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Acronyms

AGC	Attorney Generals Chambers
AWP	Agency Annual Work Plans
CJ	Chief Justice
CLAC	Customary Land Appeal Courts
COA	Court Of Appeal
CSSI	Correctional Services of Solomon Islands
DFAT	Department of Foreign Affairs and Trade
EMG	Executive Management Group
EMT	Executive Management Team
FY	Financial Year
HC	High Court
HR	Human Resource
JSCC	Justice Sector Consultative Committee
JSSF	Justice Sector Strategic Framework
JSTOG	Justice Technical Operations Group
KPA	Key Priority Areas
KPI	Key Performance Indicators
L&J	Law and Justice
LAN	Local Area Network
LC	Local Courts
LRC	Law Reform Commission
MC	Magistrates Courts
MDPAC	Ministry of Development Planning and Aid Coordination
MJLA	Ministry of Justice and Legal Affairs
MJLAHQ	Ministry of Justice and Legal Affairs Headquarters
MOFT	Ministry of Finance and Treasury
MPS	Ministry of Public service
MTB	Ministerial Tender Board
MTDP	Medium Term Development Plan
NCRA	National Coalition for Reform and Advancement
NDS	National Development Strategy
NJ	National Judiciary
NJCP	National Judiciary Corporate Plan
NJSS	National Judiciary Support Services
NLJSP	National Law and Justice Sector Policy
ODPP	Office of the Director of Public Prosecutions
P4D	Partnership for Development
PAF	Performance Assessment Framework
PI	Performance indicators
PMF	Performance Management Framework
PNG	Papua New Guinea
PS	Permanent Secretary
PSO	Public Solicitors Office
RAMSI	Regional Assistance Mission to Solomon Islands
RAMSIL&JP	RAMSI Law and Justice Program
RGO	Registrar General's Office
RPPM&E	Research, Policy, Planning, Monitoring & Evaluation
RSIPF	Royal Solomon Islands Police Force
SIG	Solomon Islands Government
SINDS	Solomon Islands National Development Strategy
TA	Technical Advisors
VSO	Volunteers Services Overseas
WB	World Bank

Foreword
by
Hon. Commins Aston Mewa
Minister for Justice and Legal Affairs

As the Minister responsible for Justice and Legal Affairs, I am honoured to present to you this Justice Sector Strategic Framework, a first for the Solomon Islands Justice Sector.

In their opening remarks to the first Justice Sector Strategic Framework planning meeting in January 2013, the Hon. Chief Justice, Sir Albert Palmer and the Permanent Secretary of the Ministry of Justice and Legal Affairs, Mr Freddy Me'esa highlighted how vitally important this framework would be in guiding the progress of the sector over coming years. I would like to take this opportunity to strongly support those views.

The NCRA Government Policy on Justice and Legal Affairs focuses on five justice and legal strategies which I believe will constitute bedrock reform for this country in years ahead. In brief these are 1) to allow all citizens equitable and easy access to legal and judicial services by strengthening all aspects of the court systems in the provinces; 2) to develop and implement a law and justice wide human resources development plan; 3) to ensure that all offenders regardless of age, gender, ethnic origin, status and positions are treated equally before the law; 4) to provide sentencing options which support alternatives to imprisonment and 5) to ensure that traditional leaders are recognised at the local level together with the revival of the native/local court system in villages which also sees the establishment of a Tribal Land Dispute Resolution Panel.

Having a sector wide strategic direction will assist current and future governments build the capacity of the courts, legal staff and the various systems to be able to deliver accessible, efficient, and effective Justice Services to the government and people of Solomon Islands

The Justice Sector Strategic Framework is an ambitious blueprint for change. Success will require a sustained commitment from all parties to work together not just across the Justice Sector, but across the whole of government. The next years are about delivering access to justice for our people through stronger leadership and good governance in the administration and management of our agencies and more productive engagement with partners and stakeholders. I am confident that we are on the right track.

In conclusion, I would like to extend my sincere thanks to all Constitutional Post Holders, Heads of Agencies and Senior Government Officers in the Ministry of Justice and the National Judiciary for the extensive work they have done in preparing this document and in so doing, for the service they have rendered to the people and government of Solomon Islands.



Hon. Commins Aston Mewa (MP)
Minister of Justice and Legal Affairs
August 2014

Introductory Statement
by
Sir Albert R. Palmer CBE
Chief Justice of the Solomon Islands

Planning is vital to any organisation or nation. There is a saying attributed to Benjamin Franklin, which goes something like this: “If you fail to plan, you are planning to fail.”

It seems to me that one of our weaknesses in Solomon Islands is the lack of or failure to plan and prepare for the future. Look at where we have come from since 1978 and you will see what I mean. Instead of a steady clear work plan, we have frequently found ourselves reacting to people’s needs, claims and demands instead of laying out a clear pathway that they can follow and appreciate. Nation building requires both leadership and planning. Much of the development and growth of this nation appears to have been ad hoc, haphazard and reactionary. Instead of leading the people in a clear direction, we have been just ambling along the pathway of nation building.

Within the Justice Sector we are often so focused on our agency’s mission and operational activities that we overlook the fact that we are but one of the links in a chain of interlocking agencies working towards a common goal and for the good of our people. When the delivery of justice and judgment is efficient and effective a sense of peace, safety and security is inevitable. This in turn provides an environment for attracting investment, growth and economic development leading to job creation and improved quality of life for our people.

The challenge ahead of us is a substantial one. It is one we can only meet successfully if we come together to plan and to work together with our partners towards a common goal. We need to know what works and what doesn’t. We need to collect evidence to support and highlight our successes but also to underline where and how we must make changes.

By embarking on this journey together I have confidence that by 2020 the Justice Sector can claim improved delivery of and access to justice and just outcomes for our people; much improved systems and processes; and that in improving accountability and transparency we have reduced opportunities for corruption or corrupt practices and achieved significant improvement in the delivery of legal and judicial services.

Sometimes it may feel like we are so near and yet so far from the community goals and process of nation building, but I think that having come together as we have done to produce this Justice Sector Strategic Framework we have come to appreciate how closely connected our tasks are to building a safe and prosperous nation.



Sir Albert R. Palmer CBE
Chief Justice
August 2014

Introductory Statement
by
Mr Freddy Me'esa
Permanent Secretary, Ministry of Justice and Legal Affairs

Between 2003 and 2013 the Solomon Islands was supported by RAMSI to build our sector, with specific emphasis on achieving a capable and independent justice system; assisting with completion of Tension trials; strengthening court systems including training and infrastructure; developing local legal capacity and access to justice; strengthening traditional and justice mechanisms in rural areas; and assisting with law reform.

During that period we made significant progress towards our vision of a transformed justice system, but there remains much more to do. In May 2012 it was estimated that one quarter of MJLA work output still came from Technical Assistance/Key posts and Locally Engaged Staff (LES) funded by RAMSI. Now through our Partnership for Development with Australia and with support from other donors we are looking to grow the sector with some technical and other assistance while at the same time increasing our ability to operate without relying on capacity substitution. In addition over the coming years we must continue to improve court, prosecutorial and legal aid systems, not just in Honiara but also in the Provinces.

Adoption of a sector wide approach to planning heralds our willingness as a sector to focus on greater cooperation and coordination and is yet another step towards achieving our vision of a robust and independent justice system supporting a safe and peaceful Solomon Islands. The Justice Sector Strategic Framework (JSSF) will serve as an umbrella for all justice agency corporate planning and provide opportunities for the joint resolution of challenges in common.

The focus of the JSSF is on the medium to long term (2014 – 2020) in line with the National Development Strategy 2011 – 2020. It seeks to describe our current situation, define the sector as we know it today and establishes a joint vision, mission and a set of values against which agency activity will be aligned. In addition it provides a broad outline of key priority areas and the outcomes we seek to achieve. A companion Performance Management Framework has also been developed to assist agencies to map their path to success and will be published with the JSSF.

