



CORPORATE PLAN

2024 - 2028



BEL-ISI IMAS ISTAP NAMEL LO YUMI OLTAIM
“For a Safe, Secure and Peaceful Society”



Papua New Guinea

DEPARTMENT OF JUSTICE AND ATTORNEY GENERAL

Corporate Plan

2024 – 2028

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Department Of
JUSTICE & ATTORNEY GENERAL
“For a Safe, Secure & Peaceful Society”



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Foreword by Minister for Justice



HON. PILA NININGI, LLB, MP

It is a great honor for me as the Attorney General and Minister for Justice to present the Department of Justice & Attorney General's Corporate Plan 2024-2028 under the Marape-Rosso Government.

Consistent with the National Planning Framework, this Corporate Plan is founded on the National Goals & Directive Principles and the **Constitution** of Papua New Guinea and is aligned to national policies and plans such as the **Vision 2050, Papua New Guinea Development Strategic Plan, 2010 – 2030** and the **Medium-Term Development Plan IV, 2023 – 2027**. We recognize that precise sector alignment and articulation of the MTDP IV in the Corporate Plan should support our government's efforts to grow a K200 billion economy and generate internal and external revenue sources to create one million jobs for our people.

This will in turn enable our country to advance close to the dream of becoming the richest black Christian nation with a middle-income level economy by 2030. The Law & Justice Sector agencies shall collectively contribute to this development agenda, focusing on strengthening the systems and processes of Government and enforcing the rule of law working primarily to reduce the crime rate by 55% from 49 crimes committed per 100,000 people down to 22 crimes by the end of 2027 - thus enabling a conducive working environment for the economy to generate revenue and grow the GDP by K164 billion by 2030.

In translating this, the 2024-2028 Corporate Plan under my leadership shall continue to focus on playing the overarching strategic & leadership role to ensure maximum benefits reach our people. Hence, our overall focus in this corporate plan is to review the strategic lenses of the last Corporate Plan. We shall therefore continue to improve Justice Services by strengthening the Community Justice Service program interventions as our response measure to effectively addressing law and order issues in the country. The Village Courts and Land Mediation shall continue to be the frontline in the justice service delivery systems to strengthen the rule of Law in communities.

The Department shall make every effort to empower State Law Offices with the future and ongoing improvements to the terms and conditions of our hard-working lawyers especially with housing and remuneration as they continue to provide sound legal advice and litigation services to support the government's development priorities and progress essential law reforms, finalize relevant laws and justice policies and provide support to our provincial offices' operations. There will be readjustments made to the corporate structure to better respond to the government's development aspirations in the next five years and beyond. We aim to enable innovation and reforms to the sector which includes, amongst others, ensuring the new Strategic Priority Area of National Security is receiving improved support to enhance National Security capabilities as captured in the new Law and Justice Sector Policy 2024-2034.

As the Attorney-General, it is my vision to continue to maintain and safeguard the integrity and professionalism of the legal and justice systems of our nation. Adherence to the Constitution is paramount as we continue to oversee the government's legal practices and ensure the legislative process is respected and streamlined for efficiency so that the country's legislative framework is strengthened. My Department is also embarking on strategic reforms that shall enable it to assist other government priorities in the areas of health, education, and social, and economic growth through the SLOS arrangement.

I encourage every one of you, in particular, those of us in the law and justice sector to join hands with my department to ensure we deliver excellent and effective Legal and Justice services to the State and our people.

Thank you

HON. PILA NININGI, LLB, MP

Minister for Justice & Attorney-General

Remarks by Secretary for Justice



DR. ERIC KWA, PhD

It is my pleasure to present to you the 8th edition of the Corporate Plan for the Department of Justice & Attorney General since the first publication of its kind in 1998. We have indeed come a long way.

The Corporate Plan 2024-2028 (Plan), is the second edition published under my leadership as the Secretary for Justice. Let me first express my sincere gratitude to my Management Team for driving our Department's Service delivery efforts in the last four years (not without any adversities) both in the domestic space and beyond our borders in the global arena. There were many lessons learnt as we strived to deliver our mission namely – “*Provision of quality, timely and accessible Legal and Justice Services to the State and the People*”. With the experiences of the past four years together with the National Government's development aspirations, we aim to readjust and realign to create room for new developments and further improvements in this corporate term.

Our Plan is aligned with the *Constitution* of Papua New Guinea; Vision 2050; the Papua New Guinea Development Strategic Plan, 2010-2030; the Medium-Term Development Plan IV, 2023-2027, and appropriate Sustainable Development Goals commitments. We aim to make our policies, plans, and priority initiatives accountable through various reporting requirements and mechanisms. This plan charts our strategic focus toward legislative reforms and administrative realignments to better respond to government development aspirations in the space of Law and Order; and National Security.

This Plan is our window of opportunity to accommodate recent developments, re-adjust, and make deliberation interventions from the lessons learnt during the life of the last corporate plan. We shall prioritize efforts under this Plan in terms of organizational reforms to cater for innovative growth and new or added responsibilities. In terms of structural reforms, we shall focus on:

- 1. Building our manpower** – per the approved position ceiling of 1100 of the last corporate term, we have not filled nor achieved half of the recruitment quota in the last corporate plan term as we were challenged with recruitment hurdles including the separation of the Land Commission of Papua New Guinea (LCPNG) and National Narcotics Bureau (NNB). With the exit of LCPNG and NNB, three hundred (300) positions shall be reserved for Community Justice Service Centers as we forecast increased service delivery in the 96 districts. We aim to fill all positions in all Legal Offices, the Justice Administration Branches, Legal Policy & Governance Branch; National, Provincial Coordination and Crime Prevention (NPCCPD) Branches including Corporate Services. There are several branches that we are currently 'incubating' and preparing towards exiting the Department owing to the nature of their functions, establishment, and independence by law. For instance, the Judicial Legal Service Commission Secretariat, the Human Rights Secretariat, and the Oceans Office will be independent of DJAG in due time. In light of recent developments and reprioritization of needs, new branches /KRAs have been proposed. They are; Restorative Justice under the Justice Administration Division; the Provincial Coordination Branch, a dedicated Project Management Unit under the National Provincial Coordination & Crime Prevention Division; and the Innovation in Law Branch under the Legal Reform and Policy Division. Meanwhile, with the return of recruitment powers to the Department, selection and recruitment processes will now be improved and fast-tracked.
- 2. Functional realignment** – This plan shall ensure functional roles and responsibility areas are well-positioned under the new organizational structure for effective service delivery. For instance, legal reforms will now have a dedicated branch to focus on our 101 pieces of legislation that require review. Infrastructure and Project management shall be moved from the Assets & Facilities Branch to the NPCCP Division for better management due to the Division's provincial coordination functions. The Assets and Facilities Management Branch shall concentrate only on assets maintenance and support to provincial office operations in terms of maintenance of facilities.



Our strategic priorities remain current, and relevant and continue to be our main focus areas as we continue to take risk mitigation measures under our Risk Management Plan; Create an Enabling Environment for improvements; and enhance our Operational Capability to generate Public Value through the initiation of Public Investment Programs (PIP). Our PIPs are strategically linked to relevant Strategic Priority Areas and the Deliberate Intervention Programs of MTDP IV 2023-2027

We shall continue to maintain support to our State Law Offices, particularly with appropriate administrative support necessary for the Solicitor General and the State Solicitor's Offices to strengthen their core role in protecting the interest of the State. The Solicitor General's Office in the last term reported a record number of successful defense of claims against the State and its instrumentalities. In doing so, it has saved the State millions of kinas. Strengthening information management through a Case Management System (CMS) and upgrading of electronic database system and cost recovery remains a priority. The focus on Cost Recovery shall support the Solicitor General to prosecute and recover costs or damages against individuals or corporate entities that have lost cases against the State or have defaulted against the state in their contractual obligations. Ultimately, this will send a strong message to persons or companies dealing with the State to honor their contracts and deliver up to expected standards. This will also involve collaboration with the State Solicitor's Office through the State Audit Recovery Program to recover costs from judgments for the State. This is one of the many ways this Department attempts to and takes part in combating corruption within the Department, the Government, and the country as a whole.

With the recent approval by the Parliament of the Higher Courts Restructure (with the creation of the Appeals Courts) and the judiciary's focus on the ADR with the passage of the Arbitration (Domestic) Act 2024 and Arbitration (International) Act 2024, the Department stands ready to support the implementation of these firm critical judicial initiatives. The Department also stands ready and will hold hands with the other members of the Law and Justice Sector to implement the Law and Justice Sector Policy 2024-2034. This is a critical sector policy that now provides the platform for the reform, growth, and revitalization of the Law and Justice Sector.

We shall maintain a Total Quality Management approach to improve our corporate governance systems by strengthening our governance committees' mechanisms to enable compliance in business processes, accountability, transparency, financial discipline, and leverage adequate resources.

As a central agency of government with crucial leadership roles in the National Coordination Mechanisms and Administrative (SLOS) Sector, stakeholders depend on our leadership and effective functioning. It is therefore imperative that the leadership of the Department of Justice and Attorney General maintains high ethical, moral, and professional standards. Our integrity must be protected at all times so that we are seen to be upholding our core values in the course of our duty and our relationship with others as we strive to create a 'safe, secure and peaceful society'

May God bless our Plan as we journey the next four years.

DR. ERIC KWA, PhD

Secretary,

Department of Justice and Attorney General



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Acronyms

Acronym	Description
AMLCTF	Anti-Money Laundering Counter Terrorist Financing
APLJ	Australia-Papua New Guinea Law and Justice Partnership
BSMC	Budget Steering & Monitoring Committee
CACC	Central Agencies Coordination Committee
CBC	Community Based Corrections
CJSC	Community Justice Services Centre
DIP	Deliberate Intervention Programs
DJAG	Department of Justice and Attorney General
DSIP	District Services Improvement Program
DSP	Development Strategic Plan
EMT	Executive Management Team
GEDSI	Gender Equality, Disability & Social Inclusion
GESI	Gender Equality & Social Inclusion
ICT	Information Communication Technology
JLSC	Judicial & Legal Services Commission
KPI	Key Performance Indicator
KRA	Key Result Area
LCPNG	Land Commission of Papua New Guinea
LJS	Law & Justice Sector
LJSS	Law & Justice Sector Secretariat
M&E	Monitoring & Evaluation
MTDP	Medium Term Development Plan
NCM	National Coordination Mechanism
NCPIP	National Criminal Process Improvement Project
NEC	National Executive Council
NGDP	National Goals and Directive Principles of the Constitution of Papua New Guinea
NHRI	National Human Rights Institute
NJJ	National Juvenile Justice
NNB	National Narcotics Bureau
NPCCPD	National, Provincial Coordination and Crime Prevention Division
PIP	Public Investment Program
PMIC	Project Monitoring Implementation Committee
PNGDSP	Papua New Guinea Development Strategic Plan
PSIP	Provincial Service Improvement Program



TQM	Total Quality Management
SDGs	Sustainable Development Goals
SLOS	Social Law & Order Sector
SPA	Strategic Program Areas
SSF	Sector Strategic Framework
VCSIP	Village Courts Service Improvement Program



1. Department Overview

1.1 Core Function and Mandate

The Department of Justice and Attorney General (DJAG) serves as the primary legal body within the Government, tasked with a broad mandate that includes providing **legal services to the state**, **administering justice**, **coordinating crime prevention strategies**, and upholding the rule of law. The Department's core responsibilities are defined by its enabling legislation. Below are the key functions and mandates of the DJAG:

1.1.1 STATE LEGAL & LEGAL POLICY SERVICES

1.1.1.1 State Legal Advice

The Office of the State Solicitor is established under the *Attorney General's Act* 1989. It has five Divisions which are Commercial Law, Procurement Law, General Advising/Common Law, International Law and Mining & Petroleum. The primary functions of the State Solicitor under Section 13B of the *Attorney General's Act* are: to provide legal advice and opinions to the State; to be the legal representative of the State in all matters affecting the State including negotiations entered into by the State; to provide legal clearance on all matters in which the State is a party, in so far as they relate to contracts of employment for appointments made by the Head of State, consultancy agreements, commercial agreements, international treaties, conventions and agreements which are bilateral or multilateral in nature, or any other public international instruments, lease agreements, MOAs, MOUs, and any other documents that seek to legally bind the State; to consider and provide legal clearance on the necessity of proposed legislation, proposed amendments to existing regulations, proposed regulations, and proposed amendments to existing pieces of legislation, before submission to NEC for its approval; to make appearance on behalf of the State before tribunals outside of the National Judicial System; and to perform any other functions consistent with its advisory functions. The objective under this corporate plan is to provide effective management and delivery of legal services to the State.

1.1.1.2 State Representation in Legal Matters

The Office of the Solicitor-General is established under section 10 of the *Attorney-General's Act* 1989. The Solicitor General is appointed by the Judicial Legal Service Commission (JLSC). Under section 13 of the *Attorney General's (Amendment) Act* 1989, the primary functions of the Solicitor General are:

- (a) to appear as advocate for the State before courts, unless otherwise instructed by the Attorney General;
- (b) to provide legal representation as advocate in all court-annexed alternative dispute resolution matter for and on behalf of the State; and
- (c) to perform any other functions consistent with his advocacy functions.

There are five Divisions within the office. They are: Judicial Review & Commercial Team; Police & Human Rights Team; Torts & Negligence Team; Regional Operations; and Cost Recovery & Taxation Team. The Solicitor-General defends government agencies in Court and represents state through mediation and arbitration tribunals with the aim of defending or reducing the legal liability of State in damages or in monetary claims or to achieve favorable outcomes for the State.

The Solicitor-General is now focusing on civil prosecution and cost recovery proceedings to recover monies owed to the State. The more successful this function becomes; the more money is saved for other critical services such as education and health. The focus areas are to establish regional or provincial offices; train and recruit specialized lawyers; strengthen and improve Case Management Systems; Improve Client Outreach for better instructions and raise awareness to reduce claims against State; prevent and reduce fraudulent claims, pursue cost recovery, taxation and civil prosecution; and manage an accountable and cost-effective brief out.

1.1.1.3 Deceased Estate Administration

The Office of Public Trustee is established under the *Public Curator (Amendment) Act* 2020 and the Section 26(k) of the *Constitution* under the Division 2 of the Leadership Code. The main functions are to: administer deceased estates & quasi-judicial services, provide trustee services, and to provide estate legal services. The Office administers both intestate and testate deceased estate matters, defends and represents estates matters at the court, provides the Will services, provides trustee services in accordance



with the appropriate acts, and implement constitutional requirements as specified under Section 28(1)(c) of the *Constitution*. The priority areas of the Office are to: reduce backlog of deceased estate matters, closing and reduce turnaround time for deceased estate administration, effectively attending to estate court matters and progress towards Office transition to operation autonomy.

1.1.1.4 Legal Policy Advice and Legislative Drafting

The Legal Policy & Governance Branch is responsible for providing legal policy advice for the formulation of policy on justice matters. It also facilitates for the Office of the Secretary in coordinating legislative reforms and legal policy matters that concern legislation that come within the Ministry of Justice. The governance responsibilities are those various secretariat roles, attendance to committees or boards that are for an on behalf of the Secretary. The branch facilitates Commissioner for Oaths applications, Coronial Inquests, Mutual Assistance in Criminal Matters, Overseas Maintenance Orders and is secretariat to the National Coordinating Committee on Anti-Money Laundering & Counter Financing of Terrorism.

In terms of **Legal Policy Advice**: The Department through the Legal Policy and Governance Branch provides legal policy advice aligned with national priorities and international commitments, covering the formulation, implementation, and review of policies impacting the legal and justice systems. In **Policy Coordination**: The Department collaborates with other government agencies through national committees led by the Secretary to ensure cohesive legal policies across sectors and integration into the wider governance framework. As for **Stakeholder Consultation** particularly in developing legal policies, the Department engages various stakeholders, including civil society, the private sector, and international partners, to ensure inclusivity and responsiveness to public needs. In the **Drafting of Legislation**, the Department drafts bills and regulations under the Justice Minister's portfolio, translating government policies into legally binding legislation presented to Parliament. For the **Review of Laws**, the Department reviews existing laws to ensure they remain current, consistent with the Constitution, and aligned with evolving policy objectives.

The focus is on the enactment or review of laws under the Justice Ministry; quality representation of the Secretary on committees or boards; support to justice administration, crime prevention and the corporate services on basic legal interpretation of statutes, administrative procedures, research and legal policy development.

1.1.1.5 Ocean Affairs Secretariat

The Oceans Office is established by *NEC Decision* No. 03/2015. This Office is responsible for providing legal, scientific and technical advice on matters relating to the seas and maritime boundaries of Papua New Guinea with reference to Legislation, International Conventions (UN Law of the Sea Convention 1982), and applicable technology and scientific research.

1.1.1.6 Human Rights Secretariat

To coordinate the activities / initiatives on establishing the NHRI and implementation of National Policy Framework. Raise awareness and support educational activities on human rights.

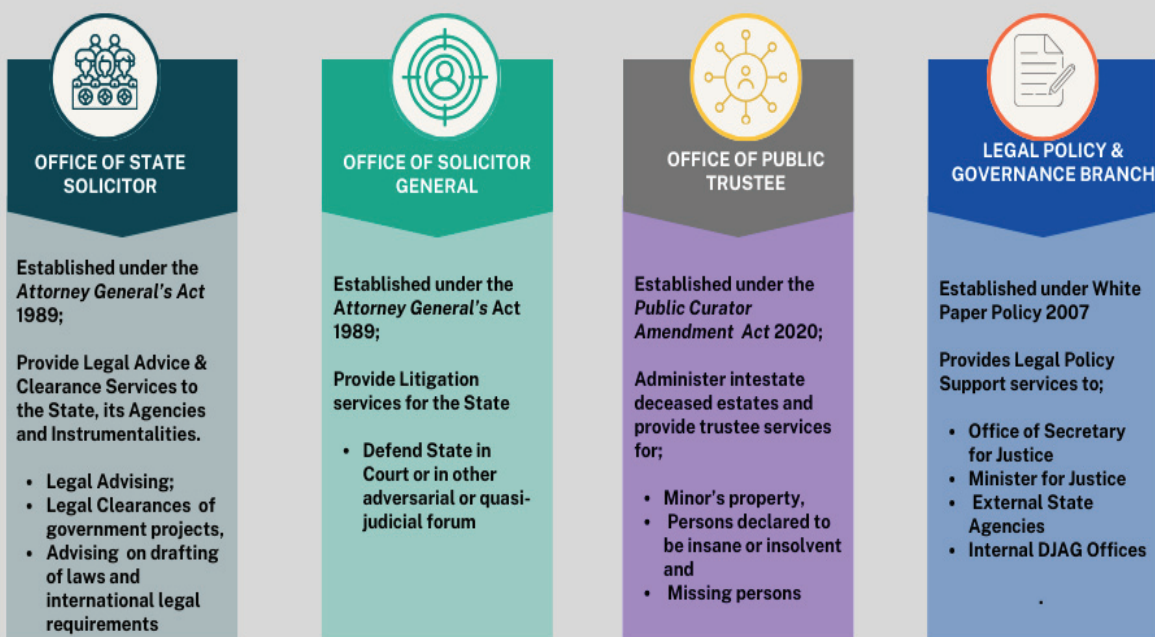
1.1.1.7 Judicial and Legal Services Commission (JLSC) Secretariat

The Judicial and Legal Services Commission (JLSC) is established by Section 183 (1) of the *Constitution* of the Independent State of Papua New Guinea and with membership of JLSC comprising of the Minister for Justice and Attorney General as the Chairman; the Chief Justice; Deputy Chief Justice; Chief Ombudsman and a nominated Member of Parliament are members with the Chief Magistrate as an additional member on *ad hoc* basis. By virtue of the law, the Minister for Justice and the Attorney General is the Chairman of JLSC, therefore, the Department of Justice and Attorney General, by default, provides the secretariat services to the JLSC.

The functions of the JLSC are to appoint and/or discipline Judicial Officers (Judges and Magistrates), Certain Constitutional Office Holders (Chief Magistrate, Public Solicitor, Public Prosecutor and Public Trustee) and Appointed Leaders (National and Supreme Court Registrar, Secretary – National and Judicial Staff Services, Solicitor General, State Solicitor, Chief Commissioner – Land Commission of Papua New Guinea).

The priorities of the JLSC are to promote and strengthen legal and policy reform processes; and operational administrative procedures for the Judiciary, Magisterial Services and State Law Offices to enable access to and delivery of justice services to the people of Papua New Guinea (PNG). Therefore, preparations are underway for the establishment and self-autonomy of the JLSC Secretariat with appropriate resourcing of manpower and operational funding.

LEGAL SERVICES MANDATE & FUNCTIONS



Dashboard view of respective Offices, Mandates, Functions & Services

Figure 1: Illustrates the Legal Services we provide



Figure 2. Picture showing DJAG Lawyers amongst others at the 2024 Legal Year Opening



1.1.2 JUSTICE ADMINISTRATION SERVICES

The Justice Services are statutory responsibilities provided under respective legislation and administrative mandates. There are four branches responsible in the provision of these services and they are:

1.1.2.1 Village Courts and Land Mediation:

The Village Courts & Land Mediation Secretariat, established under the *Village Courts Act* of 1989, is tasked with setting up Village Court Areas and managing the appointment or dismissal of Village Court Officials. Its duties also include organizing training, overseeing supervision and inspections, maintaining a database, and ensuring the payment of officials' allowances. Additionally, the Secretariat assists Provincial Land Dispute Committees under the *Land Dispute Settlement Act* of 1975 by managing the appointment, revocation, payment, and supervision of Land Mediators.

A key focus is supporting the Village Courts Improvement Program, which involves settling outstanding allowances, enhancing monitoring and supervision, and constructing Village Court Houses. Strengthening the Village Courts System is crucial for crime prevention and expanding access to justice services in local communities

1.1.2.2 Parole Services:

The Parole Service is responsible for the administration of the *Parole (Amendment) Act* 2018 and related services. Parole also performs additional responsibility to provide support to the License Committee and Power of Mercy- Advisory Committee. Priority areas include effective assistance to the Board and Committees, assist with rehabilitation and reintegration programs, supervise respective Orders, and prosecution of breaches.

