



Attorney General's Chambers Strategic Plan 2012 - 2017

"Highest Quality Legal Service Provider"

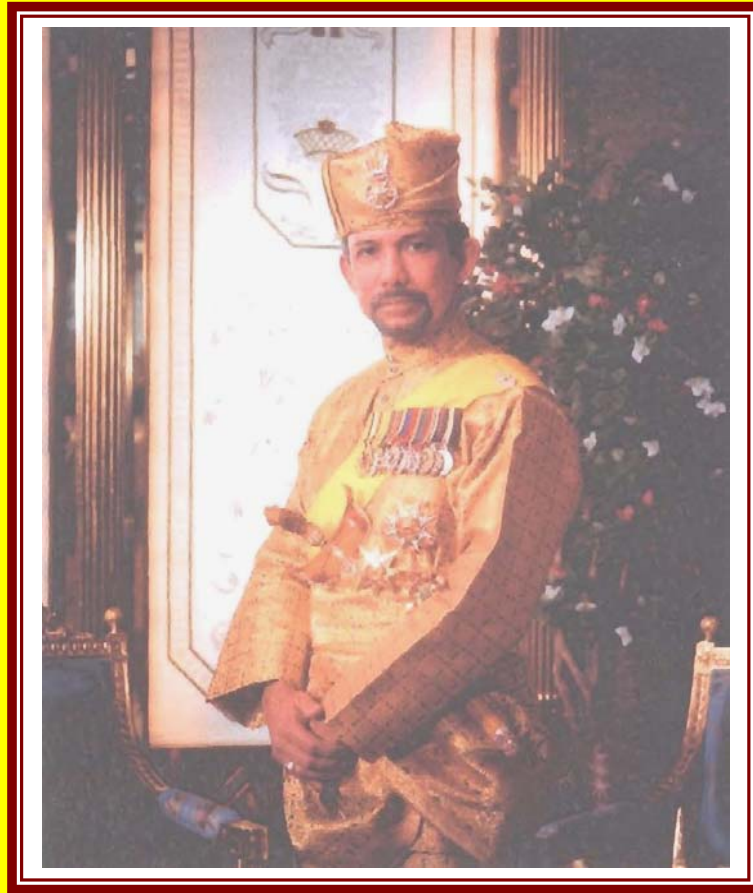




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*Kebawah Duli Yang Maha Mulia Paduka Seri Baginda Sultan Haji Hassanal Bolkiah Mu'izzaddin
Waddaulah ibni Al-Marhum Sultan Haji Omar 'Ali Saifuddien Sa'adul Khairi Waddien,
Sultan dan Yang Di-Pertuan Negara Brunei Darussalam*

PETIKAN TITAH

“Di antara usaha yang telah pun diperkenankan baru-baru ini, ialah program pensejajaran, yakni ‘alignment’, di mana setiap kementerian dan jabatan Kerajaan perlu menyediakan perancangan strategi organisasi masing-masing supaya usaha-usaha yang dilaksanakan oleh organisasi-organisasi berkenaan akan dapat diselaraskan dengan hasrat, wawasan dan aspirasi Negara yang telah digariskan, ”

“Beta berharap semua agensi Kerajaan mengambil perhatian berat terhadap program ini ”

Extract of the Titah of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam during the Investiture Ceremony in conjunction with His Majesty’s 57th birthday on Tuesday, 15 Jamadilawal 1424 Hijriah corresponding to the 15th of July 2003 at the Istana Nurul Iman.

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FOREWORD



It is my privilege and honour to write this foreword for the Attorney General's Chambers Strategic Plan 2012 – 2017. The process for the preparation and publication of the Strategic Plan began in June 2010 with the establishment of the Strategic Planning Task Force which, over the course of the months, saw 2 changes in its chairmanship with the retirement of the first chairperson, Yang Mulia Pengiran Hajah Zabaidah binti Pengiran Haji Kamaludin, Assistant Solicitor General, in June 2011 and the transfer of the second chairperson, Yang Mulia Dayang Naimah binti Mohd. Ali, Assistant Solicitor General, in July 2011, who is now the Deputy Permanent Secretary at the Prime Minister's Office. As is evident from the message of the Honourable Attorney General, the Task Force has seen its fair share of changes which it had to manage and deal with so that it could complete the task it was entrusted with.

I believe that the Task Force was able to weather these changes due to the plans which were already in place to identify the necessary changes required to be made to the Attorney General's Chambers as an organisation. A roadmap of the areas and initiatives which has to be undertaken was set out. Therefore, despite the changes which took place, the Task Force was focused to complete the job.

The Strategic Plan also sets out the revised Vision and Mission of the Attorney General's Chambers. A lot of re-thinking was put into the process of drafting the Vision and Mission. The Task Force had to grapple with existing perceptions and anticipate changes and developments in the nature of legal services which will be expected from the Attorney General's Chambers within the next 5 years. We were mindful of the interests of the stakeholders and clients whom we serve and realised some of the perceptions of the role of the Attorney General's Chambers required necessary adjustments to stay on track. These are now clearly described in the Mission of the Attorney General's Chambers.

