



Solomon Islands Government

MINISTRY OF JUSTICE AND LEGAL AFFAIRS

ANNUAL WORK PLAN

2023



“A vibrant and robust service to the agencies for effective, efficient and sustainable justice services to Solomon Islands.”



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Acknowledgement



As the Permanent Secretary responsible for the Justice Sector, I wish to thank my staff at Headquarter who are instrumental in the preparation of the Corporate and Support Services Annual Work Plan 2023. It is through their committed effort that has enabled us to produce this 2023 Annual Work Plan. This work plan underpins the vision established by the HQ Corporate Plan 2021-2023 and translates them into implementation agendas. It gives the direction in which the Ministry Corporate and Support Services supports its core vision of a vibrant and robust service to all agencies for effective, efficient and sustainable justice services to Solomon Islands.

The AWP 2023 is the vehicle through which the vision and aspirations of the Democratic Coalition Government for Advancement (DCGA) for the Justice Sector will be realized through its fundamental reform agenda. Improved Access to Justice is a key policy strategy of the DCGA. Efforts to enhance the work towards this policy goal must therefore be stepped up through the implementation of this AWP.

We expect to face many challenges as we progress this year and we are all familiar with the threats that often hinder progress. However, we trust that the Ministry will continue to embrace the values and principles we have set ourselves. These values and principles are key attributes that are fundamental in dealing with any situation or context. The implementation of the 2023 AWP is no exception. These core values and principles are:

Communication: *we value effective dissemination of internal and external information.*

Supportiveness: *we offer assistance and encouragement to one another in executing our respective roles*

Recognition: *we reward outstanding performers to maintain staff motivation.*

Ethical behaviour: *we seek to be professional, fair and act in the best interest of justice with dignity, integrity and honesty.*

Cooperation: *we promote the culture of teamwork in the workplace.*



Accountability: *we deliver justice in a transparent manner.*

Competency: *we value the ability of our staffs to competently deliver quality services.*

Equity: *we ensure fairness in the execution of our core functions.*

The key priority is to provide the best support possible to all agencies of the Ministry including the National Judiciary. This means we will need to improve our coordination role across our agencies and units, and also to uphold work commitments within the Ministry. Practices such as chronic lateness and absenteeism must be stopped. As government officers we need to reflect on our past performances and ask ourselves whatever we have truly contributed to the overall goal of the Ministry. If this means changing one's behaviour and attitude; I respectfully demand that such must happen now.

May I therefore call for your unwavering support in the implementation of the Annual Work Plan 2023. Armed with our individual and collective abilities, we are more than capable of fulfilling our vision of providing a; **"A vibrant and robust service to the agencies for effective, efficient and sustainable justice services to Solomon Islands."**

Thank you and God Bless.



Dr. Paul Mae
Permanent Secretary
Ministry of Justice and Legal Affairs



OUR Vision

“A vibrant and robust service to the agencies for effective, efficient and sustainable justice services to Solomon Islands.”

OUR Mission

“Provide leadership and corporate support services delivery and review and update relevant laws to meet the needs of the people and governments in Solomon Islands.”

OUR CORPORATE VALUES AND INTENT

In all our dealings, our people will strive to be guided by the following values:

Communication: *we value effective dissemination of internal and external information.*

Supportiveness: *we offer assistance and encouragement to one another in executing our respective roles.*

Recognition: *we reward outstanding performers to maintain staff motivation.*

Ethical behaviour: *we seek to be professional, fair and act in the best interest of justice with dignity, integrity and honesty.*

Cooperation: *we promote the culture of teamwork in the workplace.*

Accountability: *we deliver justice in a transparent manner.*

Competency: *we value the ability of our staffs to competently deliver quality services.*

Equity: *we ensure fairness in the execution of our core functions.*



Democratic Coalition for Change Government (DCGA) Policies:

- (a) Provide budgetary support to construct and renovate Justice Sector infrastructures;
- (b) Ensure that the National Judiciary receive some form of financial autonomy;
- (c) Enhance relevant legislations that supports effective enforcement for warrant of arrest or enforcement of Court order against a citizen
- (d) Improve access to fair, respectful and efficient legal process through judicial, administrative and other public processes.
- (e) Ensure Citizens have easy access to legal and judicial services and reduce delays and the backlog of cases;
- (f) Develop a human resources development plan and put in place human resource development strategies that adequately meet the needs of the justice sector

PRIORITY AREAS, CORPORATE OBJECTIVES AND STRATEGIES 2021 - 2023

PRIORITY 1: People Management and Development

CORPORATE OBJECTIVE 1.1:

MJLAHQ has the right structure, right number of people, and the right skill mix with the right motivations.

CORPORATE STRATEGIES

- (a) Ensure that the Ministry is operating at full staffing capacity with quality recruitment.
- (b) Ensure the design and implementation of costed training and development plans for capacity building across the Ministry.
- (c) Performance Management Program is in place and actively implemented to meet service delivery standards.
- (d) HR information is developed and maintained and regularly reported to management.



PRIORITY 2: Leadership and Organisational Change

CORPORATE OBJECTIVE 2.1:

Disciplined work force with a demonstrated strong work ethic achieved through sound leadership and management.

CORPORATE STRATEGIES

- (a) Improve systems and processes for effective and efficient communication within the Ministry and with partners and stakeholders.
- (b) With the engagement of staff build an organisational culture which supports and encourages ethical practice and team behaviour.
- (c) Support to the Minister and engagement with Government and other agencies.
- (d) MJLAHQ is a key partner in facilitating sector coordination and donor support by maintaining bilateral and multi-lateral partnerships on common justice issues
- (e) MJLA is a key implementing agency for the Justice Sector Strategic Framework.