1.1.2.3 Probation Services:

The Probation Services is administered under the *Probation (Amendment) Act* 2019 which provides for the social rehabilitation of offenders. This responsibility includes the production of Pre-Sentence Reports to Courts, case management and supervision of offenders placed on probation and the enforcement of breaches to the Probation Orders. The Branch also administers the *Criminal Law (Compensation) Act* 1991 to facilitate restorative justice in the form of compensation and restitution for victim reparation and offender integration. The priority areas are to improve assistance to court, enhance stakeholder collaboration, improve record management and capacity building.

1.1.2.4 Juvenile Justice Services:

The Juvenile Justice Services is established under the *Juvenile Justice Act* 2014. It is responsible for the protection, rehabilitation and reintegration of juveniles. This function involves restorative justice and Melanesian considerations in the wellbeing of juveniles and the communities. The administrative responsibilities include support to the National Juvenile Justice Committee, Juvenile Rehabilitation Institutions and provision of administrative and strategic guidelines for juvenile matters in partnership. The priority area is to implement the National Juvenile Justice Plan 2018 - 2022, rationalize and improve rehabilitation institutions, enact Juvenile Justice Regulations and improve juvenile representation.

1.1.2.5 Restorative Justice and Victims Support Services

The Restorative Justice Service, previously a program within the Probation Service, will now operate as a separate Branch under the new structure outlined in this Corporate Plan. This change aims to elevate efforts related to Peace and Restorative Justice as specified in the MTDP IV. The new Branch will be responsible for coordinating and implementing restorative justice programs, including victim protection and rehabilitation. It will collaborate with Probation, Parole, Juvenile Justice, Village Court & Land Mediation, and Community Justice Service Centers to provide safety and protection for crime victims. The Branch will monitor and supervise victims through Probation and Parole restorative justice programs and support offender rehabilitation and reintegration initiatives. Additionally, it will contribute to community peace and justice programs and engage in related activities in partnership with both State and Non-State actors.

The Justice Services are statutory responsibilities provided under respective legislation and administrative mandates. These Justice Services are as shown below:

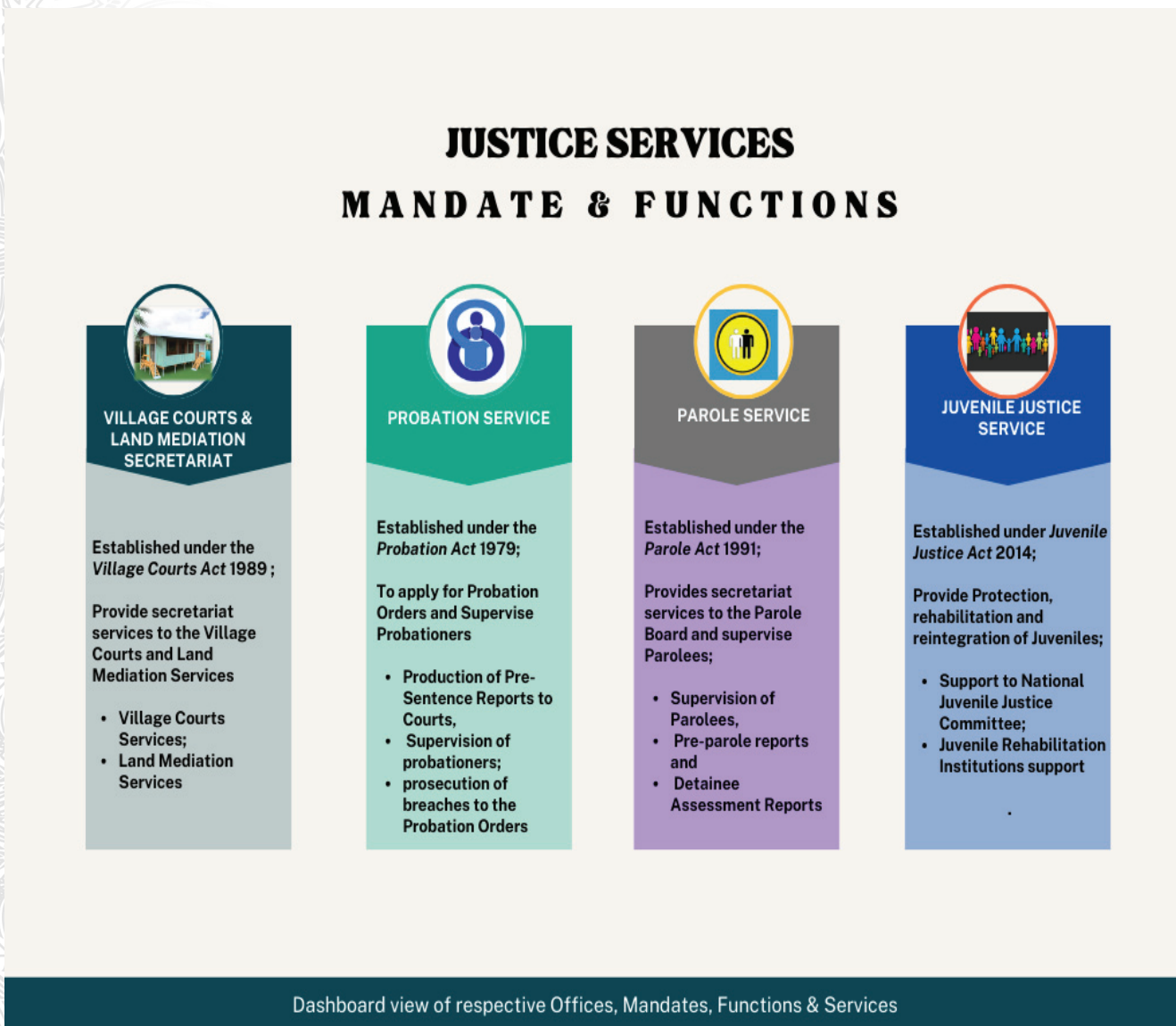


Figure 3 Illustrates the Statutory Justice Services we provide

1.1.3 NATIONAL, PROVINCIAL COORDINATION & CRIME PREVENTION

The department has a designated division National, Provincial Coordination & Crime Prevention Division (NPCCD) that is responsible for coordination of National and Sub-national Law & Justice Sector programs. This is to ensure effective coordination, and collaboration for prominence to be given to crime prevention initiatives and programs at the sectoral level. The Department assesses the effectiveness of crime prevention initiatives, guiding subnational programs and ensuring positive impacts on crime reduction and public safety.

1.1.3.1 Sector Coordination at National & Sub-National levels

The Law & Justice Sector Secretariat provides secretariat services to the National Coordinating Mechanism of the Law & Justice Sector. It is also responsible for facilitating the Law & Justice Sector Working Group, coordinating cross-sectoral programs, development partner activities in the Sector and provincial governments. Its services include ensuring law and justice sector programs and budgeting are aligned with the national planning framework and other whole of government policies and plans. It is



responsible for maintaining information and data on the sector. It is now also the Administrative Sector (SLOS) Secretariat, responsible for the facilitation of the National Executive Council (NEC) business process from the SLOS Deputies Committee, to the SLOS Heads Committee and to the Administrative Sector Committee. It also coordinates the implementation of the implementation of the SLOS Strategic Framework.

1.1.3.2 Crime Prevention Coordination

The Crime Prevention Branch is directly responsible for **Strategic Priority 2** of this Corporate Plan. The Branch is responsible for conducting assessments on the trends and prevalence of crime and community perception on safety. This role includes monitoring and coordinating crime prevention initiatives in partnership and developing strategies to prevent, reduce and manage crime.

1.1.4 CORPORATE AFFAIRS AND GENERAL ADMINISTRATION

1.1.4.1 The Library and Records Management Branch is tasked with maintaining a comprehensive Legal Information hub to ensure effective management of both new and archived resource materials for easy access by staff. The Branch has two primary functions. The Library function oversees the acquisition, organization, retrieval, and circulation of published information resources. On the other hand, Records Management is responsible for controlling the creation, storage, retrieval, dissemination, and disposal of records generated or received by the department during its operations.

1.1.4.2 The Information and Communication Technology Branch is responsible for the provision of ICT services which includes the establishment and maintenance of reliable and secured Network Infrastructure; establishment and maintenance of Server Infrastructure Systems; and development and maintenance of Solution Applications. The primary focus is now on improving connectivity and communication, database development and management, cyber-security software, ICT training and advanced research capabilities and software applications.

1.1.4.3 The Assets and Facilities Branch is responsible for the design and facilitation of infrastructure buildings for the Department to make accessible, law and justice services at the National, Provincial and District levels. These include construction of provincial office facilities, staff accommodation, community justice service centers and village court houses. This is done with the Management oversight and leadership of the Project Monitoring & Implementation Committee. Its primary role includes conducting routine maintenance on institutional property for general upkeep, maintaining an asset registry and providing general security for assets and facilities.

1.1.4.4 The Human Resource Branch is responsible for developing and managing organizational capabilities, talent management, personnel matters and provide advice to the Deputy Secretary for Corporate Affairs on all HR matters. Its focus areas include: the re-organization of the Department; recruiting the right people; facilitating performance-based employment contracts; coordinating the performance management process through the team leaders; developing and implementing internal HR policies; implement Human Resources Strategic Plan; adopting a modern human resource management practice; managing learning and development programs; conduct capability need analysis; promoting DJAG's core values; managing unattached and retiring staff; implementing Whole of Government Human Resource reforms at agency level and administering staff welfare in compliance with the best human resource practice.

1.1.4.5 The Office of the Secretary's Key Result Area (KRA) is shared by the Secretary's Office, the Office of the four Deputy Secretaries, Executive Support Services, Media & Public Relations Unit, Logistics and Procurement Units. The role of the Office is to ensure that there is effective, credible and value-based Leadership at all levels. The Support Services assist the Office of the Secretary to achieve its role/mandate while maintaining effective public relations and creating a favorable image of the department as a whole.

1.1.4.6 The Planning, Monitoring and Evaluation Branch is responsible for providing technical support in policy planning, monitoring and evaluation to the Management and Core business areas of the department. The primary objective of the branch is to support the development, coordination, and implementation of policies, strategies, and plans for improved Law & Justice Service delivery. Its goal is to ensure that these policies, strategies and plans are well-conceived, evidence-based, and in line with the government's

overall vision for the sector. It plays a crucial role in ensuring that the department's activities align with the broader goals and objectives of the government.

1.1.4.7 The Financial Management Branch will provide technical program support to the Office of the Secretary's, the Core business areas and providing secretariat support to the Budget Steering Committee (BSCM) to ensure continued budgeting and funding support is available and is managed as per the *Public Finance Management Act*, 1995. This means taking leadership of the BSCM working to ensure that warrants and financial reports are delivered on time whilst working closely with the four Deputy Secretaries, the 24 Office/ branch heads, working with the Executive Support Services.

1.1.4.8 The Internal Audit Unit is responsible for identifying risks in the organization or system of control and provide remedies against established policies, guidelines and standards established by the management are effectively being complied with to furnish reliable financial data to management connection with decision making process.

1.1.4.9 The Leadership, Integrity, and Equity Branch, previously known as the Gender Equality & Social Inclusion (GESI) Branch under the Corporate Plan 2019-2023, is dedicated to advancing the Gender Equality and Social Inclusion agenda through values-based ethical leadership. This remains a top priority, aimed at addressing non-compliance with business processes, combating corruption, and promoting leadership that embodies positive values. By fostering a respectful, safe, and dynamic workplace culture, the Branch encourages all staff to realize their full potential in an environment that champions diversity, equity, and inclusion. Key initiatives, such as coaching, mentoring, and leadership capacity-building programs, will be prioritized to ensure the Department remains relevant while promoting participatory, agile, and adaptive governance. This strategy will help modernize the public service and foster development principles essential to successful partnerships for growth and development.



What is GEDSI ?

GEDSI stands for Gender Equity, Disability, and Social Inclusion. It is a national public policy aimed at cultivating and nurturing a positive and respectful work culture that ensures equity, diversity, and freedom from discrimination for all employees. This policy outlines legislative provisions that support a workplace environment characterized by respect, equity, and inclusivity.

According to the National Public Service GEDSI Policy, a workplace culture that embraces GEDSI principles and values encompasses the following:

1. Access to opportunities
2. Recruitment and promotion based

- on merit
3. Inclusive policies and practices
4. Recognition and acceptance of the principles of equality and opportunity for all individuals
5. Fair and participative decision-making
6. Freedom from bias
7. Transparent processes
8. Reasonable adjustments to remove employment barriers
9. Engaged employees performing to their full potential
10. Respectful communication
11. Demonstrated, democratic leadership

It is crucial for employees to take a proactive stance and report any GEDSI-related issues they

experience or witness in the workplace. They should feel empowered to rise up, step up, and speak up against such incidents.

For self-awareness and sensitization, employees are encouraged to refer to the DJAG Workplace Sexual Harassment Policy.



Media & Public Relation Unit having a consultation with the Gesi Unit for its Gesi Sensitization awareness program.



In the first image, it is a benefit from the same : treated equally.



2. Organizational Chart

2.1 Organizational structure 2019-2023

This current organizational structure framed the reforms presumed from the 2018 Organizational Capacity Diagnostic Review for implementation in 2019-2023.

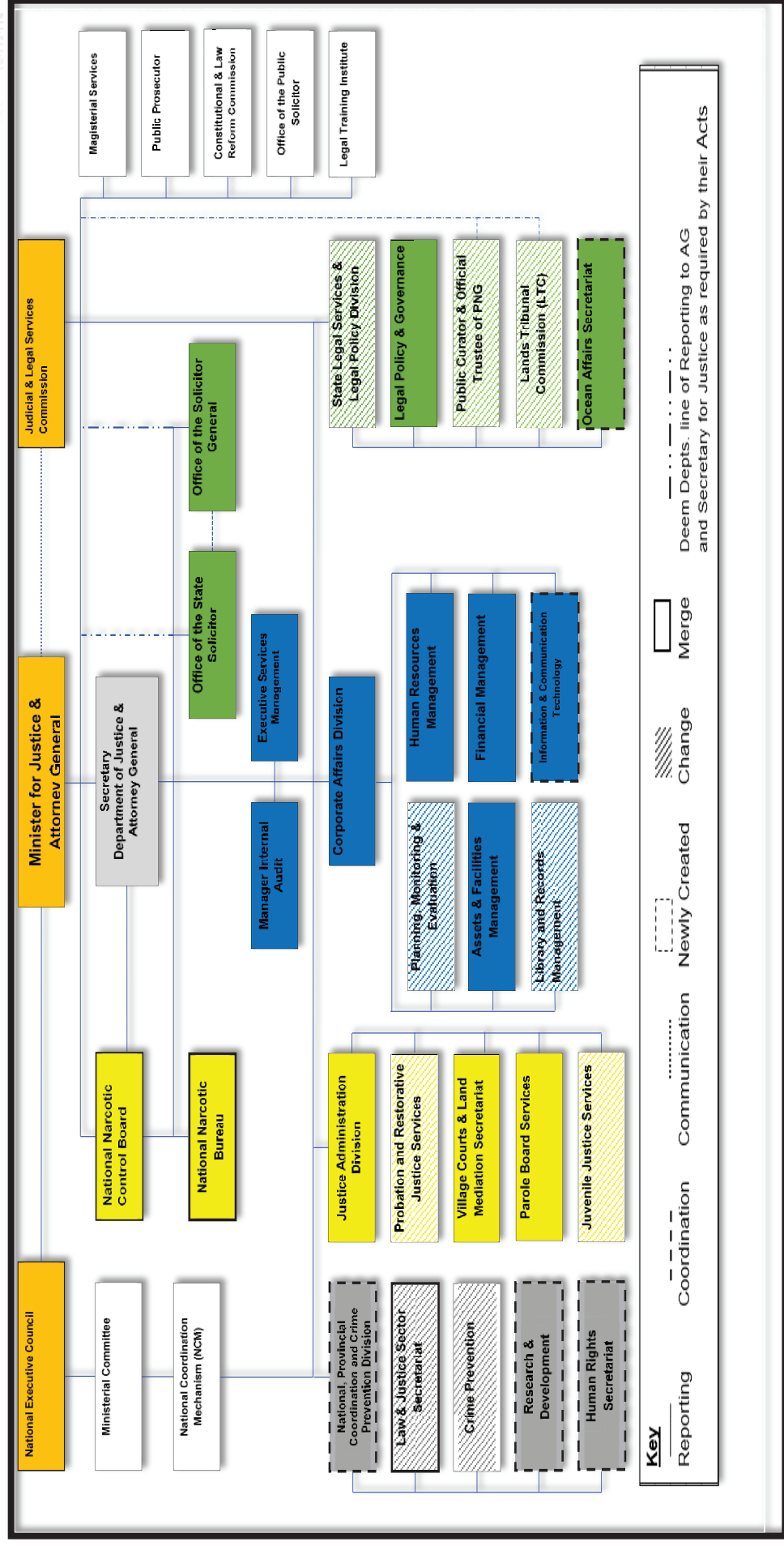


Figure 5 The organizational structure for the corporate year 2019-2023

2.2 Organizational structure 2024-2028

This is the new organizational structure that will enable effective implementation of this Corporate Plan through efficient execution of legislative reforms, policy interventions, resources leveraging and reporting through the Annual Management Report.

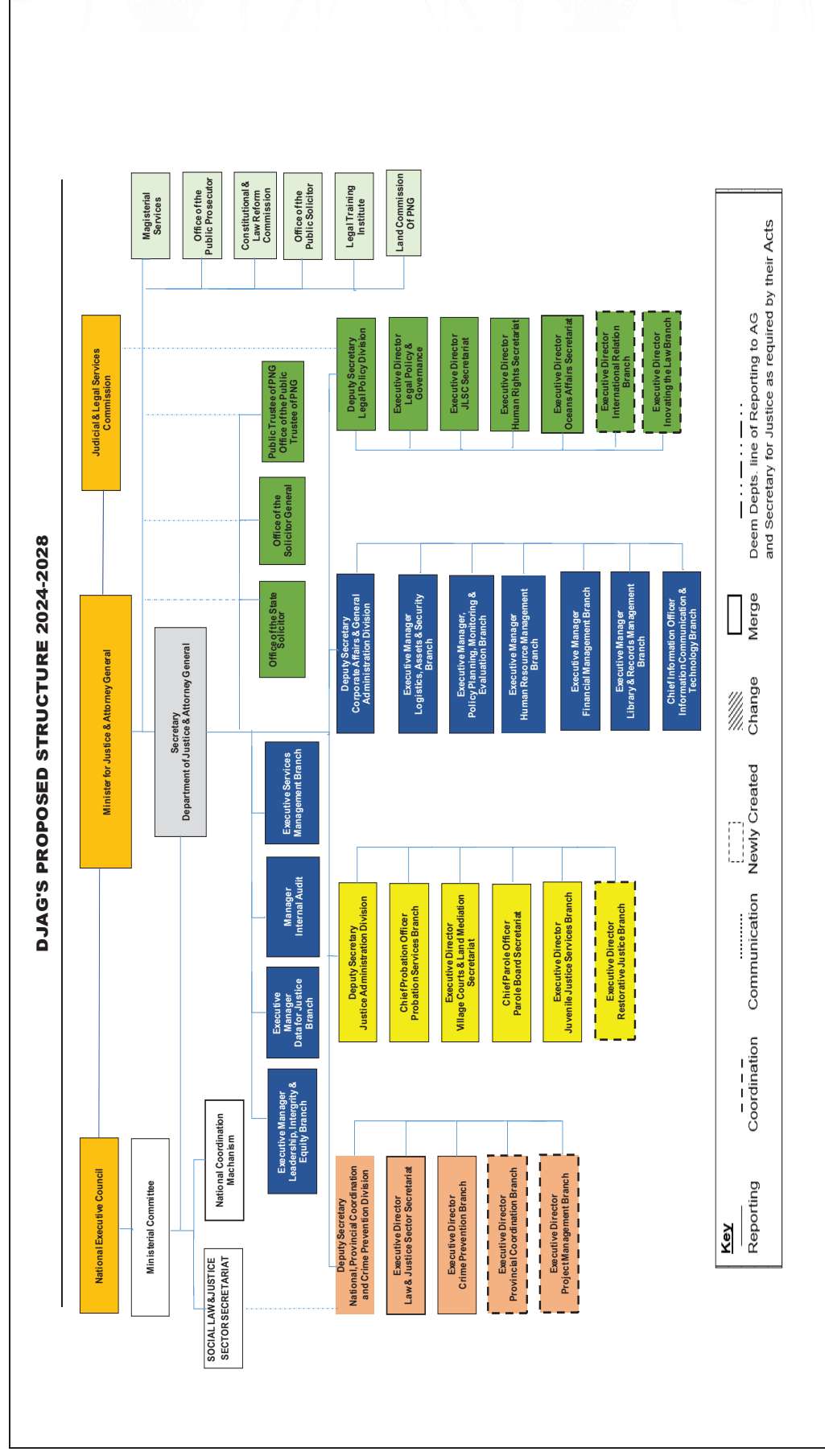


Figure 6. The new Organizational structure for the Corporate Year 2024-2028



This revised organizational structure shall ensure that the Department delivers on its mandate in the next four years.

- The Office of the Secretary shall be given that high level of technical, leadership and management support to assist the Minister, the Law and Justice Sector and the government.
- The Department shall have three deemed Departmental Heads which shall operate independently and have the leadership support of the Secretary for Justice.
- The structure shows four Divisions that are headed by Deputy Secretaries.

The main features of the new structure are explained under respective Divisions as follows:

Deemed Departmental Heads

- The Office of the State Solicitor operates independently and reports directly to the Minister. Administrative and Financial support is provided through the Secretary for Justice.
- Office of Solicitor General operates independently and reports directly to the Minister. Administrative and Financial support is provided through the Secretary for Justice.
- The Office of Public Trustee reports directly to the Minister as well. Administrative and Financial support is provided through the Secretary for Justice. The Office will be strengthened via organizational reforms to enable more manpower and legislative reforms facilitating operational independence.

