



Strategic Plan

2014-2018

Attorney General's Office
Republic Of Maldives

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Foreword

The new Constitution of the Republic of Maldives that came into force in 2008 introduced numerous new concepts such as separation of powers, independent institutions and a very comprehensive bill of rights. However, this new Constitution was only groundwork and it needed a lot more mechanisms for full enforcement. One aspect of building up on what has been laid down in the Constitution is to bring in the necessary procedural laws and facilitate institutional developments. Unfortunately, for various reasons, establishing these mechanisms had not been on the forefront of the nation since the Constitution came into force. As a consequence, we have encountered chaos and even downfalls in certain areas.

For these reasons, there is an urgent need to ensure that these systems, laws and institutional developments are implemented as soon as possible. The focus area of the Government, therefore, is to ensure that this happens in a timely manner with proper consultations and technical support.

The Attorney General's Office has taken the initiative to ensure that such mechanisms are put in place within the five year term of the Government. This strategic plan was developed to guide this initiative and summarizes our priorities and key actions. The formulation of this plan would not have been possible without the extensive inputs and consultation we received from our stakeholders. We will continue to collaborate closely with our stakeholders to deliver this plan and together work towards establishing the necessary mechanisms to support the full enforcement of the constitution, including institutionalizing democratic norms and practices within our governance system and promoting the protection and assurance of the fundamental rights and freedoms of all citizens and the people living in the Maldives.

I would like to thank all those who took part in our consultations and offered us their insights and experience. We extend a special thanks to the timely assistance provided by the UNDP Maldives, and especially to Ms. Ana Patricia Graca, who guided the consultations and assisted in drawing up this comprehensive plan.

Mohamed Anil

Attorney General

PART ONE

INTRODUCTION

The Attorney General is entrusted with a broad mandate under the Constitution of the Republic of Maldives, which include, *inter alia*, promoting, protecting, upholding and defending the rule of law, public safety, freedom and the public interest.

The Attorney General's Office, which provides the necessary support to execute the comprehensive mandate of the Attorney General, has a critical role to play in strengthening democracy and the rule of law in the Maldives and to support the political, social and economic development of the country. Although the Maldives embraced full democracy upon the ratification of the Constitution in 2008, a number of challenges remain in terms of institutionalizing democratic norms within the Maldivian governance system and in upholding the universal standards of rights enshrined in the Constitution. The goldthread that guides the Attorney General's Office is to contribute to and ensure that the Maldives is committed to upholding the rule of law and respecting the rights and freedoms enshrined in Chapter II of the Constitution.

Many legislative and practical challenges remain to be achieved. Developing a legislative agenda that identifies the legislative priorities of the government for the next five years is a priority for the Constitutional and reform agenda in the Maldives and an enormous challenge. Strengthening the legal and justice system and enacting primary and secondary legislation to introduce the changes envisaged in the Constitution, as well as creating an enabling environment for local governance are among other challenges. Although the country has acceded to almost all the main international treaties and conventions, bringing the State to its full compliance of human rights obligations remain an area of little progress.

The last few years have witnessed an increased demand for the services of the Attorney General's Office due to political, socio-economic, legal and constitutional developments and an enlightened general public that is becoming increasingly aware of its legal rights. The Attorney General's Office has also to deal with diverse and complex issues in the face of globalization, liberalization and other challenges arising from managing an emerging modern economy.

The new administration of President Abdulla Yameen Abdul Gayoom, who assumed office on 17 November 2013, has stated that the governing priority within the first year of the government will be to promote economic growth and fiscal stability and the development of youth. Additionally, the governance reform agenda, including strengthening of the legal and justice sector is a priority for the Government.



Introduction to the Strategic Plan

The strategic plan of the Attorney General's Office is an initiative undertaken by the Government and supported by the UNDP, Maldives, under its Integrated Governance Programme for 2014.

It is the first generation of such an exercise in terms of scope and length. At the preparatory phase, an analysis of the current situation of the Attorney General's Office together with a brief analysis of the civil and criminal justice system of the Maldives was undertaken. The formulation of the plan took place with extensive input from the staff of the Attorney General's Office, relevant state institutions, the judiciary and the People's Majlis. Furthermore, internal consultations within the Attorney General's Office were instrumental in guiding the preparation of the vision, mission and the strategic goals for the next five years, together with a two-year priority action plan.