A plan is only as good as its implementation. We have put in place performance indicators for the various initiatives which will be implemented as part of the Strategic Plan. These initiatives were discussed widely with all staff and officers of the Attorney General's Chambers and the feedback we received during these discussions were encouraging and positive. From these discussions, I believe that there was an awareness that changes have to be made to improve the services we provide to our stakeholders and our clients. It was also refreshing and encouraging to find the sense of enthusiasm and commitment from my colleagues in the Attorney General's Chambers to see through the implementation of the Strategic Plan.

Lastly, I wish to record my sincere thanks and appreciation to the past chairpersons of the Strategic Planning Task Force. I am privileged to continue what they started. I would also like to acknowledge the support and hard work of everyone in the Strategic Planning Task Force and the Publication Committee for their tireless efforts and creativity in putting together the publication you have before you today.

DAYANG ALICE KHAN BINTI AHMAD KHAN
LEGAL DRAFTSMAN
(CHAIRPERSON OF THE STRATEGIC PLANNING TASK FORCE)

MESSAGE

السلام عليكم ورحمة الله وبركاته

بسم الله الرحمن الرحيم



Change is inevitable. It will happen whether we want it or not and it is always better to be prepared for change rather than to have change imposed upon you. The unprepared always take to change badly and history is littered with those who failed to anticipate and prepare for change.

Every organisation needs to manage the changes that it has to undergo. Changes may be brought about due to changes within the economic, socio-political and also in the legal environment. Strategic planning is one of the modern day tools, which enables an organisation to identify its role and aid in the management and implementation of any changes and adjustments necessary within the organisation.

It is for this reason I am proud to present to you the Attorney General's Chambers Strategic Plan for 2012 - 2017. This Plan maps out the areas in which we recognise changes are needed in order to achieve our vision and our mission. Some of the changes you see here were indeed thrust upon us while the other types of changes we will make are those we feel necessary and important, if we are to provide the legal services in our current operating environment and in the foreseeable environment in the next 5 years.

The overwhelming number of request for legal advice, prosecution of criminal cases and drafting of legislation which are often urgent in nature, together with the exponential increase in government claims, have had to be managed without a corresponding increase in manpower. Lawyers, especially those with the expertise to address the new generation of legal

challenges the government faces today, are hard to come by. The perception remains that public sector legal practice may not be as rewarding as private practice. For this reason also, I proudly acknowledge and value the contribution of officers who remain committed and proud to be part of the Attorney General's Chambers.

This brings me back to the necessity of change evident in the Strategic Plan and to be implemented within the Attorney General's Chambers. These changes have to be made for us to remain relevant and to retain and attract the best talent available to serve in the public sector legal practice. Some of these changes have in fact already been put in place. The organisational restructure is one of the major examples of the changes already implemented. The restructure has created a new Research and Law Review Division. The other divisions and the reporting structure have been rationalised. The pain and challenges experienced by both officers and staff involved during the restructure serves only to prove that the change process is never an easy or a smooth one. *Alhamdulillah*, everyone involved has been cooperative and the new structure has been generally well received. Any new plan has its dissenters but I sincerely hope that time will only prove to them that this is for the betterment of everybody in the Attorney General's Chambers and our beloved country.

I would like to express my utmost appreciation to the Strategic Planning Task Force and the Publication Committee who have worked tirelessly to produce and publish the Strategic Plan. True to the theme of change, the Task Force itself saw changes of leadership at least twice – the first, resulting from a retirement and the other, by a promotion. But the Task Force's perseverance paid off and the result is the Strategic Plan you see before you today.

My Chambers will review these plans regularly to ensure they remain relevant to the organisation and all those who work here. I urge everyone in the Attorney General's Chambers to work with me and your colleagues to provide the legal services of the highest quality that His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam and the Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam deserves and can be proud of.

Life is a journey and I thank you all for sharing this journey towards excellence.

Wabillahit Taufik Walhidayah, Wassalamualaikum Warahmatullahi Wabarakatuh.

**DATIN SERI PADUKA HAJAH HAYATI BINTI PEHIN ORANG KAYA SHAHBANDAR
DATO SERI PADUKA HAJI MOHD. SALLEH
ATTORNEY GENERAL**

EXECUTIVE SUMMARY

This Strategic Planning exercise began with a Strategic Planning workshop held from 2nd to 4th June 2010, with assistance from a consulting firm. Work on the Strategic Plan continued in September and was completed in November 2010. The proposed planning period of this Strategic Plan is for 5 years, 2012-2017.