PRIORITY 3: Financial Management

CORPORATE OBJECTIVE 3.1:

Financial management is transparent, accountable and complies with SIG requirements.

CORPORATE STRATEGIES

- (a) Financial management of the Ministry is compliant to all legislation.
- (b) Budget planning and preparation an inclusive process oversighted by BIC.
- (c) Support Agencies within the Ministry to develop and execute their budget in accordance with SIG requirements.
- (d) Rigorous monitoring and review of procurement and payment processes as a means of preventing mismanagement, corruption and fraudulent activity.
- (e) Support management to lobby SIG for increases in necessary resources (recurrent and development) to ensure improvement and sustainability of the justice sector.



PRIORITY 4: Infrastructure Development

CORPORATE OBJECTIVE 4.1:

The Ministry of Justice and Legal Affairs has the capacity, land, facilities and assets to meet demand for access to Justice.

CORPORATE STRATEGIES

- (a) Sound strategic policy and plan in place
- (b) Fast track the construction of the Justice Precinct
- (c) Ensure the efficient and cost-effective management of infrastructure projects
- (d) Manage and update asset management systems.

PRIORITY 5: Planning, Monitoring and Reporting

CORPORATE OBJECTIVE 5.1:

The Ministry has a timely, realistic and measurable system for planning, monitoring and reporting.

CORPORATE STRATEGIES

- (a) Support and co-ordinate Agencies and Units to develop, manage and implement agency corporate planning, annual planning and annual reporting in line with government policies and objectives
- (b) Implement a research capability in support of sector and legal policy
- (c) Support the implementation of a Ministry wide approach to organisational performance management incorporating KPI's
- (d) Collaborate with key Ministries on planning, monitoring and reporting.



PRIORITY 6: Legal Policy Development

CORPORATE OBJECTIVE 6.1:

The delivery of justice services is supported by a robust policy and legislative framework.

CORPORATE STRATEGIES

- (a) Develop and review legal policy and legislation in accordance with SIG priorities.
- (b) Introduce organisational policies to support transparent and accountable corporate administration
- (c) Develop the capacity of the Legal Policy Unit to provide services as required
- (d) Establish and improve justice administration mechanisms in execution of justice service delivery





MINISTRY OF JUSTICE AND LEGAL AFFAIRS HEADQUARTER ANNUAL WORK PLAN 2022

PRIORITY 1: PEOPLE MANAGEMENT AND DEVELOPMENT

CORPORATE OBJECTIVE 1.1: *MJLAHQ has the right structure, right number of people, the right skill mix with the right motivations.*

Corporate Strategies	Activities	Responsible Officer	Timeframe/ Delivery Date	Targets/ Performance Indicators (JSSF 2020-2030)	Budget (SIG)	Progress Report
(a) Ensure that the Ministry is operating at full staffing capacity with quality recruitment and staff welfare.	i. Monitor and report on all vacancies.	HRM/CAO/PAO/Clerical Officer	Jan - June	i. All 2023 vacant positions and Acting Appointments to be advertised and filled with qualified and skilled officers.	22,000	Ongoing recruitment exercise. (Only budgeted vacant positions are filled up completely)
	ii. Ensure that all vacant positions are advertised and recruited <u>MJLAHQ</u> 1. 1 x Deputy Secretary Technical 2. 1 x Chief Monitoring and Evaluation Officer 3. 1 x Chief Accountant Officer 4. 1 x Chief Asset Management Officer 5. 1 x Chief Communication Officer 6. 1 x Principal Accountant 7. 1 x Accountant 8. 1 x Security Officer	HRM/CAO/PAO/Clerical Officer	Jan - June	ii. Recruitment & manpower establishment/data updated on regular basis		



Attorney General Chambers

1. 1 x Deputy Legal Draftsperson
2. 1 x Principal Legislative Draft Counsel
3. 2 x Senior Legislative Draft Counsel
4. 1 x Senior Crown Counsel
5. 1 x Executive Personal Secretary (Drafting)
6. 1 x Gardener (AG)

Public Solicitors Office

1. 1 x Deputy Public Solicitor
2. 2 x Senior Legal Officer
3. 1 x Security Officer
4. 1 x Domestic Servant
5. 6 x Lawyers to engage in workforce

Office of the Director of Public Prosecution

1. 1 x Office Manager
2. 1 x Cleaner (Gizo)

Law Reform Commission

1. 1 x Secretary to Chairman
2. 1 x Senior Legal Officer

Registrar General Office

1. 1 x Registrar General
2. 1 x Senior Registrar

- iii. Produce staff movement data base from January to December 2023.
- iv. Coordinate and Support Officers who will be retired in 2023 and continue to