Nation building requires both planning and leadership. In developing this framework Heads of Agencies and Senior Officers as leaders within the Justice Sector have been committed to and made constructive use of the opportunity to design a blue print for the future of the Justice Sector in the Solomon Islands. For this they must be congratulated.



Freddy Me'esa
Permanent Secretary
Ministry of Justice and Legal Affairs
August 2014

1. The Justice Sector in the Solomon Islands

The World Bank in its Justice Sector Assessments Handbook¹ has defined a justice sector or system broadly as:

The institutions that are central to resolving conflicts arising over alleged violations or different interpretations of the rules that societies create to govern members' behaviour; and that, as a consequence, are central to strengthening the normative framework (laws and rules) that shapes public and private actions.

In offering this definition there is acknowledgement that while there are tasks that may be common to justice institutions across the world there are also differences that set countries apart. In other words there is no operating model which is identical to another, although there may be shared issues for which resolutions are sought and shared outcomes to be achieved. For the purpose of this Strategic Framework the Solomon Islands Justice Sector is defined as all government agencies within the Ministry of Justice and Legal Affairs (MJLA) and the National Judiciary (NJ). The Justice Sector does not currently include the Royal Solomon Islands Police Force (RSIPF) or the Correctional Services of Solomon Islands (CSSI). In this regard the Sector does not mirror approaches to sectoral development adopted in other places and with which people may be familiar. The SI Justice Sector is however committed to working in close partnership with the RSIPF and CSSI with a view to considering expansion of the current composition of the sector in future years. The sector also acknowledges the importance of working closely with civil society partners including Chiefs, churches and non-government organisations and recognises the role played by the broader community.

The Ministry of Justice and Legal Affairs and the National Judiciary are semi-separate entities, but they are connected to some degree for administrative purposes. It is the intention that this will change over time and the National Judiciary will achieve administrative and financial independence (see Relationship diagram at Appendix 1; Organisational Charts at Appendix 2). The Ministry of Justice and Legal Affairs is comprised of the Office of the Public Prosecutor, the Public Solicitor's Office, The Law Reform Commission, Attorney General's Chambers, the Registrar General's Office and MJLA Headquarter. The table below highlights their roles and distinguishes their status as constitutional office holders and statutory or public service appointments.

Agencies within the Ministry of Justice and Legal Affairs					
Office of Director of Public Prosecutions	Public Solicitor's Office	Attorney General's Chambers	Registrar General's Office	Law Reform Commission	Headquarters
Role: To prosecute criminal trials and appeals in all courts in the Solomon Islands, and provides legal policy advice	Role: To provide legal aid, advice and assistance to financially disadvantaged people	Role: Provide legal advice assistance and litigation services to national governments, Provincial governments and statutory bodies, including the provision of legal and legislative services	Role: Formal Registration and archiving of land title, birth, marriage and death (foreigners), intellectual property, bill of sales, trade union and public trustees	Role: Investigates, undertakes research and reports on reforms of the laws of Solomon Islands, as directed by the Minister of Justice and Legal Affairs	Role: Deals with matters of government policy, and also provides administrative, planning, infrastructure and financial support services to the Agencies of the Ministry
*Constitutional Office Holders (MJLA HQ provides Policy, Coordination & Administration Support only)			*Statutory Appointments		*Public Service Appointment

¹ "Justice Sector Assessments – A Handbook": This toolkit was prepared by a multidisciplinary team under the responsibility of the World Bank's Justice Reform Practice Group (2007). The Task Manager was Dory Reiling

2. Situational Analysis

This section contains an analysis of the Justice Sector. It is based on the content of key documents as well as outcomes from discussions held during 2012-13 which focussed on the achievements of recent years and challenges for the years ahead. Executive staff and senior officers within the sector came together in a number of forums (some of which were also attended by donors) at both sector and agency level. In particular, the analysis highlights issues raised in relation to Justice Sector governance, human resource management and development, finance, planning and performance management and sector coordination.

Key documents and records of discussion which informed the analysis include:

- The National Coalition for Reform and Advancement (NCRA) Government Policy; Translation and Implementation Document (Revised) March 2011;
- The Solomon Islands National Development Strategy 2020;
- Justice Sector Concept Note (June 2012) documented outcomes from the first forum. (*This is available on request from MJLA.*)
- Solomon Islands Ministry of Justice and Legal Affairs and National Judiciary Corporate Plans;
- Report of the Study Tour to Papua New Guinea 2010;
- Documentation of key achievements and challenges discussed in agency planning sessions.
- A snapshot of issues discussed by participants at a workshop in January 2013. This may be found in Appendix 3.

As a general introduction to the current situation in the sector it is worth reflecting on the words of the Chief Justice of the Solomon Islands in his introduction to sector planning in January 2013.

"In considering our future we must be mindful of our shortfalls and limitations, our weaknesses and on the other hand our strengths, what we have, our resources and what we can do and achieve. It is also useful to look to the past. In looking back some of you perhaps can look further back than others to what it used to be like when you first started off as a legal officer or judicial officer in the Justice Sector. You may recall the structures as they were then, the

infrastructure, offices, courtrooms, buildings, facilities, equipment, the human face to the work and the financial support provided.

I will use the example of the Magistrates' Court as they existed in the early 1990s for our purposes of looking back because they do bring out in a way the effectiveness of the formal justice system in reaching out to the people and therefore fulfilling part of our mission to make justice accessible to the people. We had Principle Magistrates resident in all of the District Centres; circuits were coordinated from the District Centres and not from Honiara. What is happening now in terms of the coordination of circuits from Honiara is what I would describe as maintenance mode. We also had Public Solicitors located and resident in those centres providing much needed legal advice to the public. It seems to me that in some District Centres there is sufficient demand for more than a single Officer from the Public Solicitor's Office.

With the full time presence of a Principal Magistrate in the District Centres, the Local Courts and Customary Land Appeal Courts somehow were also functioning and sitting more regularly then. There were more Local Court Clerks as well and so the Local Courts were sitting regularly and often. They were not merely hearing land dispute cases but also criminal cases and so greatly assisting to ensure that criminal cases were being processed through even when Magistrates were not doing circuits on certain parts. For instance in remote places like the Reef Islands the Local Courts were quite effective in dealing with minor criminal offences. They also had a police post there and so the police were prosecuting cases there.

With the departure of expatriate VSO's who were assisting us in the Magistracy and in the Public Solicitor's Office, our problem has been to attract local lawyers into the Magistracy to fill the vacuum left behind. We are now struggling with filling those Principal Magistrate positions in the District Centres and in the City. The level of services provided at this point of time therefore is inadequate and we are not coping with the demand for justice through the formal court system. Our people to that extent are being deprived of their Constitutional rights to free legal advice and assistance where needed and the disposal of their cases and disputes in a timely manner.

We do not have to look far to see a gap that now badly needs to be attended to by us."

2.1 Justice Sector Governance and

Coordination:

The Justice Sector Consultative Committee (JSCC), as a policy development and central coordination group, provides a forum for the Chief Justice, Permanent Secretary MJLA, Heads of Agencies and senior officers to meet and discuss issues with a view to improving the sector, providing leadership and establishing good linkages with internal and external stakeholders. The impact of the JSCC could be strengthened further if the challenges involved in meeting regularly and achieving a quorum could be overcome.