Its principal objectives are as follows -

- A. To clarify and to establish the mission, vision and core values of the Attorney General's Chambers as the agency with Constitutional mandate as adviser on all legal matters connected with the affairs of Brunei Darussalam referred by His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam or by the Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam;
- B. To formulate a corporate-wide strategy for the Attorney General's Chambers to serve the following objectives -
 - i. To clarify the nature and manner of alignment of functions of the Attorney General's Chambers with other Government agencies;
 - ii. To provide a guideline for all divisions and units within the Attorney General's Chambers to align their respective strategies with the Attorney General's Chambers corporate strategies in an integrated, systematic and effective way; and
 - iii. To provide a contextual framework for all functional strategic plans (e.g. human resource plan, budgetary plans, ICT plans etc.) within the Attorney General's Chambers to align with the Attorney General's Chambers corporate strategic plan in a systematic way; and



C. To provide a forum for all divisions and units in the Attorney General's Chambers to learn more about contemporary strategic planning approaches, so that senior officers will adopt strategic thinking, strategic management and change management as a normal way of managing the Attorney General's Chambers as an organisation in a rapidly changing environment.

The strategic issues and goals were derived from 2 major sources. Firstly, from the Brunei Darussalam Long-Term Development Plan ("*Wawasan 2035*"), and secondly from an analysis of strategic issues raised by the Strategic Planning Task Force which are also based on constructive feedback from the senior officers, heads of divisions and units in the Attorney General's Chambers. 15 major strategic goals were identified from this exercise, which are listed as follows –



1. Legal services of the highest quality
2. Faster turnaround times
3. Confidence in quality of advice
4. Confidence in the prosecution process
5. Effective knowledge management and decision making
6. Efficient case management

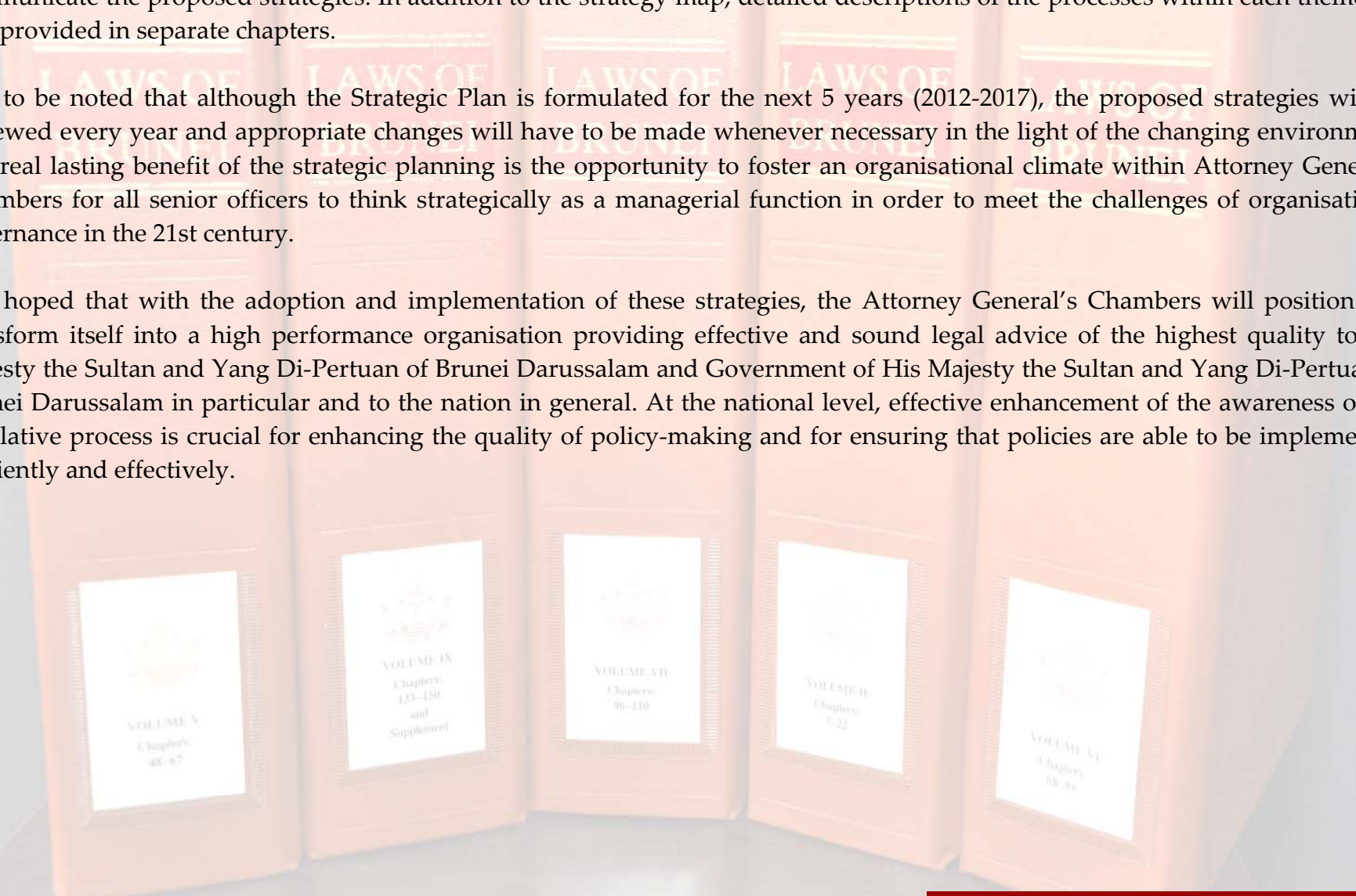
7. Effective budgetary planning
8. Devolution of Registry services
9. Improved organisational profile
10. Career development
11. Continued legal education
12. Specialisation
13. Excellent legal advisers and staff
14. Effective budgetary planning and allocation
15. Financial accountability



Each of the above strategic themes is described using the Balanced Scorecard (BSC) approach. The emphasis of the approach taken by the Attorney General's Chambers is to translate its mission and strategies into objectives and measures. A strategy map consisting of logically connected processes for each theme has been constructed to provide an effective and comprehensible way to communicate the proposed strategies. In addition to the strategy map, detailed descriptions of the processes within each theme are also provided in separate chapters.