Clerical/AAO/SAO

Ongoing

- iii. Reports on Staff Movement will be reported quarterly

SAO/CAO/HR

Jan - Oct

- iv. Assessment to be done on 2nd & 3rd Quarter



	<p>monitor spread sheet for those who will be retired in 2023.</p> <ol style="list-style-type: none"> 1. Esther Kabe 2. Calwick Vahia 3. Hilda Mata 4. Knowrell Rove <p>v. Staff Rental Application should be managed in a proper fairly manner and must always adhere to the SIG Rental Policies.</p> <p>vi. Staff Welfare issues should be monitored and addressed accordingly;</p> <ol style="list-style-type: none"> i. Staff overtime claims and charge allowances should be well managed and renumerated. 	<p>AAO/PAO</p> <p>HRM/CAO/SAO/AAO</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>v. Rental Data should be updated and reported in quarterly basis.</p> <p>vi. Reports on overtime charges should be done in quarterly basis.</p>		
<p>(b) Ensure the design and implementation of costed training and development plans for capacity building across the Ministry.</p>	<ol style="list-style-type: none"> i. Continue to identify staff training needs, liaise with training providers and implement short term (ST) training. <ul style="list-style-type: none"> • Report Writing • Identify an in house training that relevant to officer's KYPS in conjunction with IPAM training schedule 2023. ii. Conduct monitoring and evaluation of training undertaken (long-term & short-term training) and provide data. <ol style="list-style-type: none"> a) Long-term training: 	<p>CAO/HRM</p> <p>CAO/HRM</p> <p>CAO/PAO</p>	<p>Jan-June</p> <p>June - Dec</p> <p>Ongoing</p>	<p>Short Term training needs identified and implemented.</p> <p>Report writing and KYPS training completed</p> <p>Report on training Data to be reported in quarterly basis.</p>		



- Florence Tagini (Chevening scholarship)
- Charles Olovikabo (East west scholarship)
- Martha Manaka (Norway scholarship)
- Steneth Kaniki (Australian scholarship)

b) **Procurement Training to familiar with SIG procurement guidelines.**

c) **Student internship program proposal for legal cadre (draft TOR).**

d) **Induction, security, protocol & housekeeping training.**

iii. Review and develop the Staff Succession Plan

PAO/CAO/HRM/CSPO

Feb-June

Staff Succession Plan completed and implemented.

iv. Review and develop the Human Resource Development Plan

CAO/HRM/CSPO

June - Dec

Human Resource Development Plan completed and implemented.

v. Review Job Descriptions (JD) for new positions and update existing JD into RS form 2 (new recruitment Form).

CAO/PAO

Ongoing

All JD review completed and updated.

vi. All new and existing staff officers to attend IPAM training that relevant to their respective specific

CAO/PAO

Ongoing

Compulsory IPAM training is completed to maintain and increase staff core-competencies.



	<p>duties. (HRM liaise with HoA's and OM's)</p> <p>vii. New MJLA employees are provided with proper induction training.</p> <p>viii. Update, monitor and provide feedback on MJLA Registry</p>	<p>CAO/PAO</p> <p>PAO/Registry Officer</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>New employee's induction successfully completed to increase work confidence to new officers.</p> <p>Registry files, database and accurate information on all affairs of MJLA being updated.</p>		
<p>(c) Performance Management Program is in place and actively implemented to meet service delivery standards.</p>	<p>i. Continuous implementation of Performance Management Policy across MJLA (close monitoring by HoA's on their subordinates)</p> <p>ii. Create Performance Recognition Committee (PRC) to assess individual performance management form.</p> <p>iii. Coordinate with HOA and OM's on staff promotion, acting appointments and incremental awards.</p> <p>iv. Implement and manage MJLA Leave Rooster</p>	<p>HRM/CAO/PAO</p> <p>CAO/HRM</p> <p>CAO/PAO/SAO</p> <p>SAO/AAO</p>	<p>April - June</p> <p>Jun - Dec</p> <p>Ongoing</p> <p>Jan - June</p>	<p>Individual work Plan (IWP) developed and endorsed by HOD/HOA. IWP to be monitored for staff performance appraisal</p> <p>An effective PRC will be called to meet when more than ten (10) forms are received.</p> <p>Complete Compulsory filling of PMP form 1 for individual officer and submitted to MPS for facilitation within 1st week of endorsement.</p> <p>Rooster to be updated and leave to be on schedule</p>		
<p>(d) HR information is developed and maintained and regularly reported to the management</p>	<p>i. Implementation of the Government Lawyers Association's MOU</p>	<p>SAO/AAO</p>	<p>Ongoing</p>	<p>MOU with GLA revised and signed by GLA and SIG parties. Scheme of Service for Government Lawyers completed and endorsed.</p>		



(e) Functional Review of MJLA HQ and Agencies	<ul style="list-style-type: none"> Plan and implement a restructuring program with MPS for MJLA HQ & Agencies to enable better delivery of “access to justice” service 	Executive/HRM/HoDs	Jan- June	<ul style="list-style-type: none"> Organisational structures function more efficiently to deliver greater national access to justice. 	100,000	
	<ul style="list-style-type: none"> Undertake consultations/workshops in liaison with MPS 	CAO/HRM	Jan - June	<ul style="list-style-type: none"> Workshops conducted & Workplace culture change program plan is drafted and pilot projects running in critical areas of improvement. 		
	<ul style="list-style-type: none"> Finalise agreement on functional review and awareness to staff 	CAO/HRM/DS	July - Sept	<ul style="list-style-type: none"> Functional review endorsed and awareness carried out 		



PRIORITY 2: LEADERSHIP AND ORGANISATIONAL CHANGE

CORPORATE OBJECTIVE 2.1: *Disciplined work force with a demonstrated strong work ethic achieved through sound leadership and management.*

