issues in the pilot location

Table B: Summary of Key Achievements



Photo – Finance Staff from the Sector have been working with Public Financial Management Adviser – Ms Susan Morrison in large training sessions, small group and one on one to enhance their skills and capacity.

c) Key factors that account for the degree of progress towards outcomes

The key factors below impact *directly* on the delivery of the program rather than being part of broader contextual operating environment (as discussed in section 1). The factors below also include circumstances where program activity itself has opened up new enabling or inhibiting dynamics.

i. Enabling factors arising during this report period

1) *Maturity of relationships across the program*

After three years and nine months implementation with a consistent program team and low turnover of core advisers, relationships have attained greater maturity across the board. This is difficult to quantify but should not be undervalued. The maturity of relationships is in evidence in several ways, some of which include:

- The level of confidence and trust in the support being provided which increasingly allows counterparts to be forthcoming and open about their capacity needs and more pro-active in seeking support and advice. This is true both for those advisers working within one agency who have developed strong collegiate and mentoring relationships and those who are working across the sector.
- There has been a marked shift over 2015 from the program driving the provision of support to the program increasingly being asked to provide support. This opens opportunities to be more “demand-driven”, and indicates a greater willingness to seek support which is an important shift, but can be more challenging in terms of programming and resourcing. This also provides evidence of the relevance of the support that the program is able to provide which is increasingly responsive to demand and identified issues.
- Better, stronger relationships of the program with key partners allows for a level of permission to constructively communicate things that may be sensitive or contentious within those relationships. It is understood that this is an acknowledgment not only of capacity but also an understanding by the Government and other partners of the program’s intentions and orientation, and confidence in its motives.²³
- In particular, whilst the civilian advisers have only been working with VPF colleagues in a concerted way since July 2014²⁴, they have built up a good level of trust and confidence in the breadth of experience and depth of knowledge of the civilian advisers providing technical assistance.

2) *Working to a shared capacity development strategy*

- The program is starting to see the benefits of supporting capacity development for the sector using an overarching evidenced-based strategy; the Justice and Community Services Sector

²³ This may also be a by-product of the SRBJ program being implemented by a contract manager and therefore one step removed from the GoA and any perceived political agenda of the GoA.

²⁴ At the time when the two programs; Stretem Rod Blong Jastis and the Vanuatu Australia Police Project were integrated under the Policing and Justice Support Program (Vanuatu).

Capacity Development Strategy 2014-2016 (the CD Strategy).²⁵ The CD strategy encourages the program to work and think systemically, and to acknowledge that many well-coordinated and integrated development activities are likely to yield effective and sustained improvement.

- The approach is characterised by:
 - Willingness by advisers to leverage from existing work under the program so that their areas of specialisation are not treated as “green field” sites. This minimises repetition, reassessment, re-consultation and use of inconsistent approaches to capacity development and skills transfer. The more recently recruited HRM and PFM advisers have embraced the approach and acknowledged its benefits, particularly the benefits of a team-based approach and mutual assistance. Each further intervention builds on and benefits from what has gone before. For example, the detailed technical assessments carried out in the area of Public Financial Management focusing on individual and institutional financial capacity, build on the more generic data already available under the CD Strategy. The capacity development activities of the PFM and HRM Advisers are also aligned with the strategy and its emphasis on strengthening workplace learning. Another example was the second Victorian Bar Legal Advocacy Course, which was stronger and more relevant than the course delivered in December 2014. This requires significant investment of management time, evaluation, learning and the cooperation of the team.
 - The cohesiveness of the approach builds an awareness and recognition of the links between the different pieces of work. This is supported by a willingness of advisers to work as a team and to share information in an ongoing and seamless way.
 - For counterparts, this approach is more cohesive, seamless, integrated and more effective in reinforcing practice improvements, with less time wasting and duplication.
 - The belief that the targeting of capacity development in a multifaceted way will amplify its outcome. This appears to be the case with respect to records management support across the sector which is dealt with in more detail below.
 - Space for flexibility, adaptation of approach and responsiveness to emerging issues and changes in the context, within a unifying strategy.
- An example of where the targeting of an improvement from several directions has been able to generate incremental change is the improvement of records management across the sector (as distinct from generating workplace efficiencies based on that data which is a further step). The case and data management support, which commenced with an assessment of the status of data management systems and processes in around September 2013, showed that data across the sector was for the most part unreliable.²⁶ The CDM Adviser has been consistently supporting efforts to make the available data reliable on the basis that it is consistent, correct and complete. HRM and PFM advisers have faced similar issues in those spheres in that the requisite data is varyingly reliable or available. The Personal Management Skills course similarly focused in part on

²⁵ The strength of this strategy was also acknowledged in the Evaluation of the Strategy by the M&E Specialist: Evaluation of Capacity Development in PJSP(V) Submission Draft August 2015 (submitted 1 December) still being reviewed by DFAT at time of completion of this progress report.

²⁶ The data held in the DOCs OMS was a notable exception

improved records management. In addition, the MJCS efforts in support of monitoring, evaluation and reporting echoes the need for reliable and measurable data. The result is that there is a slow shift towards improvement in record keeping and the increasing reliability of data across the sector.²⁷ This is not to say that data across the sector is now reliable (as is clear from the M&E Update Report (Annex 13) for this reporting period) but just to say there are signs of small movements towards better records management.

3) Leadership

Leadership can be more or less effective; that is enabling or inhibiting performance improvement. However, from a sector-wide perspective, the justice and community services sector can claim a cohort of leaders that demonstrate a desire for progress and improvement.²⁸ This, in combination with a good understanding of the program, and effective relationships with the program (as outlined in (1) above) provides an enabling environment for strengthening program support for management and leadership development. This may not have been the case had the program sought to invest significant effort in leadership and management development soon after its commencement in 2012 in the absence of that trust and understanding on both sides of the partnership.

4) Strengthening of MJCS

- The MJCS has recently completed recruitment of the following positions during the reporting period²⁹ :
 - i. Organisational Performance Coordinator
 - ii. Capacity Development Coordinator
 - iii. Policy Adviser
 - iv. Sector Project Coordinator
 - v. M&E and Systems Officer

- These recruitments (some of them with payroll assistance from the program) represent a significant strengthening of the manpower of the MJCS. This provides an opportunity for building the MJCS's capacity to fulfil its mandate and provide more robust support to the sector. It therefore provides an enabling factor particularly with respect to progressing Component 1 end-of-program-outcomes.

- Nevertheless, supporting the new executive team and corporate services unit of the MJCS so that it can effectively fulfil its role within the sector is not without its challenges including; technical skill; knowledge and capacity levels; demonstrable capacity to work as a team rather than as individuals; ability to shift from a bureaucratic to a service delivery mentality; capacity to work in alignment with the MJCS values; capacity to demonstrate leadership in key technical areas; and effectively supported change management at the top.

²⁷ Supreme and Magistrates' Court; the litigations section of SLO's, PSU, VPF; the Ombudsman's Office, the DOCs data is reliable; the PSO's and PPO's data is increasingly reliable with the closing of dormant files and the cleaning of data.

²⁸ This is hampered sometimes a desire for change but a lack of understanding of how best to lead change in a way that ignites the support of teams; it is also often undermined by a divergence between express intention and actions.

²⁹ Principal Human Resource Officer remains under recruitment.

5) *Good foundations on which to strengthen workplace learning*

- The technical assessment and planning work across the sector in the areas of planning, records management, HRM and PFM together with class-room style workshops have provided a good foundation for continued and strengthened emphasis on workplace learning over 2016.
- This strengthened approach includes the MFEM and MJCS coaching of finance officers; the PFM needs-based “turbo-training” as provided to finance officers by the PFM adviser. Both of these initiatives are showing good results, and are easy to implement, responsive, flexible and targeted.
- In HRM support counterparts have been given “space” to test their ideas in the development and implementation of their plans, thereby strengthening their engagement and learning even though some false starts will happen. This is working well so far and providing an effective base for workplace learning.
- The Personal Management Skills Course delivered over 2015 has also laid good foundations through the inclusion of workplace projects as a course requirement to encourage practical application and workplace learning. This foundation will be further developed in 2016.
- The Women in Leadership Mentoring Program training also introduced 104 women to practical coaching, mentoring and relationship building skills that can be applied in any workplace in support of learning and development.

6) *Building and valuing increased specialisation and professionalism*

- Prior to the identification of the need for strengthened HRM and PFM systems and practices across the sector, there was little recognition of these domains as requiring any specialist skills or support. Incumbents were frequently given these responsibilities from secretarial or administrative backgrounds and then given little skills support or recognition.
- A hoped-for consequence of the CD Strategy focus on HRM and PRM, and one that is being realised in practice through the targeted support of HR and finance officers, is the increased recognition of these as areas requiring specific technical and professional skill, and the identification of these officers as a professional group.

7) *Malekula research*

- The expansion of the breadth of the research in Malekula from that originally envisaged at the time of the draft Stage 2 design for SRBJ and the time taken to conduct the research as well as the timing of the research within the lifetime of the program have provided a strong enabling environment for the program to engage in the intended programmed interventions.
- The program now has good networks to build on in Malekula; good relationships with relevant players both at the provincial and national levels; greater depth of knowledge, understanding and maturity within the sector; as well as connections that have meant that there have been positive influences on other programs, for example the TVET program.
- Expansion of the issues (to a broader look at conflict and conflict management) has provided a much better sense of the global complexity around the issues of gender based violence which will allow for more robust planning of interventions, that may also have some relevance, and may

therefore also be scalable to other rural locations in Vanuatu.

- The research in Malekula and Blacksands provide clear entry points for targeted work across the sector that is backed by evidence. This will provide an opportunity to target remaining interventions more effectively through the end of Phase 2, and will also potentially help to inform future programming directions in the sector.



Photo: Researchers in Northwest Malekula. Ms Patricia Fred, Project Manager Australian High Commission, supported the research and was later the Team Leader to the survey process in Blacksands, Port Vila.

8) Planning pieces – the two big ones – downstream benefits

- During the reporting period the program supported, primarily through facilitation of the Capacity Development and Leadership Adviser,³⁰ two larger pieces of planning within the sector. The first chronologically was the VPF Strategic Plan for 2016-2020 followed by the development of the VPF 2016 Business Plan. The second was the MJCS Corporate Plan for 2016-2018.
- The MJCS has finally completed and launched its first ever Corporate Plan (in accordance with the requirements of the PMO's M&E Unit). In addition to it providing the intended outcome of articulating the priorities and plans of the MJCS over the next two years, it has had the additional benefits of:
 - Strengthening recognition by the MJCS's newly recruited executive team, of the necessity to work collaboratively as a team; that is, that the most important of the goals of the MJCS as articulated in the Corporate Plan are unachievable through individual effort.