It is to be noted that although the Strategic Plan is formulated for the next 5 years (2012-2017), the proposed strategies will be reviewed every year and appropriate changes will have to be made whenever necessary in the light of the changing environment. The real lasting benefit of the strategic planning is the opportunity to foster an organisational climate within Attorney General's Chambers for all senior officers to think strategically as a managerial function in order to meet the challenges of organisational governance in the 21st century.

It is hoped that with the adoption and implementation of these strategies, the Attorney General's Chambers will position and transform itself into a high performance organisation providing effective and sound legal advice of the highest quality to His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam and Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam in particular and to the nation in general. At the national level, effective enhancement of the awareness of the legislative process is crucial for enhancing the quality of policy-making and for ensuring that policies are able to be implemented efficiently and effectively.







INTRODUCTION

The 1959 Constitution of Brunei Darussalam created the post of Attorney General thereby establishing the Attorney General's Chambers out of which the Attorney General carried out his duties as adviser on all legal matters connected with the affairs of Brunei Darussalam referred to him by His Majesty the Sultan and Yang Di-Pertuan or by the Government.

When the Attorney General's Chambers was first established, it was located at the lower floor of the former State Secretariat Building which also housed other Government departments. The staff then consisted of the Attorney General, a secretary/stenographer, 2 clerks and an office peon.

The official opening of the Law Building on 3 January 1987 saw the Attorney General's Chambers move into its then, new premises and on 5 May 2006, a further expansion of office space saw the Attorney General's Chambers occupying the first and second floors of the Law and Courts Building. As of August 2011, the Attorney General's Chambers consists of 130 officers and 78 staff.

The Strategic Plan of the Attorney General's Chambers is an attempt to bridge the developments and its achievements of the past 52 years, since its establishment with its role as a Government organisation in the 21st century.

Its new vision and mission statement serves to provide inspiration and motivation to the organisation and those who are a part of it. The use of the BSC method in formulating its Strategic Plan provides the framework to communicate the mission and strategy of the Attorney General's Chambers in a manner, which will align all divisions and units towards achieving its vision and mission. Its objectives provide a guide as to the areas of improvement which the Attorney General's Chambers must focus on to remain relevant and to improve its service delivery to its stakeholders. Key performance indicators are also used to inform the officers and staff about the challenges and issues which will drive current and future success.

The focus of the Strategic Plan is the improved levels of delivery and provision of legal services to its stakeholders with a critical element in achieving this being the retention and intake of highly competent lawyers and support staff. The adoption of a more robust recruitment policy and innovative skill development strategies are some of the steps towards achieving this aim.

The Attorney General's Chambers also recognises that in order to successfully implement its Strategic Plan, it has to increase the awareness of its stakeholders of the importance of understanding the legal environment in which they operate. To this end, the outreach programmes which have been conducted by the Attorney General's Chambers for Government agencies, schools and members of the public seek to increase the levels of awareness of laws which apply to them and how such laws affect them. With increased levels of awareness, the Attorney General's Chambers will be better able to manage expectations and to provide the legal services required in an effective and timely manner.