Legal and Policy Division

- Under this new structure, the Division will be renamed as Legal and Policy Division to reflect the key functions administered by this Division. The Department through this Division will take lead in providing technical support to the National Security Initiatives mentioned under the Sector Policy and the MTDP IV documents, especially in the areas of research on crime and violence, drugs & alcohol, National Intelligence and the response to Transnational and Organized crime.
- Under this Corporate Plan, this Division will be bolstered with the addition of two new branches and the movement of the Human Rights Secretariat from the National Provincial Coordination and Crime Prevention Division. The Judicial and Legal Services Commission (JLSC) Secretariat and the Human Rights Secretariat will be set up separately from the Department, which means they will not be part of this Division. The total number of Branches will now be six, and with the separation of the JLSC Secretariat and the Human Rights Secretariat, the total number of Branches will be four. These changes are necessary to address the high volume of work, which currently is being carried out by a bare minimum number of officers.
- The two new Branches that will be established are the Innovating the Law Branch and the International Relations Branch. This will see the legislative review function of the Legal Policy and Governance Branch be moved to a standalone branch (Innovating the Law Branch), and the transnational related work such as anti-money laundering and human trafficking, will move to the other standalone branch (International Relations Branch). The Legal Policy and Governance Branch will now focus on legal policy advising and policy analysis to inform reforms. The Legal Policy and Governance will also focus on strengthening support to Inter-agency and Inter-government committees where Secretary is a chairperson /member.
- The capacity of the National Ocean Affairs Office/Branch will need to be bolstered through recruitment of more officers to support the implementation of the National Oceans Policy and the coordination and secretariat support to the National Oceans Committee and the Marine Scientific Research Committee.
- The Judicial Legal Services Commission (JLSC) Secretariat will focus on establishing itself separately as an independent agency through necessary legislative amendments. In the next few years, JLSC Secretariat will transition out of the Department to a separate agency. This is consistent to ensure the independent operation of the JLSC to discharge its constitutional function.



- The Human Rights Secretariat will now be part of the Division. The focus will be on its organizational capacity to transition to a separate entity as the National Human Rights Institute through the passage of relevant enabling laws.

Justice Administration Division

- There are five Branches under the Justice Administration Division of which four are Statutory Offices and which are the Probation Service, Parole Service, Juvenile Justice Service, and Village Courts & Land Mediation Secretariat.
- The emphasis for Community Peace and Restorative Justice by the MTDP IV is captured by the Department by giving prominence to the Restorative Justice component and ensure that more resources are allocated to the new Branch. The new Branch to be known as Restorative Justice and Victim Support Services.
- The Justice Administration Division will be more strategic in aligning with the work of Community engagement through the work of Community Justice and Village Court's Strategy for high level performance; and strengthen links to the Sector coordination and collaboration.

National Provincial Coordination and Crime Prevention Division (NPCCPD)

- The National, Provincial Coordination and Crime Prevention Division will ensure attention is given to coordination of the Sector as well as the National, Provincial, District and Local- Level Government activities that match the existing priorities of the Sector and the Government. Provincial engagement shall be given prominence with a dedicated branch.
- The Law & Justice Sector Secretariat as a Branch will be given additional resources to support the Administrative Sector (SLOS) Secretariat arrangement where the National Security component can also be supported as per the requirements of MTDP IV.
- The Child Nutrition & Social Protection project also needs to be reviewed independently and ensure that lessons are shared with the SLOS sector in preparation for possible replication to other provinces.
- The Crime Prevention Branch shall be responsible to provide oversight of National initiatives for crime prevention and also provide a focused and targeted approach towards preventing and managing crime at the community level via the CJSC and VCLMs arrangement whilst providing a referral point with links to CBC work.
- The new Project Management Branch under the NPCCPD will focus on both infrastructure and non-infrastructure related projects and shall be held accountable by the PMIC and the Project Steering Committee.
- The Department's manpower and staff projects going forward will increase due to the vacuum created with the exit of National Narcotics Bureau and Land Commission of PNG. There is also the opportunity to cater for the emerging Human Resource needs of the Department with a view to expand to other provinces, especially for Deemed Offices and Branches that already present in the provinces such as the Office of Solicitor General, Office of Public Trustee, Juvenile Justice Services, Probation Services, Parole Services and Crime Prevention.

Corporate Affairs Division

- The division is purposely to strengthen sound corporate leadership and governance at all levels and also to ensure that certain organizational changes are approved and accommodated. This is in support of ensuring increased manpower support and other corporate structural arrangements for expanding and transitioning offices and branches in the provinces and districts. This means recruiting more lawyers, justice officers, improving ICT connectivity and the ability to network more closely under this new structure.



- The Procurement and Logistics Unit under Executive Management Branch (EMB) to start fully implementing the Kumul soft – Fixed Asset Management System
- In this Corporate Plan, the Research and Development Branch will be renamed the Data for Justice Branch and placed under the Secretary's Office, with leadership guidance from the Secretary. Its role will be to conduct research that supports informed and credible policy development and to provide advice for decision-making on matters related to law, justice, and national security, including community safety
- The GESI unit will also transition during this corporate period to become the new Leadership, Integrity and Equity Branch supporting the critical work of the Office of the Secretary and the Human Resource Management Branch in the GEDSI and Leadership space.
- The Internal Audits Unit to be a branch and start working on the Risk Management Plan and also do project audits apart from its other responsibilities and start reporting the department's risk status on a quarterly basis.
- The Finance Management Branch to strengthen the link between program coding and warrants to ensure program activity coding and costing can be tracked for improved program-based budgeting.
- The Human Resource Management Branch to develop a four-year business strategy in line with this corporate plan to ensure that there are improvements for the processes of selection & recruitment, succession planning, staff welfare improvements, and have plans to improve workplace culture like attendance & punctuality
- The Policy Planning, Monitoring & Evaluation (PME) Branch to improve program planning, monitoring and evaluation with a four-year business strategy in preparation for implementation. PME will work closely with LJSS, Crime Prevention, VCLMS and other branches that need monitoring and evaluation to be done for both programs and projects.
- The Information Communication Technology Branch will be central to enhancing service delivery by developing online business processes. Its primary focus will include improving connectivity and communication, developing and managing databases, implementing cybersecurity software, providing ICT training, and advancing research capabilities and software applications.
- Library & Records Management Branch will develop a four-year business strategy which will include the utilization of the file bound program for digitalization of records in preparation for archiving and the rollout of the file bound arrangement to other offices /branches for continuation of the digitalization exercise in preparation for implementation of the paperless policy for the promotion of a greener workplace practice.
- Assets & Facilities will develop a four-year business strategy that looks at institutional housing, Office building maintenance, Office security and fleet management for both the National Office and the Regional Offices.
- The work of the Internal Governance Committees will be strengthened through the creation of the Total Quality Management committee to strengthen the work of other specialist committees by providing technical oversight to all committees with the intent of improving the performance of each committee.

3. Vision & Mission

Vision & Mission



“A Safe, Secure and Peaceful Society”



To Provide Quality, Reliable, Timely and Accessible Legal and Justice Services to the State and Our People

Our Corporate Objectives

1



DELIVER TIMELY, ACCESSIBLE AND QUALITY LEGAL AND LEGAL POLICY SERVICES

2



DELIVER TIMELY, ACCESSIBLE & QUALITY COMMUNITY JUSTICE SERVICES

3



ENHANCED STRATEGIC PARTNERSHIPS FOR EFFECTIVE COORDINATION AT THE SECTORAL, NATIONAL AND SUB-NATIONAL LEVELS

4



IMPROVED GOVERNANCE & ACCESSIBILITY AND ORGANIZATIONAL CAPABILITIES

5



INNOVATIVE LEADERSHIP AND SOUND CORPORATE GOVERNANCE FOR IMPROVED SYSTEMS ADMINISTRATION

Figure 7. The above pictogram outlines our strategic intent

4. Our Values

Our core values are reflective of the type of services we provide, our position in government and relationship between ourselves individually, collectively and with others. Our values are inherited, translated and intended to apply in our families, work environment and everywhere we go. We make special mention of the National Goals & Directive Principles and Basic Rights & Social Obligations of our *Constitution* in this respect. Our values are at the core of our personality, character and the work that we do. We therefore adopt and apply the following values:

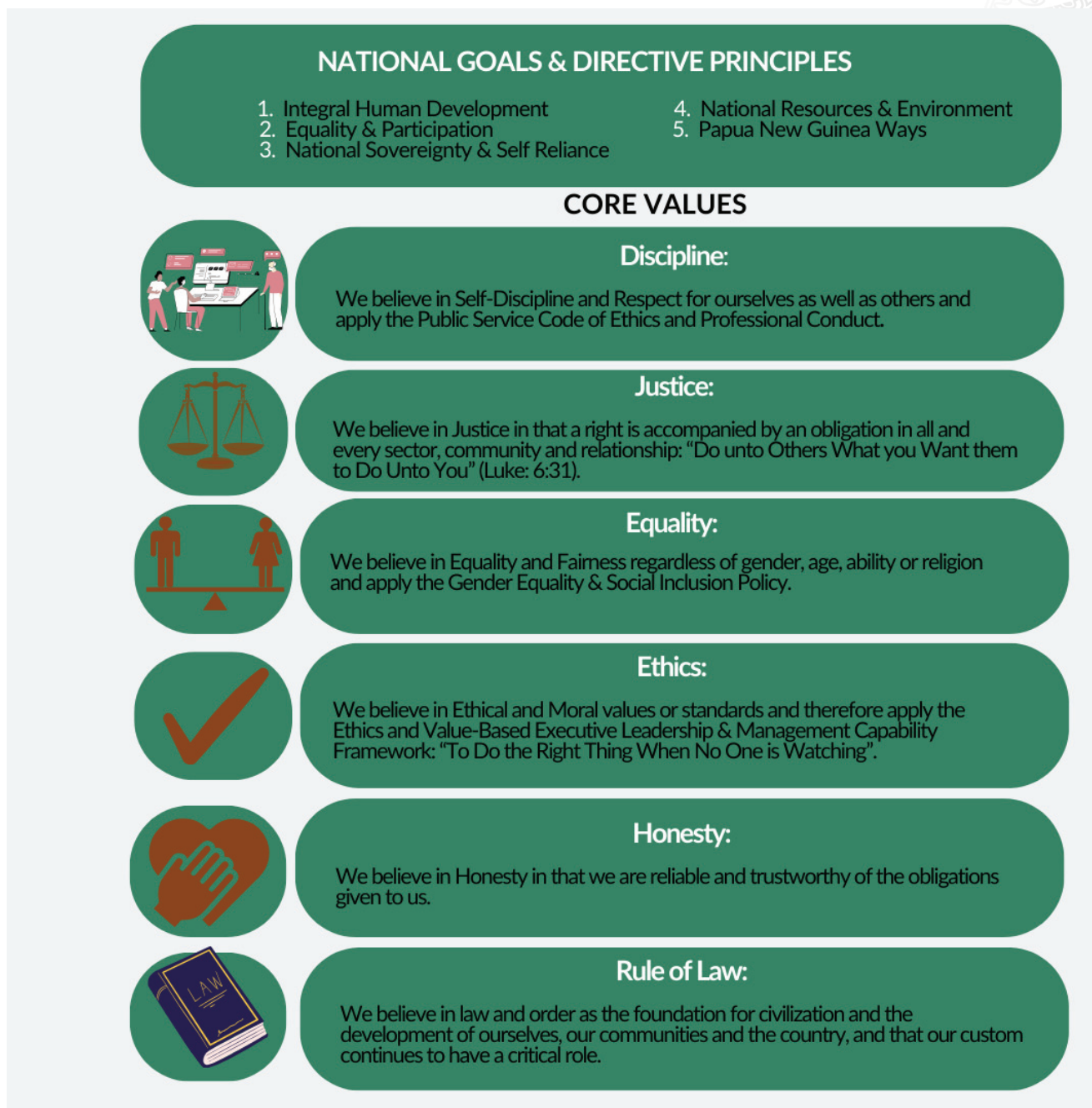


Figure 8. The above pictogram outlines our core values

5. Strategy Map

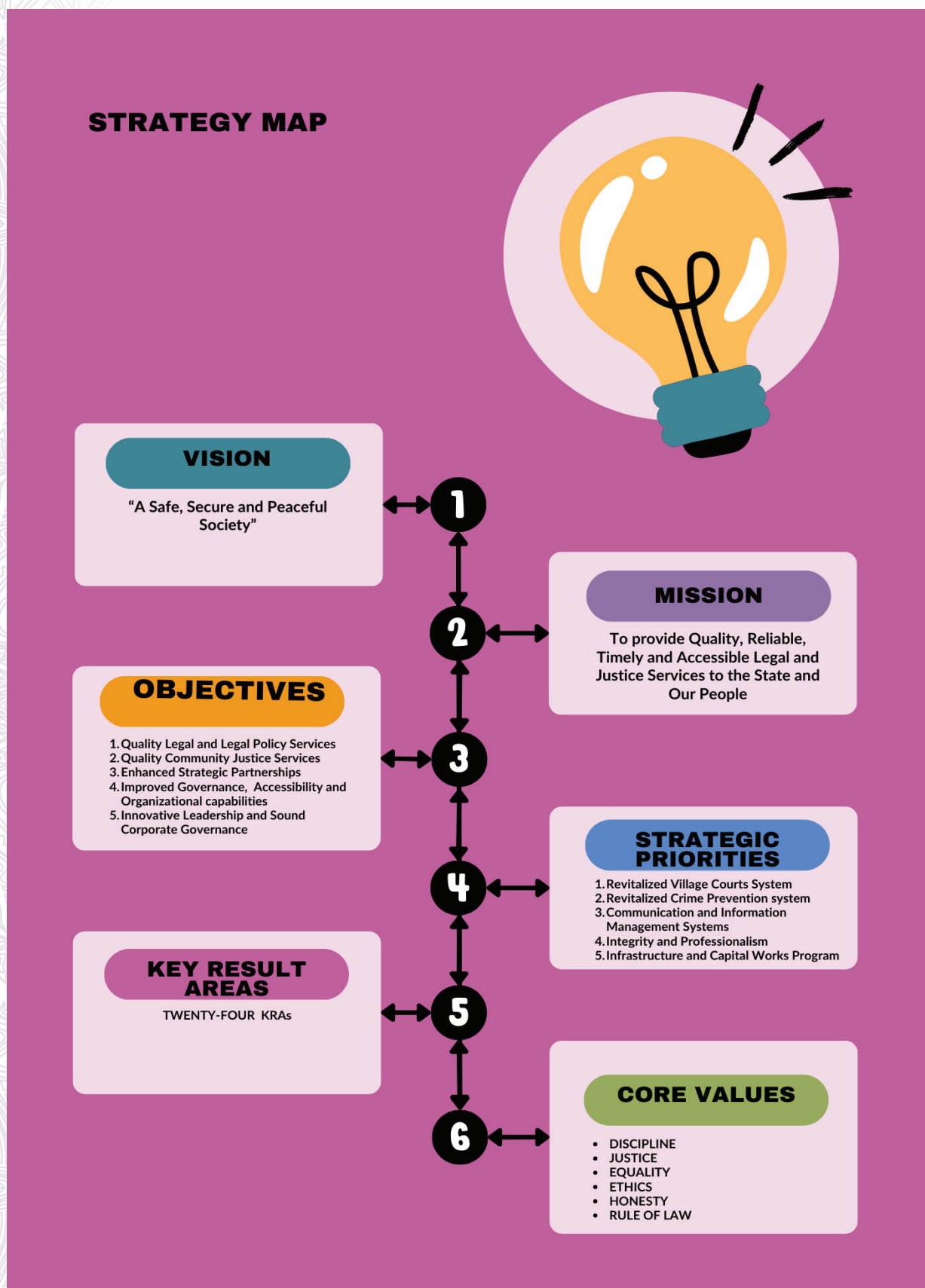


Figure 9. The diagram above illustrates the alignment of our Plan's vision, mission, corporate objectives, strategic priorities and the key result areas driven by our core values

6. Strategic Priorities

There are five strategic priorities for this Corporate Plan. These strategic priorities are intended to mitigate risks under our Risk Management Plan, create an Enabling Environment for improvements to take place, and enhance our Operational Capability to generate Public Value (**Strategic Triangle**)¹ through the initiation of Public Investment Programs to strategically link with the Strategic Priority Areas and the Deliberation Intervention Programs of the MTDP IV.

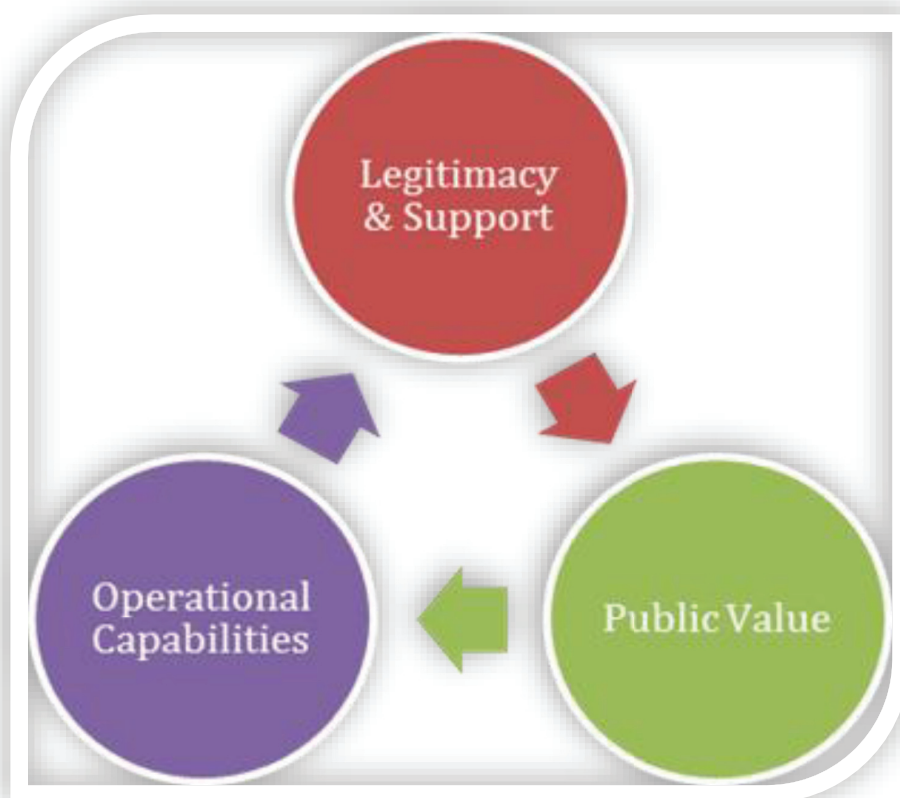


Figure 10. Illustrates the **strategic triangle model**, also known as the **strategy triangle** or **public value strategic triangle**, a framework developed by Harvard professor **Mark Moore** and is adopted in this Corporate Plan to triangulate the desired outcome or value, the organization's ability to deliver the intended value and the government support required to execute the interventions of the five Strategic Priority Areas successfully, to deliver valued services to our clients (The State & the People).

These respective strategic priorities shall place the Department in the optimal position to achieve its Corporate Objectives. This will eventually translate into the incremental or progressive achievements of our mission and vision. Hence, contributing not only to the Law & Justice Sector targets for safer communities but importantly the country's Human Development Index on health, education and participation in socio-economic activities.

¹Moore, Mark and Sanjeev Khagram. 2004. "On Creating Public Value: What Business Might Learn from Government about strategic Management." Corporate Social Responsibility Initiative Working Paper No. 3. Cambridge MA: John F. Kennedy School of Government, Harvard University.

6.1 A Refocused & Revitalized Village Courts System

Corporate Objective Link: Community Justice Services

Strategic Priority Objective: Improve Village Court

Objective Description:

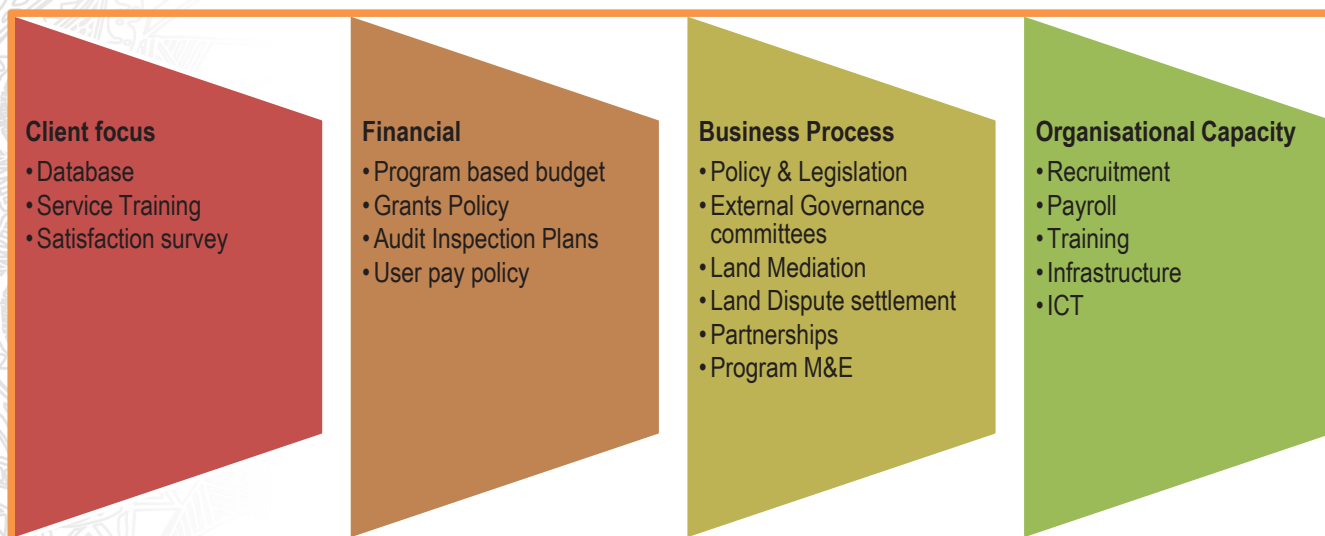
The Village Courts are the frontline providers of the “Rule of Law” and justice services, that our people depend on most for safer communities from the most remote locations to the urbanized villages within major towns and cities.