³⁰ With additional support from the HRM and PFM Advisers.

- Reflecting to the sector that the MJCS understands its responsibilities and has been listening to the demands of the sector (e.g. as articulated in HOAG meetings and through the Sector Survey).
- Allowing the newly recruited staff members of MJCS to assist in shaping the articulation of the future goals of the MJCS.
- With respect to the VPF plans, in addition to achieving the desired outcome of developing a shared vision for future priorities and development of the VPF, there were side-effects of the planning process that provide an enabling environment for further support and development. These include:
 - For the CSU, VPF in particular, there is a small observable shift towards greater openness to being more engaged in learning and development. This was made possible by broader engagement with the staff of CSU, perhaps resulting from a recent leadership change. Business planning as directed by the CSU was more broadly-based and participative, involving a wider group of staff than it has in the past. This, together with greater number of technical advisers regularly collocated at the CSU, VPF has shifted the engagement around learning to something that might be broader based and more participatory.
 - The planning process demonstrated positive and self-driven interest at Commander level in developing the activity plans for 2016. For example, senior officers in Southern Command met before the formal planning event to prepare and gather ideas. They then came to the planning event with a first draft of their activity plan. This appears to have been the first time that they have had complete control and responsibility for developing their own plan (rather than consultation followed by “back room” plan development). This energy and momentum should be used and supported where possible by PJSPV.
 - The VPF Executive for first time developed its own activity plan, which is demonstrative of higher-level responsibility for change. Previously activity planning was delegated to Commander level, with little if any specific articulated responsibility for change at executive level. In addition, the activity plans include reference to the progress of gender equity, community policing and executive development. These open up significant opportunities for engagement by the program in support of improvements for women within VPF³¹, the capacity of VPF to build effective community partnerships, as well as strengthening the capacity of the executive through tailored development.

9) Openness to the provision of support to the Magistrates' Court

³¹ Participation of Women in the VPF remains a key priority for the VAPP. Civilian advisers continue to discuss how to best to share key findings, and garner executive and operational commitment to implement the key systemic recommendations of the report for which progress remains unclear.

The capacity of the Magistrates' Court is low and has an impact on the system as a whole. Some of the concerns in this regard are outlined under section 1(b)(i). The Chief Justice has stated in December 2015 that he is now willing to accept program support for the Magistrates' Court. This is a very significant shift and will allow an opportunity for improving the capacity of one of the weaker institutions within the justice system which has heretofore been unavailable.³²

ii. Inhibiting factors arising during this report period

1) Human resource management support

With the HRM Adviser having been in country for six months by the end of 2015, it is appropriate to identify factors that inhibit the modernisation of HRM management across the sector, which include:

- Working across the sector (i.e. the MJCS, sector agencies and the VPF) means a high workload for the position. This necessarily has an impact on the rate of progress and the intensity with which the adviser can work with any specific agency. For example, in Department of Corrections (Corrections) the adviser is working with the HR Manager but has limited time to support him in what is a significant human resource change process. Similarly the Judiciary are seeking independent support in all aspects related to HRM and additional support will need to be focused there over 2016. The advantage of the approach is that it: facilitates the sharing of benefits across a wider group of beneficiaries; allows the application of assistance methodologies in specific agencies in a timeframe that suits them while elsewhere the work might face an impasse (for example the approval of the proposed methodology for the legal salary review by the JSC) and provides efficiencies for aid spending.
- Practice and services across the sector in HRM (and maybe other support functions) are somewhat less efficient as a result of the decentralised model of HRM (and other support services). However a shift to a centralized approach is unlikely to happen in the context of this sector which strongly guards its independence in these respects and the technical assistance will continue to be driven for improved service provision in each agency. Part of this reform process will be to strengthen the capacity of the HR Principal Officer once an appointment is finalized at Ministry to drive coordination and collaboration and so that the appointee can demonstrate knowledge and provide strong best practice guidance.
- There has been a tendency for HRM not to be recognized as a specialist technical function by some in decision-making positions in the sector, and as a consequence some appointments have not been based on merit or on assessment of HR competencies. There has been a lack of understanding previously of this being a specialised field so people have often just randomly gained some HRM responsibility on a full-time or part-time basis, with the result that there is no consistency of skills and experience across the sector. The HRM Adviser will raise such issues with heads of agencies and endeavour to clearly identify HROs or those with HR function as well minimizing some of the greater inconsistencies through capacity development initiatives.
- There have been some notable challenges with the use of the Human Resource Information System (HRIS) known as Smartstream. MFEM control Smartstream and access for HROs has been difficult,

³² Even to the extent that water tanks for drinking and cleaning for the Court House and residence in Isangel, Tanna, which were approved by the program, have not, after over a year, been approved for provision to the Magistrates' Court by the Chief Justice.

often non-existent or highly limited. As a result data integrity is an issue as well as lack of competency in reporting information. There are plans in place for the introduction of a new HRIS for the public service but this will not be effective until well after the completion of the current Stage of the program. In the meantime therefore, the program will make an effort to strengthen the use of Smartstream and the quality of the data. This will include HRO user training on the system featuring both classroom and on-the-job training using action-learning techniques to strengthen the effective use of the HRIS. This will also be combined with excel training to allow for analysis and reporting of data from Smartstream. This should address the lack of accuracy of HRM records right across the board in MJCS, the agencies and the police.

- The issue of HRM associated budget expenditure and liability for VPF (and less so for justice) is a very significant challenge which has a pervasive impact on other areas of capability.³³

2) Public Financial Management support

By the end of 2016, with the PFM Adviser having been in country for seven months, there is sufficient time to identify some factors that inhibit the progress of the strengthening of PFM management across the sector, which include:

- There is a process of constantly deferring progression on initiatives (“*tomorrowing*”) which results in a loss of momentum. The cause of this appears to be a mixture of competing pressures or requests from superiors; competing priorities and lack of planning and organisation.
- Delay results from constantly waiting for counterparts to have the time and motivation to set and attend meetings including for mentoring sessions which results in “stop-start” type progress.
- There has been lack of availability or interest by two institutions in completion of the Institutional Financial Assessment which has meant several failed attempts at completing this work and therefore consequent delay.³⁴
- In some instances there are very poor expenditure choices and passive resistance to suggestions for monitoring and reporting.
- For some institutions there are extremely frayed relationships with PMO and MFEM which makes progress and improvement more difficult.
- In some instances whilst the initiative might come from a request by a finance officer (“we really need X...”) once the adviser then designs a relevant document, form or tool or report; finds out requisite information and demonstrates how it could be used, there is then a loss of interest in progressing it. This is likely due to the perception that it is too hard, creates work or results in change management challenges that seem too difficult.

3) Challenge of translating new systems into service delivery outcomes

- The program is making significant investment in the improvement of case and data management across the sector as well as in systems procurement. The intention of this

³³ In the VPF there are 120 officers who are appropriate for termination of service with the VPF on one or more grounds such as retirement, ill health, disability or death (in terms of the records). There are medical cases and maybe others as well with no paperwork were salary is continuing despite there being no continuing eligibility for salary. The record keeping is of poor quality such that it is very difficult to get an accurate picture of the HRM situation within the police.

³⁴ This was primarily with DWA and VPF.

support is to provide information and understanding that will contribute to improvements in case visibility, timeliness, clearance rates, reduction in unacceptable backlog and attendance rates.³⁵ It is also intended that improved case and data management and systems will trigger improvements in the monitoring and evaluation of progress for managers.

- There is a reaction and acknowledgment by managers or heads of agencies when data reveals low clearance rates; workload or pending imbalances but so far this has not been significantly translated into improved timeliness or changes in approaches to work to actively target the concern.³⁶ It is hoped that this will increasingly occur over the life of the program with encouragement and support. The question of “why this has not happened” has not been asked in all cases as yet, although some areas where timeliness should be enhanced pose significant challenges for the justice sector.
- The challenges of translating systems change into service delivery outcomes is hampered both by:
 - a. IT capacity within the sector available to support developments on an ongoing basis. This at the moment is shared between the CDM Adviser, the M&E & Systems Officer and OGCIO but does not provide dedicated IT capacity to the sector. This may be alleviated by the recruitment of a junior IT “trouble-shooter” for the sector within the MJCS structure.
 - b. Leadership capacity to drive the workplace changes that would be required to ensure and embed service delivery improvements. This perhaps has been most evident in courts where there has been very significant overall investment of funds and time with no evidence of service delivery improvement and the SPD where the file stocktake and accuracy of data within the SPD’s Tracking System has not significantly progressed.

4) Social justice issues - capacity

The conduct of the research in Malekula and Blacksands and the work related to the FPA Pilot confirms a profound lack of capacity at high levels and in key positions with respect to a complex understanding of social justice issues. These issues tend to be dealt with in simplified and dichotomised ways (for example, kastom vs law). This is in evidence through the constant repetition of perceived views that are not influenced by increased evidence and knowledge base; a shallow understanding of complex issues; recruitment of people into the wrong positions; significant challenges in building good capacity in country in the shorter term; difficulty in unearthing talent in these areas; and highly politicised views with respect to social justice issues such as gender based violence and child protection (and even state justice and law) which do not allow for constructive discussion of best approaches.

5) Impact of LSIP for Vanuatu

Over the time that the program has been supporting the LSIP the numbers of ni-Vanuatu students participating in the LSIP has been declining. This maybe a direct result of the fact that there are no longer GoV scholarships for ni-Vanuatu law students which has resulted in the overall decline of ni-

³⁵ Relates to indicator S1.4.1

³⁶ For example there are still numerous files in SPD and PPO that need to be finalized and returned to the VPF. This has been identified as a concern since this work commenced and prior to Stage 2 of the program.

Vanuatu students.

This issue is perhaps something that could be taken up more robustly by the MJCS with the Ministry of Education (MoE). MJCS could develop a justification paper based on evidence (a survey of need) for the MoE to support scholarships for law.

6) Integration of the program

Overall the integration of SRBJ and VAPP has been very positive given the interrelatedness of needs and issues, and the impact of police and justice issues on each other. The programs are increasingly working as one team and increasingly sharing issues and information and collaborating on delivery of activities.