This strategic plan can be considered as the first stage of the full strategic planning exercise, and a second stage would follow the completion of annual operational plans and detailed budget.

This plan is organized in five chapters.

Part one outlines the background in terms of country and governance context and introduces the methodology and the two-stage approach to the completion of the strategic planning exercise.

Part two defines the vision and mission of the Attorney General's Office, together with strategic goals for the next five years.

Part three elaborates upon the strategic goals, objectives and priority areas identified for the upcoming two years.

Part four outlines the implementation strategy and recommendations for the second stage of the development of this plan.



PART TWO

VISION, MISSION AND CORE VALUES OF THE ATTORNEY GENERAL'S OFFICE

The central focus of the strategic plan of the Attorney General's Office is to support in discharging the obligations entrusted to the Attorney General to promote, protect, uphold and defend rule of law, public safety, freedom and the public interest. In order to do so, the Attorney General's Office needs to be strengthened to enable the organization to execute its mandate and contribute towards promoting democracy, good governance and state compliance with international human rights standards.

This part will focus on the vision, mission, core values and strategic goals of the Attorney General's Office to be achieved within the next five years. The vision, mission and core values for the Office were derived based on extensive consultations held across different layers of the organization.

Vision

To represent the State professionally and be a leader in advancing the rule of law and in implementing the rights and freedoms enshrined in the Constitution

Mission

To provide legal services of the highest quality, efficiently, fairly and equitably in full respect of legality so as to promote the rule of law, good governance and human rights and enhance democracy



Core Values



Strategic Goals

The fundamental basis of the four key strategic goals is derived from the following:

1. Discharge the duties mandated to the Attorney General by the Constitution, in line with best international practices to advance legal reform and provide legal services to promote democracy and good governance
2. Support the state in coordinating all requirements to ensure adequate compliance with international human rights obligations
3. Increase the capacity of the Attorney General's Office, in line with international best practice of public service delivery
4. Implement strategy to modernize the Office, through utilization of Information, Education, Communication and Technology (IECT) tools



The four strategic goals for the Attorney General's Office to be achieved within the next five years are:

- **STRATEGIC AREA 1:** A uniform legal system developed to enable more efficient justice delivery in full respect of the Constitution
- **STRATEGIC AREA 2:** Improved State compliance with human rights obligations and increased access to justice
- **STRATEGIC AREA 3:** Strengthened internal governance and human resources development as per international best practice
- **STRATEGIC AREA 4:** Improved corporate image through application of information, communication and technology

Figure 1: Strategic Goals



PART THREE

STRATEGIC AREAS, OBJECTIVES AND PRIORITY ACTIONS

STRATEGIC AREA 1: A uniform legal system developed to enable more efficient justice delivery in full respect of the Constitution

Objective 1: Improve policy formulation for legal reform

Priority Actions:

- Support the establishment of a Legal Reform Advisory Council (LRAC) for priority setting and policy making for legal reform
- Implement a baseline study for the legal sector to support prioritizing focus areas for policy and legal reform
- In partnership with relevant agencies and under the guidance of the LRAC, support the establishment of task force committees for advancing civil and criminal legal reform
- In partnership with relevant agencies and under the guidance of the LRAC, support the establishment of a task force committee for constitutional and judicial reform
- Prepare road maps for legal reform for the civil, criminal and constitutional requirements
- Develop policy papers to precede legislation for the road map prioritized areas and endorse them in justice consultative forums
- Establish monitoring framework for the implementation of the road maps

Objective 2: Develop the legal system and improve quality and practices in the legislative drafting process

Priority Actions:

- Prepare an implementation calendar for the Government sponsored legislative agenda to analyse requirements for repeals, harmonization, research, policy, consultation and drafting
- Identify required international and national experts and draft priority laws in line with legislative agenda and in collaboration with the relevant task force committee
- Formulate legislative guidelines and directives for the Ministries to improve coordination and uniformity of legislative proposals
- Establish a pool of legal drafters through a focal point scheme that includes lawyers from relevant Ministries (where available) and the Majlis and provide training and capacity building on legislative best practices



