



Department of Justice & Attorney General
CORPORATE PLAN
2006 - 2009

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Corporate Plan

FOREWORD

By Acting Secretary & Attorney General



This is the Department of Justice & Attorney General's Corporate Plan for the period 2006 – 2009. The development of this corporate plan is indeed a significant milestone in my Department's corporate capacity to promote and sustain strategic planning process as a tool for continuous review and priority setting whilst at the same time promoting change in the public sector.

The plan continues to guide the efforts and behaviour of management and staff in the organization to ensuring appropriate impact and influence on the forms of interaction with agencies, which relate to the Department as stakeholders, and wider spectrum of the community. Staff commitment to delivering core services will be influenced by the underlying Principles and Core Values of the Department stated in the preambles of this plan.

This Corporate Plan imposes challenges that is focused at sustainably maintaining and strengthening present level of core services delivery that include; State Legal and Litigation Services, Criminal and Leadership Prosecution, Legal Aid Services to the public, Community Based Corrections and Disputes Resolution, Land titles registration and settlement of land disputes, Constitutional & Law Reforms, and Public Curator and trusteeship.

The plan recognises the independence for and support to those statutory state institutions that are mandated to deliver varying legal and justice services. Similarly, corporate responsibilities of the Department will be strengthened to appropriately reflect the responsiveness and the performance of those core services.

Management of the plan will be centrally coordinated from strategic management level, but sensitive to the independence of these offices and their interdependent relationships, as well as with those others that we relate to in the workings of the law and justice system, both internally and externally.

This Corporate Plan marks a new era, and responds to the full implementation of the law & justice sector reforms, and the sector strategic framework enunciated by the National Law & Justice Policy and Plan of Action. Monitoring and review of the plan will happen through the Annual and Branch Planning, accountability for resources management through the law & justice sector-monitoring framework, and by meeting obligations to report regularly as required by Central Agencies Coordinating Committee (CACC) reporting system. This will ensure that the Department continues to respond appropriately to priorities of the sector and the Government.

This Corporate Plan will, therefore, continue to be the blue print that provides the framework and strategic directions to the Department as a central agency, and commits both employees and management to the core services to achieve the Department's goals. It is a statement about developing and maintaining high level of service than experienced in recent years and which stakeholders and those who benefit as clients will regard highly as being excellent.

Yours sincerely,

FRED M. TOMO

A/Secretary & Attorney General

Corporate Plan

CORE VALUES AND PRINCIPLES

Rule of law

We will instil public confidence by respecting, promoting and ensuring that the Rule of Law is maintained at all times.

Equality and fairness

All persons and corporate bodies are equal before the law and must be accorded every opportunity to contribute to nation building. We will exercise our duties and responsibilities without fear or favour.

Custom founded justice system

We acknowledge the worthy customs and traditional wisdom of our people as the underlying consideration of our justice system.

Transparency and accountability

We will promote transparency, accountability and good governance where all decisions are made in the national interest. We are accountable for our decisions and actions.

Corporate integrity

We will uphold the core values and principles of our organization and contribute to national and community endeavours.

Excellence

Each employee is respected as having worth to the organization with aspirations that the Department will endeavour to match in its policies and opportunities.

Employees will strive for excellence and demonstrate a high level of professionalism.

Corporate Plan

OUR VISION

A just and peaceful society.

OUR MISSION

To deliver excellent legal and justice services to the State and the people of Papua New Guinea.

OUR RESPONSIBILITIES

To uphold and apply the Constitution and all laws of PNG it administers.

To implement national policies including the National Law and Justice Policy.

OUR GOALS

1. To protect the interests of the State through timely, correct and cost-effective legal services.
2. To provide effective, independent, impartial, efficient and timely prosecution services and advice to the State.
3. To provide timely, available and accessible legal assistance to the public.
4. To provide all members of the community with access to a community justice system, and processes for settlement of disputes relating to land.
5. To provide sound management and appropriate disbursement of assets and benefits for beneficiaries, creditors, and certified minors and insane persons.
6. To provide independent, efficient and responsive law reform services and advice to the Government on constitutional and law reform.
7. To provide effective and efficient corporate and support services to the Department's core functions.

Corporate Plan

Key Result Area: 1. State Legal and Litigation Services

Goal: 1

To protect the interests of the State through provision of timely, correct and cost-effective legal services.

Objectives

1. To support the Secretary & Attorney General to effectively and efficiently perform his functional responsibilities,
2. To provide sound legal advice, clearance and policies to the state,
3. To provide effective civil litigation services for and on behalf of the state.