There is a reality in engagement with the policing component which, in part on account of the capacity and lack of clear strategy of the VPF, means advisory inputs in policing tend to be more reactive to emergent issues.³⁷ Obviously, the program as a whole needs to remain flexible and responsive to opportunities, but within the frame of reference of a clear strategy. The civilian advisory support to the VPF over the last three to six months has been significantly reactive, most noticeably in the area of planning. The impact with respect to SRBJ is that advisers become unexpectedly unavailable to progress planned SRBJ activities for significant amounts of time.

These issues were particularly present during the strategic planning process of the VPF. All PJSPV civilian advisers viewed the development of the VPF Strategic Plan as a particular opportunity to enhance planning and align VAPP plans to strategic priorities. Advisers also felt that there were key elements missing from the VPF's operationally focussed approach that deserved attention during planning (for example the need to elevate the profile of critical enabling issues, such as financial and HR management, or the need to elevate and address gender issues). A particular effort was made by the CDL Advisor in helping to finalise the plan, and the subsequent Business Plan. It is hoped that the flow on effects of strong forward planning within the police will have broad and positive implications for the way that advisers work on the police component. For example, it clarifies how the advisers can focus effort in support of clear and agreed strategic priorities. Engagement in the planning process was also a particular opportunity for advisers to strengthen relationships and trust across all levels of the VPF; and for alignment of VAPP plans and capacity development support with those of the VPF. There are additional concomitant softer gains of sustainability and ownership.

During the final year of Stage 2 of the program there will be a significant amount of work to complete with the police including; the narrowing and strengthening of the capacity development work and the ramping up of implementation building on the Malekula and Blacksands research; against the backdrop of a review, a refinement of the design and a re-tender; all of these elements need to be well planned and managed if they are to be achieved over the final 12 months of Stage 2 of the program.

Systemic issues within the legal sector that hamper service delivery improvements identified last progress report in the main continue. With additional comments, these issues include:

³⁷ This is in part due to the nature of the VPF with its high politicization and changing priorities, but could be mitigated against by a clear strategy of support or even, to a lesser extent through iterative planning that allowed for forecasting of activities, priorities and intentions periodically; say quarterly.

- 1) A practice has arisen within the legal profession for numerous attendances (usually conferences) and adjournments of court cases which increase delay and cost for users. There has been no further survey completed during this reporting period and no discernible focus on reducing court attendances.
- 2) Continued delay in the admission to practice of lawyers within the public offices. This can sometimes take up to three years. The PSO is seeking a legislative amendment to mitigate against the impact of this for that office and to bring it in line with the SLO and PPO.
- 3) An ineffective law society, which means that there is no provision or oversight of continuing legal education. The program is not aware of any activities over the reporting period that have been conducted for the benefit of the legal profession by the Law Society;
- 4) Little or no disciplinary action taken with respect to unethical or fraudulent behaviour of the legal profession.
- 5) Significant numbers of prosecutions that do not proceed for want of prosecution or as a result of dismissal in the Magistrates' Court, which requires further investigation. Disaggregation and analysis of the historical 'for want of prosecution figures' has not taken place over the reporting period but the new Court Management System will allow better analysis of the causes of these dismissals for the future.
- 6) There is some early evidence of the practice of light sentencing in domestic violence cases and sexual assaults by a number of judicial officers.³⁸ The Magistrates' Court adjourned the entire domestic violence list from November to March on the apparent basis of parties needing to obtain legal advice.
- 7) Ongoing concerns about equity, impartiality and interference in decisions about recruitment, and access to development and promotional opportunities.

³⁸ After a manual review done in December 2014 by the CDM Adviser. There may be greater data in relation to this once the UNWomen concludes its research which is focusing on access to justice for women through the formal justice system, particularly police and courts.



Advisers David Bade and John Connoley with staff in Santo undertaking Training for the Rapid Charge System

d) Implications for achieving end-of-program-outcomes

The key inhibiting factors outlined in section 2c) above are unlikely at this stage to prevent the achievement of the end-of-program-outcomes but they do have the potential to impact on the speed of progress to the end of program outcomes and level of achievement by end of 2016. That is, there may be improvements in service to women, children and youth but the gains may be greater if some of the inhibiting factors could be reduced, mitigated or removed.

Similarly delay identified in section 4a) in the progress of the delivery of outputs against the Workplan are at this stage not likely to delay progress towards achieving interim or end-of-program outcomes although interventions in component 3 may not be as advanced as hoped by the end of the program.

e) Variations to Workplan

There have been no significant *variations* to what has been proposed in the Workplan; the only change has been delay. There has been delay in five areas, as follows:

- 1) There was delay in the **implementation of the research for Malekula and Blacksands** which was forecast in some detail in the previous SRBJ Progress Report.³⁹ It was hoped that the reports and analysis might have been completed at the end of the reporting period but it is now likely to be completed in January and February of 2016.
- 2) There has been delay in the continued implementation of the mentoring program under the **Women in Leadership Mentoring Program** as a consequence of some challenges arising from the mentor matching process advocated by the Work Place Learning Adviser and the availability and analysis of the pairing nominations.

³⁹See page 28, Section 2e(iii)

- 3) The MJCS has been slow to finalise and recruit its adviser pursuant to the grant to support the GoV National Child Desk to develop a **National Child Protection Policy** and a **National Child Policy** with implementation strategies. An adviser has been identified and recruited to commence 8 February 2016 and will be supported by technical assistance from Save the Children. It is hoped that the two pieces will be completed in the next reporting period under a two-part 70-day contract.⁴⁰ Generally, delay under grants would be reported on in the section relating to special issues below but it is included here as it also has implications for programmatic work supported by Save the Children under Component 3.
- 4) Further support to the **JCSSS** has been delayed awaiting approval by the HOAG for an agreed way forward. The HOAG confirmed its agreement with the way forward at the HOAG meeting of 30 September 2015⁴¹, which now in particular paves the way for program support for two strategies: the development of an integrated juvenile justice system inside the sector (strategy 2); and the improvement of the sector's response to the protection and service provision for victims support (strategy 3). The progress of the JCSSS has been delayed but program support for these two strategies will commence over the next reporting period.
- 5) Development of a **communications strategy** resulting from the delayed recruitment of the Communications Volunteer (post Cyclone Pam and budget cuts to the volunteer program by GoA).
- 6) **Recruitment of the new Partnership Coordinator** was delayed as a result of the preferred candidate wishing to complete certain milestones within her current office before accepting the position.

iii. Update on minor delays from last reporting period

Delays in the delivery of outputs listed in the last progress report are set out in Annex 10 with comments on their current status.

f) Gender

i. Ways in which the program has contributed to gender equality or empowerment

During this reporting period:

- 1) Gender equality issues and concerns are a standing agenda item for all PJSPV team meetings.
- 2) SRBJ advisers are asked to reflect on how they might strengthen and support gender equality and empowerment in their area of work during each structured conversation and each adviser's six monthly progress report.
- 3) The program has completed two significant pieces of research that will provide meaningful information about how women perceive the management of conflicts at the community level

⁴⁰ Otherwise delays under grants are dealt with under section "Special issues relating to the grants facility"

⁴¹ See "Approved Way Forward for the Justice & Community Services Sector Strategy", Annex 11

and by the formal justice agencies with which they have had experience. Aspects of this research have not been done in Vanuatu before and will contribute greatly to the evidence base available on justice issues at the community level in Malekula and in peri-urban Blacksands.

- 4) The program has commenced implementation of the Women in Leadership Mentoring Program, and has provided training to 104 women.
- 5) Ongoing high level of support to female lawyers within the PSO
- 6) Significant proportion of clients to whom the PSO provides services is made up of women.⁴²
- 7) The Court Management System will be able to provide good disaggregated data for the first time. Gender is now a mandatory field.
- 8) The SLO Case Management System will be able to provide good disaggregated data for the first time. Gender is now a mandatory field.
- 9) The only female prosecutor within the SPD has agreed to be the Domestic Violence officer for the SPD and now has carriage for all domestic violence cases in the Port Vila Office and will become the subject matter expert in this area. It has been agreed that this officer would provide a list of upcoming Domestic Violence cases to the VWC just prior to the mention date for these matters.
- 10) Encouragement of MJCS to emphasise that women should be encouraged to apply in the recent recruitment process for the Sector CD Coordinator and subsequently supported the recruitment of a woman to that position.
- 11) Inclusion of the empowerment of women in the MJCS Corporate Plan 2016-18.
- 12) Inclusion for the support for the participation of women in the VPF Strategic Plan 2016-2020 as a high level goal, and subsequent activities in the 2016 Business Plan.
- 13) High level of engagement with female finance officers (53% female) for PFM support.
- 14) High level of engagement with female HR officers.
- 15) Ni-Vanuatu female law graduates completing the LSIP have a greater opportunity to secure full time employment in the sector as shown by recent Tracer Study of December 2015.⁴³
- 16) Strong interest and engagement of women from junior to senior levels in the Personal Management Skills course, with 44 (38%) women attending out of a total of 115.

