

Office of the Public Prosecutor Vanuatu

ANNUAL BUSINESS PLAN 2019-2020



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FOREWORD

This document sets out our priorities over the next 12 months for the Office of the Public Prosecutor and for the State Prosecutions Department and the milestones we will use to assess our progress.

Over 2018 a great deal of work has gone into shaping the Office of the Public Prosecutor to meet the challenges and increased level of services we provide. We continue to grow and to expand our services and over the last 12 months we have made significant improvements in the way we conduct our business.

The coming year is also likely to be one of transition and change as we continue to expand the Office of the Public Prosecutor to provide additional services and improve our capacity and capability to meet the increased demand on our services.

Like many public sector organisations, the challenges facing the prosecution service are increasingly financial, business and efficiency related and we will continue to ensure that we implement systems and processes that will help us to drive the improvements of service delivery we are aiming for.

We will continue to work collaboratively across justice sector agencies to deliver an efficient prosecution service.

Josaia Naigulevu

Josaia Naigulevu
Public Prosecutor



Vision

“Building national integrity; dismantling the web of abuse and corruption”

Mission

“A robust prosecution service that supports national aspirations of Peace and good governance”

HOW WE WORK

Our Values

Independence

We act in accordance with the law and in the public interest, and will refuse to be affected by extraneous and improper influence.

Ethical

We act with integrity and objectivity and exercise sound judgement that reflect accepted ordinary public standards

Open and Fair

We will be open and honest in our dealings and show sensitivity and understanding towards victims and our diverse community, and fairness towards those accused of offending the law.

Accountability

We are accountable to parliament and the public, and will report on our performance and will respond to criticism positively.

Professionalism

We are committed to delivering a high quality prosecution service that ensures that public resources are applied in the most efficient way according to best practices and management standards

OUR KEY PRIORITIES FOR 2019-2020

EFFICIENCY & TIMELINESS

Priority 1

Priority 1 - Develop an efficient Prosecution service that delivers in a timely manner

- 1** Develop and publish standards relating to individual components of prosecution activities and specific offences.
- 2** Develop and implement management performance monitoring process and reward and recognition system
- 3** Develop process for evaluating failed prosecutions
- 4** Develop policy that protects needs of victims and vulnerable witnesses
- 5** Embracing technology to enhance core prosecutorial activities

Key Milestones

- ✓ Prosecution Guidelines are published
- ✓ Office Manual is created
- ✓ Monitoring performance processes and templates Are in place
- ✓ Data evaluation stools are developed and used
- ✓ Performance reward processes are in place
- ✓ Failed prosecutions processes and protocols are developed victims of crimes support procedures are developed
- ✓ Website developed and launched
- ✓ An App-based platform to facilitate retrieval and research of legal data in courtroom environment is developed.

ACCESS TO JUSTICE

Priority 2

Priority 2 - Improve access to Justice through building relationships with local Communities, specifically:

- 1 Victims access to Justice
- 2 Educating the communities about offences
- 3 Consult with communities to identify what they need to know about OPP services.
- 4 Advocate MJCS- led community outreach involving all ministry agencies and partner in delivery
- 5 Engage public about topical issues relating to criminal justice administration

Key Milestones

- ✓ Communities, area administrators, chiefs and stakeholders are consulted
- ✓ Processes are developed to mainstream community needs within OPP service delivery
- ✓ Advocate for MOJCS- to lead outreach programs and participate in these programs
- ✓ The public is engaged through several discussions and activities on Criminal Justice topics

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3

4

IMPROVE THE OPP

Priority 3

Priority 3 - Improve the OPP as an Institution

- 1 Develop and implement an OPP Office Administration/HR Manual
- 2 Design HR Policies and procedures that support and promote staff development and career progression
- 3 Develop an organisation culture that promotes teamwork, professionalism, effective and efficient service delivery
- 4 Extend office space in Port Vila and conduct an audit of the staff workspace

Key Milestones

- ✓ Staff Handbook published
- ✓ HR policy suite published
- ✓ Baldrige Service Excellence Framework. implemented
- ✓ Tender documents completed
- ✓ Funding for office extension agreed
- ✓ Conference program finalised
- ✓ New Logo and Office Re-branding completed
- ✓ Successful hosting of IAP

3

Priority 4 - Value, train, empower and recognise our staff

- 1 Develop and Implement a staff welfare program
- 2 Create and implement a professional legal training program for the professionalisation of support staff (Legal Admin Officers)
- 3 Implement a professional development program across all staff including identifying and implementing succession plans
- 4 Host regional Cyber Crime workshop and Pacific Prosecutors Association Conference in May 2019
- 5 Complete the Job Analysis for OPP administration support roles
- 6 Develop and implement position/competency based CLE program

VALUE, TRAIN & EMPOWER

Priority 4

Key Milestones

- ✓ Staff insurance policy cover in place
- ✓ Legal officer training completed
- ✓ Staff professional development plan developed and published
- ✓ Summary prosecutors trained
- ✓ Updated job descriptions developed for all staff