Role of the JSCC:

- *To provide a regular forum where the key participants in the justice system can:*
- *Discuss openly current issues of common interest and maintain transparent lines of communication;*
- *Consider, comment and, if agreed, provide common support to specific proposals;*
- *Agree upon shared strategic directions wherever appropriate and possible;*
- *Agree to shared plans of action; and*
- *Provide expert and considered advice guidance and direction to its members on current justice and related issues, including aid-related matters.*

The JSCC is supported by the **Justice Sector Technical Operations Group (JSTOG)** which has a research and advisory role and has the task of assisting the JSCC to carry out its function as the peak governance body for the sector. The JSTOG is comprised of a permanent Chair (the Undersecretary of MJLA), a Secretary and Office Managers and Senior Administrators from all agencies who are employed under SIG Justice Sector establishment. The JSTOG over the past 2 years has been instrumental in progressing the following:

- The PNG Study Tour 2011
- Organisational Health Survey for justice agencies;
- Annual KPI Data collection 2011 and 2012
- NDS (Justice Sector) 2011 and 2012
- Lawyers Scheme of Service 2011- 2012
- MJLA Corporate Plan
- Organising RAMSI Law and Justice Transition workshops for justice agencies.

During the RAMSI period the JSTOG also had a strong role to play in coordinating the Requests for Program Assistance funding application and decision making

processes. It also played a key role in monitoring and reporting against the SIG-RAMSI KPI's.

Heads of Agencies within MJLA generally come together as an Executive Management Group (EMG) to ensure that policies and procedures are current, to monitor performance against budget and to resolve strategic issues. In practice the EMG does not meet regularly so coordination and accountability remain a challenge. The National Judiciary has an Executive Management Team (EMT) chaired by the Chief Justice, comprising executive senior staff from each arm of the judiciary, including the Magistrates Court, the High Court and the National Judicial Support Service).

Partnerships: Building partnerships with institutions and relevant organisations overseas offers opportunities not only for collaborative learning but also provides a basis for discussion and debate on common issues and assists in the promotion of regional peace and stability. Similarly collaboration between the Royal Solomon Islands Police Force, Correctional Service of the Solomon Islands and all Justice Agencies contributes to the effective delivery of justice services to Solomon Islands communities. Ongoing consultations with communities, the promotion of awareness and the conduct of training sessions in the Provinces on a wide range of legal issues is an important part of the sector's work. Expansion of these activities should continue into the future.

2.2. Public Sector Management:

The Justice Sector faces significant challenges both now and into the future most notably in relation to adequate resourcing, financial and human resource management; planning and performance management; and infrastructure development.

Finance: The Solomon Islands Government and donor partners have a good understanding of the needs of the sector and its core functions. However competing demands on the government as well as on donor funding and possible changes in priorities into the future may see a reduction in resources available to the sector in the long term. Any decrease in SIG budget in future years could cause delays in implementing the sector's activities. The current volume of work due to the increase in demand for legal services from a young and expanding population may soon, if not already, be beyond the capacity of justice agencies. Coupled with this, insufficient funds to pay for a negotiated change to

the terms and conditions of employment for lawyers and magistrates may see a resumption of the recent industrial disputes with government lawyers.

One of the opportunities which has been and will continue to be available to the sector is quality technical assistance (in the form of advisers - TA) and other funding support through cooperation and collaboration between SIG and donor partners. There is an expectation that this assistance will continue over the coming years 4-5 years especially through the bilateral Partnership for Development with Australia. It came into effect on 1 July 2013, replacing RAMSI assistance, and provides opportunities to build on gains already made in the sector over the last ten years.

During the life of the Justice Sector Strategic Framework, the Solomon Islands will have two national general elections. The outcome of these elections cannot be predetermined but consideration to possible changes in policy direction and funding needs must be considered. It will be important for the sector to explore the impact of different political scenarios as part of the planning and review process.

Human resources

The existence of a poor “public service culture” within the sector is evidenced by high rates of absenteeism, poor punctuality, lack of clear disciplinary procedures or the application of those procedures and in some instances low performing work teams. These issues have been identified as needing immediate attention.

Coupled with these are the challenges the sector faces with recruitment. In particular:

1. Finding the right people with the right skills at the right time to fill vacant positions;
2. Retaining experienced staff at middle management level to bridge the gap between inexperienced staff at the entry level and more highly skilled officers at the senior/executive level;
3. Developing processes and systems to speed up and rationalise the recruitment process both within the Ministry of Legal Affairs and the National Judiciary as well as within the Ministry of the Public Service. For example there are at present significant delays in finalising recruitment for key senior/executive positions.

Young legal professionals are attracted to SIG justice agencies because they provide them with training and mentoring to enhance their knowledge and skills and to

build on existing experiences. Opportunities for leadership development and career progression are also available to them. However it should be noted that while most lawyers demonstrate dedication to their roles, there are some for whom the commitment to clients and to the courts is not as obvious. This contributes to unacceptable delays in the administration of justice and ultimately weakens the sector overall. Future opportunities to access specialised legal training and graduate placement programs together with improved terms and conditions (in particular adequate housing) will boost morale. Better regulation of the legal profession will strengthen professionalism and the skills of practitioners.

Planning and performance management

Establishing appropriate planning and performance monitoring frameworks and learning from past experiences in an environment which supports open and frank intergenerational dialogue will not only maximise available opportunities but will also assist the sector to be proactive rather than reacting to issues as they arise.

Being proactive requires information and empirical evidence to support management decisions. The current difficulty faced by agencies in measuring individual, organisational and institutional development is an issue that needs to be addressed immediately. The inability to capture data, monitor and report on activity and progress is widespread. It compromises the ability to determine the effectiveness of capacity development initiatives, to contrast and compare progress across the sector and to provide evidence to donors of movement towards the achievement of shared objectives. Of concern also is the absence of a sector-based centralised data management system that would assist agencies to obtain and manage current, reliable data for monitoring and reporting. Furthermore, the lack of logistical support to planning impedes planning initiatives.

Infrastructure

Currently, the infrastructure development supported by SIG and donors particularly in the provinces serves to improve access to justice by people in the Solomon Islands. To ensure that the sector has adequate infrastructure well into the future, both MJLA and NJ are committed to moving forward with the implementation of a comprehensive infrastructure plan currently in draft form.

3. The Purpose of the Justice Sector Strategic Framework

In designing the JSSF, sector stakeholders have taken the opportunity to consider individual and collective aspirations, broad policy issues and to reflect on the importance of developing overarching principles linked to:

- Strengthening and improving the operations of the formal justice system,
- Providing better coordination and use of resources on a cross sectoral basis
- Focussing on crime prevention and the role of informal justice systems in the Solomon Islands.

In coming years the Justice Sector Strategic Framework will play an important role in ensuring that there is a conduit between the priorities of the Solomon Islands Government (see SIG policy statement below) and the actions of MJLA and the National Judiciary at the corporate strategy and at the annual work plan levels (see diagram opposite). It will also serve as a link between the Solomon Islands Government and international donors by providing a focus for allocating development assistance to priority activity.



Relationship between planning and priorities at whole of government, sector and agency levels

The goal of the NCRA Government for the Judiciary and Legal Services is to:

“create a new, united and vibrant Solomon Islands, based on principles of mutual respect and trust through peaceful co-existence in a diverse yet secure and prosperous environment where tolerance is encouraged”.

Page 130 of the NCRA Policy Translation and Implementation Document (Revised) 2011

4. The Justice Sector Vision, Mission and Values

In his address to the participants in the first JSSF planning workshop in January 2013 Sir Albert Palmer, Chief Justice of the Solomon Islands highlighted the importance of knowing where you want to go in order to achieve success:

“In the Justice Sector, as key stakeholders in the delivery of justice, it is timely for us to ask what is it that we want, where do we want to go and how can we reach our goals. To do that, like anything in life we need to take stock of where we are. A plan must have a starting point, where it wants to get to, its target or goal (vision), its task or mission of what it wants to do, its purpose or the reason for its existence and strategies of how to get there.”