⁴² From January to early **December 2015**, the office represented 253 criminal clients and provided advice and representation to 513 civil clients. One third of civil clients were female. By comparison, in 2014, the office represented 221 criminal clients and 466 civil clients. Only one quarter of civil clients in 2014 were female. The data shows that in 2015 the PSO improved service delivery by helping more needy people and more women

⁴³ Tracer study is still being finalised.

g) Areas of strategic focus for the next reporting period

Building on the first eighteen-month workplan for Stage 2 of SRBJ, the strategic focus for the next reporting period and beyond will be:

- 1) **Capacity Development Workplan for 2016** will continue to be aligned with the CD Strategy and its underpinning theory and will very much be focused on: the consolidation and strengthening of work to date; on enhancing the sustainability of effort; and developing a strong evidence base on which to build the next phase of the program.
- 2) The Capacity Development Workplan will also include a strong focus on:
 - Broadening and strengthening leadership and management development, as well as integrating leadership development well into the existing capacity development work (e.g. institutional strengthening) in a way that is clearer and more explicit; and
 - Continued emphasis on workplace learning and training transfer so that by the end of 2016 the program will have tested a clearly articulated approach and gathered good evidence so that there is a clear understanding about what has worked and what has not worked with respect to the capacity development approach. This will also provide evidence to inform future program effort with examples of what has worked well and what can be built on further.
 - Support for women and their effective participation in the sector, including progressive implementation of the Women in Leadership Mentoring Program.
- 3) After, completing the research work for **Malekula** and **Blacksands** through analysis and reporting on the data, the program will focus its effort on the design of interventions for both Malekula and Blacksands that build on the evidence in a careful, achievable way. The intention is to build strong evidence-based, targeted interventions that will provide solid foundations for the continuation of this work into the next Stage of the program.
- 4) **Case and data management** support will focus on:
 - Ensuring the VPF Information System is installed, relevant officers are trained and roll out of the system is well underway;
 - The new systems for the Courts and SLO are well embedded;
 - The whole-of-government Document Management System (DMS) is tailored and implemented in two to three agencies across the Sector.
 - Strengthening records management rigour across the sector in terms of correctness, consistency and completeness.
- 5) With respect to support to **PSO** and **SPD** the focus will be on consolidating the gains achieved thus far and on strengthening the sustainability of the progress to date.
- 6) By the end of 2016, the **Public Financial Management** support will seek to achieve clear progress in key areas of financial management evidenced by:

- Finance officers in MJCS and CSU, VPF and other key agencies adopting and self-implementing financial management initiatives building on tools supported or provided by the program.
 - Key PFM counterparts are committed to catching up regularly, coaching each other, interacting more robustly and asking for support.
- 7) Key PFM counterparts are recommending and designing solutions to financial management issues and being more proactive in some key areas such as, forecasting, and monitoring.
 - 8) By the end of 2016, the **Human Resources Management** support will seek to achieve clear progress in key areas of HRM evidenced by:
 - a. Implementation of most if not all of the HR objectives in the (Compendium of HR Plans), particularly in resolving problems and in system improvement, and a focus on performance management and accountability
 - b. Development of a key technical competencies framework for the sector by a cohort of HROs.
 - c. Development of a broad understanding of the HRM plans and competencies by supervisors.
 - 9) There has been progress towards the aspiration of becoming an employer of choice, including the Legal Salary Review is completed and delivers greater equity in the sector.
 - 10) Completion of a robust achievable **plan for JCSS Strategies two and three** relating to juvenile justice and victims support respectively.
 - 11) Exploration of with possible implementation of support for the **Magistrates' Court**.
 - 12) Exploration and implementation and an approach to more effectively driving and supporting the **law reform agenda of the sector**. Law reform is hard to achieve in Vanuatu but it may now be opportune to leverage off the better understanding of the sector and the maturity of relationships, to develop in partnership with the sector, a reform agenda (that would identify the most needed and highest impact amendments in the law and justice arena) that could be driven by the MJCS (together with SLO and VLC as appropriate) with program support.



The Chief Registrar of the Supreme Court works with staff on refinements to the new Courts Management System

Lessons

The requirements of close integration and coordination of effort and collaboration with the expansion of activity and complexity of the program continues to be very important⁴⁴ and perhaps even more noticeable with the arrival of additional cross sector advisers whose fields of support are overlapping and mutually supportive.

Action Learning: During this reporting period the approach to the delivery of the CD Strategy generally, and the Personal Management Skills course specifically, illustrates the benefits of strong collaboration (in this case with the Advantage Management Consulting (AMC)) and an emphasis on co-learning and adaptation throughout the period of implementation. For example, the data provided to AMC from the assessment work which is reflected in the CD Strategy, meant that AMC knew exactly what the program was looking for and they were able to make recommendations of training modules based on clear learning outcomes. The AMC trainer is aware of the need for good, appropriately targeted, relevant training but also emphasises the critical need for training transfer – i.e. that what is learnt in the training room is readily applied in the work place. Her approach to the delivery of the course has been very effective, and she has been committed to rigorous training evaluation, learning and adaptation, with each delivery building on what has been learnt. The trainer and the CD&L Adviser critically reflect after each course delivery, review evaluation data and identify what is working and what is not. AMC's collaboration and approach in working with the CD&L Adviser provides a good

⁴⁴ See p30 of the last SRBJ progress report for July-December 2014

example of the benefits of a structured action learning approach. This has allowed for re-orientation, refinement and adaptation as the course progressed.⁴⁵ The AMC trainer is well placed to provide more practical in-situ support for workplace application in the next reporting period, an idea which is now being discussed with AMC.



Photo: Adviser Stephen Barlow with staff from the Public Solicitor's Office at the Office's planning retreat.

⁴⁵ The course was delivered 6 times to 115 participants in Luganville and Port Vila.

3. Reach & coverage of outputs during Reporting Period

The table C below provides some (albeit approximate) indication of number, reach and coverage for key outputs⁴⁶ over this reporting period:

Component 1	Outputs	Number & Reach	Coverage
	MJCS website & newsletter	594 unique visitors (peak per month)	Vanuatu and beyond
	JCSS Newsletter	184 recipients within Vanuatu; government and non-government and development partners	Vanuatu (mainly Port Vila)
	JCSS M&E Plan and M&E Support	14 Agencies in Port Vila	Port Vila
	Case & Data Management support	VPF, SLO, Courts, PSO, SPD, PPO, Corrections, CLMO	Port Vila and for courts other provincial centres
	Budget and Planning terminology Guide	10 Finance Officer - 2 in MJCS, 8 in VPF	Budget and Planning terminology Guide
	Budget Consolidation spreadsheet for Operations Budget submission	6 VPF officers (however out of time to implement fully)	Budget Consolidation spreadsheet for Operations Budget submission
	Job analysis – financial responsibilities for Work plans and performance appraisals	2 Finance Officers MJCS, 5 officers at VPF	Job analysis – financial responsibilities for Work plans and performance appraisals
	Real cost of Policing, Financial Position analysis and sample monthly report for Police.	6 Finance Officers VPF	Real cost of Policing, Financial Position analysis and sample monthly report for Police.
	Schedule of first stage priority Retirements for VPF with estimated costing. Budget bid for 2016 submitted.	(27 officers nominated, plus 11 deceased)	Schedule of first stage priority Retirements for VPF with estimated costing. Budget bid for 2016 submitted.
	Financial Management goals and strategies included in the VPF Strategic Plan 2020, VPF Annual Business Plan 2016, MJCS Strategic Plan and Annual Corporate Plan. (participation of PFMA and Finance Officers in Planning Workshops) Strategic planning – Performance System Flowcharts for VPF and MJCS.	VPF and MJCS. 3 Finance Officers VPF, 1 Officer MJCS participated in workshops.	Financial Management goals and strategies included in the VPF Strategic Plan 2020, VPF Annual Business Plan 2016, MJCS Strategic Plan and Annual Corporate Plan. (participation of PFMA and Finance Officers in Planning Workshops) Strategic planning – Performance System Flowcharts for VPF and MJCS.
	Revenue Policy frameworks and review of existing arrangements	For VPF, CLMO and Corrections	Revenue Policy frameworks and review of existing arrangements
	Develop forecasting model for MJCS (cash flow, budgeting and expenditure management)	Initially for MJCS with 1 officer.	Develop forecasting model for MJCS (cash flow, budgeting and expenditure management)
Finance Coaching with MFEM	6 active coaches from MFEM with 3 MJCS coaches, 17 sessions between the 5 coaches surveyed. Participating agencies include Malvatumauri, Public Solicitor's Office, Public Prosecutor's Office, Police, Lands Mgt Office, State Law Office, Women's Affairs, and the Law Commission	Port Vila	

⁴⁶ For greater detail of outputs refer to the Table in section 2b headed Summary of Key Achievements

Component 2	Outputs	Number & Reach	Coverage
	Financial Skills Assessment and report	22 Finance and Admin Officers completed 7 for VPF, 15 for MJCS. 59%female, 41% Male	Port Vila
	Capacity Dev Strategy and Training Plan for Financial Management	Distributed to HOAG, Finance Coaches and MFEM Training Coordinator, and 27 Finance Officers in Justice and VPF	Port Vila
	3 Finance Training and information sessions 1 formal training session Fraud and Corruption 7 turbo training sessions (2 MJCS, 5 VPF) 10 mentoring sessions (6 MJCS, 4 VPF)	16 officers from Justice sector, 11 officers from VPF, and 9 officers from MFEM (total 36) 47% Male, 53% female	Port Vila
	Organisational Financial Maturity Matrix Report	6 Justice Sector Agencies completed assessments, MJCS, DWA, PPO, PSO, Malvatumauri, and Judiciary.	Port Vila
	Budget and Financial Mgt information session and workshop for PSO Planning Retreat	25 staff from Public Solicitor's Office	Port Vila, Santo and Tanna
	HRM Support	To be submitted	
	PSO legal technical support	10 lawyers	Port Vila and Luganville(2)
	PSO annual planning	19 PSO staff	14 Port Vila, 4 Luganville and 1 Lakatoro
	PPO annual planning	23 PPO Staff	Port Vila and Luganville
	SPD - systems improvements (SPD & VPF training on RCS)	4 female staff (1 prosecutor) 29 VPF staff (6 females) 32 VPF staff (12 females)	Port Vila Port Vila Santo
	SPD CLE	14 VPF staff (of which 2 were female) for the outer province training using the SPD Manual.	Tanna
	Mentoring training as part of Women in Leadership Mentoring Program	104 female participants, 58 from justice agencies and 46 from VPF	Port Vila (93) Provinces (11)
	Personal management skills training	115 staff (44 female, 71 male), with 80 participants from justice agencies and 35 from VPF; Northern provinces (43) Port Vila (71) Southern provinces (1)	Port Vila (4 courses delivered in PV) Santo (2 courses delivered in Luganville)
	Lawyer Professional Development Placement	1 male PSO lawyer, 2 week placement with North Australian Aboriginal Justice Agency, Darwin	Santo
	Legal CLE - 2 nd South Pacific Lawyers Conference, Brisbane	7 attendees from VWC, PSO, SLO, VLC, PPO (3 females, 4 males)	Port Vila (6) Provinces (1)

Component 3	Outputs	Number & Reach	Coverage
	SCV	National CP stakeholders through the NCPWG; MoE, MoH representatives, 2 communities in Ambae; two communities in Santo	Port Vila, Santo and Ambae
	Research - Malekula	10 ni-Vanuatu researchers trained (including reps from Vanuatu Law Commission, DFAT, CARE) Research carried out in 39 villages with: 379 men 379 women 45 chiefs and community leaders 9 police officers 5 other justice and provincial stakeholders	All of Malekula
	Research - Blacksands	5 ni-Vanuatu researchers trained (including reps from Wan Smolbag) Research carried out with: 230 men (questionnaires) 237 women (questionnaires); ans Focus groups with 32 chiefs / community leaders /men and 22 women	Blacksands
	DWA FPA support	Mapping and research occurred during previous reporting period and planning and consultation continued in relation to those sites.	Santo (South, Fanafo and Malo), Efate (Port Vila and North Efate)

The program is incrementally increasing the number of people that it reaches across the sector each reporting period to include heads of agencies, office managers, finance officers, human resource managers, lawyers, prosecutors, data entry staff, women within the police force, the police executive, the police CSU, key sector NGOs (Wan Smol Bag, Vanuatu Women’s Centre, Vanuatu Society for Disabled People). Whilst the coverage remains predominantly in Port Vila, there have been increases in support beyond Port Vila in terms of capacity building, in particular, where staff are brought in from the provinces for sector wide initiatives or supported through agency supported initiatives to go out to the provinces. The work to support women experiencing family based violence will also increase reach out of Port Vila (to include Malekula, Santo and rural Efate).