The Strategic Planning Task Force members are -

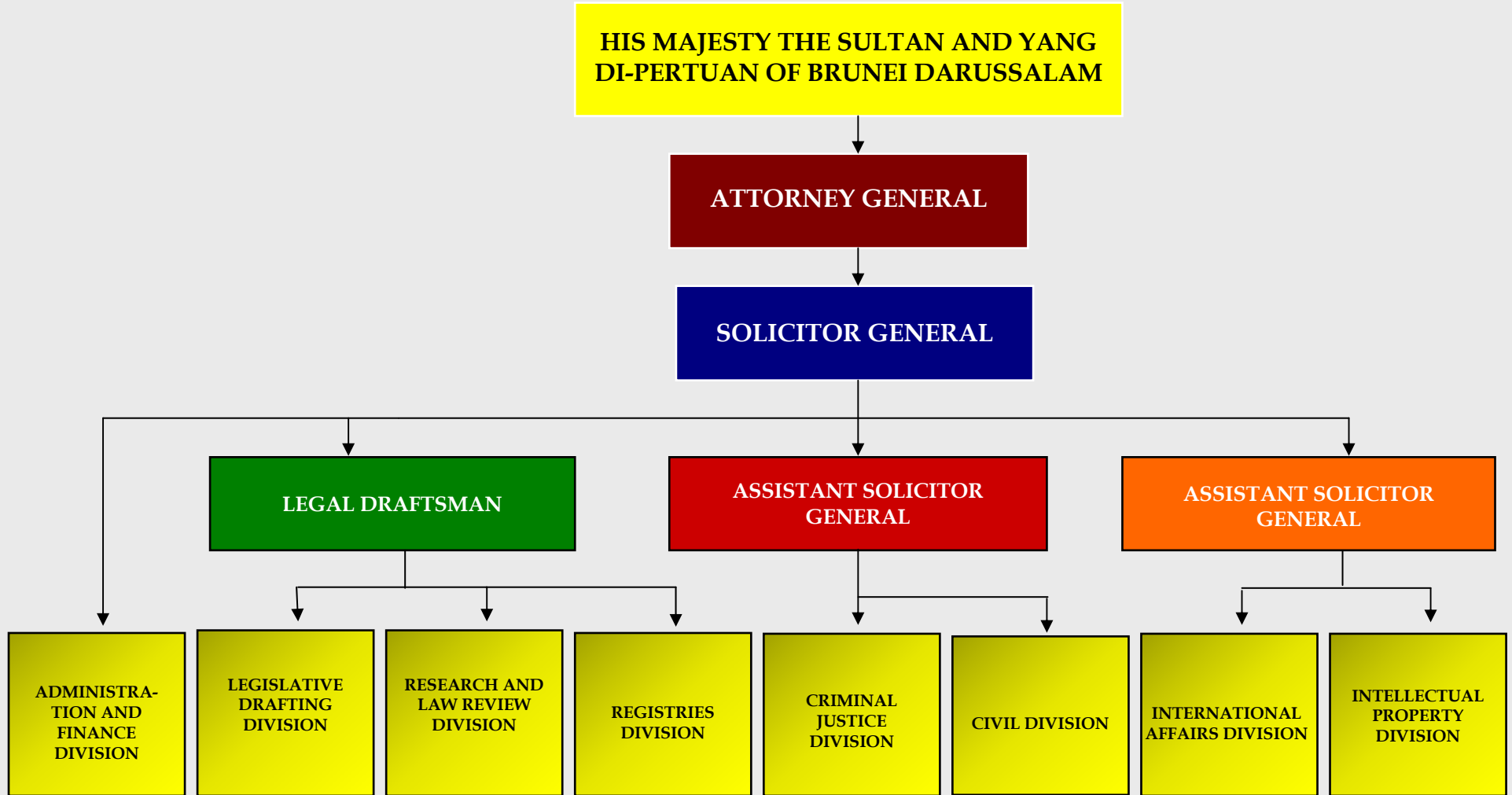
- Yang Berhormat Datin Seri Paduka Hajah Hayati binti Pehin Orang Kaya Shahbandar Dato Seri Paduka Haji Mohd. Salleh, Attorney General as Adviser;
- Yang Mulia Pengiran Hajah Zabaidah binti Pengiran Haji Kamaludin, Former Assistant Solicitor General¹;
- Yang Mulia Dayang Naimah binti Mohd Ali, Former Assistant Solicitor General²;
- Yang Mulia Dayang Alice Khan binti Ahmad Khan, Legal Draftsman;
- Yang Mulia Awang Haji Mohd Yusree bin Haji Junaidi, Assistant Solicitor General;
- Yang Mulia Dayang Hajah Nor Hashimah binti Haji Mohd Taib, Assistant Solicitor General;
- Yang Mulia Awang Ahmad Jefri Abd. Rahman, Senior Counsel, Civil Division;
- Yang Mulia Dayang Riana Dewi binti Haji Aji, Counsel, International Affairs Division; and
- Yang Mulia Pengiran Kamis bin Pengiran Metamin, Senior Administrative Officer, as resource person.

¹ Yang Mulia Pengiran Hajah Zabaidah binti Pengiran Haji Kamaludin retired from Government service in June, 2011.