Corporate Strategies	Activities	Responsible Officer	Timeframe / Delivery Date	Targets/ Performance Indicators (JSSF PMF 2020-2030)	Budget	Progress Report
(a) Improve systems and processes for effective and efficient communication within the Ministry and with partners and stakeholders.	i. Participate and support the role of the JSCC.	PS	Ongoing	i. PS actively participates in JSCC meetings	\$15,000	Meeting Schedule produce Jan/Feb
	ii. Provide support to Executive Management Group (EMG), Office Managers (OMs) and Heads of Units (HoUs) through regular meetings and reports to and across agencies. a) Schedule of Meetings such as EMG, OM's, HOUs and Staff Meetings.	PS/DS/Committee Secretary	Jan - Dec	ii. Regular and planned meetings held, timely distribution of minutes, outcomes implemented and monitored for progress.		
	iii. Strengthen coordination within Justice Sector, key line ministries and development partners.	PS/DS/Committee secretary.	April-June	iii. Coordination structure developed and used. - Identify focal points for certain areas - Strengthen and improve		



	iv. Prepare towards restructuring of MJLA organisational structure by:	DS/HRM	Mar-Oct	Complete and implement TOR	100,000	
	- Creating TOR on the tasks that needs to be done at the preparation stage					
	- Hire a consultant to review the organisational structure	DS/HRM/Donor Support Project Managers		Consultant is hired by A2J/ASIPJ to review discussion and meetings held for MJLA organisational restructuring.		
	- Review of Job Description of OM's and HOU's	PS/DS/HRM		JD for various middle managers and HOUs developed (some parts of the JDs will be applied as soon as restructure plans is implemented)		
	- Review positions and do relevelling exercise					
	- Endorsement of reviewed JDs					
	- Schedules an implementation plan on a phase basis	HRM/MPS	Aug-Sept			
	- Implementation plan endorsed	DS/Advisor's or Donor support project managers				
	- Strengthen the Planning/M&E Unit, Infrastructure & Asset Management Unit and the Accounts & Finance Unit with the establishment IT and Communication positions	PS/DS	Jan-Dec	This is achieved when needed positions are recruited and basic equipment are procured for use as a start.		
	- Review the salary structure of RGO top officers.	DS/HRM/FC	July-Sept	Senior RGO officials (RG, DRG & CLO) are paid on new salary structure in 2024		



<i>(b)With the engagement of staff build an organisational culture which supports and encourages ethical practice and teamwork behaviour.</i>	i. Complete Coordination Plans & Strategies	PS/DS	Feb-June	i. Coordination Plan completed, launched and implemented	36,000	
	ii. Build capacity of HoU and Office Managers to improve the coordination role of HQ through awareness of the Coordination Plan	CSPO/DS/HOU	Feb-June	ii. Strategies implemented across HQ and Agencies. Joint MJLA awards event held to recognise achievements.		
	iii. Established a Steering Committee for decision making in liaison with JCA Company on the development of the Justice Precinct Complex.	MTB endorsement	Feb-March	iii. The SC represent MJLA interms of meetings, dialogue and discussion with JCA and other stakeholders mainly on JP design phase project.		
	iv. Discuss and ensure MJLA HRD plan captures the establishment of a Secretariate to support the Legal Policy Unit <i>(The Secretariate will be the focal point in planning/administration and coordination of LPU workplan)</i>	DS/PS/CLPO/HR Dept.	Jan-Oct	There were concrete outcomes from these discussions- reflecting in MJLA's HRD plan and restructuring implementation program.		
	v. Discuss and ensure MJLA HRD plan captures the establishment of most needed key positions that creates a gap within the MJLA Accounts & Budget Unit	DS/PS/FC/HR Dept	Jan-Oct	There were concrete outcomes from these discussions- reflected in MJLA's HRD plan and restructuring implementation program		



<i>(c)Support to the Minister and engagement with Government and other agencies.</i>	i. Provide advice and updates to the minister regarding justice sector issues and concerns.	PS/DS/HOA	Jan-Dec	Executive Team Liaise with Heads of Agencies to facilitate the Minister's briefing on issues and challenges affecting justice sector.	12,240	Ongoing
	ii. Provide support to the Minister in his role in Cabinet & Parliament and as Minister for Justice and Legal Affairs.			Minister is well informed and proactive in his role in cabinet and parliament supporting the justice sector.		
	- Provide regular briefings to Minister through scheduled meetings	PS	Jan-Dec	Complete briefing in various ministerial meetings		
	- Facilitate Minister's travel arrangements for both local and overseas.	PS/EPS	Jan-Dec	Minister's comfort is taken care off during these briefings.		
	iii. Establish resource facility for the use of Minister.	DS/CIO	Jan-Dec	Discussion and ensure it is capture in MJLA's 2024 infrastructure program.		
	- Plans for separate comfort facility is documented and costed					
	iv. Implement directives from the Minister on government policy and priorities	PS/DS	Jan-Dec	Government policy priorities implemented.	10,000	
	v. As required, provide advice and information to government policies and priorities for justice sector.	PS	Jan-June	Government is well informed of the justice sector developments.		
	vi. Provide support to various ministerial programs and events	DS/HMR	Jan-Dec	MJLA always participate in any invited programs/events that organised by other government ministries.		