It is our aim that the potential of Village Courts be realized sooner than later. This will contribute significantly towards our mission to prevent, manage and reduce crime, reducing the need to travel to major towns and cities to address minor law and justice cases thus reducing the number of referral cases to the formal court systems.

We envisage the Village Courts System as a significant part of the local or community governance system and must work together with community development initiatives, lower-level governments, Churches and Youth programs. The Village Courts Magistrates must be respected in the community.

Objective meaning

By saying improve Village Court, we mean to strengthen the systems and processes that surround the operations of a typical village court area and its linkages to the government mechanisms at all levels of government and society. We will focus on four core areas to ensure a clear strategic focus when planning to implement this strategic priority area. See the chart below for details:



Client Focus

The clients of the Village Court are the people within the local village court area. Client focus is basically to design and develop a comprehensive client/ customer feedback collection process with the use of an online reporting and data collection system. This feedback information system should also capture the grievances of almost all people within the community. This will prompt us to design customized client service training and also to measure our service delivery efforts by conducting the client satisfaction surveys for all selected village court and land mediation areas. The views of all important partners and stakeholders will also be considered for long term system strengthening efforts.

Financial Focus

In order for village court operations to be more self-sustaining, the Village Court Officials and the Land Mediators will be charging minimum fees to service users based on user fees per the Village Courts Act and its regulations. These fees are a source of a LLG revenue and are meant to be utilized to cover the minimum operations of a typical village court areas. The Secretariat auditing team



will conduct a number of audits including program and financial audit exercises with technical support from the DJAG corporate teams of IAU, PME and key stakeholders like the department of Treasury, Department of National Planning & Monitoring; and Department of Finance.

This is basically a system strengthening process for the Department as part of promoting good governance. However, if done well, will likely bring additional funding due to investor confidence in the new system.

With increased funding, the program needs to consider creating a grants management unit to manage all development funding within the Secretariat. The program and budgetary processes need to be improved to ensure that the program is delivering on its annual operational plans. This is because the village courts are still the flagship.

Business Process

The client focus component will provide enriching information for the review of the VC Policy and the existing Principal *Village Courts Act 1989* and the *Land Dispute Settlement Act 1975*. With the Department moving to focus more on the provinces, and as part of its revitalization efforts, it will continue to advocate with each province to establish Provincial Village Court Committees to effectively attend to matters of Village Courts and the administration of the Land Mediation systems supported through the established Land Dispute Settlement Committees in each province. The systems and processes for village courts and Land mediation would also be reviewed with a view to strengthening the processes in a phased manner.

The Department will continue to push for reforms especially for the Village Court Functional Grants from the provinces to be more tied into covering the operational costs of a typical village court area guided by the minimum standards. A new and improved program monitoring & evaluation system will be established with more input from the Planning, Monitoring and Evaluation Branch whilst working to capacity build the team from the Secretariat. Additional technical support will be sourced from existing development partner arrangements.

Organizational Capacity

The role of the Secretariat in the management of the payroll of the Village Court Officials and Land Mediators needs to be reviewed learning from the experience of provincial administrations that have done well to take on this responsibility. Recommendations for new appointments and revocations are done by the provincial administrations with input from the communities of a typical village court area. However, these recommendations should be screened well based on minimum standards and given time for disagreements before the recommendations for the village court magistrates are approved or revoked by the Minister for Justice. The appointment and revocations of peace officials and clerks are done by the Director of the Secretariat.

Currently, the Department in consultation with the provinces is recruiting village court officials particularly the peace officers and clerks at the minimum qualification of Grade 12. These Village Court Officials and Land Mediators are paid on a monthly basis by the Government. However, the performance of these Officials is expected to be done by provincial administrations where checks and balances may not exist. The Secretariat through the Department needs to have some oversight of program M&E and build the capacity of all partners and stakeholders through the establishment of the Provincial Village Court Committees. There are also the legacy issues of former Village Court Officials and Land Mediators wanting to get paid for past services rendered, a matter for policy review and legislation and awareness raising. The construction of new Village Court houses will inclusively facilitate for installation of utilities such as internet connectivity to promote daily communication as part of information sharing and reporting.

6.2 A Revitalized Crime Prevention System

Corporate Objective Link: Strategic Partnerships for Effective Coordination

Strategic Priority Objective: Improve Crime Prevention

Objective Description:

The Law and Justice Sector with support from the Government, plans to reduce the crime rate by 55% from 49 crimes committed per 100,000 people down to 22 by 2027. This 55% target cannot be achieved by the Law & Justice Sector alone. It requires a collective effort through the support and involvement of other sectors, partners and the community.

The traditional approaches of deterrence through the formal criminal justice administration system that involves ourselves, the police, the correctional services and the courts must be supported and aligned to other sectors, partnerships and the greater community if we are to be successful. It is our firm belief that the social, education, health, churches, civil society and individual efforts must be acknowledged and integrated as providing crime prevention programs.

The Development Strategic Plan 2010-2030 and the National Law & Justice Policy 2024-2034 and the Law & Justice White Paper 2007 (being reviewed) states that there must be investment in crime prevention by all levels of society. The National Law & Order Summit 2018 report has confirmed that generally crime is on the rise regardless of our individual and collective efforts.

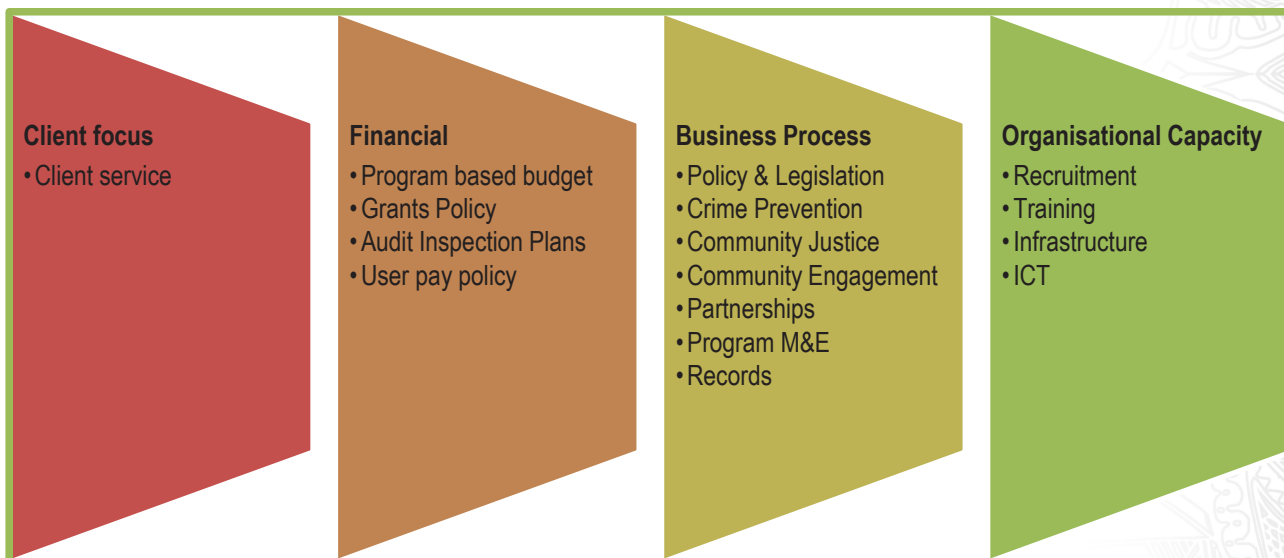


Figure 11. The above diagram illustrates the connection between the Department's Village Courts Services Improvement Program and the Government's policies on creating safer communities.



Objective meaning

By saying improve Crime Prevention, we mean to strengthen the policy framework, the budgeting framework and the partnerships and stakeholder systems and processes under the Department headed by the Crime Prevention Branch to be more engaging with the broader community including local communities, provincial governments and development partners. The policy framework that surrounds the cycle of Crime Prevention work with our frontline service providers and their operations will be centered around a Law and Justice Sector Crime Prevention Strategy and a District Justice Service Crime Prevention Strategy. We will focus on strengthening four core areas including the following:



Client focus

Clients for crime prevention program are the youths and other community members that visit the Community Justice Service Centres (CJSCs) for possible assistance. The client focus is basically to design and develop a comprehensive client feedback collection process with the use of an online reporting and data collection system. This feedback information system also should capture the grievances of almost all people within the community. This will prompt us to design customized client service training and also to gauge our service delivery efforts by conducting the client satisfaction surveys for all selected Crime Prevention/ Community Justice Service Centres within the districts. The views of all important partners and stakeholders will also be considered.

Financial focus

Crime Prevention operations within the districts will be headed by the Community Justice Service Centres. However, government funding will be limited. CJSCs will need to be operating with a view to becoming more self-sustaining. CJSC Coordinators will be charging minimum fees to service users based on user fees approved by the department. These fees are meant to be utilized to cover the minimum operations of a typical CJSC area. The Crime Prevention team will source the support of the Internal Audit Unit team to conduct audit exercises with other technical support when required. This basically is a system strengthening process for the department as part of good governance. However, if done well, will likely bring additional funding due to investor confidence in the new system. With increased funding, the Department needs to consider creating a grants management unit to manage all development funding within the Secretariat. The program and budgetary processes need to be improved to ensure that the program is delivering on its annual operational plans.

Business Process

The National Crime Prevention strategy will provide clear direction and understanding of what needs to be done by individual agencies, as collective players and tactical teams behind the scenes analyzing crime data to provide the best response solutions. The Crime Prevention team needs to play both leadership roles in terms of leading the Sector as well as tactical officers that can read the crime data from individual case databases as well as combine these crime data to understand the big picture of crime. Community Engagement also needs to be strengthened to ensure programs and projects reflect the addressing of real issues within

communities. Partnerships and good governance are crucial in an interconnected setting where there are shared responsibilities between the government and the society where valuable contributions can be sought for development, implementation and evaluation of Crime Prevention initiatives. Finally, effective crime prevention needs to have regular and continuous monitoring and evaluation of strategies, programs and projects, together with the regular dissemination of findings to the broader sector or government mechanism for improved decision-making at all levels.

Organizational Capacity

The recruitment criteria for crime prevention officers needs to ensure that officers can play both leadership and tactical roles. This can be achieved with the in-house training of these officers to the specific needs of working as a coordinator under the community justice arrangement. These officers will also need to play the role of Office manager by managing the building facility and also by facilitating internet/ video conferencing communication on a regular basis for information sharing and reporting.

6.3 Strengthened Communication & Information Management Systems

Corporate Objective Link: Improved Governance, Accessibility & Organizational Capabilities

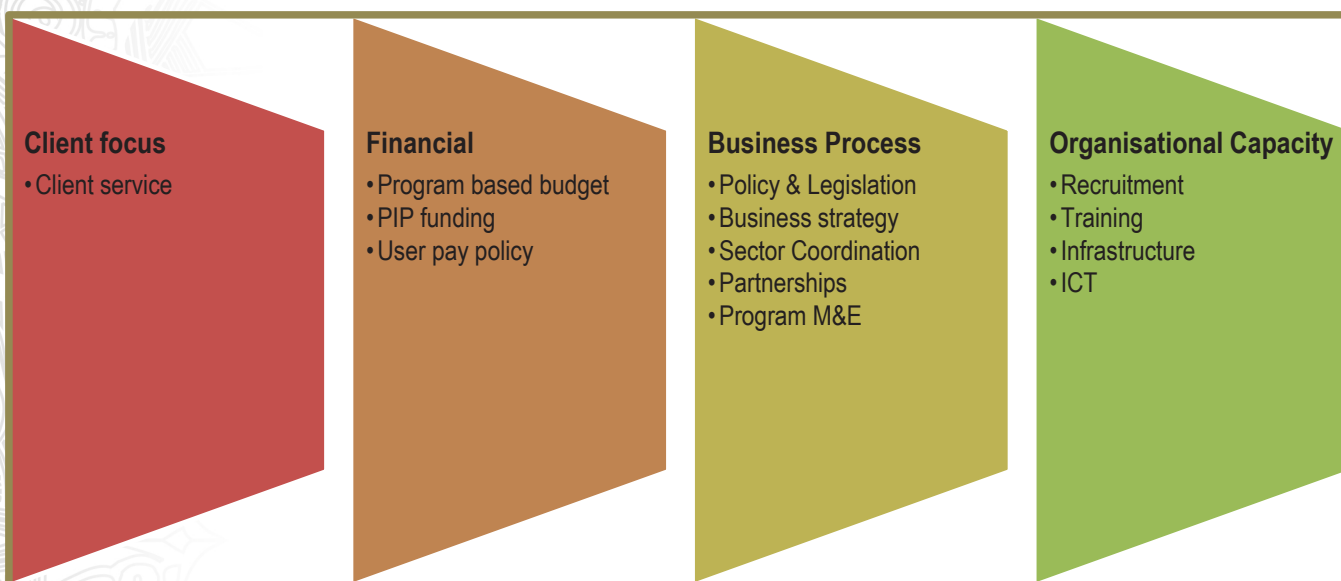
Strategic Priority Objective: Improved Information Communication Technology (ICT)

Objective Description:

There is the need for a robust communication and information managementsystem in our department. This was recommended in the Department’s Organizational Capacity Diagnostic Report. This recommendation resulted in the creation of a separate dedicated information communication technology with branch level capabilities.

Objective meaning

By saying improved Information Communication Technology (ICT), we mean to create a robust ICT system within the department that will have the capacity to enable efficiency in our business in Port Moresby as well as in the provincial towns and districts where we operate. This new and improved ICT system should improve communication between ourselves and our stakeholders, improve our researching ability, maintain and secure information and records, and supervise, monitor and report on our work. We aim to have this modern ICT facility by the end of 2028. The critical focus areas for ICT to be addressed are:



Client focus

Clients for the ICT Branch are the external clients, Management and staff of the department based here at the National office and in the Regional/ provincial Offices. The Client focus is basically to design and develop a comprehensive client feedback collection process with the use of an online reporting and data collection system. This feedback information system should capture the

grievances of the external clients separately from the Management and staff of the department. This will prompt us to design customized client service training for all offices/ branches of the department and also to gauge our service delivery efforts by conducting the client satisfaction surveys for all offices/ branches of the department. The comments will be considered towards program review, policy development and towards other system strengthening processes of the department.

Financial focus

The ICT business strategy will give more prominence to the work of ICT. This means that the ICT Branch can now lobby for a separate branch budget vote and also make preparations for the drafting of a public investment program to supplement the ICT operational budget. The Department building facilities with ICT installations in the provinces, districts and villages are encouraged to implement the user pay policy for the use of telephone, conference facilities, court rooms and other facilities to ensure office operations are self-sustaining and in the best interest of service delivery.

Business Process

The ICT business strategy needs to feature prominently as part of the Law & Justice Policy 2024-2034. This means that the department ICT agenda needs to be pursued through the Sector AMTs and linked with the NCPIP project of the NJSS to ensure more equal distribution of ICT resources amongst sector members to better serve the State and People. This also means aligning with the department of ICT to ensure compliance with relevant policies and legislations such as cyber security, freedom of speech and privacy laws. In the short term, a department PIP to ensure ground work to eventually link with the National Criminal Process Improvement Project (NCPIP) sometime in the future. This initial PIP should establish pilot projects for both the Village Courts and Community Justice Centres which can serve as success stories for future replication. The ICT team will be supported by the Total Quality Management (TQM) committee to ensure that this priority is pursued proactively for the next four years. The TQM headed by the Planning, Monitoring & Evaluation Branch will also support the ICT team in strengthening program M&E capacity for the branch and for the whole department.

Organizational Capacity

The ICT business strategy will ensure that qualified ICT staff are recruited for placement within the ICT Branch. In the absence of a good recruitment exercise, it is recommended that the branch engage in a comprehensive capacity development of the existing staff. The ICT team needs to work closely with the Planning, Monitoring & Evaluation and the Assets & Facilities team to ensure the building of all houses or buildings is supported closely by an ICT installation plan with detailed costing to cover all new and existing ICT assets ensuring that there is a process for ICT asset management and replacement for the duration of the plan.

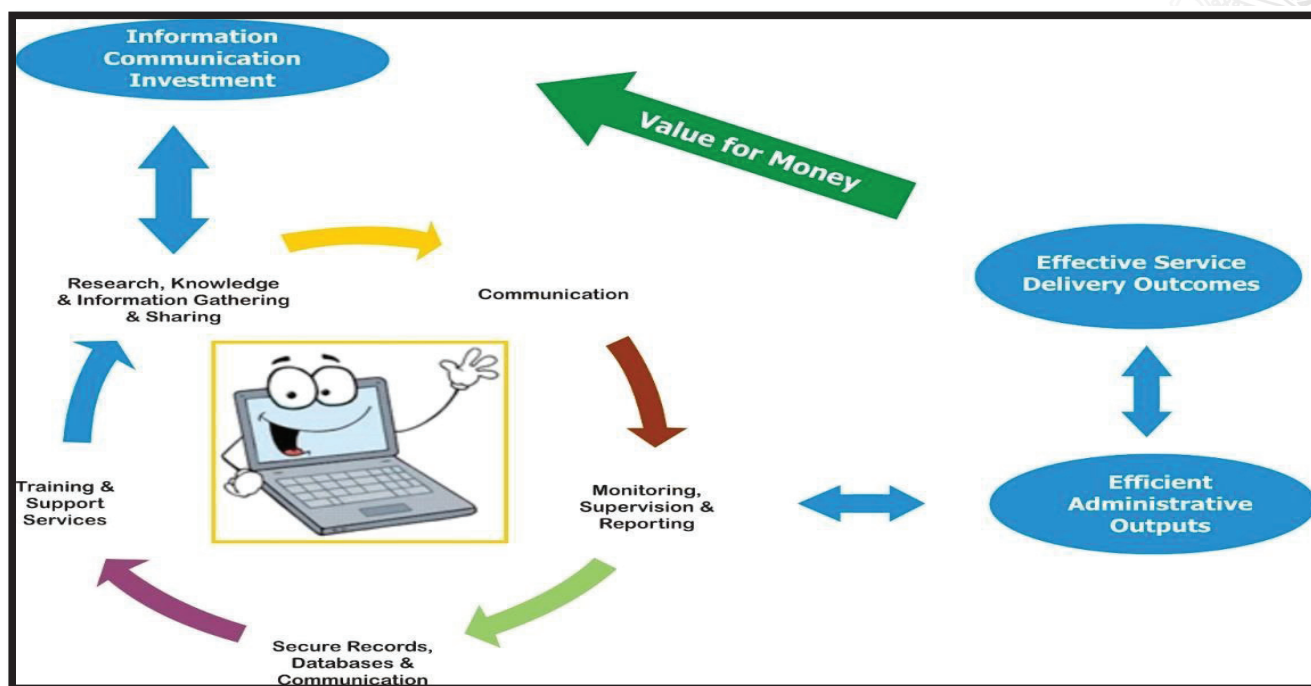


Figure 12. The diagram above illustrates DJAG's ICT Policy.

6.4 Integrity & Professionalism in our Business

Corporative Objective Link: Improved Governance, Accessibility & Organizational Capabilities

Strategic Objective 1: Improve Integrity & Professionalism in our Business

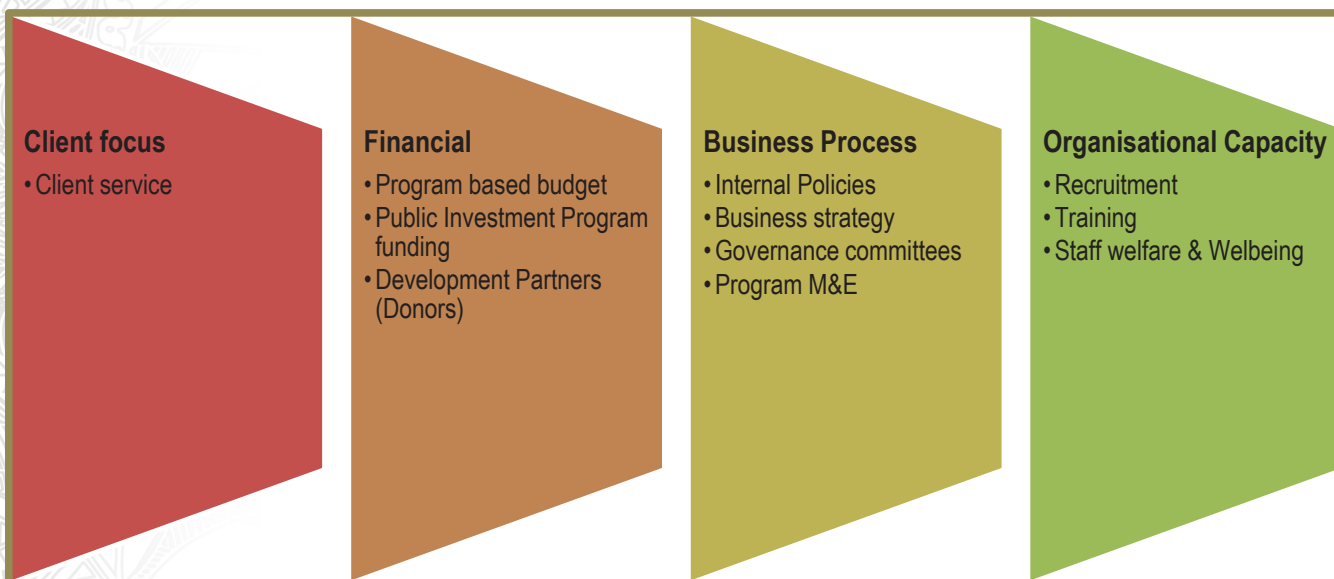
Objective Description:

In ensuring integrity and professionalism in our business, the Department shall adopt a Total Quality Management (TQM) approach by establishing the TQM committee to oversee all other internal committees in matters of managing the implementation of this corporate plan. The successful management of corporate services or facilities within our department will ensure cost-effectiveness, quality in core competencies & corporate services; reduce administrative wastage and bureaucratic delays. This will also promote the application of our corporate values, ensure use of modern facilities and accessibility to our departments' services.