4. Adequacy of Progress

a) Against the Workplan: On time

Delays and variations to the Workplan are described in more detail in section 2e above.

Overall the program is being delivered well (70-75%) and in accordance to the timing described in the workplan with some slippage.

The areas in which there has been some delay are: progress of planning and implementation of the JCSSS; development of a communications strategy and approach; continuing implementation of the Women in Leadership Mentoring Program; progress of the MOU with Solomon Islands IPAM; targeted leadership and management development for the sector;⁴⁷ and commencement of interventions for the pilot sites in Malekula and Blacksands building on the research. The FPA piloting has also been delayed as the program and DWA garner appropriate approvals for a changed approach to its implementation. This support was not included in the Workplan to end 2015 but was seen to be appropriate for program assistance given the thematic focus of the support and the necessity to progress and test this aspect of the FPA.

Overall the progress of delivery of outputs and progress towards end-of-program-outcomes at the end of 2016 is adequate and generally on time given the increased size and scope of the program since integration of the two programs in 2014 and the program's desire to remain flexible and responsive to opportunities as they arise.

The delay may have an impact in some areas on the strength and the depth of the program outcomes but it is nevertheless felt that the progress for the most part has been carefully planned, evidence based, iterative, coordinated and multifaceted and will lay strong foundations on which to build post 2016.

b) Adequacy of inputs to meet end-of-program-outcomes

The inputs in Stage 2 of the program are adequate to meet end-of-program-outcomes.

Over this reporting period there have been incremental advances in the intermediate outcomes under Component 1. There has been more information sharing and more rigorous monitoring (intermediate outcomes 1.1 and 1.2); work-in-progress to strengthen communications, reduction in delays as well as improved financial management (intermediate outcomes 1.3, 1.4, 1.5); all of which will be built on over the next reporting period and beyond and which are on track to deliver progress towards the end-of-program-outcome for Component 1.

Component 2 has demonstrated progress over the reporting period with respect to workforce planning (intermediate outcome 2.1) and improvement in work systems and practices that demonstrate improvements in service delivery (outcome 2.6) which need to be consolidated, particularly with respect to workplace changes needed as a result of the data that is being generated by the Court Management System, the SPD Tracking System and other systems improvements. The professional participation of women needs an intensified focus over 2016 to demonstrate significant progress.

⁴⁷ In part this has not progressed as it was intended to support leaders driving the JCSSS which has not been progressed as anticipated.

The budget cuts to the program over its life has meant that the program has had to rationalise some costs within the CD Workplan which may impact on the degree of progress under Component 2.

Expansion in the scope of the research and the delay in the commencement of interventions too may impact on the degree of progress made under Component 3; and yet the expansion of the research for Malekula, will, it is foreseen, allow the interventions to be more widespread (and less community specific) than was originally envisaged. That is, interventions have been delayed to allow for a larger piece of research which will potentially allow broader interventions both in type and geographical spread. In Blacksands the research looks more broadly at all types of conflict management and whilst it has a specific focus on youth should provide a broader evidence base for broader justice strengthening initiatives. Ultimately it is assessed that the program will be able to demonstrate some progress against all five of the intermediate outcomes for Component 3 at the end of Stage 2.

c) Against Budget

Annex 12 provides a full financial summary of the reporting period. The program has had a cautious period from a budget perspective. The low Australian dollar, combined with the budget allocation of A\$4.3million in the financial year (next to an allocation of over A\$5million in the previous year) have made finances tight. On top of this the heavy reliance of the VPF on core operational funds from the VAPP has led to necessary short term overspends of the monthly budget. At the same time, with 18 months until completion of the current contract, and a team which is implementing as opposed to planning, this is a period of high demand for the programs resources. A final factor impacting on the program's budget is the commencement of the Ministry Hub positions which took a long time to come on line, the program previously had greater spare financial capacity to meet the ad hoc needs of the sector, however this has been curtailed with this additional budgetary commitment

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It is therefore clear that the demands on all aspects of the program's budget are significant. While Management is not alarmed, nor is this situation unexpected, all aspects of financial management are very closely watched at present. While the program operates essentially two different budgets⁴⁸ these budgets are more and more unified as the team increasingly works together. There is also a practical reality that, within the overall value of the contract, and overspends must be managed through budget allocations from different line items. This does not preclude funds being used to support either policing and justice initiatives if there is sound logic for doing so and with approval and support from both Team Leaders and DFAT.

Table D below illustrates that budget line items remain below annual limits, however with approval from DFAT some line items have been expensed in a way not previously envisaged at the time of the original contract amendment. For example the short-term personnel line has had greater costs associated with it based on recruiting a short term M & E Adviser as opposed to a long-term position, in accordance with this, the long-term personnel costs are significantly lower than planned. These changes are budgeted for with approval from DFAT.

⁴⁸ One for policing and one for justice.

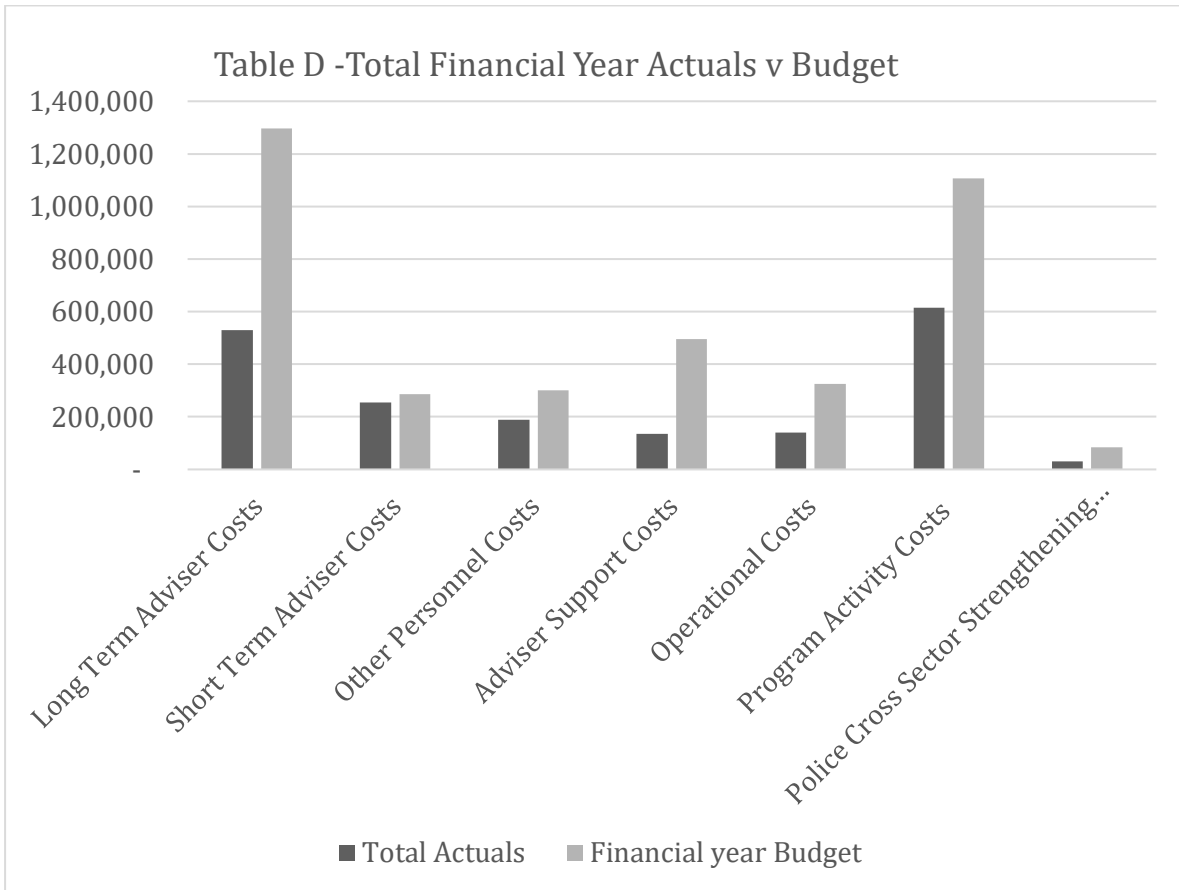
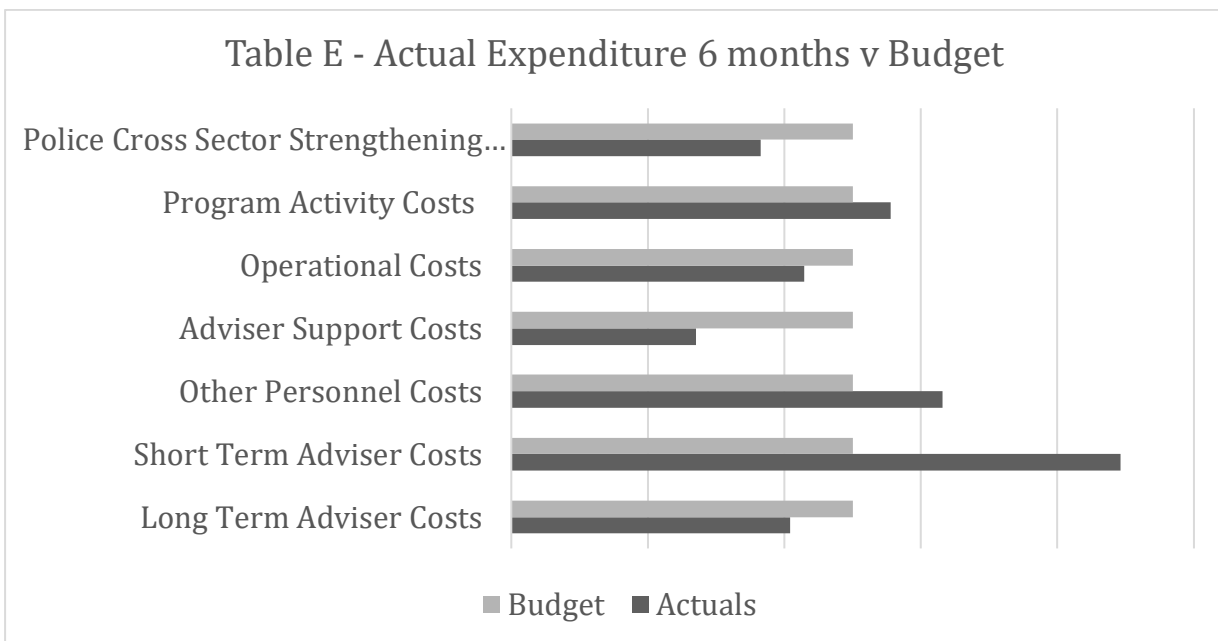