(d) MJLAHQ is a key partner in facilitating sector coordination and donor support by maintaining bilateral and multi-lateral partnerships on common justice issues.	i.	Prepare towards establishment of JIMs Secretariate at HQ to provide secretariate at HQ and G7	PS/DS	April - June	i.	i/ii. JIMs & G7 secretariate is established when an IT & Communication officer's JD was created and recruited when consultation planning meeting is held on time	\$100,000	Ongoing
	ii.	Liaise with ASIPJ and pursue recruitment of Communication Officer	PS/DS/ASIPJ advisor	March-April				
	iii.	MJLA website & inventory commences	COMs Officer & Asset/Inventory Officer	Mar-June	ii.	COMs/data Analyst Officer is recruited under ASIPJ & begin the process of establishing the MJLA & that transitional timeline to be absorb into SIG should be capture in the proposed new HRD plan		
	iv.	Coordination and collaboration of the Legal Week: -	PS/DS	Jan-Mar	iii.	Proposal of this event is highlighted to ASIPJ & UNDP for funding support		
	-	Raising of funds	DS	Mar-Aug				
	-	Legal week is implemented (Promote awareness and use of laws and practices that support complainants and vulnerable witnesses through the legal processes) – implementation of GEDSI priority 1-step 1 & 2.	DS/Legal Week Committee	Aug-Oct	iv.	Legal week committee is appointed and produced a schedule program to implement and secure funds for that particular program.	500,000 (include a cost of a van purposely for logistics during the legal week)	



	v. Justice Action Coalition Group (JACG) & G7 Plus	PS/DS	Jan-Dec	v. MJLA is one of the key founders and only member in the Pacific Region, so MJLA's participation in meetings is a fulfillment of its obligation.	50,000	
	vi. Launching of the GEDSI Strategy	DS/Launching Committee	Mar-May	vi. GEDSI launching program is implemented & priorities in the GEDSI Strategy document is reflected in Agency and HQ 2023 workplans and the 2024-2027 Corporate Plan and implementation commences as of this year 2023.	100,000	
<i>(e) MJLA is a key implementing agency for the Justice Sector Strategic Framework.</i>	i. Update JSCC on various projects that are aimed at improving access to justice based on JSSF priority outcomes	PS/DS	Jan-Dec	i. JSCC updated on projects to improve access to justice.		
	ii. Identify and implement new activities towards access to justice.	PS/DS	Jan-Dec	ii. New projects identified and endorsed by JSCC.		
	iii. Seek endorsement from EMG and JSCC for an annual legal week for the justice sector and seek financial and technical support to consider best options for partnerships and collaboration among key stakeholders in the justice sector including the Police	PS/DS	July – Aug	iii. Proposal on legal week is approved by EMG and JSCC and technical and funding secured		



	iv. Coordinate the Transition of the GLA MOU to a Scheme of Service	PS/DS/HOA/GLA/MPS	Jan-Dec			
<i>(f) Support the development of constitutional Office Holders Remuneration Commission</i>	i. Recommend to PSC an MJLA remuneration board to formulate and make decisions on Judges T&Cs Regulations.	PS/DS	Mar-May	➤ Collaboration between responsible MJLA officers, MPS and the DSTC is initiated and continues		
	- Identify steps to establish this board.	PS/DS/DSTC/MPS		➤ Steps were identified and meetings are successfully held with outcomes for implementation.		
	ii. Judges/Magistrates T&Cs Board is appointed and ready to commence work	PS	Apr-July	➤ Board is appointed		
	iii. Review the T&Cs regulation of Law Reform Commission Chairman - Formulate a cover letter for resubmission	PS/DS/CLPO	Apr-Sept	➤ LRC Chairman's T&Cs regulation is resubmitted to MPS for endorsement.		



PRIORITY 3: FINANCIAL MANAGEMENT

CORPORATE OBJECTIVE 3.1: *Financial management is transparent, accountable and complies with SIG requirements.*

Corporate Strategies	Activities	Responsible Officer	Timeframe / Delivery Date	Targets/ Performance Indicators (JSSF PMF 2020-2030)	Budget	Progress Report
(a) Financial management of the Ministry is compliant to all legislation.	i. Training of agency officers to comply with FI's and Procurement Manual.	FC	September	i. Training completed.	10,000	Ongoing
	ii. Distribute Legislation and guidelines.	PAO	Jun - Aug	ii. FI and Procurement manual distributed.		
	iii. Ongoing monitoring of guidelines (FIs simplified and procurement Manual), updated and distributed.	SAO/FC	Ongoing	iii. Guide lines reviewed, updated and distributed.		
	iv. Check Payment Vouchers prior to sending to MoFT to reduce compliance errors.	SAO/PAO	Ongoing	iv. Compliance errors reduced.		
	v. Reconciliation of imprest bank account or preparation of cash book to ensure there is reduce of compliance errors. Cash book for imprest expenditures prepared and updated regularly.	SAO/PAO	Ongoing	v. Standing Imprest replenished and compliance errors reduced.		
	vi. FC to meet with Finance Unit staff to review responsibilities.	FC	July-Sep	vi. Finance Unit met and staff responsibilities reviewed		



(b) Budget planning and preparation an inclusive process oversighted by Budget Implementation Committee (Ministry BIC).	i.	Redistribute Budget guidelines.	FC/BIC	April	i.	Budget guide lines circulated to OM and senior Management.	NIL	Ongoing
	ii.	Consult with planning Officer regarding budget process.	FC/CSPO	Jan-March Aug-Sept	ii.	Budget process executed		
	iii.	Budget & Procurement planning meetings with Heads of Units at MJLA HQ and Agencies to identify, deliberate and decide on priorities	FC/BIC	Ongoing	iii.	BIC held regular meetings	10,000	
	iv.	Identify training needs for staff & Agencies (Office Managers)	HRM/FC	Ongoing	iv.	Training for staff and Agencies OM completed.		
	v.	Ensure MJLA officers can prepare quality and timely Budget Bids.	FC/BIC	Ongoing	v.	MJLA Officers can prepare quality and timely Budget Bids.		
	vi.	Ensure officers trained to know how to generate financial statements	SAO/PAO	Ongoing	vi.	Financial statement is accessible		
	vii.	Provide report such as balance sheet, profit and loss statement generated from D365	FC	Ongoing	vii.	MJLA performance analysis and budget execution performance are 100%		