Objective meaning

By saying Improve Integrity & Professionalism in our Business, we mean to review and strengthen all business systems and processes of the department. We will focus on strengthening sound corporate leadership and governance whilst working to strengthen organizational reforms and growth.

Our approach is to monitor and improve every aspect of our business processes. This system strengthening process will start from the moment a letter of request for service is received until the service is provided and the consequential feedback.



Client focus

The Client for the corporate services will be the Management and staff of the Department, especially the frontline service offices/ branches of legal and justice administration. We will ensure that a similar client feedback systems as mentioned earlier is established to better understand the needs of our clients in order to respond better to their needs. This also means conducting exit interviews for staff moving to new positions within the department or going outside of the department. This will be managed by PME and the ICT team through the TQM committee arrangement.

Financial focus

The Executive Management business strategy will inform and direct the department to strengthen the work of the Executive Management Team (EMT), the work of the Deputy Secretaries and the work of the internal governance committees, especially for the Budget Steering Management Committee (BSMC). The understanding of Government financial systems and processes are important



for proper and informed decision making at the highest level. The supporting of annual budget submissions and the proper tracking of department budget spending is important for good governance and good performance reporting. The BSMC processes needs to be proactive with quick turnaround times ensuring that warrants are utilized and reported on a regular quarterly basis.

Business Process

The Executive Management business strategy will inform and direct the department to strengthen the work of the Executive Management Team (EMT), the work of the Deputy Secretaries, the work of the internal governance committees and also establish the Total Quality Management Committee. The committees are expected to promote collective management decision-making at relevant levels. This business strategy will be complemented by the department communication strategy which amongst other things will provide clarity on office communication and the flow of information regarding the sharing of EMT resolutions/ deliberations and also the timely feedback of correspondence from the Executive Management Branch. This also means that the Executive Support services work needs to be more synchronized, communicating and documenting well. Also working as a team well aware of shortfalls and are able to be more resilient to both internal and external workload. The robust and visionary leadership from top management focused on achieving department performance targets will be charismatic in changing the hearts and minds of the management and staff of the department to performing as the best department of the day. The risk management challenges of the department will also be addressed by the TQM committee with technical lead by the Internal Audits Unit (IAU).

Organizational Capacity

All offices/ branches of the Department are encouraged to develop business plans or business strategies outlining their work for the next four years under this new corporate plan.

The HRM business strategy will provide management direction on strengthening and better utilizing the department's manpower in the following areas:

1. **Selection & Recruitment:** HRM to complete all selection and recruitment activities within a six months period. This means that all candidates shortlisted should have received a position at the end of the six months period. The new officers will have also undergone the government orientation program within the next six months and their positions confirmed.
2. **Professional Development:** The TNA/ CNA report should allow HRM to develop a budget for a five- year training plan include long term, short term and competency-based In-house Training for all staff. This plan will be evaluated by the PME team at regular intervals following the return of the awardee/trainee from training.
3. **Leadership:** Management mentoring and coaching will be managed by the new Leadership, Integrity & Equity Branch providing specialist support to the training unit of HRM to ensure that good leadership is promoted at all levels whilst also providing continued support to Gender Equality, Disability and Social Inclusion (GEDSI) programs.
4. **Job Rotation:** Staff that have gone for further training and education should be considered for certain special roles or positions that require their technical expertise till a permanent position is confirmed through the normal selection and recruitment process. This includes roles for secondment, STC, unattached and new project staff.
5. **Succession planning:** Ensuring systems are in place to address redundancy, retirement and unattachment.
6. **Workplace Culture:** The client satisfaction survey as mentioned earlier will provide good recommendations on how to provide and maintain a conducive and rewarding work environment for staff. This will also mean considering flexible working hours to balance work and family, also have practical strategies for reducing attendance and punctuality issues and having a rewarding system to reward the best divisions, best teams and best individuals.
7. **Staff Welfare:** The challenges of modern living will affect attendance and punctuality to work. Some of these challenges need to be addressed collectively as a department to ensure ease of mind and peace for our staff. Strategies such as the introduction of staff life and medical insurance policy and other alleviating measures will free staff to focus more on performing well at work.

The Planning Monitoring & Evaluation (PME) business strategy will complement the Executive Management business strategy by providing more clarity on strengthening the department's planning, monitoring and evaluation; and reporting work. The program M&E work will also be monitoring and tracking our contractual arrangements with our partners and stakeholders. In fact, PME will support the publications committee and the training committee on ensuring there is quality research and report writing for statutory offices. The work of digitalizing of department's records system will continue with the use of file bound and the implementation of Library & Records Management business strategy which will be complemented with a new project starting in 2025.

The Data for Justice Branch formerly known as the Research & Development Branch needs to link up with the TQM committee to form a technical committee to address the workload of reviewing existing internal policies and also working to develop new policy guidelines and protocols to support the changing landscape of department work.

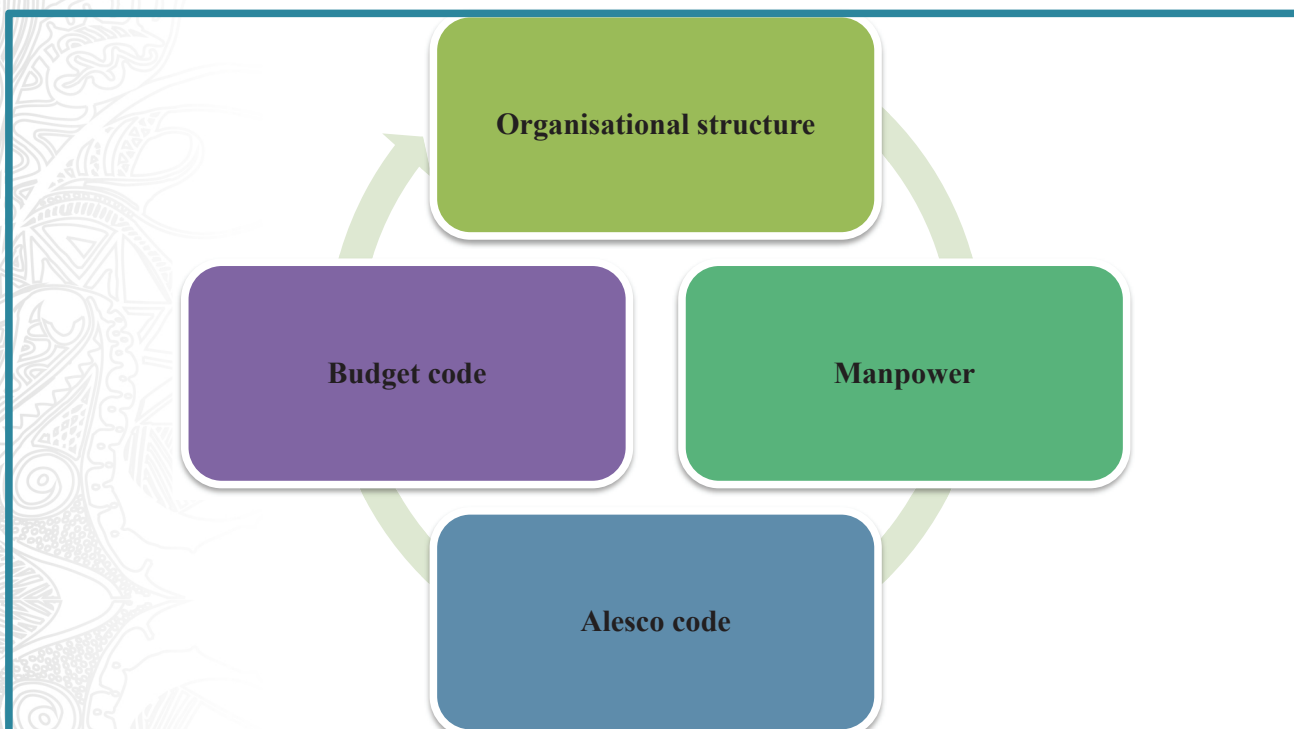


Figure 13. The diagram above reflects key administrative requirements/processes necessary for office establishment

The expanding and transitioning offices: The Legal Policy & Governance Branch, the Oceans Office, The Judicial & Legal Services Secretariat and the Human Rights Secretariat will all need organizational structural changes with Management and corporate service support to ensure their successful transition to more independent entities. These office/ Branches would require additional lawyers, researchers and admin support staff. There is also the need to have Alesco codes for the transitioning officers and finally budget codes to be included as part of the National Government budget. The TQM committee will provide technical support with leadership from the Deputy Secretary for Corporate Services. There is also the need to have a technical Department of Personnel Management (DPM) representative to fast-track the establishment of new offices in preparation for the transitioning phase.

The Solicitor-General's Key Result Area is used as an example. To ensure the Solicitor General's office efficiently and effectively defends the State, it is necessary to have adequate number of lawyers to be in the provinces or alternatively in regional centres; better ICT support; enhanced case management system; improved client relationships; and the support from the whole of government. The same applies to the Office of the State Solicitor.

6.5 Infrastructure and Capital Works Program

Corporate Objective Link: Improved Governance, Accessibility & Organizational Capabilities

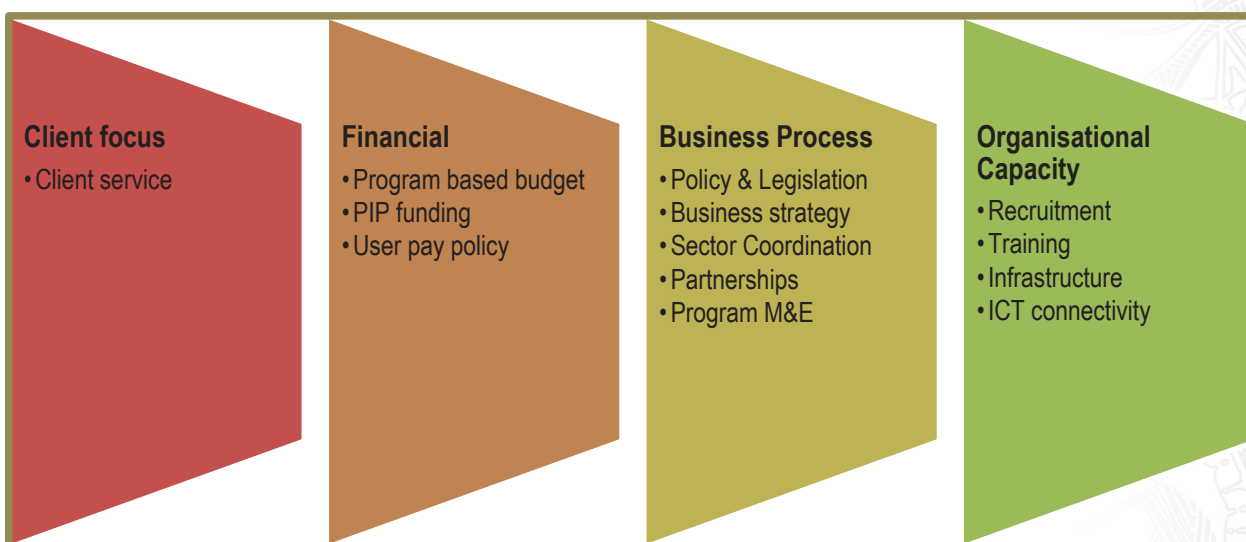
Strategic Priority Objective: Infrastructure and Capital works program

Objective Description:

This is our strategic priority to increase accessibility of our services to the people as well as maintain a standard of professionalism and integrity in our program and project management work throughout the country.

Objective meaning

By saying improve infrastructure and capital works, we aim to complete current ongoing infrastructure projects in selected provinces. These infrastructure work include the building and construction of our DJAG provincial offices, staff housing, Community Justice Service Centers and village court houses in respective districts of the selected provinces. We will review our approach and ensure our program is refocused and realigned towards our Crime Prevention priority as well as the Village Court Services Improvement priority. This should gradually support the government's Gradative Decentralization Policy.



Client focus

The Client for the corporate services will be the Management and staff of the Department, especially the frontline service office/ branches for Legal and Justice Administration Services. We will ensure that a similar client feedback systems as mentioned earlier is established to better understand the needs of our clients in order to respond better to their needs. This will be managed by PME and the ICT team through the TQM committee arrangement.

Financial focus

The Executive Management business strategy will inform and direct the department to strengthen the work of the Executive Management Team (EMT), the work of the deputy secretaries and the work of the internal governance committees, especially for the Project Monitoring & Implementation Committee (PMIC) and Budget Steering & Monitoring Committee (BSMC). The understanding of Government financial systems and processes are important for proper and informed decision making at the highest level. The supporting of annual budget submissions and the proper tracking of department budget spending is important for good governance and good performance reporting. The PMIC processes needs to be proactive with ensuring Project governance is strengthened, Contracts are effectively monitored and project reporting is of quality and timely.

Business Process

The Infrastructure and the Capital works business strategy needs to ensure it's aligned with the Law and Justice Sector Policy 2024-2034. This means that the new approach needs to ensure that subsequent Provincial Office design accommodates the sector by including an office space for the Public Prosecutor, Public Solicitor, Ombudsman Commission Correctional Service, the National



Narcotics Bureau and other sector agencies. The National Crime Prevention strategy and the Law and Justice Sector Policy 2024-2034 will dictate any changes to the Community Justice Service Centre concept. The revised approach will ensure that a new criterion for the building of CJSCs will be more dependent on crime trends/statistics and the potential opportunities to align well with provincial, district and cross-sectoral plans and policies. The revised CJSC designs shall include sub-registries for the District Courts and amenities for the CJSC clients. The CJSCs will be built with the intention of connecting with the Provincial Administration or ideally where Department has a provincial office. The CJSCs shall also be built with reference to Community Development Centers under the Department for Community Development & Religion or other similar establishments.

The Infrastructure and the Capital works business strategy needs to also align well with the Crime Prevention through Revitalized System Strategy 2020-2030 to ensure that the Village Court house building program is reviewed and a new approach is designed in the best interest of community ownership and participation in this development process following formal agreements between the department, provincial administrations, district administration and the community leaders. The Land Commission of PNG needs to be a key player working with the building and project management team to formalize the release of state land and customary land for development purposes. The project implementation lessons of the last four years should form a new document for the drafting of a new PIP for 2025 onwards.

Organizational Capacity

These provincial office facilities should be staffed, reasonably resourced and connected with communication and ICT facilities. Under the Gradative Decentralization Policy, provincial partnerships should be established with priority provinces like East New Britain, New Ireland Province, Enga and other provinces for the establishment of office accommodation, staff housing and CJSCs.

The establishment of the Project Steering Committee will provide new leverage to liaise closely with the Department of National Planning & Monitoring, Department of Treasury and Department of Finances. This inter-department linkages will strengthen the work of the PMIC and its technical committee to ensure new business processes are adhered to;

- Key Representatives from the PMIC committee numbering less than 10 will form the Project Steering Committee to liaise closely with the Department of National Planning & Monitoring on behalf of the department and PMIC on matters of capital investment,
- PMIC will report on a regular monthly basis to the Total Quality Management Committee,
- Ensuring proper project management procedures are followed through by the PMIC technical committee on behalf of the Project Monitoring & Implementation Committee who will then provide approval of matters,
- The new project management unit under the LJSS will take lead in the managing and the commissioning of new infrastructure projects, and
- DJAG headquarters office accommodation will undergo organizational restructure following the exit of National Narcotics Bureau (NNB) and the eventual exit of the Land Commission of PNG.



7. Key Result Areas

Our Key Result Areas are the deliverables and means by which our performance and contributions can be measured. The Key Result Areas are delivered through our respective deemed offices and branches pursuant to their respective enabling legislation and administrative mandates. As “Funding follows Function”, these deemed offices and branches are also responsible for making appropriate budget submissions, annual plans and reporting on the deliverables.

These Key Result Areas and the responsibilities are as follows:

No:	Key Result Areas	Responsibility
1	Improved Sector Coordination at National & Sub-National	Law & Justice Sector Secretariat
2	Improved coordination of crime prevention interventions and partnerships	Crime Prevention Branch
3	Enhanced research hub for sound policy development and decision making.	Data for Justice Branch
4	Effective secretariat support for NHRI establishment	Human Rights Secretariat
5	Enhanced Probation Service for improved offender rehabilitation and reintegration	Probation Services
6	Revitalized VCLM System for quality service delivery	Village Courts & Land Mediation Secretariat
7	Enhanced Parole Service Delivery	Parole Services
8	Better protection, rehabilitation and reintegration of juveniles	Juvenile Justice Services
9	Better protection and Successful Rehabilitation and Reintegration of Victims of Crimes	Restorative Justice & Victim Support Services
10	Sound State Legal Advising Services	Office of State Solicitor
11	Effective State Civil Litigation & Cost Recovery	Office of Solicitor-General
12	Sound Legal Policy advise and Reform	Legal Policy & Governance
13	Effective Secretariat Support to the Judicial & Legal Services Commission	Judicial & Legal Services Commission
14	Improved Public Trustee Services, Deceased Estate Administration & Quasi-Judicial Services and Estate Legal Services	Office of Public Trustees
15	Strengthen Ocean and Maritime Governance	Oceans Affairs Secretariat
16	Improved Organization of Information and records management for users' accessibility	Library & Records Management
17	Enhanced ICT systems	Information & Communication Technology
18	Strengthen Accessibility to law & Justice Services	Assets & Facilities
19	Improved Organizational capabilities for effective service delivery	Human Resources Management
20	Executive Leadership and Total Quality Management	Executive Management Branch
21	Improved organizational performance measures.	Planning, Monitoring & Evaluation
22	Improved Operational efficiency for effective service delivery	Finance Management Branch
23	Review Risk Management, Control and Governance Process Compliance	Internal Audits branch
24	Strengthened Business Processes through values-based ethical leadership	Leadership, Integrity and Equity Branch



8. Program Logic

This structured framework outlines how programs' activities of this Plan align with the broader goals of the organization that will lead to desired outcomes. This framework illustrates that the actions taken within programs are strategically aligned and will effectively contribute to achieving the organization's mission and objectives. It provides a systematic and visual representation of the relationships between the resources, activities, outputs, outcomes, and impacts of a program.





	<ul style="list-style-type: none"> • Judicial and Legal Services Commission • Oceans Office • Humna Rights Secretariat 			<ul style="list-style-type: none"> • Planning Monitoring and Evaluation 	
Key Result Areas (Goals)	<ul style="list-style-type: none"> 1.1 Sound State Legal Advising Services 1.2 Effective State Civil Litigation & Cost Recovery Administration 1.3 Sound Legal Policy advise and Reform 1.4 Effective Secretariat Support to the Judicial & Legal Services Commission 1.5 Improved Public Trustee Services, Deceased Estate Administration & Quasi-Judicial Services and Estate Legal Services 1.6 Strengthen Ocean and Maritime Governance 1.7 Effective secretariat support for NHRI establishment 	<ul style="list-style-type: none"> 2.1 Enhanced Probation Service for improved offender rehabilitation and reintegration 2.2 Revitalized VCLM System for quality service delivery 2.3 Enhanced Parole Service Delivery 2.4 Better protection, rehabilitation and reintegration of juveniles 2.5 Better protection and Successful Rehabilitation and Reintegration of Victims of Crimes 	<ul style="list-style-type: none"> 3.1 Improved Sector Coordination at National & Sub-National levels 3.2 Improved coordination of crime prevention interventions and partnerships 	<ul style="list-style-type: none"> 3.3 Improved Organization of Information and records management for users' accessibility 3.4 Enhanced ICT systems Strengthen Accessibility to law & Justice Services 3.5 Improved Organizational capabilities for effective service delivery 3.6 Improved organizational performance measures. 3.7 Improved Operational efficiency for effective service delivery 	<ul style="list-style-type: none"> 5.1 Executive Leadership and Total Quality Management 5.2 Enhanced research hub for sound policy development and decision making 5.3 Review Risk Management, Control and Governance Process Compliance 5.4 Strengthened Business Processes through values-based ethical leadership



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OUTCOMES

(KPIs,
Lag
Indicators,
Effectiveness)

1. Numbers of Lawyers have Masters qualification retained	50. Percentage of successful completion of Probation after supervision and Rehabilitation	83. Percentage of Sector Programs and Partnerships Implemented.	96. Percentage of users' accessibility to timely information services	135. Legal services programs and project planned and implemented as per Secretary's Performance Agreement
2. Percentage of Lawyers retained	51. Reduced Percentage of breaches and timely prosecution	84. Number of Sector Programs.	97. Number of files digitalized, archived and disposed	136. Justice Administration services programs and projects planned and implemented as per Secretary's Performance Agreement
3. 75% of Legal Advice within 28 days.	52. Percentage of Increased Restorative Justice Programs Implemented	85. Number of Provincial Sector programs.	98. Number of files cleansed and data entry done	137. Corporate Affairs services programs and project planned and implemented as per Secretary's Performance Agreement
4. 75% of Legal Clearances within 10 days.	53. Percentage of Community Based Orders supervised by Volunteers	86. Survey on Criminal Justice Administration and Justice Administration.	99. Increased number of current & updated information sources /resources for users	138. National, Sub-National and Sector Coordination service programs and projects planned and implemented as per Secretary's Performance Agreement
5. Number of Legal Instruments drafted with quality and on time	54. Number of Provincial Rehabilitation & reintegration Committees formed	87. Number of Sector Plans developed.	100. Number of qualified and experienced library and records staff	
6. Number of Professional Development Training Programs.	55. Number of Village Court houses	88. Number of Sector Budgets	101. Percent of Archival and Modern Records System progressed	
7. Number of non-lawyers have Diploma/ Degree	56. Number of PVCCs established	89. Percentage of Information & Database completed.	102. Percentage of staff accessibility to ICT and ICT services	
8. Percentage of Improvements on the Information Management System, Database and ICT support achieved.	57. Number of Grade 12 leavers recruited as VCOs	90. Percentage of Crime Prevention strategy implemented	103. Percentage of ICT Infrastructure and Software upgraded.	139. Number of commissioned research under taken
9. Number of Stakeholder Partnerships or Client Outreach	58. Number of Partnerships established	91. Number of skills and competency Training	104. Percentage of staff accessing timely information communication.	140. Research materials published, shared or used to devise interventions
10. Client Satisfaction	59. Number of VCLMs Audits	92. Number of partnership arrangement programs being implemented	105. Percentage of staff protected from Cyber-Crime Offences and Security infringements	141. Number of research facilities & resources completed.
11. 75% of State agencies represented and 30% reduction in Liabilities.	60. Number of cases heard in the village courts	93. Number of programs rolled out at CJSCs	106. Percentage of staff protected from Cyber-Crime Offences and Security infringements	142. Number of research policy or strategic documents developed.
12. 75% of State agencies represented and 30% increase in Savings.	61. Number of PLDC meetings	94. Percentage of CP Service providers profiled and used	107. Percentage of communication installations upgraded.	143. Number of research accreditations/partnerships established
13. Percentage of Cases Dismissed.	62. Number of Land disputes mediated	95. Percentage of community Justice Service Center conceived implemented	108. Percentage of network expansion to remote offices.	
14. Percentage of Case Management System, Databases and ICT support achieved.	63. Number of prisoners successfully granted parole	96. Number of programs rolled out at CJSCs	109. Percentage of ICT service operational.	144. Percentage of Risk Management Plan to be implemented
15. Percentage of Stakeholder Partnerships.	64. Number of parolees successfully rehabilitated and reintegrated	97. Number of CP Service providers profiled and used	110. Number of Provincial Offices with Law & Justice Sector	145. Provide effective and efficient governance system in the Dept.
16. Percentage reduction in Claims Against the State.	65. Number of discharges administers	98. Percentage of community Justice Service Center conceived implemented	111. Number of Village Court Houses in operational	146. Audit recommendations for management documented
	66. Number of breaches and enforcement		112. Percentage of Community Justice Service Centers in operation	147. Timely compilation of responses to AGO audit findings
	67. Number of Training & Capacity Building			148. Review all governance committees' roles and functions in the department
	68. Percentage of parole information management system improved			149. Percentage of women in leadership role