Outputs

- 1.1 Effective Legal Policy.
- 1.2 Effective Legal Policy Management.
- 1.3 Effective Law Reform Policy Management.
- 1.4 Sound Legal Advice provided to National Executive Council by the Principal Legal Adviser.
- 1.5 Cost-effective Executive Services provided to the Attorney General to effectively and efficiently perform his functional responsibilities.
- 1.6 Sound Legal Advice, Clearances and Policies provided to the State.
- 1.7 Effective Legal Advice provided to facilitate the implementation of International Conventions and Treaties.
- 1.8 Effective litigation undertaken for and on behalf of the State with claims made against the State for compensation settled, as appropriate, through the processes of negotiation, conciliation and other methods of dispute resolution.

Performance Indicators

1. Reduced time taken in resolving State Litigation.
2. High level of satisfaction & feedbacks by the Government and State clients.
3. Reduced Court challenges against the state.

Responsibilities:

The Attorney General has professional responsibilities under the Constitution and other laws and by virtue of the traditional norms and ethics of the legal profession. He is the Principal Legal Adviser and also has precedence in court over all lawyers except the two other Law Officers. The Executive Branch (in the Office of the Attorney General) supports the Attorney General in the discharge of his functional responsibilities as well as dealing with other justice functions such as coronial inquests and Power of Mercy. The Solicitor General acts for the State in all claims for and against the State. The State Solicitor provides legal advice, policies and clearance services to the State, Provincial and Local Level Governments through their departments and agencies.

Corporate Plan

Key Result Area: 2. Criminal & Leadership Prosecution

Goal 2

To provide effective, independent, impartial, efficient and timely prosecution services and advice to the State.

Objectives

1. To undertake effective, independent, impartial, efficient and timely prosecution under the Criminal and Leadership Codes Legislation,
2. To provide sound Prosecution Advice to the State, its Agencies and Instrumentalities,
3. To strengthen the Administrative Management of the Independent Office of the Public Prosecutor.

Outputs

- 2.1 The Constitutional Rights of those appearing before the Courts protected.
- 2.2 Timely and correct Prosecution Advice provided to the State, its Agencies and Instrumentalities.
- 2.3 Undertake efficient and effective prosecutions under the Criminal and Leadership Code.
- 2.4 Effective and efficient Administrative Management of the office of the Public Prosecutor.
- 2.5 Appropriate staff professional development programs are implemented to enhance the quality of prosecutions Service and Advice.
- 2.6 Efficient, progressive, cost-effective separation of the Independent Office of the Public Prosecutor from the Department of Justice & Attorney General.

Performance Indicators

1. Increased number of prosecutions before the courts
2. Satisfactory feedback from the Judiciary on the conduct of cases
3. Positive feedback from regional staff and stakeholders
4. Successful separation of Office of the Public Prosecutor from Department of Justice & Attorney General

Responsibilities:

The Public Prosecutor controls and prosecutes before the Supreme and National Courts and other Courts, and gives leave to other prosecution, and brings, or declines to bring, proceedings under all relevant laws including the leadership code for misconduct in Office by leaders, and grants immunity, and advises all relevant persons or bodies provided for by the constitution and the Public Prosecutor (Office & Functions) Act.

Corporate Plan

Key Result Area: 3. Legal Aid Services to the Public

Goal 3

To provide timely, available and accessible Legal Assistance to the Public.

Objectives

1. To improve the quality and accessibility of Legal Aid Services and Advice to the Public,
2. To strengthen the Administrative Management of the Independent Office of the Public Solicitor.

Outputs

- 3.1 Speedy, available and accessible Legal Defence and Prosecutions provided in Criminal cases.
- 3.2 Speedy, available and accessible Legal Prosecution or Defence provided in Civil cases.
- 3.3 Information on the role of the Public Solicitor and reports on trends, volumes, timeliness, offences.
- 3.4 Legal Services to the Grade 5 and Juvenile Courts.
- 3.5 Effective and efficient Administrative Management of the Office of the Public Solicitor.
- 3.6 Appropriate staff professional development programs to enhance the quality of Legal Aid Services and Advice.
- 3.7 Efficient, progressive, cost-effective separation of the Independent Office of the Public Solicitor from the Department of Justice & Attorney General.

Performance Indicators

1. Increased number of cases defended in court.
2. Satisfactory feedback from all stakeholders on the conduct of all cases.
3. Increased presence of Public Solicitor in national court sittings.

Responsibilities:

The Office of the Public Solicitor provides Legal Assistance to persons entitled to Legal Aid; charged with offence that carry a minimum penalty of two (2) years, and limited civil assistance in all courts.

Corporate Plan

Key Result Area: 4. Community Justice Initiatives

Goal 4.

To provide all members of the community with access to a Community Justice System, and Processes for settlement of disputes relating to Land.

4.1 Community Based Corrections

Objective:

To provide effective and efficient Community Based Rehabilitation Programs and Services for adult and juvenile offenders.