After lengthy and robust debate key stakeholders agreed to adopt the following statements of **VISION**, **MISSION** and **VALUES** for the Justice Sector.

Our Vision

(Achievement in the long term)

“All people in the Solomon Islands have timely and relevant access to a robust and independent justice system which they have confidence will support a safe and peaceful society.”

Our Mission

(Action to achieve our vision)

“We will deliver transparent, accountable and effective justice services which protect the fundamental rights and freedoms of all people in the Solomon Islands.”

Our Values

(Principles underpinning our practice)

In the Justice Sector we adhere to a moral and ethical code which underpins and guides our practice. The following values or operating principles form the basis of that code:

- **Ethical behaviour:** we seek to be professional, fair and act in the best interest of justice with dignity, integrity and honesty.
- **Independence:** we deliver justice impartially without fear or favour.
- **Cooperation:** we work together to achieve effective and efficient Justice Sector service delivery.
- **Accountability:** we deliver justice in a transparent manner.
- **Competence:** we value the ability of Justice Sector institutions to competently deliver quality services.
- **Equity:** we ensure fairness in Justice Sector institutions and in service delivery.

5. Key Priority Areas and Outcomes

Justice Sector outcomes, objectives and strategies have been categorised into three Key Priority Areas or KPA's (also known sometimes as Key Result Areas). These are:

KPA 1: Governance and Organisational Capacity

The Justice Sector faces challenges in relation to governance, leadership and management. It has been confirmed that it is now time for governance structures to be reviewed and for action to be taken to improve the capacity of the sector with regard to leadership, financial management, human resource management, learning and development and the standardisation of systems, policies and procedures. The need for planning and the assessment of performance (at sector, agency and individual staff level) in a structured, timely manner has been highlighted as an issue of importance, as has that of reducing the reliance on donor support.

KPA 2: Access to Justice Services

Access to justice means access to fair, respectful and efficient legal process either through judicial, administrative or other public processes, resulting in a just and adequate outcome. In Solomon Islands, access to justice is amply captured in the ability of the government and other relevant stakeholders to provide systems and processes that allow for satisfactory access to courts and legal representation. To achieve this, the government, including through its justice agencies, civil society organisations and faith based organisations all play an active role in ensuring that the wider Solomon Islands communities, including the rural population, are able to access justice services.

KPA 3: Sector Coordination and Partner Engagement:

The Justice Sector comprises agencies and institutions that are wholly or partially independent, with some having a constitutional or legislative mandate to carry out their functions. No one agency or institution can direct or control the others. However the reality is that the successful development of the sector relies heavily on agencies working together and not in isolation. The

sector acknowledges the importance of establishing and maintaining strong and productive relationships with a variety of partners and stakeholders. It is committed to strengthening partnerships and coordination between agencies within the sector and with other SIG Ministries which play a crucial role in ensuring the delivery of justice services in the Solomon Islands. There is also a strong commitment from the sector to forge and maintain productive working relationships with civil society, development partners and regional and international justice agencies and professional associations.

The JSSF includes a description and rationale for each Key Priority Area and a single high level outcome.

6. Strategic Objectives and Strategies

It is against these outcomes and the strategic objectives identified for each one that we will measure our success. Discussion and input from the Justice Sector Consultative Committee at the planning workshop held in January 2013 and subsequent consultation has provided further clarity and strength to these outcomes. The framework does not include a detailed plan for how we progress each of these high level strategies. How we implement and deliver on the strategies will be the subject of ongoing discussion both at JSCC and Agency level and will be reflected in Agency Corporate and Annual Work Plans.

KPA 1: Governance and Organisational Capacity

This priority area includes a focus on human resource and financial planning and management, codes of conduct, administration, organisational structure, leadership development, training and policy and infrastructure developments. Objectives and strategies should be viewed as having a medium to long term life.

OUTCOME 1

Good practice in leadership and public sector management demonstrated in the Justice Sector

Strategic Objectives	Sector Strategies
1.1 Strengthen the leadership, management and administrative capacity of the Justice Sector to deliver results.	<ul style="list-style-type: none"> • Support the development and implementation of good practice in sector wide human resources (workforce) planning, management and development aimed at improving management/supervision, leadership and HR practice; building staff knowledge, skills and expertise and promoting a public sector culture of responsibility and accountability. • Provide ongoing targeted revision and development of organisational structures, systems, processes to support sustainable growth across the sector. • Enhance the capacity and confidence of the sector to manage finances efficiently and effectively in accordance with SIG Financial Instructions and ensure alignment with sector and agency priorities. • Build organisational planning and performance management frameworks (including data collection systems and methodologies) for implementation across the sector.
1.2 Adopt a zero tolerance attitude to fraud and corruption within the sector	<ul style="list-style-type: none"> • Actively support whole of government initiatives to prevent fraud and counteract corruption
1.3 Build a Solomon Islands Justice Sector based on a strong policy platform	<ul style="list-style-type: none"> • Prepare a "State of the Justice Sector" national analysis paper to identify key issues and inform the development of a National Law and Justice Sector Policy aligned to SIG Priorities.
1.4 Support gender mainstreaming in the SIG Public Service	<ul style="list-style-type: none"> • All agencies include a gender implementation strategy inclusive of SIG priorities as part of their corporate plan and report as required.

KPA 2: Access to Justice

This priority area is focussed on ensuring that all people in the Solomon Islands irrespective of ethnicity, place of origin, place of residence, religion, age, gender or disability have access to appropriate justice services.

OUTCOME 2

Improved access by the Solomon Islands Community to the services of the Justice Sector

Strategic Objective	Sector Strategies
2.1. Deliver justice affordably, transparently and sustainably	<ul style="list-style-type: none">• Build the capacity of the sector to deliver sustainable justice services• Strengthen the individual, organisational and systemic capacity of the sector to deliver agency core functions.• Provide appropriate strategies and a sustainable level of resourcing to support expanded justice service delivery in Solomon Islands rural communities.• Implement relevant SIG policies and strategies targeting vulnerable groups.• Increase community knowledge and awareness of their legal rights and responsibilities and the justices services available to them.• Strengthen the capacity of the sector to undertake legal policy development, law reform and legislative drafting.
2.2. To ensure that the Sector has the physical assets it needs to support agency service delivery	<ul style="list-style-type: none">• Support a strategic coordinated approach to infrastructure planning and development across the sector.
2.3. To establish the National Judiciary as an independent self-administering entity.	<ul style="list-style-type: none">• Prepare and implement a staged plan for the transition of the National Judiciary to full administrative independence.

KPA 3: Justice Sector Coordination and Partner Engagement

The focus of this priority area is to build and nurture partnerships and relationships with key internal and external stakeholders.

OUTCOME 3

A planned and coordinated Justice Sector capable of delivering quality services

Strategic Objectives	Sector Strategies
3.1 Achieve and maintain productive working relationships with relevant key stakeholders	<ul style="list-style-type: none">• Strengthen coordination of services and engagement across Justice Sector agencies including Royal Solomon Islands Police Force and Correctional Services of Solomon Islands.• Actively promote engagement with SIG Ministries e.g. MOFT, MPS and MDPAC and donors to ensure effective administration of Justice Sector agencies.• Maximise opportunities arising from relationships with provincial, regional and international partners and professional associations.• Work collaboratively with development partners to ensure that donor programs are closely aligned with SI Justice Sector priorities
3.2 Achieve internal coordination and accountability within the Justice Sector	<ul style="list-style-type: none">• Ensure ongoing relevance of the roles and functions of Justice Sector coordinating mechanisms through monitoring and review and implementation of findings.• Ensure ongoing currency of agency corporate and administrative management systems and structures through monitoring and review and implementation of findings•

7. Performance Monitoring, Reporting and Assessment

7.1 Overview

The Justice Sector Strategic Framework (JSSF) is accompanied by a comprehensive Performance Management Framework (PMF) to guide the management (including monitoring and reporting) and assessment of sector performance. The PMF contains information on key elements of the performance management and assessment process: Agreeing on outcomes; selecting performance indicators; assessing of performance management capacity across the sector; establishing baselines and setting targets; capturing data and monitoring results; analysing and reporting findings; and assessing and making required changes.