Table E shows in very clear terms that there are overspends within the short term 6 monthly budget (the budget bars reflect 50% budget of the financial year’s allocation now that we are six months through). There are clear overspends and underspends in different line items. An amendment to the contract, which will be conducted in collaboration of DFAT in the next quarter will resolve over-trending items, for example short term Adviser costs. The Table again illustrates the over-trend in expenditure. As mentioned this is not an issue of concern, the budget will, at the end of the financial year, meet 100% expenditure, however the issue is being closely managed by the program.



5. Effectiveness and Efficiency of Management Systems

a) Workplan

The strategic direction of the PJSPV design remains appropriate and relevant in terms of the focus of the end-of-program-outcomes. Changes in planned inputs and outputs under the SRBJ Workplan July 2014-December 2015 are being and have been made with the approval of DFAT. Changes have been based on considerations of priority; opportunism; budget; and strengthening of approaches with increased knowledge. None of the variations or delays are likely to prevent progress towards the achievement of the end-of-program-outcomes or the strategic direction of the program.

One notable aspect of the management of the program is that over the life of the program it has not been afraid to recognise aspects of the program that have not been effective delivery of aid and to responding to those expeditiously with the approval of the PMG. The regular and open dialogue with the PMG; the strong relationships and collocation of advisers and the vigilance of management has meant that where an aspect of the program has not been sufficiently effective it has been dealt with or mitigated in a timely way. Examples include cessation of the support to the Law Society; recognition of the lack of momentum with JCSSS Working Groups; and altering the approach to advisory support to the SPD to make the most use of existing resources.

Some of the work carried out in addition to the Workplan over this reporting period includes:

- 1) Consultations on the Legal Salary Review
- 2) Support for MJCS recruitment
- 3) Support for the National Child Desk recruitment
- 4) Ad hoc speaking notes, briefing notes, agenda, minutes, presentations for MJCS
- 5) Support for the preparation, management and acquittal of grants
- 6) Support for the progress of the Sector Infrastructure Needs Assessment Working Group
- 7) Support to the Evaluation of the Participation of Women in the VPF.

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b) Financial Management Systems

As mentioned financial management has been a challenging area for the last months. Not because the program has not managed this area of its work effectively, rather due to changes in financial allocations to the program during the financial year. During the reporting period the program was requested to reduce its overall budget allocation by A\$150,000 this financial year. This reduction is at a time where the program reaches its heaviest period of implementation during the second phase as has been discussed.

The program is currently in discussions with DFAT about its budget allocations and continues to monitor the financial position very closely while working with all areas of the program to maintain efficiency in expenditure.

The mechanics of financial management and expenditure have been well embedded over the life of the program and updates have been made to accommodate the needs of the VAPP. Monthly funds transfers continue to be made at the start of each month which are drawn down by project areas. A standing emergency cash fund is held at the VAPP office to respond to immediate needs in policing, the standard amount of cash funds held are vt500,000 however this amount is raised (with approval from Brisbane Palladium) during high times of emergency, such as the Christmas period. Two accounts are managed by the program and are oversighted by the Deputy Partnership Coordinator, and two cashbooks are also submitted at the end of the month which form the basis for the request for reimbursement of funds by DFAT on a monthly basis.

There are a number of checks inherent in this system including two signatories to all cheques (and a rule against any authorising advisers signing cheques for their own reimbursements). The program was audited in March 2015 and during the next period will be audited again.

There have also been a number of changes to line items in the head contract; invoicing therefore allocates some costs against line items which are not exactly correct, for example the unallocated Short Term Adviser line item has received the costs for the HRM Adviser. All changes are documented and approved by DFAT. The monthly financial summary also reflects the correct line items as agreed and approved. It is important to emphasise that all changes to the contract and as reflected through the finance summary are agreed by DFAT and are undertaken for strategic reasons, in line with the design, to respond to emerging opportunities.

c) Monitoring and Evaluation

PJSPV is providing a six monthly M&E report which draws conclusions about the status of monitoring and evaluation for the program. The second of such reports is the Policing & Justice Support Program (Vanuatu) PJSPV Monitoring and Evaluation Update Report, July to December 2015, (Second M&E Update Report) attached in Annex 13.

iv. Monitoring & Evaluation Plan

The Monitoring and Evaluation Plan (MEP) developed in the first six months of Stage 2 provides an approach to tracking the progress and effectiveness of PJSPV with the assumption that activity completion or outputs are monitored by the program managers through other mechanisms. The MEP is instead focussed on contribution to the achievement of interim and end-of-program-outcomes. The MEP was approved during the first six months of the integrated program whilst recognising that it may be ambitious in some aspects.

The MEP is being implemented as designed, with some minimal changes made to the MEP during this reporting period through a MEP review (Annex 13). The MEP was reviewed and updated to ensure the continuing suitability of PJSPV's approach to M&E, approved by DFAT in November 2015. This MEP review was contemplated and conducted in line with the original MEP design. A concise summary of all changes is included at the front of that document, including updated survey and evaluation schedules.⁴⁹

⁴⁹ Policing and Justice Support Program (Vanuatu) (PJSPV) *Monitoring & Evaluation Plan* (November 2014) (Updated October 2015) 6-10

In accordance with the MEP, this reporting period the Program has completed evaluations of capacity development, case and data management support, and support for women's professional participation in the VPF, with evaluation recommendations considered and starting to be integrated. The program has also worked to implement recommendations from the LSIP and Grants Facility Reviews; supported the Monitoring, Evaluation and Systems Officer in the Ministry of Justice and Community Services to complete a baseline study and a review of the Justice and Community Services Sector Strategy M&E Framework; and supported the VPF monitoring officer to begin to develop an M&E Framework for the VPF. PJSPV has also supported a Knowledge, Attitudes and Practices (KAP) survey that has provided data to inform SRBJ and VAPP indicators relevant to child protection.⁵⁰

The program continues to monitor progress through structured conversations with advisers and team members every three months; all SRBJ advisers report on their work six monthly; VAPP reports to the International Deployment Group (IDG) of the Australian Federal Police (AFP) six monthly. The six monthly time periods for VAPP and SRBJ are the same. For SRBJ Advisers, continued use of the revised six monthly reporting template which is focused on evidence and strategic analysis; PJSPV reports to DFAT on progress six monthly.

The key messages and findings of this M&E Update report⁵¹ are as follows:

- 1) The MEP is being implemented as designed, though with some minimal changes in order to ensure the continuing suitability of PJSPV's approach to M&E;
- 2) While it is too early to draw conclusions about the sustainability of PJSPV, important steps are being taken by the Program to ensure sustainability of support. Further, advisers are cognisant of the importance of sustainability and the need to provide support in sustainable ways;
- 3) SRBJ and VAPP advisers are demonstrating their commitment to M&E and take responsibility for collecting data for the indicators relating to their work. They work hard and also collaboratively with the M&E Adviser to analyse the data;
- 4) At the time of the Baseline Study, baseline data existed only for 13 of 35 SRBJ indicators and for 9 of 40 VAPP indicators. At July 2015, 17 of 35 SRBJ indicators had a baseline and 15 of 40 VAPP indicators. Now at January 2016, 29 of 36 SRBJ indicators and 29 of 40 VAPP indicators have a baseline. This is a substantial improvement for this reporting period;
- 5) For both VAPP and SRBJ, baseline data is available for almost all indicators in Components 1 and 2. For Component 3, once the Malekula and Blacksands research pieces have been completed (in early 2016) there will be very few gaps in the available baseline data;
- 6) It was possible to measure change or progress against a larger number of indicators for this reporting period. This will continue to be prioritised over the next reporting period. This will, in turn, enable measuring progress towards intermediate outcomes;
- 7) PJSPV is positioned to report more rigorously on performance in ensuing reports. This is the case in all three components, across Networks, Case & Data Management, Capacity Development, and Services to Women, Children and Youth.

⁵⁰ PJSPV M&E Update Report (July-Dec 2015) Executive Summary

⁵¹ P10 of the M&E Update Report (July-Dec 2015), Annex 13

v. Baseline

A summary of the progress of indicators from the baseline over the reporting period is set out in this reporting period's M&E Update Report on pages 17-83 and is summarised in the table below which shows progress has been made for 12 of 36 SRBJ indicators over the life of the Program.