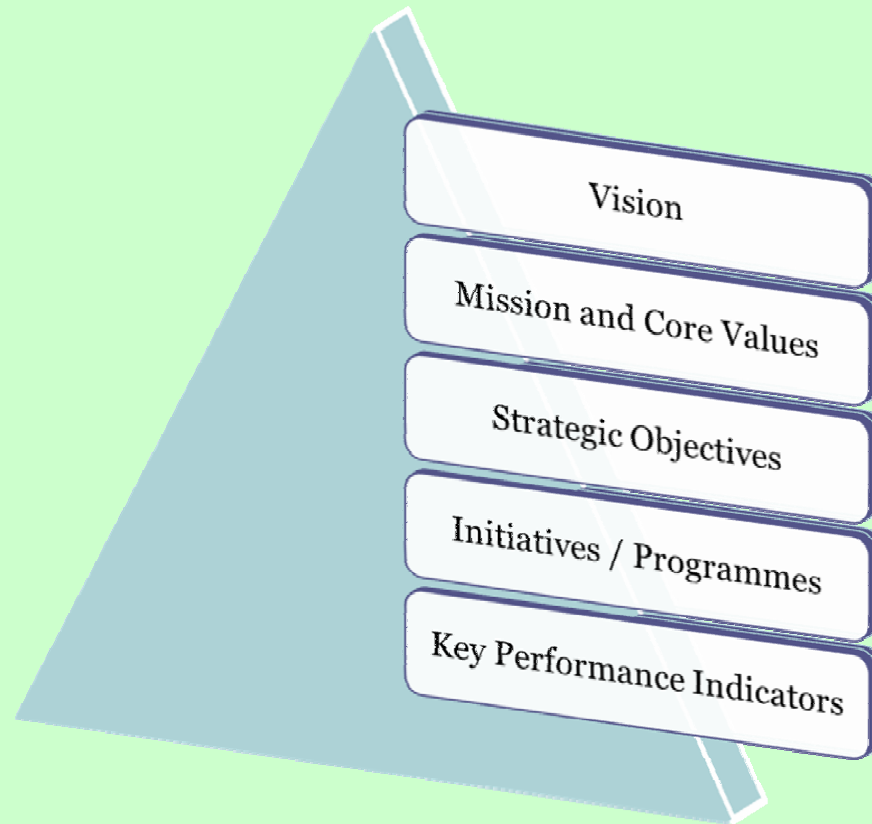
² Yang Mulia Dayang Naimah binti Mohd Ali was transferred to the Prime Minister's Office as Deputy Permanent Secretary in July, 2011.

ORGANISATIONAL CHART

ATTORNEY GENERAL'S CHAMBERS ORGANISATIONAL STRUCTURE



STRATEGIC ISSUES, GOALS AND THEMES



The component layers of the strategic planning process are represented in the above diagram.

VISION, MISSION AND CORE VALUES OF ATTORNEY GENERAL'S CHAMBERS

VISION

To be the highest quality legal service provider for His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam and the Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam

MISSION

Providing legal services to His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam and the Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam

Direction and control of criminal prosecutions

Providing registry services required by law

CORE VALUES

These are the values that are considered essential for all officers and staff of the Attorney General's Chambers to possess. These values also inform and enable the Attorney General's Chambers to achieve its vision.

Our officers and staff shall possess the following Core Values -

Honest and Trustworthy
Integrity
Innovative
Just and Fair
Professional
Progressive

Alignment of the Strategic Plan with the Brunei Darussalam Long-Term Development Plan (*Wawasan 2035*)

The 3 stated goals of *Wawasan 2035* are -

- Educated and highly skilled people;
- Quality of life to be among the top 10 nations in the world; and
- A dynamic and sustainable economy with income *per capita* within the top 10 countries in the world.

The Attorney General's Chambers Strategic Plan has been developed with these long term goals in mind.

Strategic Formulation

An analysis of the current organisational status was undertaken in order to determine the future state, which the Attorney General's Chambers was to take. Representatives from all divisions and units within the Attorney General's Chambers were involved as task force members and internalisation of the strategic objectives were also carried out.

Analysis of Current State

The immediate concerns of improving the profile of the organisation and the reduction of delay in the delivery of legal services were identified early in the discussions. Added to these are the increased expectations of our stakeholders of the degree of sophistication in the areas of legal practice. The increase in participation of Government agencies in the international arena has also led to a demand of legal advice taking account of international obligations and laws.

Strategic Objectives

The general framework for the Attorney General's Chambers Strategic Plan comprises strategic objectives with defined targets and strategies for each strategic objective.

These shall be presented into 4 perspectives of the Attorney General's Chambers' operating environment:

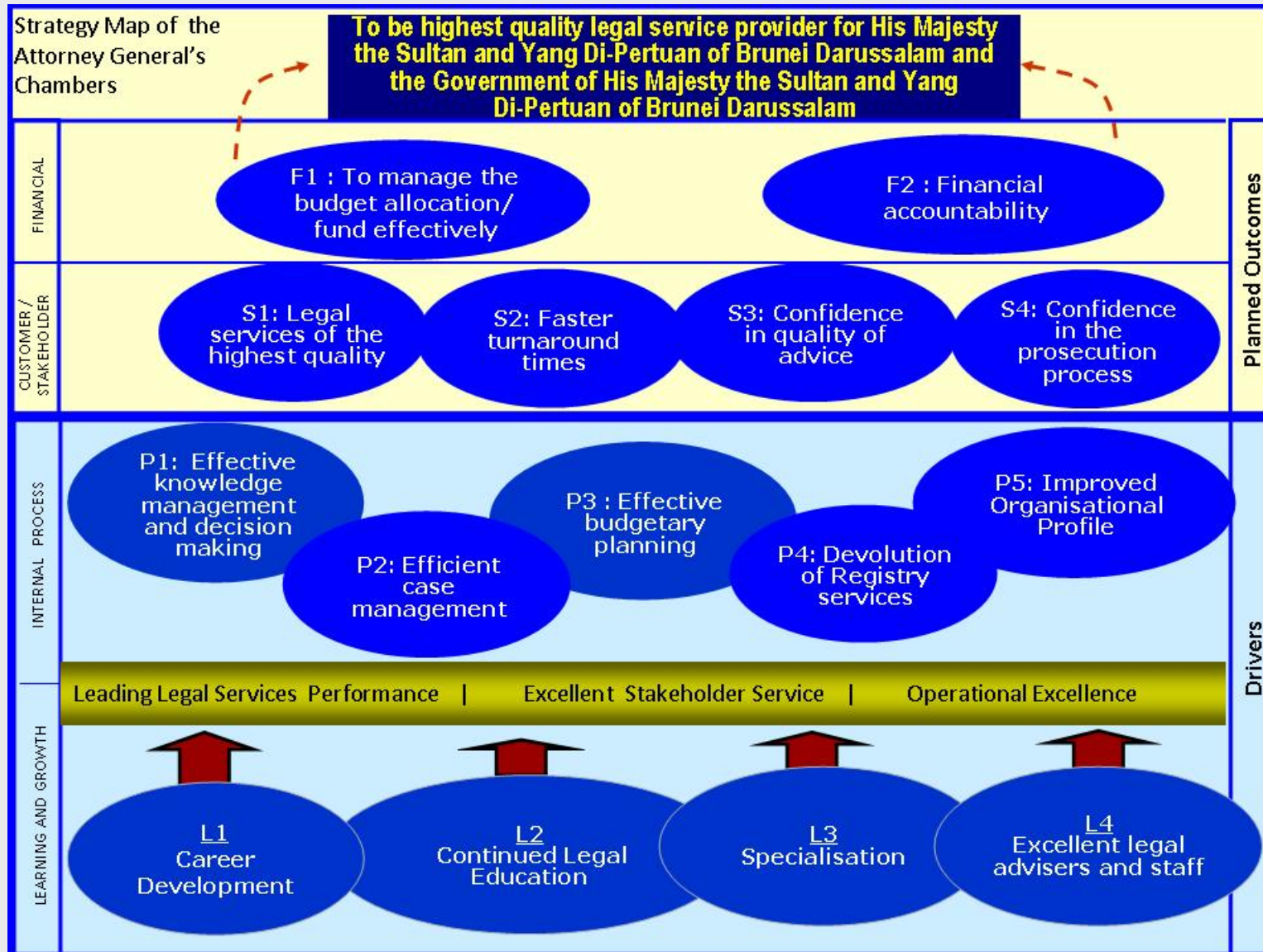
Stakeholders: Defines how the Attorney General's Chambers is viewed by its stakeholders and what stakeholders' needs must be met for Attorney General's Chambers to achieve its vision.

Internal Process: Defines the key processes activities and functions, which the Attorney General's Chambers must focus its efforts on in order to excel and to fulfill the expectations of its stakeholders.

Learning and Growth: Defines the infrastructure (people, systems and organisational procedures) Attorney General's Chambers must build to create long-term growth and improvement.

Financial: Defines the financial objectives of the Attorney General's Chambers and allows the organisation to ensure cost effectiveness and achieve proper use of available funds.

ATTORNEY GENERAL'S CHAMBERS TOP-LEVEL STRATEGY MAP



WAY FORWARD

Embracing change is often difficult. Moving organisations out of their comfort zones is not a task for the faint-hearted. Organisations that do not adapt to their changing operating environments do so at their own peril. Organisations must continually assimilate these changes and adapt their processes, enhance their capabilities and be ready to tackle these changes within their stride. The Attorney General's Chambers is no exception to this.

In carrying out its Strategic Plan, the Attorney General's Chambers is ready to make the changes in order to improve itself. It has seen exponential increase in demand for legal services from His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam and the Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam, as clients to the Attorney General's Chambers. The increased sophistication of the clients' needs and of the clients themselves warrant the need to streamline the Attorney General's Chamber's approach to dealing with its clients. One of these approaches is to take a proactive step of enabling the client to be better prepared with the relevant information, which its officers need to render effective legal service.

Enhanced public outreach programmes and discussion sessions with relevant ministries, departments and agencies and other relevant parties would assist the Attorney General's Chambers in delivering effective legal services. Continued improvement of knowledge and capabilities and specialisation of skills of the officers and staff of the Attorney General's Chambers is also one of the critical success factors.

This Strategic Plan has been discussed in depth with all officers and staff within the Attorney General's Chambers. The Plan prepared using the Balanced Scorecard method is viewed more as a tool to communicate and inform the strategies of the organisation to help align initiatives of divisions, units and individuals within the Attorney General's Chambers to achieve the common goal embedded in its vision to be the highest quality legal service provider for His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam and the Government of His Majesty the Sultan and Yang Di-Pertuan of Brunei Darussalam.