Outputs

- 4.1.1 Provide a range of appropriate Rehabilitation Programs and Services for adult and juvenile offenders.
- 4.1.2 Undertake Capacity Building and Professional Development Programs for Officers and Volunteers to effectively and efficiently deliver Community Based Corrections Services.
- 4.1.3 Adequate Resources acquired to effectively support the delivery of services to adult and juvenile offenders.
- 4.1.4 Improve the monitoring and reporting of Operational Performance of Community Based Corrections.
- 4.1.5 Develop and upgrade Community Based Corrections Facilities and Infrastructure.
- 4.1.6 Undertake Review of governing Legislation and Policies, and if necessary undertake development of new ones.
- 4.1.7 Effectively coordinate and oversee the management of all Juvenile Institutions in accordance with approved Legislation and Policies.
- 4.1.8 Support the implementation of National Training Program and supervision of Provincial Training Programs for Community Based Corrections Volunteers.
- 4.1.9 Coordinate and implement the Sector-wide Juvenile Justice Reforms.
- 4.1.10 Ensure Agency assets provide desirable level of service in the most effective manner.

Performance Indicators

- 1. Increased number of approved rehabilitation programs in place.
- 2. Increased number of offenders placed on appropriate programs.
- 3. Review of governing legislation completed.
- 4. Increased number of offenders who successfully complete approved programs.
- 5. Less number of offenders returned to courts/institutions for non-compliance of court and parole orders.

Responsibilities

Community Based Corrections is responsible for providing, promoting and administering an effective and efficient Community Corrections and Rehabilitation Programs and Services for juvenile and adult offenders.

4.2 Community Courts

Objectives:

1. To strengthen the capacity of and support the Provincial Governments to establish and maintain Village Courts across the country and compliance with the jurisdiction/legislation,
2. To improve the accessibility of community justice service through village courts and land mediation systems

Outputs

- 4.2.1 Recognise, reinforce and support Mediation and Customary Practices that restore harmony in relationship between people and in Communities.
- 4.2.2 Strengthen the capacity of the Village Courts and Land Mediation Processes to effectively resolve disputes fairly and on time.
- 4.2.3 Increased level of support by Provincial Governments (PGS) & Local Level Governments (LLGs) to Village Courts and Land Mediation.
- 4.2.4 Improved communication with Stakeholders.
- 4.2.5 Promote the rights of Women and Children, and People infected with HIV/AIDS in Village Courts.
- 4.2.6 Undertake review of National and Provincial Village Courts legislation.
- 4.2.7 Strengthen the Management capacity in Community Courts Advisory Unit (CCAU), its systems and processes to effectively support the Village Courts Operations across the country.

Performance Indicators

1. PGs & LLGs allocate separate budget to Village Courts and Land Mediation operations.
2. Less number of Women and Children's rights, and people infected with HIV/AIDS appearing before village courts.
3. Review of National and Provincial Village Courts Legislation completed.

Responsibilities

Community Courts Advisory Unit is responsible for national Village Courts policy, training, monitoring and standards, establishment of Village Courts and support to Provincial Governments and the Courts and appointments and revocation of appointment of Village Court officials (Magistrates and Peace Officers).

4.3 Community Justice Centre Pilot Projects

Objective:

To effectively implement Community Justice Centre Pilot Projects.

Outputs

- 4.3.1 Improve Law & Justice Coordination.
- 4.3.2 Undertake evaluation and assessment of Community Justice Centre Pilot Projects.
- 4.3.3 Plan for expansion of Community Justice Centre Concept.
- 4.3.4 Implement Pilot Community Work Program.

Performance Indicators

1. Increased number of consultative meetings held between law & justice agencies.
2. Report on Pilot Projects completed.
3. Increased number of referral for Community work program at pilot project sites.

Responsibilities

Community Justice Centre is a Pilot Project that is aimed at identifying impediments to effective coordination and cooperation amongst state institutions or agencies at Community, District and Provincial levels towards delivery of law & justice services, Supporting the development of and strengthening locally devised crime prevention strategies, implementation of restorative justice and community work programs, and strengthening the capacity of informal systems and the community to support the delivery of law & justice services.

4.4 Land Titles Registration & Land disputes settlement

Objective:

1. To undertake timely and effective settlement of Land disputes and registration of customary land,
2. To effectively determine just and fair Land compensation claims.

Outputs

- 4.4.1 Strengthen the management capacity and operations of the Land Titles Commission and National Lands Commissions.
- 4.4.2 Undertake reform of the administrative processes and practices.
- 4.4.3 Awareness on role and responsibilities of the Land Titles Commission and National Lands Commission.
- 4.4.4 Reduce the outstanding/Backlog of cases.