(c) Support agencies within the Ministry to execute their budget in accordance with SIG requirements.	i. Provide monthly financial reports to Agency Heads, Office managers and MJLAHQ HOU together with an analysis of major issues.	FC	Ongoing	i. Monthly financial reports provided to senior management and every staff.	NIL 10,000	Ongoing
	ii. Meet with Agency Office Managers on a regular basis to review project expenditure and any other issues (cash flow, etc.).	FC	Ongoing	ii. Update EMG, MM and HoU meetings held on a monthly basis.		
	iii. Ensure Agency Heads and Office Managers understand the financial reports and how to investigate and action expenditure concerns.	FC	Ongoing	iii. Monthly follow up on expenditures.		
	iv. Reconciled general ledger accounts	FC	Ongoing	iv. Monthly updates on report		
	v. Prepare overall financial statement	SAO/PAO	Nov-Dec	v. Report on ministry budget execution		
	vi. Comply with Auditor General and other external recommendation	PAO/FC	Ongoing	vi. Recommendation achieved		
	vii. Produce procurement reports	PAO	Ongoing	vii. Creditor aging schedules are generated and monitored		
	viii. Training on use of the accounting system	AO/SAO/PAO/FC	Ongoing	viii. Required completion of financial report		



(d) Rigorous monitoring and review of procurement and payment processes as a means of preventing mismanagement, corruption and fraudulent activity.	i. Ensure all payments are done as per guidelines with reduced AX errors identified.	AO/SAO	Ongoing	i. All payments comply with FI and procurement manual.	NIL	Ongoing
	ii. Payroll and procurement charges are checked and validated with errors corrected.	AO/SAO	Ongoing	ii. Payroll and procurement errors minimized.		
	iii. Prepared monthly financial statement as specified on Public Financial Management Act (PFM) 2013 part 10, section 76.	FC/PS	Ongoing	iii. Compliance with PFM Act		
	iv. Support Auditor General's Office carries out Audits and implements recommendations. a) Review Standing Imprest Process b) Prepare Accountable Officers report according to the PFA act 2013, Part 10 Section 77(2)	FC/PS	Ongoing	iv. Auditor General's Office supported and recommendations implemented.		
	v. Investigate and report any suspected fraudulent activities to responsible authorities.	FC	Ongoing	v. Fraudulent activities identified and reported to relevant authorities.		
(e) Support management to lobby SIG for increases in necessary resources (recurrent and development) to ensure improvement and sustainability of the justice sector.	i. Reporting on budget activities to inform management.	FC/PAO	Ongoing	a. Meeting with central Agencies to lobby support for justice sector.		
	ii. Support Agencies to lobby for needed resources	FC	Ongoing	b. Provide data to support business cases Agencies are supported with their request for resources		



PRIORITY 4: INFRASTRUCTURE DEVELOPMENT

CORPORATE OBJECTIVE 4.1: *The Ministry of Justice and Legal Affairs has the capacity, land, facilities and assets to meet demand for access to Justice.*

Corporate Strategies	Activities	Responsible Officer	Timeframe / Delivery Date	Targets/ Performance Indicators (JSSF PMF 2020-2030)	Budget	Progress Report
(a) Fast track construction of the Justice Precinct and other approved MJLA infrastructure projects.	i. Contract Agreement already signed between JCA and MJLA and waits 1 st instalment payment to JCA	CIO	Jan-June	100% schematic drawings and 70% detailed drawings	2,500,000	Current state is design change from 3-5 block building.
	ii. Attorney General Chambers (AGC) office refurbishment work and furniture supply	CIO	Mar- June	Full supply of furniture and office minor changes to cater for current staff recruitment	99,000	Proposed work Complete
	iii. Complete minor works/renovation to Kirakira PSO/ODPP office including electrical and variation work	CIO and AO	Feb - May	Complete technical documentation and RFQ	50,000	Re-assessment and Project Completion
	iv. ODPP Tinge Residential Maintenances	CIO and AO	Mar - June	Complete technical document and RFQ	39,963	Assessment and Project Completion
	v. Termite Treatment to Law Reform Commission Office in Honiara	CIO and AO	Feb - May	Complete plan review to determine area of termite treatment.	50,000	Assessment and task completion
	vi. Kalala Haus car park and office maintenances	CIO and AO	Feb - May	Simple procurement to maintain all services to Kalala Haus.	30,000	Assessment and Maintenance service work complete
	vii. Three outstanding payments from 2022	CIO and FC	Mar-June	Payment facilitation	231,037	Payment Disbursed



<p>(b) Ensure the efficient and cost-effective management of infrastructure projects.</p> <p>(c) Ensure Assets were evaluated, recorded and updated</p>	i. Advertisement (Public Tender)	CIO	April - Dec	Prepare relevant tender documentation.	Nil	Reserve Budget for any unforeseen services issues from MJLA provincial offices.
	i. Office Asset Inventories (including Furniture (Chairs, tables, cabinets etc.) and Electronic Appliances (Computers/Laptops, printers, internet equipment etc.).	CIO/Registry Officer	April - Nov	Update the MJLA Assets Records and Files	Nil	Completion of relevant tender document processes.
	ii. Assessment of MJLA properties such as House and land both in Honiara and provinces.	CIO/Registry Officer	April - Nov	Update and Cross-examine lands records with Ministry of Land and Housing	Nil	Assets will be disposed through internal tender by MTB