The PMF includes key performance indicators (KPI's) aligned to the JSSF outcomes. Each KPI has attached to it a set or basket of intermediate performance indicators against which agencies can measure their performance. An appendix to the PMF sets out what indicators each agency has agreed to report against. As this is the first time the sector has undertaken such a large performance management project it is anticipated that implementation will highlight indicators that from time to time may require modification, removal or addition in order to provide stakeholders with the evidence required for management and decision making purposes

7.2 Planning, Monitoring and Reporting Timeframes

Timeframes for planning, monitoring and reporting have been discussed by the JSCC and the following timeframes and responsibilities tentatively agreed. These may change as the sector adjusts to a different way of monitoring and reporting and as any other changes in reporting occur across SIG as a whole.

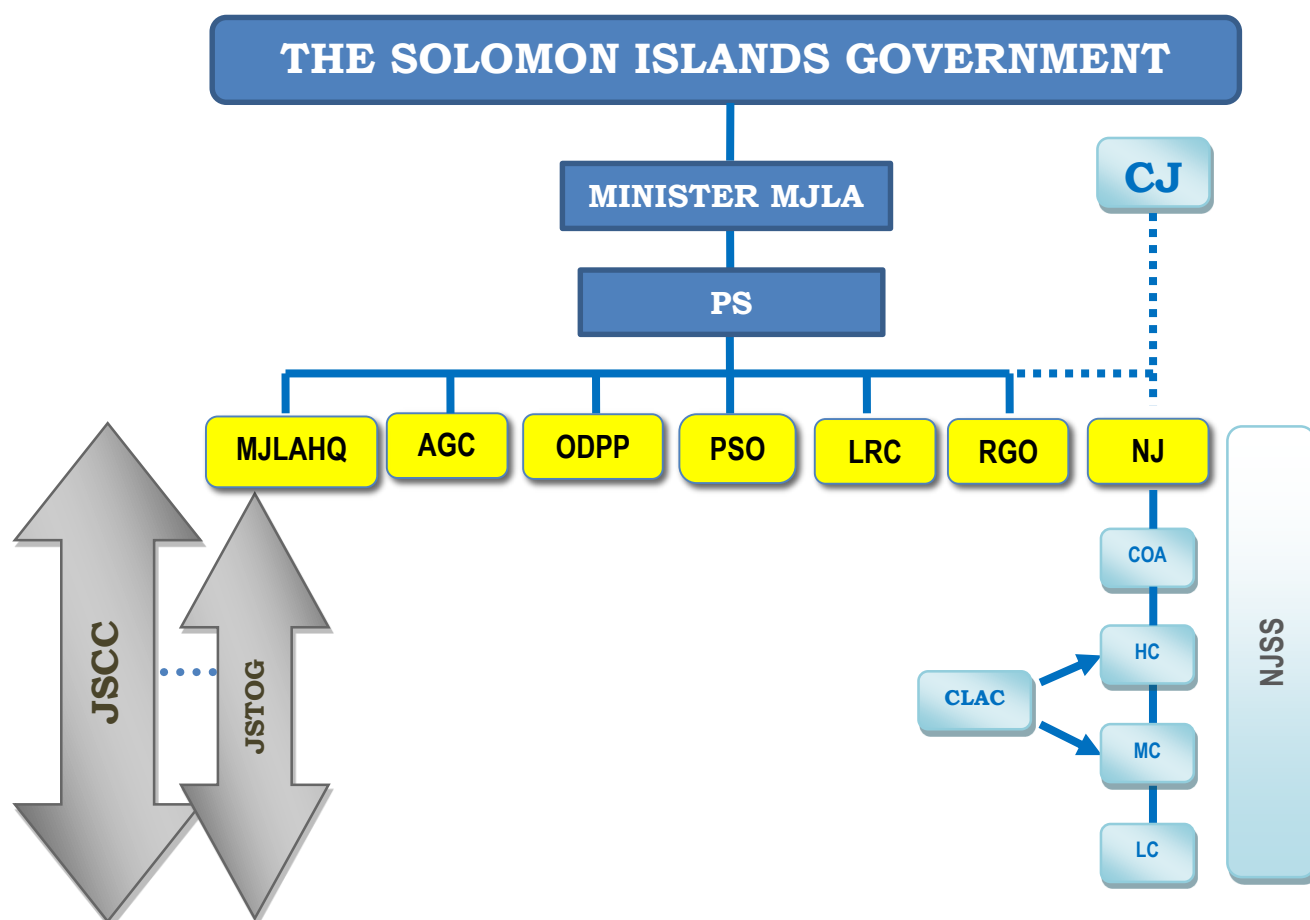
Planning Timeframes

Plans and agreements	Responsible Officer/Group	Received/Endorsed by	Period of Review	New Planning timetable
JSSF	JSTOG	JSCC	Every 2-3 years mid-year	Every 10 years
Agency Corporate Plans	Determined by Head of Agency supported by CSPO	<ul style="list-style-type: none"> MJLA: Endorsed by Head of Agency and provided to MJLA HQ NJ: Endorsed by Chief Justice Plans tabled at JSCC for information 	<ul style="list-style-type: none"> Annually after first year of implementation – minimal change expected Mid-year aligned to budget and AWP 	Every three years – 3 rd /4 th quarter for following year
Agency Annual Work Plans (AWP)	Determined by Head of Agency	Head of Agency	Annually mid – year aligned to budget	3 rd quarter of current year for following year
Budget plans	FC's and Office Managers	Head of Agency	Annually July - September	
Annual reports	Determined by Agency and in the case of MJLA collated by CSPO.	<ul style="list-style-type: none"> MJLA: Endorsed by Head of Agency and provided to MJLA HQ For NJ: Endorsed by head of division and provided to Chief Justice 	N/A	1 st /2 nd quarter of current year for previous year
PS Performance Agreement	PS MJLA	Reviewed by Public Service Commission and signed by Prime Minister	Half yearly July and January	Annually – 1 st quarter

Monitoring and Reporting Timeframes

Monitoring and Reporting	Responsible Officer/Group	Reports to	Monitoring	Reporting	Framework Indicator review
Reporting against JSSF KPI's	JSTOG	JSCC	Half yearly	July/August (for previous 6 months)	Annually
Agency reporting	Determined by Head of Agency	Heads of Agency/PS/CJ	Determined by Head of Agency	Quarterly/Half yearly	
Budget	Office Managers	FC/Head of Agency	Monthly	Monthly/Quarterly	

MINISTRY OF JUSTICE AND LEGAL AFFAIRS and NATIONAL JUDICIARY ADMINISTRATIVE RELATIONSHIP



Abbreviations:

AGC	Attorney Generals Chambers
COA	Court Of Appeal
CJ	Chief Justice
CLAC	Customary Land Appeal Courts
HC	High Court
JSCC	Justice Sector Consultative Committee
JSTOG	Justice Sector Technical Operations Group (reports to the JSCC)
LC	Local Courts
LRC	Law Reform Commission
MC	Magistrates Courts
MJLAHQ	Ministry of Justice and Legal Affairs Headquarter
NJSS	National Judiciary Support Service
ODPP	Office of the Director of Public Prosecutions
PS	Permanent Secretary, MJLA
PSO	Public Solicitors Office
RGO	Registrar Generals Office

Notes:

Courts established under Warrants;

- 5 Customary Land Appeals Court (Gizo, Auki, Honiara, Kirakira, Lata)
- 5 Magistrates Courts (Gizo, Auki, Honiara, Kirakira, Lata)
- 19 Local Courts (throughout the country)

NJ is moving towards self-administration with infrastructure and planning support from MJLAHQ. In the event when CEO is absent from Office due to Annual Leave or other commitments, PS/MJLA will be the Accounting Officer.