APPENDICES

Objectives and Initiatives: Stakeholder Perspective

Objectives	Performance Measures	Targets	Initiatives
<p>S1: Legal Services of the Highest Quality</p> <p>S2: Faster turnaround time</p> <p>S3: Confidence in quality of advice</p> <p>S4: Confidence in prosecution process</p>	<ul style="list-style-type: none"> • Turnaround times • Surveys • Feedback forms 	<ul style="list-style-type: none"> • Preliminary advice and responses within 2 weeks of receipt by AGC for request for opinion/ instructions/ advice. • Improved feedback responses year-on-year. • 100% of responses for name approvals within 4 days of application. • 100% of issue of certificates of registration and incorporation within 4 days of approval and filing of necessary documentation and receipt of payment. • 100% of queries and complaints responded to within 2 weeks. • Revision of a minimum of 5 chapters of the Laws of Brunei annually. • Publication of updated Laws of Brunei online. • Translation of a minimum of 5 English text of Laws into Malay annually. 	<ul style="list-style-type: none"> • Monthly Muzakarah sessions. • Quarterly assessment and publication of targets achieved. • Appointment of Media Relations Officer. • Implementation of BRULAW (Laws of Brunei Online) system. • Implementation of Attorney General’s Chambers Information System (AGCIS).

Objectives and Initiatives: Internal Processes Perspective

Objectives	Performance Measures	Targets	Initiatives
<p>P1: Effective Knowledge Management and Decision Making</p> <p>P2: Efficient Case Management</p> <p>P3: Effective budgetary planning</p> <p>P4: Devolution of Registry Services</p> <p>P5: Improved organisational profile</p>	<ul style="list-style-type: none"> • Performance appraisals • Turnaround times (internal processes) 	<ul style="list-style-type: none"> • Improved percentage of performance appraisals year-on-year. • Completion of advisory and response process within 10 working days of receipt by AGC for request for opinion/ instructions/ advice. • Reorganisation of AGC Divisions and Units. • Mapping and publication of internal work processes. • Full devolution of the Registry from the Attorney General’s Chambers. 	<p>Initiatives</p> <ul style="list-style-type: none"> • Publication of standard forms and precedents manual consisting of <i>inter alia</i>, sample charges, contracts, standard statutory provisions, Instruments of Ratification and MOUs. • Procurement of online research tools and licences for all officers. • Prompt assignment and distribution of work. • Efficient tracking of work with reminders prior to deadlines. • Drafting and publication of Officers’ Instruction Manual (O.I.M). • Recruitment of additional officers. • Completion of data conversion of the E-Registry System. • Completion of enhancement of the E-Registry System. • Procurement and Implementation of Attorney General Case Information (AGCIS) System. • Procurement, Implementation and Review of the Brunei Laws On-Line (BRULAW) System. • Setting up of a Legal Translation Section and Expansion of the Legal Translation Unit. • Creation of a Law Revision and Law Reform Division.

Objectives and Initiatives: Learning and Growth Perspective

Objectives	Performance Measures	Targets	Initiatives
<p>L1: Career Development</p> <p>L2: Continued Legal Education</p> <p>L3: Specialisation</p> <p>L4: Excellent legal advisers and staff</p>	<ul style="list-style-type: none"> • Number of specialists in key areas to achieve identified targets from <i>Wawasan 2035</i> • Number of officers sent for professional and other specialised higher education • Number of officers on attachments at international organisations, law chambers, law firms and other relevant legal organisations 	<ul style="list-style-type: none"> • At least one specialist in identified subjects and areas of practice. • At least one officer from each division undergoing in-service training and attachment per year. • Full utilisation of vacancies. • Regular assessments for promotions. • Optimum officers to staff ratio. 	<ul style="list-style-type: none"> • Set up legal service clusters - a) Litigation; b) Advisory; c) Judicial; and d) Ministries/ Departments/ Statutory Boards. • Enhanced role of Human Resource Development Committee. • Set up career development and mapping programme. • Matching of in-service training requests according with specialisation needs of the Government / Ministries / Departments / Agencies in line with <i>Wawasan 2035</i>. • Performance and promotion evaluation exercise at least every 2 years. • Creation of a new scheme of service for officers. • Matching of staff numbers to organisation needs.

Objectives and Initiatives: Financial Perspective

Objectives	Performance Measures	Targets	Initiatives
<p>F1: Effective budgetary planning and allocation</p> <p>F2: Financial Accountability</p>	<ul style="list-style-type: none"> • Availability and proper allocation of funds. 	<ul style="list-style-type: none"> • Full compliance with Financial Regulations. • Sufficient funds for usage. • Effective allocation of funds. • Full utilisation of annual budget. • Efficient anticipatory budgetary planning. 	<ul style="list-style-type: none"> • Establishment of a budget planning committee comprising representatives from all divisions, to review the financial structure on a quarterly basis and to identify the individual needs of each division. • Internal audit committee to continue monitoring compliance with Financial Regulations. • Transparency/ awareness programmes on existing structure of financial processes and preparation of working papers. • Publication of accounts by Administration and Finance: Special Expenditure / Emoluments / Recurrent Expenditure.



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Prime Minister's Office
Government Printing Department
Photography Division and Library of History Centre

Last but not least, we also wish to thank all those who have contributed directly or indirectly in the publication of the Attorney General's Chambers Strategic Plan 2012-2017.