PRIORITY 5: PLANNING, MONITORING AND REPORTING

CORPORATE OBJECTIVE 5.1: *The Ministry has a timely, realistic and measurable system for planning, monitoring and reporting.*

Corporate Strategies	Activities	Responsible Officer	Timeframe / Delivery Date	Targets/ Performance Indicators (JSSF PMF 2020-2030)	Budget	Progress Report
(a) Support and coordinate Agencies and Units to develop, manage and implement agency corporate plans, annual work plans and annual reporting in line with government policies and objectives.	i. Coordinate the review of HQ five years (2024 – 2027) Corporate Plan.	CSPO	April-Sept	i. Review of CP to cater for changing situations.	100,000	Completion of HQ Corporate Plan review
	ii. Assist and coordinate preparation of AWP for Agencies and HQ.	CSPO/OM	Jan – March	ii. Timely submission of Agencies AWP.		Completion and Submission of HQ and Agencies AWP 2023.
	iii. Assist Heads of Units to prepare Unit Annual Work Plans.	CSPO/HOU	Jan-March	iii. Heads of Unit Annual Work Plan submitted.		Completion of Unit AWP 2023.
	iv. Finalise MJLA consolidated 2022 Annual Report.	CSPO	March - June	iv. 2022 Consolidated Annual Report Completed.		Completion and Submission of MJLA Annual Report 2022
	v. Prepare MJLA 2023 Bi-Annual Report	CSPO/CIO	May – June Nov - Dec	v. MJLA Consolidated 2023 Two Bi-Annual Reports Completed		Completion of Bi-Annual Report 2023
	vi. Support and coordinate Agency and HQ 2023 quarterly Progress Report.	CSPO/OM	Quarterly	vi. 2023 Quarterly progress report completed and submitted.		Completion of HQ and Agency 2023 Quarterly Progress Report.



(b) Implement a research capability in support of the sector and provide coordination support in sector strategies	i. Identify potential areas of research for MJLA.	CSPO	Ongoing	i. Possible areas of research identified.	\$50,000	Ongoing
(c) Support the implementation of a ministry wide sector approach to organization's performance management incorporating KPI's.	i. Align the agencies Annual Work Plans include relevant key policy goals and objectives from the NDS 2016-2035 and the DCGA priority areas.	CSPO	Ongoing	i. Agencies and HQ Corporate Plans and AWP's are well aligned to the key policy goals and DGCA priority areas.	NIL	Ongoing
	ii. Ensure Agency Annual Work Plans include relevant performance indicators from Justice Sector PMF 2020-2030.	CSPO	Ongoing	ii. Agencies and HQ AWP have performance indicators.		
(d) Collaborate with key ministries on planning, monitoring and reporting.	i. Liaise with MNPDC, PMO and other key ministries on planning, monitoring and reporting.	CSPO/DS/OM	Ongoing	i. Strong networking with key ministries on planning, monitoring, and timely and effective reporting,	NIL	Ongoing
	ii. Awareness to Office Managers on relevant PMO and MNPDC planning, monitoring and reporting.	CSPO	Ongoing	ii. Office Managers made aware of PMO and MNPDC planning, monitoring and reporting.		
	iii. Work with MJLA Finance Section and MOFT budget unit in preparation of 2023 Recurrent Budget	CSPO/FC/PAO/OM	Sept - Oct	iii. Draft budget is submitted to MOFT		



PRIORITY 6: LEGAL POLICY DEVELOPMENT

CORPORATE OBJECTIVE 6.1: *The delivery of justice services is supported by a robust policy and legislation framework.*

Corporate Strategies	Activities	Responsible Officer	Timeframe / Delivery Date	Targets/ Performance Indicators (JSSF PMF 2020-2030)	Budget	Progress Report
(a) Develop and review legal policy and legislation in accordance with SIG priorities	Develop and implement the Ministry legislative program in accordance with the following priorities for 2023	CLPO/SLPO	Ongoing	Drafts prepared, consultations (including in the Provinces) undertaken and Bill/policy/regulations successfully passed or endorsed by the appropriate authority. (Achievement of legislative program milestones)	80,000	These targets are ongoing and part of the Unit's day to day outputs.
	1. Tribal Lands Dispute Resolution Panels Bill. - A Bill to remove the jurisdiction for determining tribal land disputes from courts and replacing it with traditional chiefs.	CLPO/SLPO	Feb-Oct	1. The Bill was withdrawn by Cabinet. The Unit is currently doing policy analysis and preparing new drafting instructions. <ul style="list-style-type: none"> a) Revised policy paper completed b) Make submission to the AGC Legislative Drafting Division with drafting instructions. c) Prepare for consultation 	40,000 (Actual Budget is 440,000)	Ongoing
	2. Youth Justice Bill – Review of the Juvenile Offenders Act and replace it with a new Youth Justice Bill to meet international Obligations and produce a best practice system for dealing with young offenders.	CLPO/SLPO	Feb-Oct	2. <ul style="list-style-type: none"> a) Awaiting resubmission to Cabinet b) Written submission received from stakeholders c) 1st Draft of implementation plan completed 	40,000	Ongoing