ODPP has two Provincial Offices; Gizo and Auki.

PSO has two Provincial Offices; Gizo and Auki.

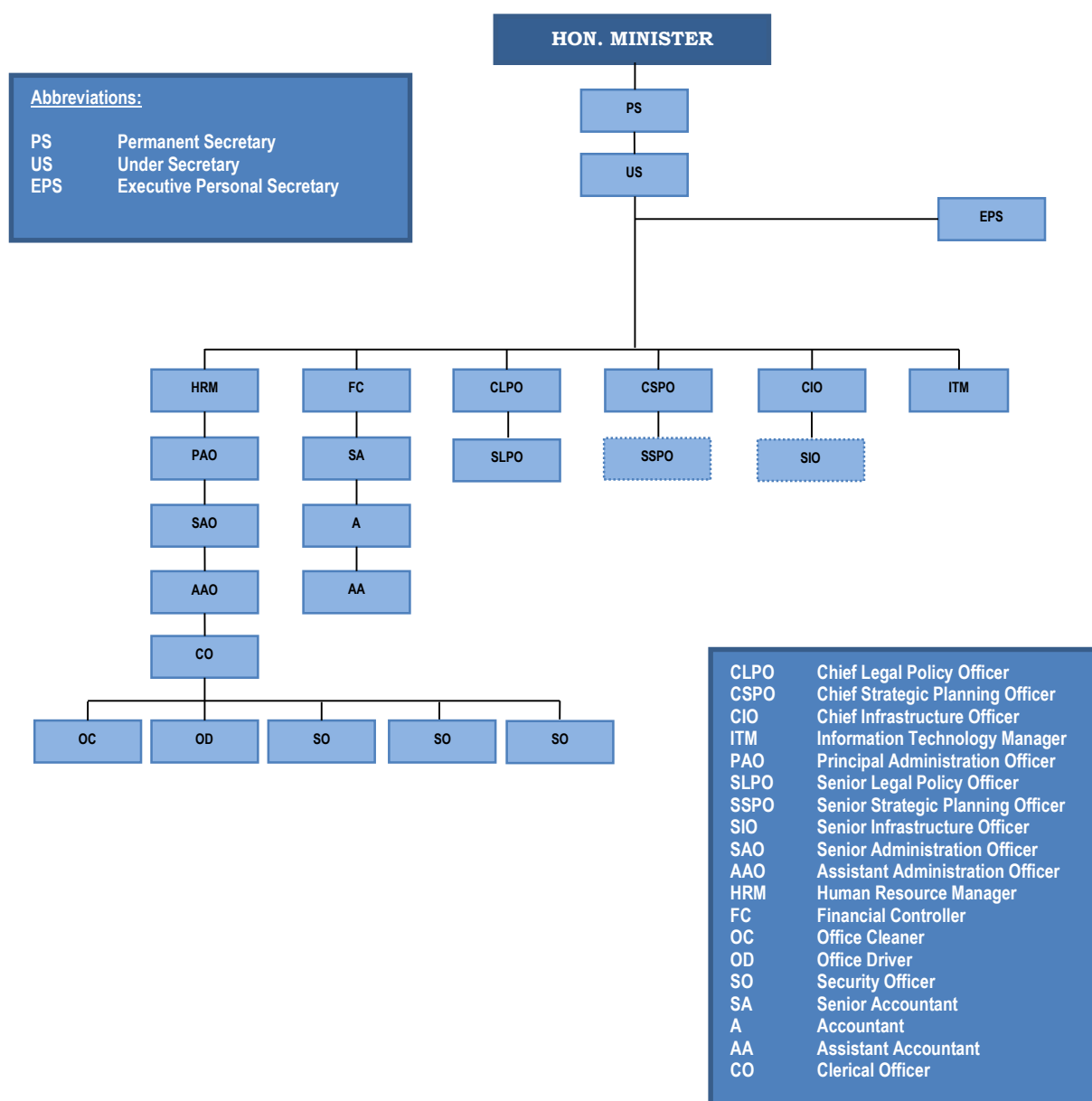
PLEASE NOTE:

The following organisational structures are correct at time of printing but may alter during the life of this Framework