Objective 3: Expedite drafting of procedural laws and regulations and provide targeted training required for the reform of the civil and criminal justice system

Priority Actions (for the Civil Justice System only):¹

- Develop Civil Procedure Code and Legal Profession Bill and Code of Conduct for Lawyers
- Draft interim Civil Procedure Regulation (including civil procedure rules for the lower courts and summary trials) while the Civil Procedure Code is being developed
- Based on data analysis support the Supreme Court in standardizing of court rules to improve case management flow, continuous hearings, review procedures of automatic appeal and other measures to improve civil justice delay
- Revise rules of procedures to expedite judgment enforcement for commercial and financial cases
- Support implementation of the Legal Profession Bill (including regulation, creation of an independent Bar Council, and on an interim basis licensing to practice, code of conduct, continuing education and training)
- Support legislation required for the establishment of a mercantile court and small claims tribunal
- Support legislation for regulating private sector including secured transactions, land and tax laws (in conformity with Sharia Law)
- Support provision of key reference materials and training on all new laws passed by the Majlis and on constitutional and statutory interpretation
- Monitoring the effective implementation of new laws

Priority Actions (for the Criminal Justice System only):²

- Organize a national criminal justice forum for stakeholders' consensus on recommendations of the legal sector baseline study, the criminal justice road map and other relevant strategies
- Support measures to enforce the constitutional requirements for Legal Aid
- Establish a penal code resource team for the implementation of the Penal Code, namely required translations, commentaries, guidelines and training to all actors including guidelines for Sharia law codified on the code
- Expedite the passage of priority legislation i.e. Criminal Procedure, Evidence Act and review and formulate new laws and regulations required for the implementation of the new Penal Code
- Develop a prosecution policy to improve equality of arms (prosecution/defence) proportionate sentencing, alternatives to imprisonment, plea bargain, granting of bail
- Support provision of key reference materials and training on all key laws passed by the Majlis and on Constitutional and statutory interpretation

¹ These actions will be carried out in close collaboration with the Supreme Court as per the Judicial Action Plan and the civil justice taskforce committee

² These actions will be carried out in close collaboration with the Supreme Court, Prosecutor General's Office and the criminal justice taskforce committee



STRATEGIC AREA 2: Improved State compliance with human rights obligations and increased access to justice

Objective 1: Establish necessary mechanisms for monitoring, coordination and implementation of human rights obligations

Priority Actions:

- Develop the organisational requirements for the Human Rights Section of Attorney General's Office
- Institutionalise clarity of roles and coordination arrangements between Human Rights Commission of Maldives, Ministry of Foreign Affairs, Attorney General's Office (Human Rights Section) and civil society organizations
- Establish a network of human rights focal points in each line Ministry³
- Initiate consultations with Human Rights Commission of Maldives for coordinating on receipt of concerns on human rights, investigation and redressing human rights violations and for policy and legislative reform
- In collaboration with Ministry of Foreign Affairs, establish an institutionalised mechanism for the development of State Reports for submission to international human rights bodies
- Analyse immediate priorities to be followed from the UPR recommendations to the Maldives and responses in preparation for the upcoming UPR (2015)
- Collaborate with the Human Rights Commission of Maldives to adopt a national human rights action plan

Objective 2: Domestication of Human Rights obligations and capacity building of state officers in human rights

Priority Actions:

- Prioritise and review laws for compliance with international human rights obligations
- Initiate a plan for human rights mainstreaming in the provision of public sector services and policy formulation
- In coordination with Human Rights Commission of Maldives, international organisations, civil society organizations and other partners adopt a phased training plan that will provide intensive and continuous educational services to state institutions and human rights focal points

³ This network would be responsible for coordinating the implementation of human rights commitments within their own institution; tracking the implementation of human rights obligations by their institution; reporting progress of the implementation of human rights obligations by their institution; request trainings from the HRU and affiliate experts based on identified capacity gaps

Objective 3: Formulate and implement an access to justice strategy including a Legal Aid Bill

Priority Actions:

- Develop a comprehensive access to justice baseline study focusing on vulnerable groups
- Finalize key legal reforms vital for immediate improvement of legal aid provision such as the Legal Profession Act and Code of Conduct and Ethics for Lawyers that includes pro bono requirements
- In collaboration with the courts adopt administrative measures to ensure that the State fulfils its minimal constitutional obligations to provide legal representation in serious criminal cases to persons who cannot afford to hire a lawyer
- Based on the assessment, initiate measures to increase representation of Attorney General's Office in the Atolls through roving system for state attorneys and other local governance networks
- Convene an access to justice forum in collaboration with the Supreme Court to present the results of the baseline study and discuss models and way forward for increasing services to communities⁴
- Commission expertise to support access to justice and legal aid model development, implementation and costing
- Initiate resource mobilization strategy (Possible Legal Aid Fund)
- Launch a State-sponsored public awareness campaign on the legal system, human rights and key legislations

⁴ Refer to Options Study Paper for Legal Aid in the Maldives, UNDP March 2013 and recommendations for a model that addresses a broader range of services to be provided to rights holders and that include solutions for general legal awareness, law clinics, legal counseling and community justice/legal assistance by civil society and/or government entities

STRATEGIC AREA 3: Strengthened internal governance and human resources development as per international best practice

Objective 1: Revise business processes and procedures to increase efficiency and effectiveness of the whole office

Priority Actions (for the whole office):

- Revise organizational structure and implement a management audit
- Revise and enforce standard operating procedures and manuals for all divisions
- Formulate new regulations, policies and procedures required for the revised business model
- Establish a central Policy, Planning and Monitoring Unit ⁵
- Implement quality management standards including setting of performance indicators, quantitative and qualitative targets for all divisions based on client charters and establish client charter achievement reports
- Develop strategic monitoring and evaluation framework for Attorney General's Office and assess organizational performance
- Adopt a law on the functions and responsibilities of Attorney General's Office to facilitate the establishment of an efficient professional legal service
- Develop client feedback mechanisms

Priority Actions (for Legal Affairs Division only):

- Develop standard forms of contracts for the State
- Formulate directives for Government institutions and departments on the implementation of all state related legal matters
- Develop guidelines on vetting of bills, regulations, contracts, and bids

Priority Actions (for Litigation Division only):

- Establish case filing, tracking and management system
- Develop Standard Operating Procedures and directives for Government institutions and departments on matters relating to litigation

Priority Actions (for Legislative Drafting and Law Reform Division only):

- Develop Standard Operating Procedures and guidelines for formulating policy and drafting of legislation
- Develop Standard Operating Procedures and directives for coordination with state institutions
- Develop Standard Operating Procedures for coordination and communication with the President's Office and the People's Majlis
- Establish a mechanism for the real time publication of primary and secondary legislation

⁵ The PPMU will be the institutional house of policies and projects and organizational performance, responsible for all matters relating to the effective delivery of the Strategic Plan objectives, the Road Maps and all policy and legal projects that require implementation follow up including with network of government focal points for different policy and legal issues

Objective 2: Strengthen human resources management and continuous professional development

Priority Actions:

- Revise appraisal system with quantitative and qualitative results targets, competency, core values and skills assessments for all staff
- Review job profiles and tasks analysis and for a human resources matching exercise (right skills for the function)
- Train and professionalize legal secretariat to perform as clerks/legal assistants
- Institutionalize annual training/capacity needs assessment and annual training plan and implement in house training plans and on job mentoring incentives as well as outsourced training initiatives, seminars and workshops
- Provide training on legal and legislative drafting, advocacy and human rights
- Carry out work load analysis to establish optimal staffing level and formulate a human resources plan (including career development and succession management plan) and budgeting requirements
- Recruit additional legal and support staff in line with revised mandate and structure

STRATEGIC AREA 4: Improved corporate image through application of information, communication and technology

Objective 1: Promote research, access to information and modernization to foster public and customer relations

Priority Actions:

- Adopt an Information Communication Technology (ICT) Strategy for more visibility, accessibility and public information on the AGO
- Increase IT programming capacity to support case management system, training of users, Webpage upgrade, e-services
- Develop materials and service charters for ICT
- Establish research capacity in house and mechanisms for network of researchers in other government sectors
- Ensure publishing all laws and regulations and availability of legal textbooks and legal resources for Attorney General's Office and clients



PART FOUR

IMPLEMENTING THE STRATEGIC PLAN

The implementation of this strategic plan will require close coordination with relevant stakeholders as well as support and assistance from international partners. Implementation of the plan will be carried out in four key stages. These include effective dissemination of the plan, formulation of detailed action and operational plans, monitoring and evaluation of the plan as well as establishment of organizational performance standards.