				d) Consultation with stakeholders		
	3. Legal Profession Bill – Reform of the Legal Profession Act and review of all the statutory provisions relating to the legal practice.	CLPO/SLPO	Mar-Sept	3. a) Stakeholders need to be updated thus will be sending out the Bill for written comments. b) Letter sent to SIBA requesting for a meeting with the Executives	40,000	Ongoing
	4. Sentencing Bill – Review and codifying the law relating to the sentencing.	CLPO/SLPO	Ongoing	4. Still at research stage. LPU next tasks is to prepare the following documents: a) Policy Paper b) Drafting Instruction c) Information Guide d) Cabinet paper		Ongoing
	5. Bail Bill - reviewing and codifying the law relating to the grant of Bail.	CLPO/SLPO	Apr-Aug	5. a) Revised drafting instruction completed b) Resubmission to AGC c) Awaiting Consultation draft Bill. The LPU will: 1. Consult on the draft bill 2. Resubmit to cabinet and prepare the following documents: - a) Cabinet Submission b) Information Guide c) Explanatory Memorandum d) Objects and Reasons e) Prepare questions and answers f) Fill in cabinet clearance form	50,000	Ongoing



	6. Review of the Family Protection Act 2014 and provide assistance to the Family Protection Act Review	CLPO/SLPO	Feb-April	6. a) Provide support to the Technical Working Group in preparation for Cabinet and on to the Parliament. b) Report approved by cabinet and endorsed c) Submission to Parliament for tabling of the report d) FPA Regulation on the prescribed person		All targets completed except for the regulation. Report will be sent to Parliament
	7. Review of the Money Laundering and Proceeds of Crime Act	CLPO/SLPO	Feb-June	7. Provide support to the SIFIU with the review: a) Policy paper completed b) Submission to cabinet schedule for March	SIFIU	Policy paper and cabinet paper completed
	8. Response to urgent government policy on legislation	CLPO/SLPO	Ongoing	8. In accordance to urgent priorities		Ongoing
	9. Review of Copyright Act 1988	CLPO/SLPO	Ongoing	9. Consultation with stakeholders carried out	RGO	No update progress received from the Technical Working Group



<i>(b) Introduce organisational policies and practices to support transparent and accountable corporate administration</i>	<p>i. Implement policies and procedures with regard to:</p> <ul style="list-style-type: none"> • Use of Ministry motor vehicles • Use of Ministry phones, internet, computers, emails etc. • Use of Ministry assets and facilities • Housing rental scheme criteria <p>ii. Develop gender implementation strategies to support SIG gender policy.</p>	PS/DS/ITM/PAO	Ongoing	<ul style="list-style-type: none"> • Policies completed and implementation strategies in place • Assets are properly managed and looked after. <p>Progress against MJLA Gender Implementation Strategy.</p>		
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<i>(c) Develop the capacity of the Legal Policy Unit to provide services as required.</i>	i. Training for Legal Policy officers to develop capacity.	CLPO/HRM	Ongoing	i. Legal Policy Officers trained		Ongoing training on day to day basis
	ii. Support to the LPU from other MJLA agencies.	MJLAHQ/Agencies	Ongoing	ii. LPU supported		
<i>(d) Support to work development and set up of ADR programs</i>	➤ Established Training Framework for ADR implementation i. Training for local Mediation to get familiar with the Court Annexed Mediation processes	PS/ADR Committee	Ongoing	ADR Implementation Training Program		ADR Training program completed
	➤ Implementation or adopt ADR rules under the Civil Procedure Rules 2007	ADR Committee/ Expert Advisors	Ongoing	➤ Propose amendment to Rule 10.16 of the Civil Procedure Rules 2007, ➤ ADR Rules relating to the Accreditation and ➤ SI - Mediation Practice Standards		Ongoing
	➤ Pass the LP Bill in Parliament.	LPU/PS	July	➤ Prepare the Bill for Cabinet submission		Ongoing
	➤ Develop Regulations for the LPA.	LPU/PS/DS	October	➤ Effect the Regulations to Commence the LPA.		
<i>(e) Support towards setting up of Administration Centre for the Legal Profession Act.</i>	➤ Develop LPA administrative functions.	PS/DS/LPU	October	➤ Formulate the LPA Administrative Centre functions & responsibilities		○ Administrative functions and responsibilities in place.



(f) Support to the Legal Policy Unit on the passing of the Tribal Land Dispute Resolution Panels Bill	➤ Set up an Administrative Centre for the LPA.	PS/DS/LPU	November	➤ Establish the LPA Administrative Centre		○ LPA administration Centre established.
	➤ Roll out commencement and implementations	PS/DS/LPU	November	➤ Operate the LPA Administrative Centre		○ Administration Centre coordinates activities for Legal Professions
	➤ Support LPU on TLD to Bills & Legislative Committee.	PS/LPU	November	➤ Support LPU administrative & cultural to the Bills & Legislative Committee.		
	➤ Support LPU and Minister in Parliament for the passing of the bill.	PS/LPU	November	➤ Support to PS, LPU & Minister for passage of TLD Bill in Parliament.		○ Ongoing preparation for the passing of the Bill
	➤ Support LPU to establish a TLD Secretariat.	PS/ DS/ LPU	November	➤ Establish TLD Act Secretariat.		
	➤ Register Provincial & National Panellists for TLD.	DS/ LPU	November	➤ Coordinate registration of provincial and national panellist for SI.		



ENDORSEMENT:



Permanent Secretary-MJLA

13/03/2023

Date