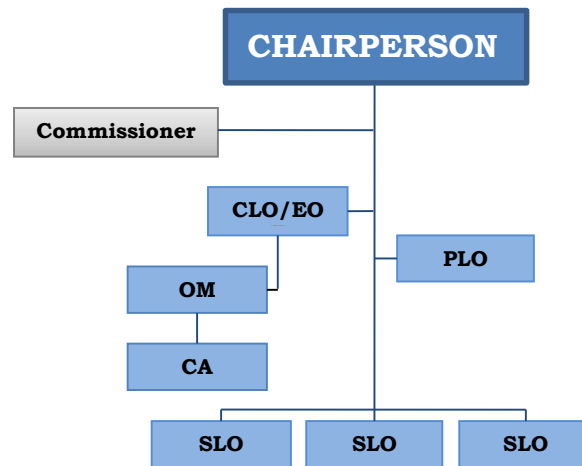
Appendix 2

ORGANISATIONAL STRUCTURES FOR THE MINISTRY OF JUSTICE AND LEGAL AFFAIRS AND THE NATIONAL JUDICIARY

1. MJLA HEADQUARTERS



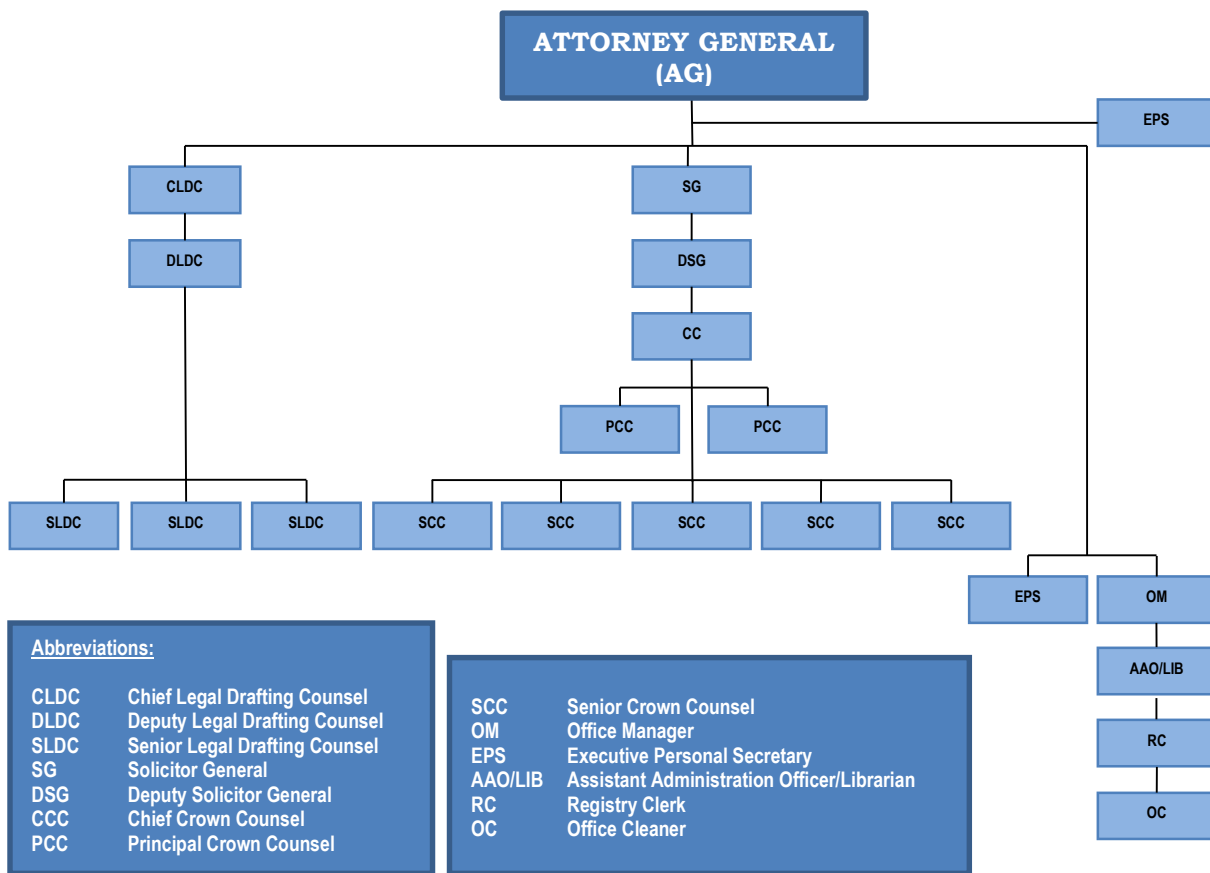
2. LAW REFORM COMMISSION



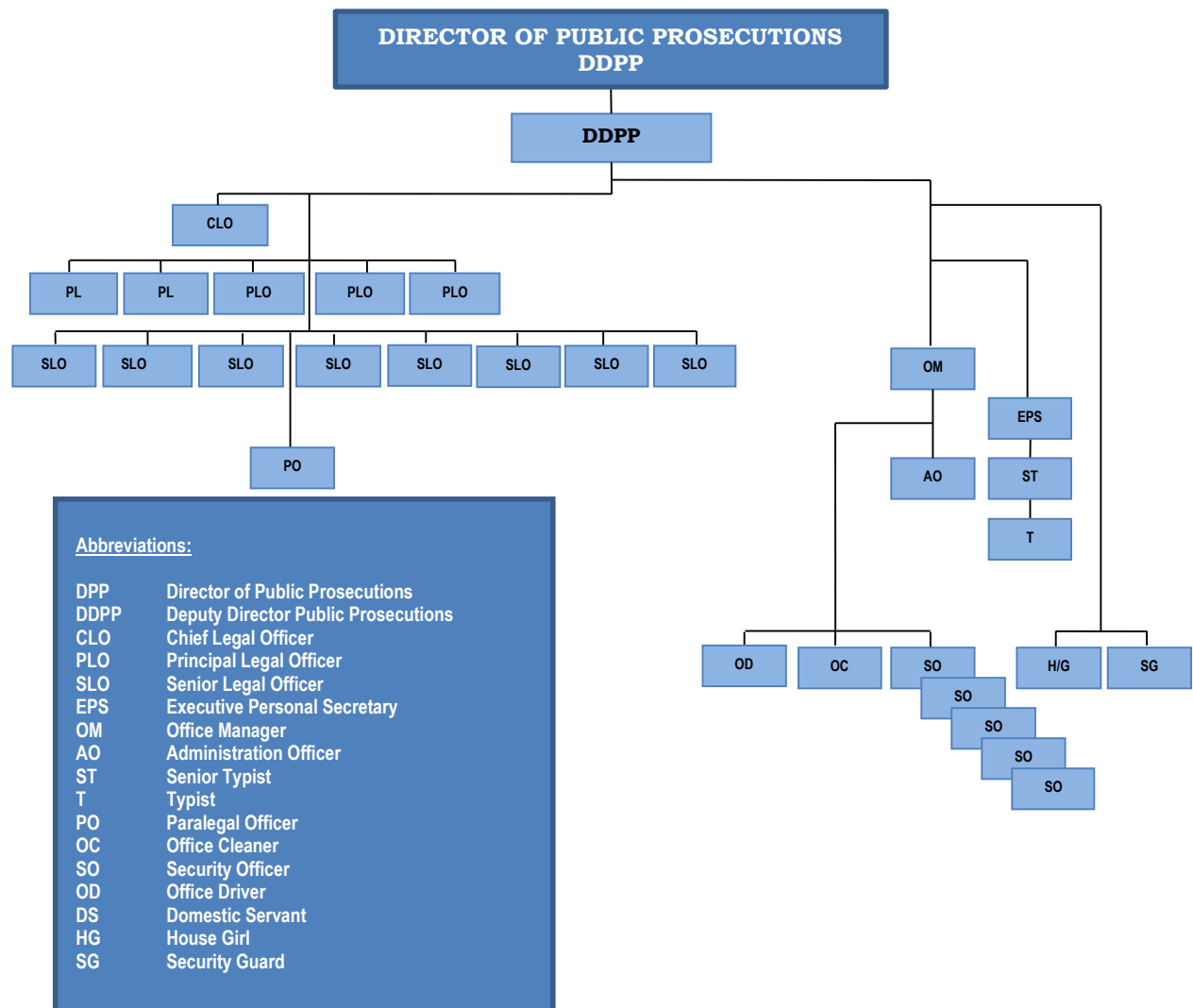
Abbreviations:

CLO/EO	Chief Legal Officer/Executive Officer
PLO	Principal Legal Officer
SLO	Senior Legal Officer
OM	Office Manager
CA	Clerical Assistant