Performance Indicators

1. Reduced time taken to settle land disputes and compensation claims.
2. Land Titles and National Lands Commissions Information management database established.
3. Reduction in number of outstanding cases.

Responsibilities

The Lands Title Commission is responsible for conversion of land from customary tenure to freehold and the National Lands Commission is responsible for determination and settlement of questions of ownership and compensation for land.

Corporate Plan

Key Result Area: 5. Public Curator & Official Trustee

Goal 5.

To provide sound management and appropriate disbursement of assets and benefits for beneficiaries, creditors, and certified minors and insane persons.

Objectives

1. To cost-effectively manage the office of the Public Curator & Official Trustee,
2. To improve information dissemination and accessibility to clients and the public,
3. To undertake sound investments and assets management and disbursement of assets for beneficiaries, creditors, and certified minors and insane persons,
4. Improve the management capacity of the Public Curator to perform its responsibilities.

Outputs

- 5.1 Strengthen the management of the office of the Public Curator and Official Trustee.
- 5.2 Improved information management and access provided to clients and the public.
- 5.3 Sound investments and assets management and disbursement of assets and benefits for beneficiaries, creditors, minors and the insane and contributions made to the consolidated revenue account.
- 5.4 Improve and maintain annual reporting to Parliament through the Minister for Justice and monthly report to Public Curator.

Performance indicators

1. Satisfactory feedback from clients and the public at completion of service.
2. Increase contributions to consolidated revenue fund.
3. Less number of people dying inter-estate.

Responsibilities

The Public Curator and official Trustee is responsible for the administration of deceased estates, minors' property and property of persons adjudged insolvent or certified insane.

Corporate Plan

Key Result Area: 6. Constitutional & Law Reform Commission

Goal 6.

To provide independent, efficient and responsive law reform services and advice to the Government on Constitutional and Law reform matters.

Objectives

1. To undertake progressive establishment of the Independent office of the Constitutional & Law Reform Commission,
 2. To strengthen the capacity of the Constitutional & Law Reform Commission to effectively and efficiently perform its responsibilities to the Government.
- Develop and strengthen communication strategies and increase consultations with Stakeholders at all levels of society.
 - To provide information to the public on General Law Reform Initiatives and Amendments.

Outputs

- 6.1 Separation of Law Reform Commission and establishment of Constitutional & Law Reform Commission.
- 6.2 Provide timely and sound advice to the Government and National Parliament on Constitutional and Law Reforms.
- 6.3 Review and reactivate outstanding Terms of References and Reports on references.
- 6.4 Strengthen the management and policy development capacity of the Constitutional & Law Reform Commission.
- 6.5 Implement Awareness and Education Programs on the roles and functions of the Commission and changes to laws and new laws.
- 6.6 Undertake consultation with all relevant branches of the Department, Government agencies and Constitutional Offices, all Stakeholders, NGOs and the Community.
- 6.7 Undertake consultation with all Stakeholders on proposals for changes to laws and new laws.

Performance Indicators

1. Positive feedback on conduct of consultations, public information and standard of research materials.
2. Drafts of Legislation and Reports completed on time.
3. Annual Report prepared for submission to the Minister for Justice.

Responsibilities

The Constitutional & Law Reform Commission responds to Ministerial References to review, and make recommendations responsive to the changing needs of PNG Society, on the Constitution and Laws. The Secretariat supports the Commission.

Corporate Plan

Key Result Area: 7. Corporate Leadership and Management

Goal 7.

To provide effective and efficient Corporate and Support Services to the Department's Core Functions.

Objective

To strengthen the corporate responsibilities of the Department to perform its core functions.

Outputs

- 7.1 Promote Transparent and Sound Leadership and Management
- 7.2 Enforcement and Compliance of Laws and Regulations.
- 7.3 Strengthen the Planning and Budget processes.
- 7.4 Undertake Strategic Human Resources development and management.
- 7.5 Sustain and maintain integrated Information Technology and management systems across the Department.
- 7.6 Timely and appropriate advice on functional reviews and structural change.

Performance Indicators

- 1. High level of satisfaction from Justice Minister, Secretary & Attorney General, Constitutional Office Holders and Branch Heads indicate; high level staff performance at high professional and ethical level.
- 2. Reduction in number of audit complaints from internal and external audit
- 3. Budget implementation adequately supports Department priorities and initiatives

Responsibilities

*The Policy, Planning & Monitoring, Finance & Administration, Human Resources Management, and Information Management/Technology Branches make up the Corporate Services; and is responsible to assist the Department Head to provide sound leadership and management to staff, a safe and equitable environment and for obtaining appropriate resources, and facilities, to enable staff to perform their functions.
All staff are responsible for maintaining the highest professional standards, upholding the core values and principles of the Department and diligently serve the people of PNG.*