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17. Percentage of Costs Recovered.	69. Number of Stakeholder Partnership	113. Percentage of DJAG Assets (equipment & machineries) in operational	150. Percentage of GESI-related cases reported and addressed
18. Percentage of Legislation Reviewed	70. Number of Advocacy and Awareness	114. Percentage of Infrastructure Partnerships with National, sub-nationals and districts progressed.	151. Number of leadership mentees by gender
19. Percentage of Legal Policy Documents/Concept Notes Developed.	71. Number of Juveniles Rehabilitated & Reintegrated.	115. Percentage of Maintenance on existing infrastructure.	152. Percentage of business process compliance maintained in accordance with GESI principles
20. Percentage of Legislations enacted.	72. Percentage of support to Juveniles in Correctional Services & Juvenile Rehabilitation Institutions.	116. Three Statutory Offices and HRS become independent or separate from DJAG.	
21. Percentage of Legal Policy Programs and Partnerships.	73. Number of Juveniles matters resolved by Village Courts.	117. Maintain DJAG establishment and after two years increase by 150	
22. Percentage of Legal Policy Accreditations and Coordination progressed.	74. Number of National and Provincial Juvenile Justice Committee Meetings & Resolutions.	118. Maintain salaries, allowances and other entitlements expenditure within the budget ceiling.	
23. Percentage of DJAG Legal Policy Support.	75. Percentage of Handbooks, Policies and Standards completed.	119. Monitor HR strategy execution through the KPIs.	
24. Number of JLSC Regular Meetings conducted.	76. Percentage of Case Management System and Database Implemented.	120. Staff are satisfied that HR strategies implemented and decisions made are within the context of the policies and are fairly	
25. Percentage of JLSC Regular Meeting Resolutions approved and implemented.	77. Percentage of Office business systems and processes established	121. Accurate people analytics reports submitted on monthly basis to examine, decide and deliver a practical approach to workforce planning.	
26. Number of appointments for Judges, Magistrates and State Law Officers facilitated.	78. Percentage of Restorative Justice & victim support policies and strategies developed.	122. Improved client service, and produced quality work output and turnaround time.	
27. Percentage of disciplinary for Judges, Magistrates and State Law Officers facilitated.	79. Percentage of partnership programs with the LJSS Sector Agencies implemented	123. Attract pool of talents, recruit right people on merit and fill 85% of the staff ceiling.	
28. Percentage of legislative reforms and policies developed.	80. Development and implementation of RJ partnership programs with existing non-state actors	124. Retirees with age 65 years and above final entitlements are processed and paid out on time.	
		125. Percentage of corporate planning implemented, monitored, evaluated and reported annually	





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	46. Initial Office Setup up and the required funding and staffing capacity achieved 47. National Human Rights Policy adopted by government 48. Implementation of Human Rights Policy directions or initiatives 49. Human Rights awareness and educational activities initiated / implemented				
OUTPUTS (KPDs, Lead Indicators, Efficiencies)			Deliverables of Annual Plans: The tangible products /services produced as a result of program implementation. For this Plan these are Key Performance deliverables (KPDs) clustered under the KRAs, Strategic Priorities/Performance Agreement, and reported Fortnightly.		
INPUTS & PROCESSES			<ul style="list-style-type: none">✓ LEADERSHIP - provides the strategic direction and motivation, making strategic decisions that align with the program's goals and objectives✓ FUNDING SUPPORT (GoPNG/ DP) - Funding provides the financial resources necessary to execute the program. This can come from various sources, such as government grants, donor support, or organizational budgets✓ TECHNICAL EXPERTS - Share expertise and personnel with LJS/SLOS partners and stakeholders✓ GOVERNANCE MECHANISMS – Effective Governance Committees, technical working committees✓ PARTNERSHIPS – having established MoUs & MoAs with Partners for effective collaboration in service delivery✓ STAFF (recruitment) – having qualified human resource through merit base recruitment process✓ ASSETS/FACILITIES/EQUIPMENTS – well maintained office assets and equipment's to ensure operational efficiency✓ OCD Report – Ensure Recommendations are effectively implemented and impacts evaluated -✓ M&E and Reporting Process – Framework established to track Progress towards the attainment of the above KRAs and KPIs.		
RISKS			<ul style="list-style-type: none">POLITICAL: Change in government policy Reforms in Inter-governmental Relations Change in Bilateral and Development Partner arrangementsECONOMICAL: Change in the fiscal and monetary policies or environmentSOCIAL: Change in population, literacy, unemployment, social unrest and health indicatorsTECHNOLOGY: Inadequate ICT Infrastructure and cyber safeguards against CyberCrime and other threatsLEGAL: Increase in claims against the State Constant Amendments orChallenges to legislationENVIRONMENTAL: Inaccessibility to Law & Justice Services due to geographical remoteness of rural villages and communities.		



9. Performance Measures

9.1 KRA No. 01: Improved Sector Coordination at National & Sub-National

GOAL: To Effectively and efficiently plan, coordinate, monitor and evaluate Administrative Sector (SLOS) and Law and Justice Sector (LJS) programs at the National and Sub-national levels.

Outcome Statement: Strengthening of Sector Governance, Coordination and Reporting for improved Social and Law & Justice service delivery

Outcome Indicator: 70% of Social and Law & Justice Sector clients and stakeholders are satisfied with the Secretariate services rendered

Corporate Objective #3	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones				
				2024	2025	2026	2027	2028
Enhanced Strategic Partnerships for effective coordination at the Sectoral, National & Sub-National levels	3. Strengthened Communication and Information Management Systems	Number of Sector Programs and partnerships	Percentage of Sector Programs and Partnerships Implemented.	40%	50%	60%	70%	70%
		Number of Administrative Sector (SLOS) meetings	Number of Sector Programs.	20%	20%	20%	20%	20%
		Number of NCM meetings	Number of Provincial sector programs.	5	10	15	20	20
	4. Integrity and Professionalism in our business	Number of MoUs established through provincial coordination	Survey on Criminal Justice Administration and Justice Administration.	1	1	1	1	
		Number of cross-sectoral partnership programs	Number of Sector Plans developed.	1	1	1	1	1
			Number of Sector Budgets	1	1	1	1	1
			Percentage of Information & Database completed.	30%	40%	50%	60%	60%



9.2 KRA No. 02: Improved coordination of crime prevention interventions and partnerships

GOAL: To prevent, manage and reduce crime by monitoring, coordinating and initiating or supporting crime prevention interventions through strategic guidance and partnerships

Outcome Statement: Strengthening of Crime Prevention business systems and processes for quality service delivery

Outcome Indicator: 70% of Crime Prevention office clients are satisfied with the crime prevention services rendered

Corporate Objective #3	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones				
				2024	2025	2026	2027	2028
Enhanced Strategic Partnerships for effective coordination at the Sectoral, National & Sub-National levels	1. A Refocused and Revitalized Village Courts System	Number of crime prevention interventions	Percentage of Crime Prevention strategy implemented	30%	40%	50%	60%	60%
	2. A Revitalized Crime Prevention System	Number of qualified and experienced Crime Prevention Staff	Number of skills and competency Training	1	2	2	2	2
	3. Strengthened Communication and Information Management Systems	CJSCs built and completed	Number of partnership arrangement programs being implemented	5	5	7	7	7
	4. Integrity and Professionalism in our business	Number of Crime Database established Number of programs and MoUs monitored and evaluated	Number of programs rolled out at CJSCs Percentage of CP Service providers profiled and used	10	15	20	25	25
	5. Infrastructure and Capital Works Program	Number of partnership arrangements established Number of crime prevention service providers profiled	Percentage of community Justice Service Center concept implemented Number of crime prevention service providers engaged and are reporting regularly	10%	20%	20%	25%	25%



9.3 KRA No. 03: Enhanced research hub for sound policy development and decision making.

GOAL: Provide quality, authentic and reliable research for sound policy development and decision making.

Outcome statement: Strengthening of Research & Development business systems and processes for quality service delivery

Outcome Indicator: 70% of Research & Development business systems and processes are established as part of the expansion program

Corporate Objective# 5	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones				
				2024	2025	2026	2027	2028
Innovative leadership and sound corporate governance for improved systems administration	3. Strengthened Communication and Information Management Systems	Number of research professionals & support staff employed.	Number of commissioned research under taken	1	2	3	4	4
		Number of research support or training provided to staff	Research materials published, shared or used to devise interventions	1	2	3	4	4
	4. Integrity and Professionalism in our business	Number of modern research facilities and resources	Number of research facilities & resources completed.	1	1	1	1	1
		Number of community profiles and databases completed.	Number of research policy or strategic documents developed.	1	2	3	4	4
		Research projects progressed	Number of research accreditations/partnerships established.	1	2	3	4	4



9.4 KRA No. 04: Effective secretariat support for NHRI establishment

GOAL: To coordinate the establishment of National Human Rights Institution (NHRI) and implementation of a National Policy Framework.

Outcome statement: Enhanced Legal and Institutional framework for Human Rights responses in PNG

Outcome Indicator: A National Policy framework for Human Rights is adopted and the Human Rights Secretariat business systems and processes are established in preparation to separate from DJAG

Corporate Objective 1	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones				
				2024	2025	2026	2027	2028
Deliver Timely, Accessible and Quality Legal Services	3. Strengthened Communication and Information Management Systems	Number of consultations and meetings Number of staff recruited and operational policies developed	Laws passed to establish NHRI Initial Office Setup up and the required funding and staffing capacity achieved	30%	40%	50%	60%	70%
	4. Integrity and Professionalism in our business	Number of specialized trainings conducted	National Human Rights Policy adopted by government	30%	40%	50%	60%	70%
		Number of Strategic priorities /initiatives implemented	Implementation of Human Rights Policy directions or initiatives	10	20	30	35	40
			Human Rights awareness and educational activities initiated / implemented	10	20	30	40	50



9.5 KRA No. 05: Enhanced Probation Service Delivery for improved offender rehabilitation & reintegration

GOAL: Timely Pre-Sentence Offender Assessment to Court and effective facilitation of community-based offender rehabilitation and reintegration through enhanced stakeholder Collaboration.

Outcome statement: Strengthening of Probation Services business systems and processes and capabilities to enable a robust community-based offender correction alternate to custodial sentences.

Outcome Indicator: 60% of Probation Services office clients are satisfied with the probation services rendered

Corporate Objective #2	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones			
				2024	2025	2026	2027
Deliver Timely, Accessible & Quality Community Justice Services	1. A Refocused and Revitalized Village Courts System	Number of probation officers	Percentage of successful completion of Probation after supervision and Rehabilitation	20%	30%	40%	60%
	2. A Revitalized Crime Prevention System	Number of probation officers trained	Reduced Percentage of breaches and timely prosecution	60%	50%	40%	30%
	3. Strengthened Communication and Information Management Systems	Number of volunteer probation officers	Percentage of Increased Restorative Justice Programs Implemented	30%	30%	50%	60%
	4. Integrity and Professionalism in our business	Percentage in case management, database and ICT improved	Percentage of Community Based Orders supervised by Volunteers	20%	30%	40%	50%
	5. Infrastructure and Capital Works Program		Number of Provincial Rehabilitation & reintegration Committees formed	5	5	6	6



9.6 KRA No. 06: Revitalized VCLM System for quality service delivery

GOAL: Provide effective and efficient support to the administration and operation of Village Courts and Land Mediation Services in partnership with the Provincial and District Administrations, and the community.

Outcome statement: Strengthening of Village Courts & Land Mediation business systems and processes for quality service delivery

Outcome Indicator: 60% of Village Court and Land Mediation areas are satisfied with the village court and land mediation services rendered

Corporate Objective #2	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones			
				2024	2025	2026	2027
Deliver Timely, Accessible & Quality Community Justice Services	1. A Refocused and Revitalized Village Courts System	Number of village court House constructed	Number of Village Court houses	4	4	5	6
	2. A Revitalized Crime Prevention System	Number of Partnerships established	Number of PVCCs established	3	3	4	4
	3. Strengthened Communication and Information Management Systems	Number of village courts officials and land mediators on payroll	Number of Grade 12 leavers recruited as VCOs	50	100	150	200
	4. Integrity and Professionalism in our business	Percentage of village courts information management system improved	Number of VCLMs Audits	3	3	4	5
	5. Infrastructure and Capital Works Program	Number of village courts officials and land mediators appointed	Number of village court trainings conducted	10	20	30	40
			Number of cases heard in the village courts	50	100	150	200
			Number of PLDC meetings	10	20	30	30
			Number of Land disputes mediated	50	100	100	150



9.7 KRA No. 07: Enhanced Parole Service delivery

GOAL: Rehabilitation & Reintegration of Offenders, Effective Secretariat Support to Parole Board, Release on License Committee and Power of Mercy – Advisory Committee.

Outcome statement: Strengthening of Parole Support Services business systems and processes for quality service delivery

Outcome Indicator: 70% of Parole Support Services clients are satisfied with the parole services rendered

Corporate Objective #2	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones				
				2024	2025	2026	2027	2028
Deliver Timely, Accessible & Quality Community Justice Services	1. A Refocused and Revitalized Village Courts System 2. A Revitalized Crime Prevention System	Number of meetings conducted	Number of prisoners successfully granted parole	20%	30%	40%	50%	60%
		Number of Parolees on supervised	Number of parolees successfully rehabilitated and reintegrated	20%	30%	40%	50%	60%
		Number of Parole orders	Number of discharges administrators	20%	30%	40%	50%	60%
	3. Strengthened Communication and Information Management Systems	Number of Release on License orders	Number of breaches and enforcement	10	8	6	4	4
		Number of Power of Mercy orders	Number of Training & Capacity Building	2	3	4	5	6
	5. Infrastructure and Capital Works Program	Percentage of Parole ICT database upgrade progressed	Percentage of parole information management system improved	20%	30%	40%	50%	60%
		Number of applications deliberated (Parole, ROL, POM)	Number of Stakeholder Partnership	1	1	1	1	1
		Number of parole orders	Number of Advocacy and Awareness	5	10	15	20	25



9.8 KRA No. 08: Better Protection, Rehabilitation and Reintegration of Juveniles

GOAL: Provision of effective juvenile justice services for better protection, rehabilitation and reintegration of juveniles.

Outcome statement: Strengthening of Juvenile Justice services office business systems and processes for quality service delivery

Outcome Indicator: 70% of Juvenile Justice services clients are satisfied with the Juvenile services rendered

Corporate Objective#2	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones				
				2024	2025	2026	2027	2028
Deliver Timely, Accessible & Quality Community Justice Services	1. A Refocused and Revitalized Village Courts System	Number of Juvenile Diversion Programs	Number of Juveniles Rehabilitated & Reintegrated.	20%	30%	40%	50%	50%
	2. A Revitalized Crime Prevention System	Number of Juvenile Rehabilitation programs	Percentage of Juveniles on custodial and non – custodial undertaking the rehabilitation and reintegration programs	30%	35%	40%	45%	50%
	3. Strengthened Communication and Information Management Systems	Number of Juvenile Justice Officers trained and gazetted	Number of Juveniles matters resolved and referred by Village Courts.	20%	25%	30%	35%	40%
		Number of Juvenile Justice Officers	Number of National and Provincial Juvenile Justice Committee Meetings held	4	4	4	4	4
		Number of Village Courts Magistrates trained on Juvenile Justice	Percentage of Juvenile Justice Officers and stakeholders trained and socialized on Juvenile Justice Reforms	40%	50%	60%	70%	70%
	4. Integrity and Professionalism in our business	Number of provincial Juvenile Justice Committees	Percentage of Case Management System and Database Implemented.	80%	80%	80%	80%	80%
	5. Infrastructure and Capital Works Program	Number of Hand books, Policies and Standards	Number of MoU's signed with Partners	3	4	5	6	7
		Number of Volunteer Juvenile Justice Officers	Number of juvenile institutions operationalized	3	3	3	3	3
		Number of stakeholders accredited and regulated	Percentage of National and Provincial Juvenile Justice Committee's Resolutions implemented	10%	15%	20%	25%	30%



9.9 KRA No. 09: Better protection and Successful Rehabilitation and Reintegration of Victims of Crimes

GOAL: To provide effective community restorative justice services for better protection and successful rehabilitation and reintegration of victims of crimes, through improved restorative justice practices

Outcome statement: Restorative Justice business systems and processes are being strengthened to support victims of crimes through effective restorative justice practices

Outcome Indicator: 50% of the Restorative Justice business systems and processes are established in preparation for service delivery.

Corporate Objective#2	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs		Quality Lag Indicators Effectiveness Outcomes KPIs		Corporate Milestones			
						2024	2025	2026	2027
Deliver Timely, Accessible & Quality Community Justice Services	1. A Refocused and Revitalized Village Courts System	Number of restorative justice officers recruited, established, and trained	Percentage of Office business systems and processes established	20%	30%	40%	50%	60%	
	2. A Revitalized Crime Prevention System	Number of policies, strategies, and standard practice, training documents developed	Percentage of Restorative Justice & victim support policies and strategies developed.	30%	40%	40%	50%	60%	
	3. Strengthened Communication and Information Management Systems	Number of partnership programs and projects supported & implemented	Percentage of partnership programs with the LJSS Sector Agencies implemented	20%	25%	30%	35%	40%	
		Number of victims rehabilitated and reintegrated	Development and implementation of RJ partnership programs with existing non- state actors	20%	25%	30%	35%	40%	
	4. Integrity and Professionalism in our business	Number of new programmes with state and non-state actors developed, supported, and implemented	Percentage of restorative justice and victim support programmes supported for implementation	40%	50%	60%	70%	70%	
		Number of victims satisfied as the result of the restorative justice process;	Percentage of victims of crimes supported through the RJ process	80%	80%	80%	80%	80%	
		Number of offenders supported in the restorative justice process.							



9.10 KRA No. 10: Sound State Legal Advising Services

GOAL: To protect the interests of the State through timely and sound legal advice, clearance services and technical legal support to the State.

Outcome statement: Strengthening of State Solicitor's office business systems and processes for quality service delivery

Outcome Indicator: 55% of State Solicitor's office clients are satisfied with the OSS services rendered

Corporate Objective #1	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs		Corporate Milestones			
			2024	2025	2026	2027	2028	
Deliver Timely, and Quality Legal Services to the State	2. Strengthened Communication and Information Management Systems	Number of qualified and experienced Lawyers.	5	8	10	12	15	
		Percentage of Lawyers retained	30%	45%	55%	65%	70%	
		75% of Legal Advice within 28 days.	25%	30%	40%	50%	60%	
		75% of Legal Clearances within 10 days.	25%	30%	45%	55%	65%	
	3. Integrity and Professionalism in our business	Number of Legal Instruments drafted with quality and on time	10	15	20	25	30	
		Number of Professional Development Training Programs.	5	5	5	5	5	
		Number of non-lawyers have Diploma/ Degree	5	8	10	12	15	
		Percentage of Improvements on the Information Management System, Database and ICT support achieved.	10%	30%	45%	60%	65%	
	*Attorney General White Paper Policy	Number of Regional Client Outreach Programs	4	4	4	4	4	
		Percentage of timely and quality Client Instructions/Feedback.	20%	30%	45%	50%	55%	



9.11 KRA No. 11: Effective State Civil Litigation & Cost Recovery

GOAL: To competently and effectively represent the State (prosecute for, recover costs or defend) in Courts and before alternative disputes settlement authorities with a highly professional team of lawyers and support staff to reduce state liabilities, achieve and/or negotiate favorable outcomes - through strengthened administrative capacity, administrative structures, internal business processes; and through effective stakeholder engagements (with Law & Sector agencies & development partners) and through enhanced provincial & district inter-connectivity and engagements.

Outcome statement: Strengthening of Solicitor-General's office's capacity and business systems & processes for quality and effective service delivery

Outcome Indicator: 70% of Solicitor-General clients are satisfied with the OSG services; increased or high trend in number of dismissed cases or favorable outcomes for the State (i.e., 5 cases a month or 15 or more cases per quarter).