Indicator	Progress over Jan – June 2015	Progress over July – Dec 2015
S1.1.1: Increase in attendance rates at cross-sector meetings (HOAG; Task Forces; Working Groups)	Made progress	No change
S1.1.2: Informed agency staff report improved sector governance, collaboration and information sharing	B.line established	No data
S1.1.3: Increasing satisfaction of HOAG, TF and WG members that the JCSSS is being implemented successfully	B.line established	No data
S1.1.5: The outputs and outcomes of grants awarded contribute to agency and sector development intentions	B.line established	No data
S1.1.6: Program activity contributes to increased cross-sector communication and collaboration	Made progress	Made progress
S1.2.1: Extent of progress in the development and use of Justice & Community Service agency systems and processes supporting M&E	Made progress	Made progress
S.1.3.1: A sector communications strategy improves communication across and beyond the sector	No change	Made progress
S1.4.2: Management decisions are increasingly based on information drawn from the C&DMS	No change	Made progress
S1.4.3: The extent of contribution of the Case and Data Management System (C&DMS) to improving the delivery of services in justice and community services	No data	Made progress
S1.5.1: Improvement in financial management practices in all agencies against agreed criteria	B.line established	Made progress
S1.5.2: Increase in the use of government systems by development partners	B.line established	No change
S2.1.1: Number of law and justice officials trained disaggregated by agency and gender	Made progress	Made progress
S2.1.2: The extent to which the LSIP has contributed to enhanced capacity across the sector	B.line established	No data
S2.1.3: Staff trained consider that training has improved their ability to perform their roles effectively	No data	Made progress
S2.1.5: The extent to which capacity development initiatives have led to increased capacity in justice and community services	No data	Made progress
S2.2.1: Increase in percentage of women in the JCSS	No change	No data
S2.2.2: Increasing percentage of women in leadership roles in the JCSS	No change	Made progress
S3.3.1: Number of women survivors of violence who receive services including counselling	Made progress	No data
3.3.3: Evidence of how conflicts are managed and experienced at the community level is gathered to inform targeted interventions	No change	Made progress

vi. Measuring Sustainability

To enhance SRBJ sustainability, there has been progress in a range of areas over this reporting period, including:

- 1) **Recruitment of a ni-Vanuatu Partnership Coordinator** – a ni-Vanuatu Partnership Coordinator has been recruited and will commence with the program on 1 February 2016. This allows for the handover of the leadership of the program to an incumbent who has a good understanding of the sector and the context and has the potential to provide a consistent, even oversight of the management of the sector wide program through donor funding cycles and transitions.
- 2) **Integration of the LSIP into the law clinic course:** the LSIP is now a part of the law clinic course in the sense that participation is part of the assessment for law clinic. The Law Clinic Course and the LSIP are becoming more co-existent over time with shared management structured and re-writing of the course description to include the internships. This ‘blending’ or ‘insertion’ has been approved by the USP School of Law Administration and endorsed by the LSIP Advisory Committee. This represents an important step towards ensuring LSIP sustainability by enhancing the extent of USP responsibility for and ownership of the initiative.
- 3) **Development of a State Prosecutors Manual and Office of the Public Solicitor Lawyer Handbook** by Advisers in State Prosecutions Department (SPD) and the Public Solicitor’s Office (PSO). The manuals are used in training and will remain as a legal resource and guide for both organisations after Advisers have completed their assignments. The manuals were developed over the previous reporting period (January – June 2015), over this reporting period the PSO Handbook was formally launched by the Chief Justice and all PSO lawyers are now using the Handbook. A Bislama version of the SPD Manual is currently being completed.
- 4) **A stronger focus on systems, processes, policies and case management** to strengthen the sustainability of the capacity development work within institutions. There has been noticeable progress in this area at the PSO, SLO, Courts and PPO. This has not yet been translated into clear reduction in delay in all those offices which will become an increasing focus of the program.
- 5) **Strengthening relationship with PMO’s M&E Unit** to enhance consistency of messaging and approach. There is an agreement for greater collaboration between MJCS, VPF and PMO’s M&E unit in reporting, planning, monitoring, messaging for the sector and capacity development. This has not been progressed over the reporting period as the M&E & Systems officer has been on maternity leave for a significant part of the reporting period. However, this relationship will be re-invigorated over the next period which will be focussing on reporting for 2015 and budget preparations for the new GoV post the snap-elections in January 2016 which will require good planning and monitoring.
- 6) **Recruitment of the positions within the corporate services part of the MJCS:** the Organisational Performance Coordinator, Policy Adviser, Capacity Development Coordinator, and Sector Project Officer have been recruited and are being supported to work effectively as a team delivering more robust services to the sector. The HR Principal Officer is under recruitment. Notably, the recruitment of the Sector Capacity Development Coordinator has also opened up opportunity for counterpart relationships with the CD&L and HRM Advisers.

- 7) Planning for the **Authorised Persons (Family Protection Act) Pilot** to be owned, embedded within and implemented by MJCS. This has involved engaging in dialogue with sector actors to make clear what the Pilot would likely involve, including providing terms of reference articulating this. By working to ensure sector leadership of the Pilot, it is assumed there are greater possibilities for this work to continue beyond the life of PJSVP. A draft Handbook articulating the role of an Authorised Person has been completed by the program.
- 8) The new **HR Management Adviser** and **Public Financial Management Adviser** roles will be providing support for the integrated approach to capacity development envisaged by the Justice and Community Services Sector Capacity Development Strategy and engaging with the new MJCS recruits to support the MJCS hub to build sustainable capacity in organisational improvement. The Workplace Learning Adviser also provided support for the design and implementation of the Women's Mentoring Program in which female VPF and JCSS officers participated.
- 9) A **sector counterpart has commenced working with the CDMA** which it is hoped will provide a sustainable model for systems support for the sector. The CDMA has reported that the sector counterpart has gained respect and acceptance from key sector stakeholders and is working closely with the Courts and State Law Office in the training, support and roll-out of the Lexis Nexis system.

The Program has taken some important steps to ensure sustainability of support while recognising broad-based reliance on the program within the sector.

d) Risk Management

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There are risks to all development programs in Vanuatu given the complexity and fluidity of the operating environment. Many of these risks are a given and are beyond the scope of the program to control, such as political instability and changing macroeconomic conditions. The approach to these high level risks that are outside of the scope of the program are to be vigilant in monitoring shifts in the operating environment so as to be able to mitigate negative impacts through a flexible and responsive approach to risk identification and management.

The management of risk is a continuous part of the approach to implementation in that all SRBJ team members are aware and raise risks that impact on their particular areas of intervention regularly. These are often discussed at team meetings in an effort to identify appropriate risk mitigation strategies. Integral to this attentiveness to risk is a solid and effective tripartite relationship between SRBJ (PJSPV), DFAT and the GoV. This open and effective relationship has allowed for the identification and analysis of risks as they arise and a collaborative approach to the management of those risks. Collocation of SRBJ staff within agencies, within the MJCS and in the future within VPF strengthens not only the relationships but also the ability to observe likely risks to the program first hand.

Whilst integration and alignment strengthen sustainability and capacity and are generally good development practice, it has an additional benefit with respect to risk. It moderates against risks being perceived as those of the program alone to be borne and managed by the program; but rather spreads the responsibility for risk more widely to those who feel ownership and commitment in its intended objectives.

In addition to these general approaches to the management of risk, SRBJ has a risk management table which is reviewed every six months - and has been reviewed as part of the preparation of this report (see Annex 15). There have been no further amendments to the table since June 2015.

Programmatic risks for management consideration over the next reporting period include:

- 1) The new case management systems in SLO and Courts, whilst implemented, will not achieve a level of comfort for relevant court users until at least six months after implementation (particularly with courts). This needs to be adequately monitored and supported by the program to avoid disengagement and ensure that they are truly embedded.
- 2) The delay between the Women in Leadership Mentoring Program training with women from the sector and the progress of the mentor-matching stage of the program⁵² means that there has been some loss of momentum which needs to be carefully and effectively picked up by the program.
- 3) Sheer volume of what the program hopes to achieve in capacity development results in the necessity to prioritize and intensify within a few key areas over 2016 to provide a good basis for assessing the approach. It may however result in some unmet expectations.
- 4) The breadth of work for the cross sector advisers may result in the slower rate of progress on any one initiative.
- 5) The impact of the human resource management issues and associated financial encumbrance for the VPF is so significant that its impact permeates across other aspects of police development and threatens progress elsewhere. It may be an issue that should be better dealt with at a higher level (Government to Government) through a staged approach with significant associated conditionality.
- 6) There is a risk that the significant investment in the Supreme Court over the life of the program to date (2012-16) may not demonstrate service delivery improvements to beneficiaries. This is in part a result of the lack of targeted focus on those service delivery indicators (such as improvements in timeliness and disposal rates, reduction in pending cases and reduction in long terms reserved judgments) through the internal management of the Judiciary These issues exist equally for the Magistrates' Court although this court has had significantly less program support.
- 7) There is a risk that if the capacity of the MJCS is not effectively strengthened and new staff do not delivery the service expected of them the credibility of the MJCS will be significantly eroded.

e) Staffing and human resource management

The staffing complement for the program during the period is summarised in the Table F below.

Long Term Advisers	Name
Partnership Coordinator	Natalie David
Deputy Partnership Coordinator	Rob Nicol
Adviser to the Public Solicitor's Office	Stephen Barlow
State Prosecutions and Community Services Adviser	David Bade
Capacity Development and Leadership Adviser	Vicki Vaartjes
Public Financial Management Adviser	Sue Morrison

⁵² Resulting from poor record keeping by the WPL Adviser and expedient matching of mentors and mentees.

Short Term Advisers	Name
M&E Specialist	Stephen Miller
M&E Adviser	Nicole Dicker
Case and Data Management Adviser	Tony Lansdell
Quality & Technical Adviser	Sally Low
Workplace Learning Adviser	Jo-Anne Braithwaite
HRM Adviser	Malcolm Bell

Locally Engaged Advisers	Name
Senior Finance and Administration Officer (VAPP)	Clare Moloney
Finance and Administration Officer (VAPP)	Mary Kalmet
Administration/Finance Officer	Joanna Garae
Administration Assistant	Jill Makikon (until August 2015), Helen Bani (August – December)
Monitoring Officer	Josianna Jackson
Law Student Internship Program Administrator	Arthur Faerua
Technical Adviser (PJSPV Community Justice Pilots)	Heidi Tyedmers
Technical Adviser to DWA	Heidi Tyedmers

vii. Engagements and Contracting Changes over the Period

Evolution of staffing for the program has been particularly exciting during this period. In many respects some of the changes reflect the maturity of the program and its level of trust within the sector. The program has responded flexibly, and in the case of engaging a local Partnership Coordinator, developed innovative models of staffing. Key changes to the program that have come to fruition over the reporting period are summarised below.

Partnership Coordinator

The program has been through a significant process to seek and engage a local Partnership Coordinator. After several interview rounds and ongoing communication Ms Viran Molisa Trief, currently engaged as the Solicitor General of the Government of Vanuatu, has accepted the position and will commence in the position from 1 February 2016.