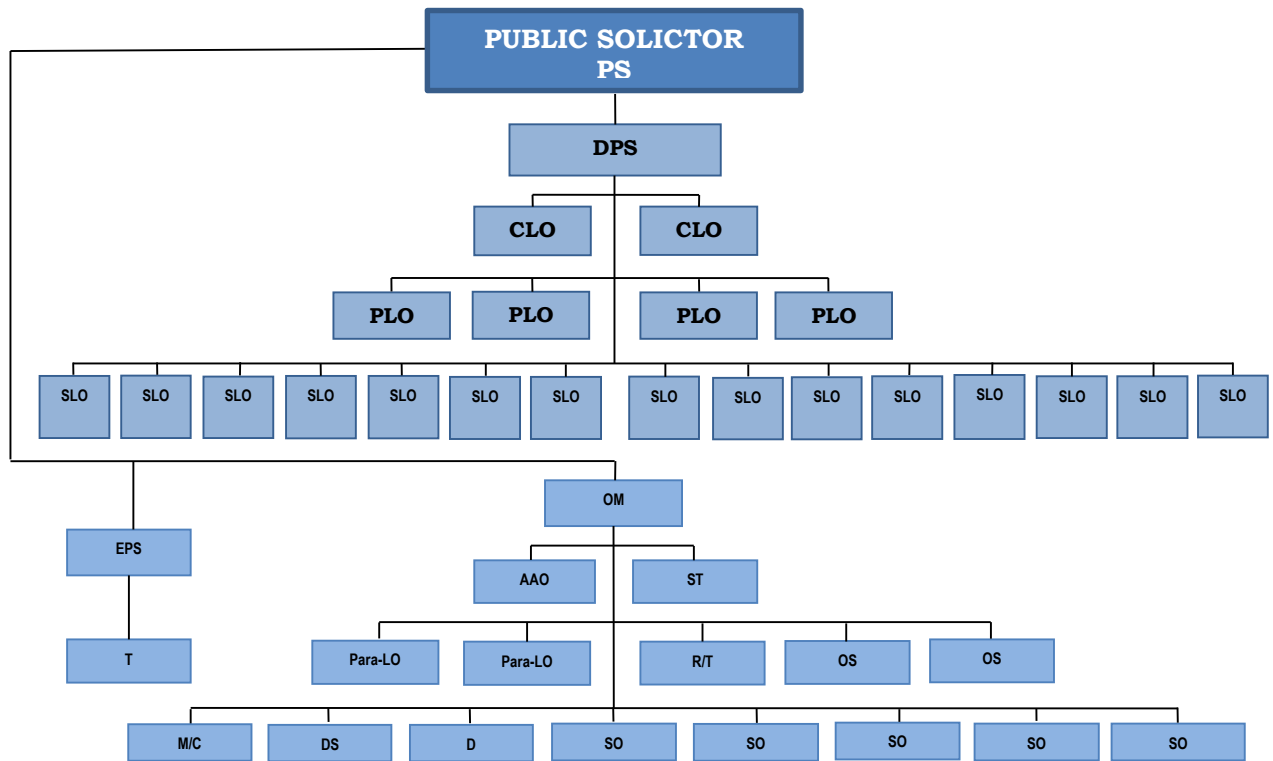
3. ATTORNEY GENERALS CHAMBERS



4. OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS



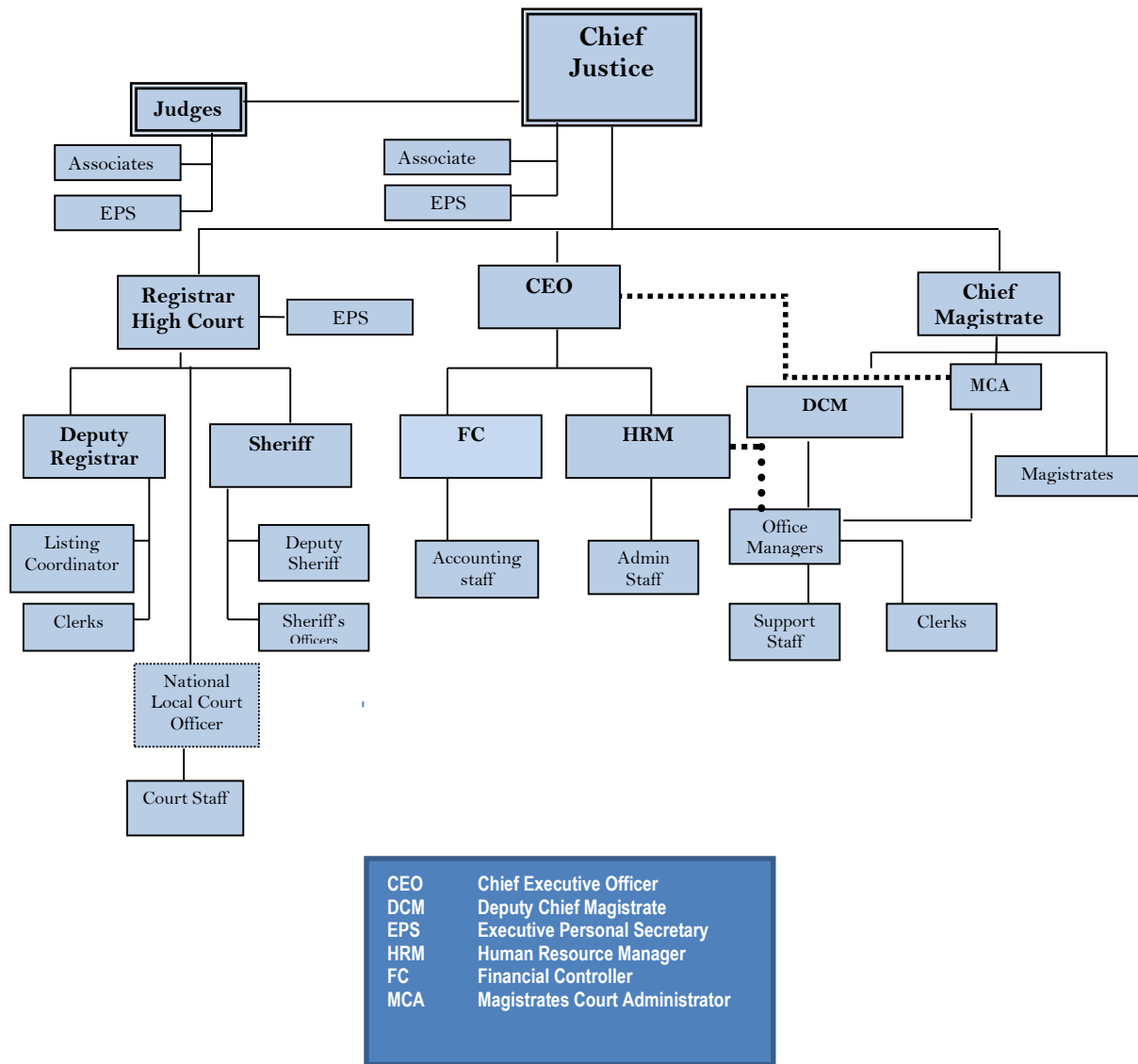
5. PUBLIC SOLICITOR'S OFFICE



Abbreviations:

DPS	Deputy Public Solicitor
CLO	Chief Legal Officer
PLO	Principal Legal Officer
SLO	Senior Legal Officer
EPS	Executive Personal Secretary
OM	Office Manager
AAO	Assistant Administration Officer
ST	Senior Typist
T	Typist
Para-LO	Paralegal Officer
R/T	Receptionist/Typist
OS	Office Secretary
M/C	Messenger/Cleaner
SO	Security Officer
D	Driver
DS	Domestic Servant

6. NATIONAL JUDICIARY



Outcomes of the SWOT Analysis: a snapshot of the issues raised by workshop participants

Strengths	Opportunities
<ul style="list-style-type: none"> • Donor/SIG funding including technical Assistance • Opportunities for leadership development • SIG employment attracts young professionals • Training provided to enhance knowledge and skills • Respect and dedication of Justice Sector staff • Government understanding of law and justice needs • JSCC - SIG provides leadership and acts as policy management group and central coordination body and JSTOG - Research Advisory body • Willingness of Agency Heads to improve the sector • Defined Constitutional roles of Agencies • Infrastructure development 	<ul style="list-style-type: none"> • Bilateral partnership with Australia • Establish groundwork for proper planning • Learning from past experiences • Open and frank intergenerational dialogue • Access to specialised legal training • Improvements in terms and conditions • Relationship building with institutions and bodies overseas • Promotion of regional peace and stability • Collaboration with Police, CSSI, Justice • Enhance JSCC effectiveness • Legislative Reform
Weaknesses	Threats/Challenges
<ul style="list-style-type: none"> • Delay in accessing resources • Some lawyers neglect duty to clients and the Court • Delayed judgments and cases • Absence of sector Based Data Management system creates delays in Identifying and coordinating relevant data to address problems and issues • Agencies lacking data for reporting • Poor Public Service culture / Officers lack accountability • Weak Human Resources Management • Difficult to get the right person in the right job • Lack of experienced officers in middle management • No housing policy across the sector • JSSC not always meeting and EMG not meeting • Agencies operating in silos • Bureaucratic processes too slow • Inadequate Provincial Outreach and Consultation 	<ul style="list-style-type: none"> • Shifting donor priorities • Possible change of government – political instability • Financial constraints (SIG) • Geographical factors delaying justice • Heavy reliance on other agencies to complete key processes e.g. delays in finalising recruitments • Inadequate internal logistical support and planning • Industrial Disputes /Scheme of service and remuneration • Increase workload beyond agencies capacity • Filling key senior vacancies and retention of experienced officers • Generational differences • Lack of clear disciplinary procedures • Difficulty in measuring capacity development • Agency Leadership needed • Risk to the rule of law • Police and Justice are separate