Corporate Objective#1	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones				
				2024	2025	2026	2027	2028
Deliver timely, accessible and quality legal services	3. Strengthened Communication and Information Management Systems	Number of skilled and experienced lawyers	75% of State agencies represented and 30% reduction in Liabilities.	30%	45%	60%	65%	65%
		Number of in-house professional training conducted	75% of State agencies represented and 30% increase in Savings.	15%	30%	45%	60%	60%
		Improved of information Management System, Databases and ICT	Percentage of Cases Dismissed.	10%	15%	20%	25%	25%
	4. Integrity and Professionalism in our business	Number of Stakeholder partnerships	Percentage of Case Management System, Databases and ICT support achieved.	30%	44%	60%	65%	65%
		Number of client outreach programs	Percentage of Stakeholder Partnerships.	20%	20%	20%	20%	20%
		Number of cases dismissed	Percentage reduction in Claims Against the State.	10%	10%	10%	10%	10%
		Number of files per lawyer	Percentage of Costs Recovered.	20%	30%	35%	40%	40%



9.12 KRA No. 12: Sound Legal Policy advise and Reform

GOAL: Provision of Quality legal policy advice and support services to the Secretary for Justice for effective policy development on justice matters.

Outcome statement: Strengthening of Legal Policy & Governance Branch business systems and processes for quality service delivery

Outcome Indicator: 70% of Legal Policy & Governance Branch business systems and processes are established as part of the expansion program

Corporate Objective#1	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones				
				2024	2025	2026	2027	2028
Deliver timely, accessible and quality legal services	3. Strengthened Communication and Information Management Systems	Number of legal policy lawyers	Percentage of Legislation Reviewed	40%	35%	20%	10%	10%
		Number of in-house trainings	Percentage of Legal Policy Documents/Concept Notes Developed.	5%	7%	15%	20%	20%
		Number of partnership programs on legal policy development	Percentage of Legislations enacted.	2%	5%	10%	20%	20%
	4. Integrity and Professionalism in our business	Number of legal policy accreditations and coordination	Percentage of Legal Policy Programs and Partnerships.	30%	35%	40%	50%	50%
		Percentage of legal policy support to internal DJAG	Percentage of Legal Policy Accreditations and Coordination progressed.	30%	35%	40%	50%	50%
			Percentage of DJAG Legal Policy Support.	35%	35%	35%	35%	35%
		Number of Attorney General's Law Journal Publications	Annual Publications of the Attorney General's Law Journal	1	1	1	1	1



9.13 KRA No. 13: Effective Secretariat Support to the Judicial & Legal Service Commission

Goal: To provide Effective and efficient Secretariat Services to the Judicial & Legal Service Commission

Outcome statement: Promoting and Strengthening of Judicial & Legal Service Commission’s mandated functions, processes and procedures.

Outcome Indicator: 40% of Judicial & Legal Service Commission’s legislative and administrative functions are established in preparation for autonomy.

Corporate Objective #1	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones				
				2024	2025	2026	2027	2028
Deliver timely, accessible and quality legal services	3. Strengthened Communication and Information Management Systems	Number of Staff recruited	Number of JLSC Regular Meetings conducted.	4	4	4	4	4
		Number of Staff trained	Percentage of JLSC Regular Meeting Resolutions approved and implemented.	20%	20%	20%	20%	20%
		Number of reports produced	Number of appointments for Judges, Magistrates and State Law Officers facilitated.	50	50	50	50	50
	4. Integrity and Professionalism in our business	Number of investigations	Percentage of disciplinary for Judges, Magistrates and State Law Officers facilitated.	20%	20%	20%	20%	20%
		Percentage of information management system	Percentage of legislative reforms and policies developed.	15%	20%	25%	20%	20%
			Percentage of Information Management System improved	20%	20%	30%	30%	30%
			Number of annual reports published.	1	1	1	1	1



9.14 KRA No. 14: Improved Public Trustee Services, Deceased Estate Administration & Quasi-Judicial and Estate Legal Services

GOAL: Effective and Transparent Administration and Management of all deceased estates, property of minors, insane persons, insolvent persons, missing persons for justice and fairness. Public Trustee Services, Deceased Estate Administration & Quasi-Judicial Services and Estate Legal Services.

Outcome statement: Strengthening of Public Curator Office business systems and processes for quality service delivery

Outcome Indicator: 70% of Public Curator Office business systems and processes are established in preparation to separate from DJAG

Corporate Objective #1	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones				
				2024	2025	2026	2027	2028
Deliver timely, accessible and quality legal services.	3. Strengthened Communication and Information Management Systems	Number of Handbooks and Manuals developed	Percentage of Handbooks and Manuals completed.	30%	35%	40%	50%	50%
		Number of legislative reviews undertaken	Percentage of Legislative Review progressed.	40%	50%	60%	70%	70%
		Number of qualified staff	Percentage of Backlog reduced.	30%	40%	50%	65%	65%
	4. Integrity and Professionalism in our business	Percentage of case management system upgraded	Percentage of ICT achieved.	20%	20%	20%	20%	20%
	5. Infrastructure and Capital Works Program	Percentage of ICT database progressed	Number of Wills.	50	150	200	200	200
		Number of awareness programs conducted	Percentage of Letters of Administration granted for simple Estates within one year.	20%	20%	20%	20%	20%
			Percentage of Trustee Matters progressed	20%	20%	20%	20%	20%



9.15 KRA No. 15: Strengthen Ocean and Maritime Governance

GOAL: Provision of efficient and effective Advises and strategic technical guidance on Ocean and Maritime Governance to relevant stakeholders.

Outcome statement: Strengthening of Oceans Office mandated functions, processes and procedures for delivery of legal, scientific and technical advises on matters relating to oceans and maritime boundaries of Papua New Guinea.

Outcome Indicator: 80% of Oceans Office legislative and administrative functions are established in preparation for self-autonomy.

Corporate Objective #1	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones			
				2024	2025	2026	2027
Deliver timely, accessible and quality legal services	3. Strengthened Communication and Information Management Systems	Completion of National Ocean Policy	Implementation Plan (NOPIP) NEC Submission to parliament	40%	45%	50%	55%
		Number of legislative reviews undertaken	Percentage of Amendments to the MZA and Establish Regulation under the MZA progressed	20	70	10	10
	4. Integrity and Professionalism in our business	Number of accreditations and partnership programs	Completion of closing lines and declaration of coastal waters	10	10	20	20
		Number of NOC meeting	Number of meeting resolutions successfully implemented	3	5	5	5
		Percentage of case management system or database implemented	Establishment of National depository	5	10	20	20
		Number of qualified staff recruited	Initializing National Ocean office	5	30	30	30



9.16 KRA No. 16: Improved Organization of information and records management for users’ accessibility

GOAL: To collect, store, organize, retrieve and make available the information sources to the users

Outcome statement: To manage and provide helpful, accessible and reliable legal library services and improved records management systems that meet international standards.

Outcome Indicator: Providing easy accessibility to 80% of Library users whilst contributing to promoting green climate by digitalizing 60% of department records resulting in providing paperless services

Corporate Objective#4	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones				
				2024	2025	2026	2027	2028
Improved Governance & Accessibility and Organizational capabilities	3. Strengthened Communication & Information Management Systems 4. Integrity and Professionalism in our business	Percentage of Library and research facilities revitalized	Percentage of users' accessibility to timely information services	3,600	3,600	3,600	3,600	3,600
		Number of qualified and experienced library and records staff	Number of files digitalized, archived and disposed	10,000	10,000	10,000	10,000	10,000
		Percent of Archival and Modern Records System progressed	Number of files cleansed and data entry done	10,000	10,000	10,000	10,000	10,000
			Increased number of current & updated information sources /resources for users	250	250	250	250	250



9.17 KRA No. 17: Enhanced ICT Systems

GOAL: To provide efficient and effective information and communication technology service for improved business systems, information management, communication, connectivity and security

Outcome statement: Improved digital capabilities and capacity to embrace technology and access information to strengthen our ability ICT services

Outcome Indicator: Staff confidence: More than 80% of DJAG staff having the confidence in our ICT ability to safely provide technology and also having 70% of our DJAG staff adopting to actively using office technology by the end of 2028.

Corporate Objective#4		Strategic Priority	Quality Lead Indicators Efficiency Output KPDs		Quality Lag Indicators Effectiveness Outcomes KPIs		Corporate Milestones			
							2024	2025	2026	2027
Improved Governance & Accessibility and Organizational capabilities			3. Strengthened Communication and Information Management Systems	Number of specialized ICT staff	Percentage of staff accessibility to ICT and ICT services	25%	25%	25%	25%	25%
				Number of ICT infrastructure & Software upgraded	Percentage of ICT Infrastructure and Software upgraded.	25%	25%	25%	25%	25%
				Number of users trained on ICT through in-house trainings	Percentage of staff accessing timely information	25%		25%	25%	25%
				Percentage of Cybercrime and ICT security measures in place	Percentage of staff communication.	20%		20%	20%	20%
			4. Integrity and Professionalism in our business	Number of ICT policies	Percentage of staff protected from Cyber-Crime Offences and Security infringements	20%		20%	20%	20%
				Percentage of WAN development progressed	Percentage of communication installations upgraded.	25%		25%	25%	25%
				Number of Business Process Digitized	Percentage of network expansion to remote offices.	25%		25%	25%	25%
					Percentage of ICT service operational.	20%		20%	20%	20%



9.18 KRA No. 18: Strengthen Accessibility to law & Justice Services

GOAL: To provide accessibility to law & justice services through timely construction and maintenance of quality infrastructure buildings including office facilities, staff accommodation and service centers. Also providing general security support to department assets whilst overseeing the general administration of a healthy, clean and conducive office working environment.

Outcome statement: To enhance accessibility to law and justice services through effective infrastructure project management in the construction and maintenance of infrastructure buildings by ensure long-term sustainability by incorporating green climate practices and approaches.

Outcome Indicator: Assets and Facilities are managing 70% of the department's building projects, security, and general maintenance, incorporating the latest innovations in sustainable building practices to promote green climate initiatives.

Corporate Objective#4		Strategic Priority	Quality Lead Indicators Efficiency		Quality Lag Indicators Effectiveness		Corporate Milestones				
			Output KPDs		Outcomes KPIs		2024	2025	2026	2027	2028
Improved Governance & Accessibility and Organizational capabilities	3. Strengthened Communication and Information Management Systems 4. Integrity and Professionalism in our business 5. Infrastructure and Capital Works Program	Number of Office Accommodation in Provinces.	Number of Provincial Offices with Law & Justice Sector		1	1	1	1	1	1	
		Number of village Courts houses constructed and commissioned	Number of Village Court Houses in operational		2	2	2	2	2		
		Number of Community Justice Service Centers constructed	Percentage of Community Justice Service Centers in operation		10%	20%	20%	20%	20%		
		Number of Staff accommodation in provinces.	Percentage of DJAG Assets (equipment & machineries) in operational		75%	75%	75%	75%	75%		
		Number of renovations and refurbishments of facilities done	Percentage of Infrastructure Partnerships with National, sub-nationals and districts progressed.		50%	50%	50%	50%	50%		
		Number of DJAG Assets disposed	Percentage of Maintenance on existing infrastructure.		2	2	2	2	2	2	



9.19 KRA No: 19: Improved Organizational capabilities for effective service delivery

GOAL: To improve capacity, capability, skills and quality of our human resource for integrity and professionalism in the delivery of law and justice services.

Outcome statement: Strengthening the human resource management processes in line with the new HR strategy

Outcome Indicator: 60% of Management and staff are satisfied with the department's programs on human resource management

Corporate Objective#4	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones			
				2024	2025	2026	2027
Improved Governance & Accessibility and Organizational capabilities	3. Strengthened Communication and Information Management Systems	Percentage of unattached staff reduces	2		1		
		Percentage of revised structure implemented	1183	1183	1333	1333	1333
		Number of training programs for staff	K64m	K76m	K82m	K88m	K88m
	4. Integrity and Professionalism in our business	Number of staff undertaking trainings annually	2	1	1	0	0
		Number of disciplinary matters addressed	20%	40%	60%	80%	80%
		Number of policies, hand books and standards developed	12	12	12	12	12
			40%	50%	60%	70%	70%
			283	83	150	0	0
	10	05	05	02	02		



9.20 KRA No: 20: Executive Leadership and Total Quality Management

GOAL: To efficiently and effectively support leadership at all levels of the organization, ensuring value-based corporate governance.

Outcome statement: Strengthen Executive Leadership and Total Quality Management at all levels of the organization and promote value-based corporate governance

Outcome Indicator: 70% of Secretary's Key Result Areas and Performance Commitments are delivered and reported by the end of the four fiscal year

Corporate Objective#5	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones				
				2024	2025	2026	2027	2028
Innovative leadership and sound corporate governance for improved business systems administration	3. Strengthened Communication and Information Management Systems	Executive Support Services provided to the Office of the Secretary and the Executive Management Branch	Legal services programs and project planned are implemented as per Secretary's Performance Agreement	30%	40%	50%	60%	60%
	4. Integrity and Professionalism in our business	Logistical and Procurement support services provided to the management through quality management of centralized accounts	Justice Administration services programs and projects planned are implemented as per Secretary's Performance Agreement	30%	40%	50%	60%	60%
		Media information and communication provided clearly and accurately in contributing to positive Public Relations for the management, staff and the general public.	Corporate Affairs services programs and project planned are implemented as per Secretary's Performance Agreement	30%	40%	50%	60%	60%
		Number of EMT meetings conducted	National, Sub-National and Sector Coordination service programs and projects planned are implemented as per Secretary's Performance Agreement	30%	40%	50%	60%	60%



9.21 KRA No: 21: Improved organizational performance measures

GOAL: To ensure that the Department's programs and policies are effectively planned and budgeted, monitored, and evaluated to achieve desired outcomes and deliver value to stakeholders and clients

Outcome statement: Strengthened Total Quality Management approach for effective implementation of corporate plan 2024-2028.

Outcome Indicator: 70% of Management and staff are satisfied with the department's programs in terms of planning, monitoring, evaluation and learning resulting in improved department performance

Corporate Objective #4		Strategic Priority	Quality Lead Indicators Efficiency		Quality Lag Indicators Effectiveness		Corporate Milestones				
			Output KPDs		Outcomes KPIs		2024	2025	2026	2027	2028
Improved Governance & Accessibility and Organizational capabilities	3. Strengthened Communication & Information Management Systems	Number of planning, monitoring and evaluation program activities implemented		Percentage of corporate planning implemented, monitored, evaluated and reported annually		30%	40%	50%	60%	60%	
		Number of corporate policies protocols and guidelines developed		Number of annual plans developed annual		1	1	1	1	1	
	4. Integrity and Professionalism in our business	Number of monitoring and evaluation reports progressed and implemented		Percentage of PIP projects assessments completed		30%	40%	50%	60%	60%	
		4x Quarterly performance reports compiled		Annual Management reports successfully tabled in Parliament		1	1	1	1	1	
		4x quarterly budget report to DoT/ DoF/ DNPM		PME Business strategy and related PME tools are developed and implemented		30%	40%	50%	60%	60%	



9.22 KRA No: 22: Improved Operational efficiency for effective service delivery

GOAL: Maintain effective and efficient financial management processes that are in compliance with GoPNG requirement under the *Public Finance Management Act*, 1995 and ensuring that the Department's Financial, Accounting and Resources are efficiently managed to support delivery of Legal and Justice Services to the State and People of Papua New Guinea.

Outcome statement: Successfully maintain and control accounting processes and procedures in compliance with the *Public Finance Management Act*, 1995

Outcome Indicator: 70% of Management and staff are satisfied with the department's financial management services

Corporate Objective #4	Strategic Priority	Quality Lead Indicators Efficiency		Quality Lag Indicators Effectiveness		Corporate Milestones			
		Output KPDs		Outcomes KPIs		2024	2025	2026	2027
						2028	2028	2028	2028
Improved Governance & Accessibility and Organizational capabilities	3. Strengthened Communication & Information Management Systems	Number of financial reports produced annually		Financial Procedures are enforced and complied with by Management and staff.		30%	40%	50%	60%
		Number of requisitions processed through the Budget Steering Committee governance process		Coordinate preparation of annual budget estimate, cashflows, budget reviews and monitor and report expenditure trend		30%	40%	50%	60%
	4. Integrity and Professionalism in our business	Number of staff with CPA Certificates		Effective management of Trust Accounts revenues and expenditures		30%	40%	50%	60%
		Number of staff trained		BSM committee members are satisfied with the committee secretariat support provided by the Branch		30%	40%	50%	60%
		Number of Cheques raised for payments		FMB Business strategy and related tools are developed and implemented		30%	40%	50%	60%



9.23 KRA No. 23: Review Risk Management, Control and Governance Process Compliance

GOAL: Provide an independent view on the financial integrity and economic conduct of the department by ensuring the propriety, security, completeness and accuracy of the department. To achieve accountability and integrity, improve operations, and instill confidence among citizens and stakeholders.

Outcome statement: The department is satisfied with the improvement of Risk Management, Control and Governance Processes

Outcome Indicator: The department is satisfied with 50 % improvement of the Risk Management, Control and Governance Processes

Corporate Objective #5	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones			
				2024	2025	2026	2027
Innovative leadership and sound corporate governance for improved business systems administration	3. Strengthened Communication and Information Management Systems	Risk Management plan developed	Percentage of Risk Management Plan to be implemented	10%	20%	30%	40%
		Internal business process audit conducted	Provide effective and efficient governance system in the Dept.	36	36	36	36
		Operations audit on regional centres in PNG for OPT, VCLMS, CBC and CJSC Projects	Audit recommendations for management documented	4	4	4	4
	4. Integrity and Professionalism in our business	Number of Audit Committee Meetings conducted	Timely compilation of responses to AGO audit findings	1	1	1	1
			Review all governance committees' roles and functions in the department	1	1	1	1



9.24 KRA No. 24: Strengthened Business Processes through values-based ethical leadership

GOAL: To ensure that Corporate Governance through values-based ethical leadership is strengthened to address non-compliance to business processes and issues of corruption.

Outcome statement: Strengthening institutionalization of good governance values

Outcome Indicator: 75% of Management and leaders are sensitized showing proactive leadership qualities and good governance values in their daily office conduct

Corporate Objective#5	Strategic Priority	Quality Lead Indicators Efficiency Output KPDs	Quality Lag Indicators Effectiveness Outcomes KPIs	Corporate Milestones			
				2024	2025	2026	2027
Innovative leadership and sound corporate governance for improved systems administration	3. Strengthened Communication & Information Management Systems 4. Integrity and Professionalism in our business	Number of program interventions designed for leadership development	Percentage of women in leadership role	50%	50%	50%	50%
		Number of information sessions conducted	Percentage of GESI-related cases reported and addressed	16%	50%	57%	66%
		Number of trainings facilitated/coordinated	Number of leadership mentees by gender	25	37	62	62
		Number of policies, and documents developed to promote diversity, equity and inclusion	Percentage of business process compliance maintained in accordance with GESI principles	57%	71%	71%	71%

10. National Planning & Alignment Framework

The *Planning and Monitoring Responsibly Act 2016* provides the enabling environment for all plans (National, Provincial, District) to be developed and properly aligned. The National Development Framework in the MTDP IV is an important guide to have us organize ourselves and do proper planning. The concise ‘road map’ exposes how each plan should be aligned to achieve our country’s objectives. Therefore, the Department’s Corporate Plan has been developed and aligned as follows:

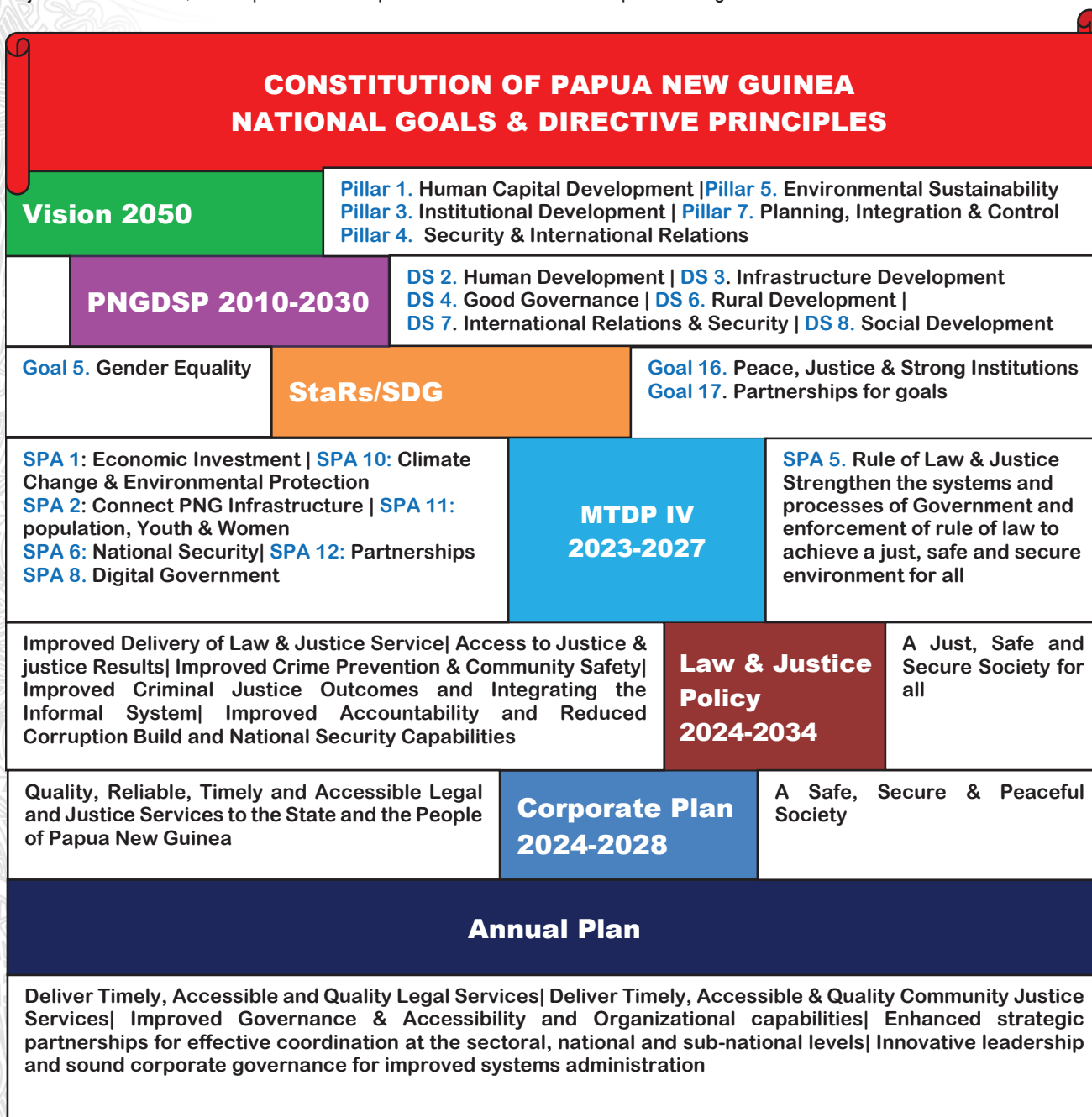


Figure 14. Illustrates the alignment of the Corporate Plan to higher National Plans

Alignment with Sector & Whole of Government

The Plan is well crafted in alignment with the Law and Justice Sector Policy 2024-2034 and relevant development priorities. Law and Order is a critical enabler for our country's economic prosperity.