The program recognises there is risk in altering key staffing over the last 12 months of this phase of the program, particularly in navigating the complex dynamics of the politically and diplomatically sensitive team leadership role. However, the candidate has shown consistently high levels of performance and conducted herself extremely well during interview and thus the program feels it has a person who is able to fulfil the needs of the role. Similarly the willingness of the current Partnership Coordinator to stay and ensure that the changeover process reflects supportive development practice is a major benefit.

In managing the changeover, the current Partnership Coordinator (Ms. Natalie David who will become the Technical Director from 1 February 2016) will work closely with the new Partnership Coordinator over the next year. For a period of 3 months both will sit together and work side by side. After this initial 3-month period the Technical Director will transition to 2 weeks per month for a period of 2

months working with the Partnership Coordinator, and finally the Technical Director will work for 1 week per month over the last 5 months of the program. Working in this way will help ensure that the new Partnership Coordinator is effectively transitioned into the position.

Technical Director

In managing the change in leadership to the program the current Partnership Coordinator will transition to a short term input mentoring and advisory position which combines providing technical advice and support to the Partnership Coordinator and Deputy Partnership Coordinator whilst also undertaking a high level Monitoring and Evaluation/quality function. This position will be part time in nature and at the same time as providing mentoring support to the Partnership Coordinator, will also support the Monitoring and Evaluation outcomes of conducting the evaluation of Sector collaboration and coordination and the effectiveness of the Capacity Development Strategy. These pieces will be done together with the Monitoring and Evaluation Adviser.

Deputy Partnership Coordinator

The role of the Deputy Partnership Coordinator will not change, however it is clear that the transition to a new Partnership Coordinator may require additional support from the Deputy position.

Workplace Learning Adviser

The Workplace Learning Adviser position was engaged for a total 60 days through short-term contract. The main intentions for this engagement related to support to the sector for coaching, mentoring and action learning. A large portfolio of work was put together under these themes with collaboration and supervision by the CDL Adviser. Particularly effective outputs of the position included training to the sector in coaching skills and design and implementation of mentoring training as part of the Women in Leadership Mentoring Program. At the conclusion of the last input, the program felt that the ongoing support for workplace learning could be fulfilled by the CDL Adviser, and through alternative approaches (e.g. encouraging Advisers to integrate workplace learning skills as part of technical development) and the contract was concluded at that point.

Monitoring and Evaluation Specialist

For personal reasons the program's Monitoring and Evaluation Specialist, Mr Steve Miller decided to complete inputs with the program Mr Miller conducted a final evaluation of the effectiveness of certain elements of Capacity Development and then ceased work with the program. While the program's finances remain relatively tight the program looks to implement M & E obligations by utilising the M&E Adviser and the Technical Adviser position (for the two evaluative pieces discussed earlier). The program will source an M&E expert possibly to support the sustainability analysis at the end of 2016 but definitely to undertake the final meta-analysis and review of the effectiveness of the program, together with the M&E Adviser.

Quality and Technical Adviser

Ms Sally Low, the Program's Quality and Technical Adviser provided a final input to the program for the evaluation of Case and Data Management. Ms Low has worked with the program since its inception and has been an invaluable source of high level advice and information to the program; she

has undertaken key pieces of work such as the gender policy, the grants review, and the review of Case and Data Management. With the transition to of the current Partnership Coordinator to the Technical Director and the high level advice that this approach will provide, Ms Low's services are no longer critical to the program. Similarly Ms Low was eager to pursue her PhD study and hence completed inputs with the program.

Administrative Assistant

The program has worked with different Administrative Assistants however, after running multiple different recruitment rounds it has been difficult to source an assistant who meets a minimum standard. The program therefore seeks to manage its heavy workload through the Finance and Administrative assistant and Deputy Partnership Coordinator sharing the workload. The Program has a casual cleaner who also runs ad hoc errands which cuts down the workload for the program. The hub office will continue to work in this way unless its effectiveness to service the needs of the program and the sector is insufficient at which time it will consider engaging an additional resource.

f) Special Management issues related to Grants Facility

Implementation of the Grants Review

The implementation of the grants review has not meant significant change to the facility. Overall the aid effectiveness aspect of the facility is the prevailing concern however there are also a number of different factors which may influence the program to support initiatives and some of them relate to relationships with partners, need to maintain equity with the sector, or urgency. However these have been rare.

Key aspects of the review which have had an impact are:

- Considering focussing only on grants with a high score (through the PMG scoresheets). As discussed the criteria for assessment of the grants are broader than simply DAC criteria. The PMG is therefore implementing this recommendation with caution and may not strictly meet the required 2.5 score per grant as recommended during the review.
- Scoresheets - with the above considerations in mind the scoresheets have been successful particularly in view of comparing expectations of the quality of grants with the actual likelihood of impact after implementation. This assists the PMG in making assessments about which future grants are likely to be effective.
- Timings for the intakes - The program attempted to implement quarterly intakes for the grants facility, as discussed in previous six monthly reports, this initiative has been difficult to implement. The sector often has needs which are immediate and forward planning remains a challenge.

Overall the facility continues to be relevant and a highly engaged with aspect of the program by partner.

viii. Grants Facility June to December 2015

The table below shows the grants that were approved and implemented during the reporting period:

Grants January to June 2015	
SLO Legislative Drafting Workshop	GA056
The purpose of this grant was to work internally to elevate the quality of legislative drafting for SLO staff	
Development of Child Protection Policy	GA058
This grant is to support the development of the Ministry's Child Protection Policy. This policy will be developed as the first policy piece for the Child Desk. The National Child Policy will follow this and the program may support based on the availability of budget.	
Corrections Parole Conference	GA059
Attendance at an Australian Conference with other parole practitioners. Ideas were exchanged about approaches to parole and rehabilitation of formers offenders. Two staff attended this conference.	
Ministry Support Positions	GA060
Salary support to the Ministry for the following positions: <ul style="list-style-type: none"> - Performance Coordinator - Project Coordinator - Capacity Development Coordinator (through amendment) - Monitoring Officer (salary top up) 	
Review of the Ombudsman's Act	GA061
A review conducted by the VLC looking into issues associated with the Ombudsman's Legislation. The review is expected to be finalised during the next reporting period.	
Wan Smol Bag Partnership	GA062
Partnership With Wan Smol Bag to undertake the production of 'Laef I Swit' play which covers law and justice and domestic violence themes through theatre; youth drama program; community workshops to discuss justice issues and outcomes; and community Justice Sector information sessions, sports, health and justice sessions. This partnership is the first grant between the program and Wan Smol Bag however successful outcomes may lead to a longer-term relationship.	
CLMO ICT procurement	GA063
Procurement of two essential laptops for the CLMO.	
Disability Day Celebration 2016 (Mota Lava)	GA064
Annual Disability Day celebration held in Mota Lava and managed by the Ministry of justice and Community Services' Disability Desk	

The most challenging grant during the period relates to the Ministry Support Positions. Issues associated with these positions have been discussed during the report and it is not proposed to discuss this again. Overall however the grants facility remains central to the program not only in terms of impact but also in terms of legitimacy for the sector. This avenue for agency-driven funding has been heavily utilised by the sector and is seen as a way to facilitate, in an efficient manner, different initiatives of the sector where agency budgets are not able to meet its need.

6. Overall conclusion

Reflection on the SRBJ Partnership one year out from the conclusion of Stage 2 of the program, on 31 December 2016, allows for some interesting observations.

Effective and predominantly consistent membership of the core team of advisers and management over Stage 1 and Stage 2 has resulted in greater depth of knowledge and understanding across the program. This is not an understanding that is complacent or self-assured but one that is self-reflective, responsive, prepared to adapt and prepared to acknowledge where aspects of the program have not been effective. And yet, it is an understanding capable of an increasingly nuanced and integrated response. The consistency of the team has allowed for increasingly collaborative work as intended by the CD Strategy but beneficial across the whole program. New members of the program team have embraced this way of working which is having an impact in some areas.

Implementation of SRBJ since March 2012 has allowed for the building of effective relationships with key stakeholders and partners across the program, with better mutual understanding and trust. There is more proactive engagement with and greater demand of the program as a result. The relationships also allow a degree of permission to ventilate sensitive issues in a way that is constructive and respectful whilst cognisant of the pressure points at which partner sovereignty concerns are particularly elevated. This is not to deny that there is also a layer of decision-making that is driven by incentives opaque to the program. Nor to deny the ongoing challenges of the operating environment such as the political fluidity and landscape; financial resources; human capacity; leadership and management; attitudes to aid, support and progress; remoteness and smallness. But rather that the program with increasing maturity has a greater awareness and understanding of that operating environment and how to move forward within it.

Progress over the reporting period has been good as the program sought to effectively get back on track after the delays resulting from Cyclone Pam in the previous reporting period. The program has delivered a significant number of key outputs over the period which are listed in the Executive Summary and the Table B: Key Achievements and are not repeated here. The program is starting to see shifts, albeit incrementally; in ways of working; in small efficiency gains; in greater consideration of service delivery; in better, more evidenced-based targeting of management responses and in greater technical skill. These shifts are magnified by a consistent and integrated approach that builds on every previous activity. Good foundations now exist on which to continue to build.

The program's evidence base has become increasingly robust. The program continued its relentless suite of evaluations⁵³ under the MEP over the reporting period such that the baseline for SRBJ is almost complete. Shifts against indicators are being measured every six months. Recommendations from evaluations are routinely integrated into the management of the program as appropriate and with DFAT approval. At the same time the program conducted and supported the implementation of two large pieces of research that will provide an effective foundation for evidence-based, targeted programming. This evidence base needs to remain a continuing focus over 2016 so that it can provide a strong foundation for future Australian support that will maximise opportunities to build on the work of the program to date.

⁵³ Two larger evaluations were completed for SRBJ over this reporting period and support was provided to an evaluation for the VAPP.

The focus of 2016 is to consolidate, harmonise and embed program effort over the final year of the program which will require the balancing of the program's breadth and scope, with a full schedule of programmed interventions against the current resources and time; balancing the intensity of effort required to drive change and the necessity for flexibility and responsiveness to circumstances; opportunities and increasing demands by stakeholders. There will additionally be significant focus on the translation of program interventions - be they with respect to learning and development or case and information management systems for example – for the ultimate users or beneficiaries of the services and on the targeted thematic work of component 3 now that the research has been completed.



Photo: Researchers travelling around Northwest Malekula.