ACTIVITY PLANS SUMMARY 1

1. Develop an efficient Prosecution service that delivers in a timely manner.

Strategic Objectives	Agreed Activities	Responsibility	Timing
Develop and implement management performance monitoring process and reward and recognition system	Establish and publish process, and develop templates for monitoring performance	HR Adviser and HRO	January-February 2019
	Establish process to evaluate data and inform subject	Prosecutions Adviser	January-February 2019
	Establish system of rewarding good performance	Public Prosecutor	January-March 2019
Develop process for evaluating failed prosecutions	Establish and publish process	Public Prosecutor and HRO	January-February 2019
	Establish protocols	Public Prosecutor	January-February 2019
Develop policy, systems and support functions that protects needs of victims and vulnerable witnesses	Develop policy and processes to support victims of crimes.	Prosecutors, Prosecution Adviser	January-February 2019
	In Collaboration with MJCS Develop the Terms of Reference for a Victims Support Officer	Public Prosecutor and HRO	January-February 2019
	Coordinate with MJCS to recruit a Victims Support Officer based at the OPP offices	Public Prosecutor and HRO	March 2019
Engage in law reform	Develop Evidence Act – policy paper, COM paper, drafting instructions.	Public Prosecutor	July 2019
Embracing technology to enhance core prosecutorial activities	Develop App-based platform to facilitate retrieval and research of legal data in courtroom environment	Public Prosecutor	March 2019 Ongoing

SUMMARY 2

2. Improve access to Justice through building relationships with local communities, specifically:

- Victims access to Justice
- Educating the communities about criminal justice issues

Strategic Objectives	Agreed Activities	Responsibility	Timing
Consult with communities to identify what they need to know about OPP services.	Consult with communities, area administrators, chiefs and stakeholders	Prosecutors, SRBJS, MJCS Support	Ongoing
	Consult with communities, area administrators, chiefs and stakeholders		
	Advocate MJCS- led community outreach involving all ministry agencies and partner in delivery	Prosecutors	Ongoing
Advocate MJCS- led community outreach involving all ministry agencies and partner in delivery	Advocate MOJCS-led outreach	Public Prosecutor	Ongoing
	Engage public about topical issues relating to criminal justice administration	Prosecutors	Ongoing
Engage public about topical issues relating to criminal justice administration	Articulate at least 2 topical issues a year	Prosecutors	Ongoing
	Deliver at least 2 activities using variety of public forums	Prosecutors	Ongoing

SUMMARY 3

3. Improve the OPP as an Institution

Strategic Objectives	Agreed Activities	Responsibility	Timing
Increase the capability of the OPP to effectively manage cases relating to financial crime	Identify available funding for the recruitment of Financial Analyst based at OPP Offices	Public Prosecutor	January 2019
	Develop the Terms of Reference for a Financial Analyst	Public Prosecutor	January 2019
	Recruit a Financial Analyst for OPP	Public Prosecutor	March 2019
Improve OPP internal finance and administration capacity	Recruit a financial administration officer for OPP Port Vila to provide general administration support including procurement and asset management	Finance Officer, Office Manager, Public Prosecutor	February 2019
Develop and Implement improved financial and operational systems	Develop internal processes for the effective management of Court Attendance information to Prosecutors	HR Officer, Office Manager	March 2019
	Develop and publish Internal financial standard operation procedures (SOP's)	Finance Officer	January- March 2019
Implement HR Policies and procedures that support and promote staff development and career progression	Implement HR Policies and procedures (HR Policy Handbook) at regular staff meetings, and during Induction sessions.	HRO	ongoing
	Conduct a Mid-Year audit of policy implementation for all OPP Staff	HRO	June 2019
Develop an organisation culture that promotes teamwork, professionalism, effective and efficient service delivery	Establish regular monthly staff meetings and communicate common values at every	All staff	ongoing
	Ensure meetings are convened at all levels across the OPP	Public Prosecutor	ongoing
	Implement organisational continuous improvement, using	HRO, Public Prosecutor	ongoing
	Identify policies and processes for the rotation of prosecutors across OPP offices	HRO, Public Prosecutor	March 2019

SUMMARY 3 - *continued*

3. Improve the OPP as an Institution

Strategic Objectives	Agreed Activities	Responsibility	Timing
Identify and equip new and existing OPP Offices including transportation, office space and additional assets for OPP (Port Vila and Santo) that addresses the	Prepare tender documents and appoint builder	Public Prosecutor and MIPU	January - February 2019
	Seek and finalise funding that supports increased delivery of OPP services	Public Prosecutor and HRO	January-March 2019
	Conduct an audit of the office including office assets	HRO and FO	January-March 2019
	Develop a proposal for the procurement of new office assets including transportation	HRO and FO	January-March 2019
Host 2 international Conferences in May 2019	Develop a conference committee that will develop a conference plan	Public Prosecutor	As per the conference schedule
	Develop a budget and deliver conference	Public Prosecutor	As per the conference schedule

SUMMARY 4

4. Value, train, empower and recognise our staff

Strategic Objectives	Agreed Activities	Responsibility	Timing
Develop and Implement a staff welfare program	Develop and implement staff policy cover pilot	HRO	March 2019
	Support the development of an OPP social club for all OPP staff	HRO	January 2019
Create and implement a professional legal training program for the professionalisation of staff	Liaise on a regular basis with the ministry on status of training of legal executive and provide regular feedback to PP	HRO	January - March 2019
Implement a professional development program across all staff including identifying and implementing succession plans	Develop an implementation team and establish regular review meetings with PP	HRO	January - June 2019
	Conduct a training needs analysis across the OPP using appropriate assessment frameworks.	HRO	February 2019
Develop a position/competence based training program for prosecutors	Complete draft program and source teaching materials	Public Prosecutor	February 2019
	Develop a prosecutor’s capability framework that supports recruitment, training and performance management of legal staff	HRO, Public Prosecutor	February 2019
	Using the capability framework develop a legal training curriculum including an online training component	HRO, Public Prosecutor	March 2019



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