As the Department responsible for Law through the Attorney-General, it is our mandate to guide the country towards achieving the National Goals & Directive Principles under the Constitution the Plan is flexible and accommodative so that other relevant and applicable plans and policies of government are able to be supported with a view to achieving a holistic approach in the nation's development. In that respect, our Plan acknowledges and is consistent with other stakeholders in our planning and budgetary processes and other areas of alignments:

National Sector Plans

- Social, Law & Order Strategic Framework 2024 - 2034
- Law & Justice Sector Policy 2024-2034
- Law & Justice Sector Department/Agency Corporate Plans.

Cross-Sector Plans

- Administrative (SLOS) Sector Strategic Framework 2023-2027
- National Strategy to Prevent and Respond to Gender Based Violence 2016 - 2025;
- National Child Protection Policy 2017 - 2027;
- Behavior Management Policy for the National Education System of PNG 2009;
- Church Partnership Programs with the Department of Community Development, Youth & Religion.
- National Security Policy 2024
- Sorcery Accusation Related Violence National Action Plan 2013 revised (SARV NAP) 2024-2025

Sector & National Strategies

The Sector and National Strategies to which this Plan is aligned to include:

- Juvenile Justice National Plan 2018 - 2022;
- Papua New Guinea Correctional Service Detainee Rehabilitation Policy;
- National Anti-Money Laundering & Counter Terrorist Financing Strategic Plan 2024-2030;
- Papua New Guinea National Anti-Corruption Strategy 2010 - 2030;
- and
- National Public Service, Ethics and Values-Based Executive Leadership & Management Capability Framework.
- MTDP IV 2023-2027

Provincial Plans

We align our corporate plan to the work undertaken by the Department of Provincial & Local- level Government through the Provincial & Local-Level Services Monitoring Authority on gradative decentralization.



11. Public Investment Program [Alignment to MTDPIV]

According to the Medium-Term Development Plan IV and specific to the Law and Justice Sector, the Government planned to reduce the crime rate by **55%** from 49 crimes committed per 100,000 people down to 22, police personnel to people ratio from **1: 1,846** to **1:1,200**, also show a **30%** reduction of court cases, reduce prison population and improve correctional officers' ratio to inmates by 2027. In translating that, the department of Justice & Attorney General through this corporate plan will lead the objective to strengthen the systems and process of the government and enforcement of rule of law to achieve a just, safe and secure environment for all. As State legal office, our investment programs also have relevance in other Strategic Priority Areas as well as part from SPA 5 in the MTDPIV.

Table 1. Demonstrates the Department's development interventions and their relevance to various investment programs in reference to the Deliberate Intervention Program (DIP) Links not only limited to Strategic Priority Area 5 – Rule of Law

DJAGs Public Investment Programs					
DIP Links	MTDP IV Investment Programs	Sector Strategy Link	DJAG Investment Programs/Projects	Implementing Agency	Location
5.4	Crime Prevention & Community Public Safety Program	3.3 Improve Response to Stop Violence	23044 -Restorative Justice initiative (crime prevention program)	DJAG	National Provincial District/LL Gs/Wards/Villages
1.5	Village Courts & Community Justice Program	3.4 Integrated Community Development Programs			
11.4	Family & Social Inclusion				
12.2	Women Empowerment				
12.3	Private Sector Partnership Program				
	Civil Societies & churches Partnership				
9.6	Food Security & nutrition Program	3.4 Integrated Community Development Programs	24182 -Child Nutrition and Social Protection Project	DJAG	National, Provincial District/LL Gs/Wards/Villages
12.2					



DJAGs Public Investment Programs					
DIP Links	MTDP IV Investment Programs	Sector Strategy Link	DJAG Investment Programs/Projects	Implementing Agency	Location
	Private Sector Partnership Program Civil Societies & churches Partnership				
5.4	Village Courts and Community Justice Program Crime Prevention & Community Public Safety Program	1.6 Invest in infrastructure development and maintenance	21761-Village Court Housing program	DJAG	National, Provinces District/LLGs/Wards/Villages
5.4	Village Courts and Community Justice Program	1.6 Invest in infrastructure development and maintenance	21761-Construction of CJS Centres	DJAG	National, Provinces District/LLGs/Wards/Villages
2.7 5.4	Institutional Housing Development program Village Courts and Community Justice Program Crime Prevention & Community Public Safety Program	1.6 Invest in Infrastructure Development and maintenance	21761 – Constructions Institutional Housing and Office Facilities	DJAG	National, Provinces District/LLGs/Wards/Villages
5.4 11.2	Village Courts and Community Justice Program Crime Prevention & Community Public Safety Program Juvenile Detention Support Program	1.6 Invest in Infrastructure Development and maintenance	21761-Juvenile Rehabilitation Facilities	DJAG	National, Provinces
5.2 2.4	Law and Justice Sector ICT system development	1.4 Invest in Information, Communication and Technology	21761-DJAG (OPT & Parole) CMS/ database	DJAG	National, Provinces



DJAGs Public Investment Programs					
DIP Links	MTDP IV Investment Programs	Sector Strategy Link	DJAG Investment Programs/Projects	Implementing Agency	Location
8.1	National Satellite Program Integrated Digital Government System				
11.2 5.4	Juvenile Detention Support Program Village Courts and Community Justice Program Crime Prevention & Community Public Safety Program	4.3 Bolster the Juvenile Justice System	23954 -Juvenile Justice Rehabilitation Program	DJAG	Provinces
5.2	Legislative Reviews	2.1 Empower State legal Offices	23953 -Furthering Human Rights Program	DJAG	National,
5.2	Legislative Reviews	5.5 Increase enforcement action to combat money laundering	23958 – Combating Corruption (Mutual Evaluation of AMLCTF)	DJAG	National,
5.2 2.4 8.1	Law and Justice Sector ICT system development National Satellite Program Integrated Digital Government System	1.4 Invest in Information, Communication and Technology	24228 – Solicitor General's Case Management	DJAG	National, Provincial
5.1	Enforcement	5.4 Improve Management of claims By and Against the State	23159 – Audit & Recovery of state Funds	DJAG	National, Provincial, Districts



Table 2. Demonstrates the Department's propose Public Investment Program for the corporate year and their relevance to various investment programs in reference to the Deliberate Intervention Program (DIP) Links that are not only limited to Strategic Priority Area 5 – Rule of Law

DIP Reference	MTDP IV Investment Programs	Sector Strategy Link	Sector Aligned Investment Programs/Projects	Implementing Agency	Location
5.2	Legislative Reviews	2.1 Empower State legal Offices	Client outreach program	DJAG	National, Provinces
10.2	Sustainable Environment Management Program		Oceans Governance Program (Oceans Office)	DJAG (PNG Oceans and Maritime area)	National, Province, District
8.6	Public Service Performance Management System Development and Reforms Program	1.5 invest in professional development & Human Resources	Development of JLSC organizational structural reforms	DJAG	National
8.6	Public Service Performance Management System Development and Reforms Program	1.5 invest in professional development & Human Resources	Development of HRS organizational structural reforms	DJAG	National
8.6	Public Service Performance Management System Development and Reforms Program	1.5 invest in professional development & Human Resources	Development of OPT organizational structural reforms	DJAG	National
5.2	Legislative Reviews	5.4 Improve Management of claims By and Against the State	Arbitration Bill and CMS	NJSS, DJAG, CLRC	National

Table 3. Demonstrates the implementation strategies and Policy References by which Table 1 & 2 PIP Interventions are in alignment to.

No	Implementation Strategy	Provincial/Sector Plan or Policy Reference
1	Sector Strategic Framework 2023-2027	LJS Policy 2024-2034
2	DJAG Corporate Plan 2024-2028	LJS Policy 2024-2034
3	Ocean's Strategic Plan 2024 -2027 (draft)	National Oceans Policy 2020-2030
4	Crime Prevention through Revitalized Village Courts System Strategy 2020-2030	LJS Policy 2024-2034



11.1 Investment Summary

The Corporate plan is for four years and is expected to align well with the five-year political cycle of the government by the end of 2027, much of the Recurrent and Development funding will be coming from the National Government. The budget for this corporate period is in excess of K785 million with an average annual increase of about 23% per year.

The payment of allowances for Village Court Officials and Land Mediators will be from a separate government funding of more than K256 million allocated over the four years with an average annual increase of 25% per year. So, the total formal DJAG budget together with the Village Court and Land Mediators budget for the four corporate years is expected to be in excess of one billion kina.

However, short fall in funding will be experienced more strongly in 2025 where the budget projections indicate a budget shortfall of 22% due to lack of strong technical support and coordination last year with the primary government agencies of National Planning, Treasury and Finance. DJAG will however, be making amends by bringing the annual planning exercise to the third quarter of 2024 in order to prepare well in advance for recurrent and development funding before the finalizing of the 2025 budget submission.



Figure 15. The resourcing framework to guide the planning and budgetary process for each Key Result Area to effectively implement this Corporate Plan is represented above.

12. Governance

To ensure diligence and team effort in the management and decision making of the Department, the Executive Management Team of the Department has established a number of internal governance committees. These committees cover critical areas in the operations and administration of the organization and involve deputy secretaries and managers. The recent development has expanded the role of GESI policy to focus more on developing managers and leaders by strengthening their various governance responsibilities.

The work of the Governance Committees will also be strengthened with the creation of the Total Quality Management (TQM) committee which will oversee the quality implementation of the corporate plan. TQM will also assist streamline and review the work of existing internal governance committees ensuring quality workout and reduction in duplication of roles of governance committees. The internal governance committees include:

1. *Disciplinary Committee;*
2. *Budget Steering & Monitoring Committee;*
3. *Project Monitoring & Implementation Committee;*
4. *Total Quality Management Committee (proposed);*
5. *Social Committee;*
6. *Publications Committee;*
7. *Lawyers Incentive Program;*
8. *Housing Committee;*
9. *Training Committee; and*
10. *Village Courts Oversight Committee*

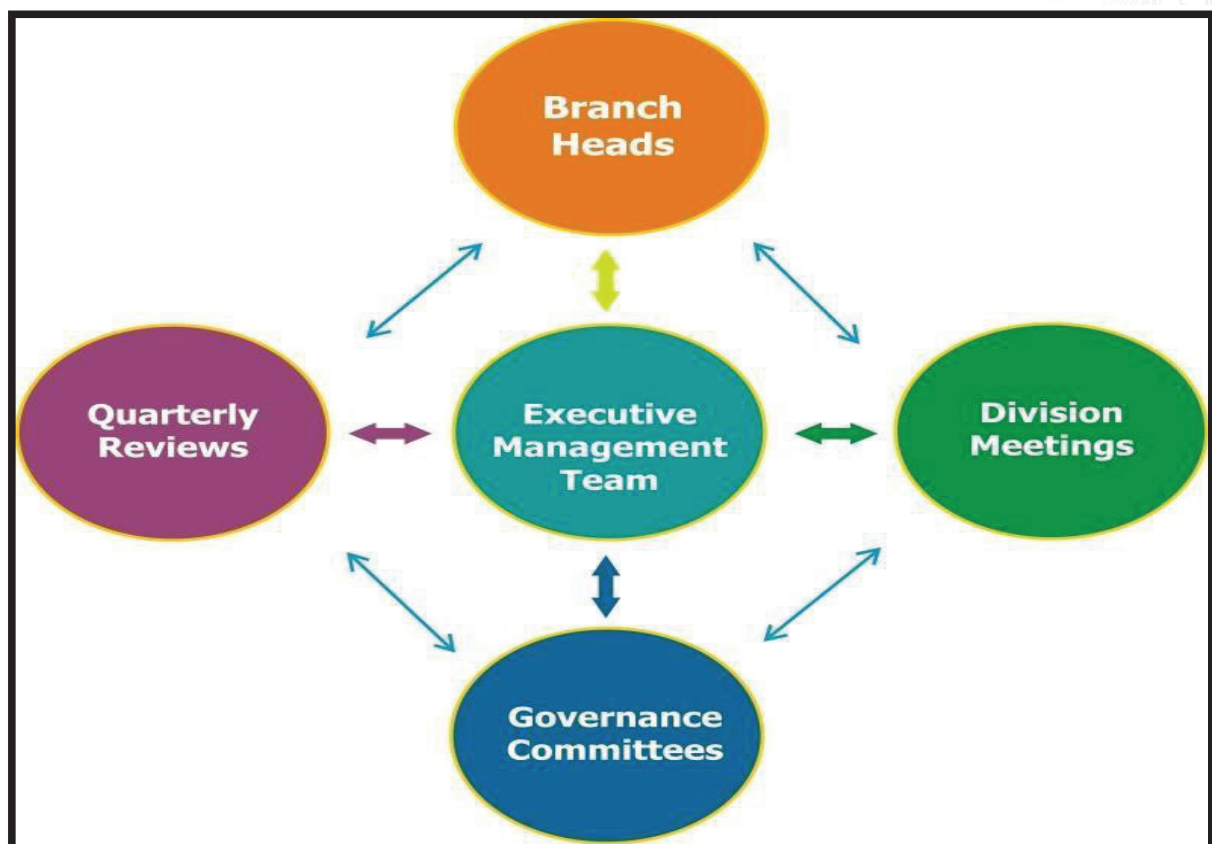


Figure 16. The diagram above shows the basic cycle of the governance, monitoring and evaluation including compliance reporting.

The Department is also subject to various reviews for donor or development partner arrangements which include the APLJP, UNICEF and others. There are also international requirements by which the Department reports on behalf of the country which includes Anti Money Laundering & Counter Terrorist Financing (AML/CTF).

The Department's sector performance is monitored through the NCM and the Law & Justice Sector Working Groups. The summary of the type of reports are as follows:

1. Annual Management Report;
2. Statutory Annual Reports/JLSC;
3. CACC/NCM/PLLSMA;
4. Quarterly reviews;
5. EMT monthly meeting /Branch fortnightly briefs;
6. Compliance to Diagnostics recommendation;
7. Governance Committees schedule;
8. PME (Annual Plan monitoring /project monitoring); and
9. Ministerial Portfolio Responsibilities.

As an agency of the Law and Justice Sector, the Department is also required to report annually on how its service delivery and development initiatives which have advanced the sector goals including the MTDP IV. These goals and performance measures are contained in the Law and Justice Sector Performance Measurement Framework.

First Quarter Review 2023



A successful First Quarter Review Workshop had been conducted.

The workshop ran for two consecutive days starting with presentations from the Legal Division, then followed by the Justice Administrations Division and finally ending with the Corporate Division.

Branch heads and senior officers from each branch did a brief presentation of activities they completed in the First Quarter of the year (January - March) as per their respective works plans.

Every year, the Quarterly Review workshops are organized by the Policy, Monitoring & Evaluation Branch.

Figure 17. A snapshot of DJAG News Letter Issue No.2 Mar-April, 2023, pg 13; covering a quarterly review workshop, an internal reporting system for the department

13. Planning, Monitoring, Evaluation and Reporting Framework

The Department's Annual Plan for each year under this Corporate Plan provides activities that are developed based on the Key Performance Deliverables and Key Performance Indicators (KPIs). The basic cycle of the annual planning process is as follows:



Annual Reports are required to be provided by the statutory offices in the Department. The Department however shall provide an Annual Management Report each year. The Annual Management Report (AMR) as previously practiced shall have information on the Annual Plans, Budget or public monies used, assets and risks being realized and addressed.

The Annual Plan activities are to be reported quarterly to the Department's managers as a peer review and accountability process. The other monitoring avenues that lead up to the quarterly reviews are the fortnightly EMT reporting and the respective Governance Committees meetings and resolutions which provide overall M&E oversight and needs to be strengthened.

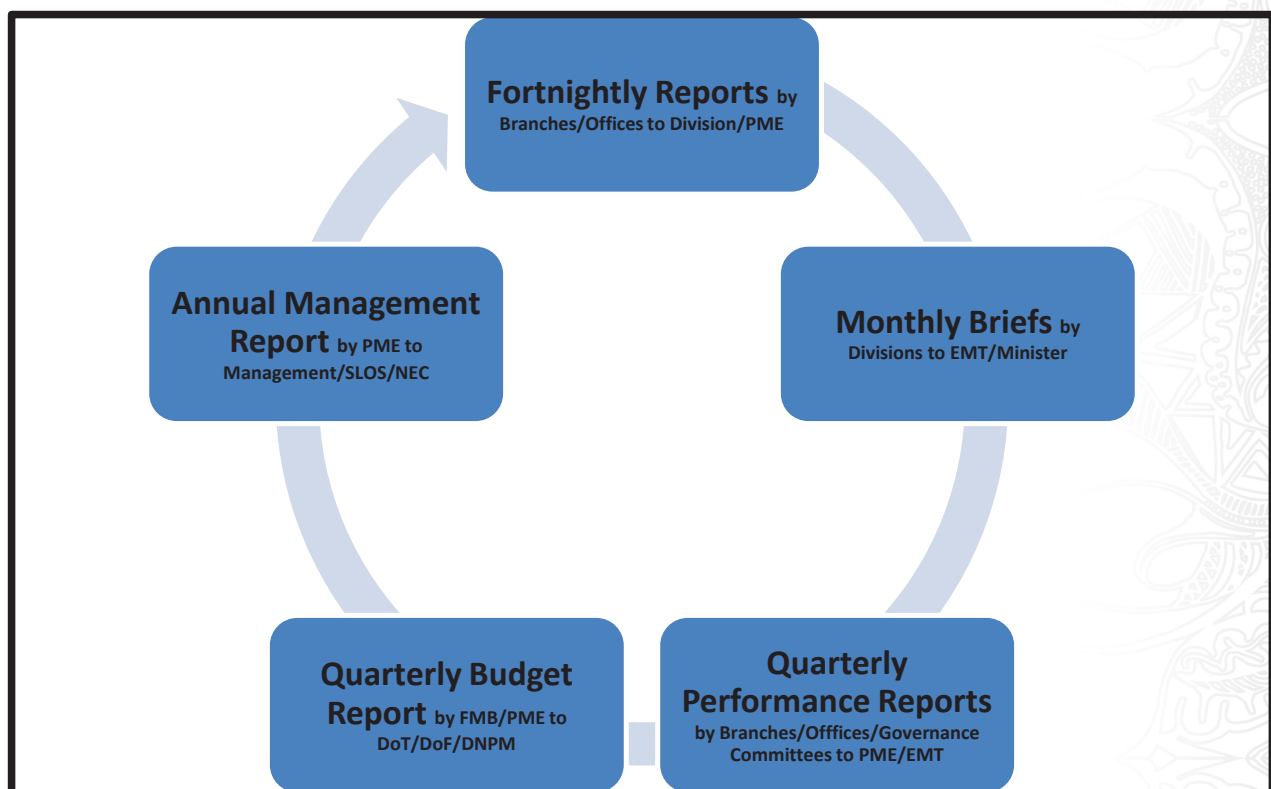


Figure 18. demonstrates the reporting process for DJAG.



14. Risk Management

RISK CLUSTERS	TYPES OF RISK	RISK CLASSIFICATION			RISK ENVIRONMENT		RISK MITIGATION
		High	Med.	Low	Internal	External	
PESTLE Analysis Political	Change in government policy	✓				✓	Adopt a resilient, adoptive and flexible leadership that accommodates government policy changes. Ensure policy and legislation relating to core functions are approved by government and institutionalized.
	Reforms in Inter-governmental Relations		✓				Have a strong working relationship with the Department of Provincial & Local Level Government Affairs and Provincial Administrations.
	Change in Bilateral and Development Partner arrangements		✓				Ensure core functions are supported through the Go-PNG Budget and instill financial discipline.
Economical	Change in the fiscal and monetary policies or environment	✓				✓	Instill financial discipline, resource leveraging, manage recruitment and staff on strength and partnership arrangements with other government agencies, Donor, Development partners, Churches and Civil Societies.
Social	Change in population, literacy, unemployment, social unrest and health indicators	✓			✓	✓	Adopt a resilient, adoptive and flexible leadership that is proactive and strategic. For example, the Crime Prevention National Strategy can mitigate these risks.
Technology	Inadequate ICT Infrastructure and cyber safeguards against Cyber Crime and other threats	✓			✓	✓	Acquire adequate and modern ICT infrastructure and safeguard facilities. Instill or outsource relevant ICT capability to deal with ICT threats.
Legal	Increase in claims against the State Constant Amendments or Challenges to legislation	✓				✓	Adequate support to the Solicitor-General in recruitment, training and incentives for lawyers. Consultation with State Solicitor on all legislation and streamline the legislative process.
Environmental	Inaccessibility to Law & Justice Services due to geographical remoteness of rural villages and communities.	✓				✓	Effective mobilizations of resources to support the implementation of the revitalized village courts strategy Construction and operationalization of Community Justice Service Centers Strengthen sector collaboration sub-national engagement to improve delivery of law and justice services to communities



DEPARTMENT OF JUSTICE & ATTORNEY GENERAL

“For a Safe, Secure & Peaceful Society”



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