As this is the first exercise of this scope and nature, a change management plan also needs to be put in place to disseminate information of the plan within the organization and to restructure and align the organization to achieve its strategic goals.

(i) Dissemination of the Plan

The Strategic Plan (2014 - 2018) was formulated in a very consultative manner, with extensive inputs from the Attorney General's Office and external stakeholders. The plan needs to be disseminated within and outside the Attorney General's Office, in order to ensure that a shared vision of the legal reform principles required for advancing rule of law can be sustained.

(ii) Detail Action Plan for 2014-2015

Strategic plans are operationalized through action plans or annual work plans which cascaded to the departments and individuals. For this Strategic Plan, a prioritization of action for the next two years has already been identified. A more detailed action plan, with baselines, indicators, targets will also be formulated.

(iv) Monitoring and Evaluation

Monitoring and evaluation mechanisms are an essential part in ensuring the realization of the goals and objectives set out in the plan. It is also recommended that a Planning and Monitoring Unit be established within the Attorney General's Office to ensure effective implementation of this plan. The unit would also contribute towards institutionalization of processes, collective memory and follow-up and feedback on organization performances.

(v) Organizational Performance Standards

An important step during the detail of the Action Plan will be to set targets for the Attorney General's Office in accordance with the objectives established in this strategic plan. Additionally, targets for individual officers will as far as possible be drawn from the Strategic Plan through the Action Plan or Annual Work Plan and be linked to the Attorney General's Office client charter.



CONCLUSION

The strategic plan of the Attorney General's Office was formulated to guide the Office for the next five years in order to develop the organization to execute its mandate more effectively. Being one of the key institutions of the legal and justice sector, the Attorney General's Office has a vital role to play in strengthening the sector, institutionalizing democratic norms and practices within the governance system and uphold universal standards of rights enshrined in the Constitution.

The formulation of this plan took place with extensive consultations and inputs received from a number of stakeholders in the sector, which were instrumental in crafting of the four key strategic goals for the next five years. The materialization of this plan was made possible due to the generous support and assistance provided by the United Nations Development Programme (UNDP) Maldives and the Attorney General's Office will continue to collaborate with UNDP Maldives. In addition, the Attorney General's Office will also closely coordinate with relevant stakeholders within the Government as well as the State to ensure effective implementation of this plan.

Throughout implementation of the plan, the Attorney General's Office will continuously monitor the progress and reassess and refine the priority actions as and when required. Towards the end of the five years stipulated for this strategic plan, the Attorney General's Office will embark on the new strategic planning process to identify and define priority areas for the sector as well as for the development of the organization as a whole.



ATTORNEY GENERAL'S OFFICE
ACTION PLAN 2014 - 2015

ACTION PLAN 2014 - 2015

STRATEGIC AREA 1: A uniform legal system developed to enable more efficient justice delivery in full respect of the constitution			
Objective	Priority Actions		Key partners
	2014	2015	
Objective 1: Improve policy formulation for legal reform	Establish a Legal Reform Advisory Council (LRAC)	LRAC meetings ongoing	Judiciary, Majlis, PG Office, legal community, UNDP
	Support the conduct and implementation of baseline study for the legal sector	Implementing key findings from baseline study - ongoing	LRAC, UNDP
	Establish taskforce committees for civil and criminal legal reform	Taskforce committee meetings ongoing	Judiciary, PG Office, legal community
	Establish taskforce committees for constitutional and judicial legal reform	Taskforce committee meetings ongoing	Judiciary, PG Office, legal community
	Prepare roadmaps for civil and criminal justice system	Establish monitoring framework for implementation of roadmap for civil and criminal justice system	LRAC, taskforce committees, UNDP
	Prepare roadmap for legal and constitutional reforms	Establish monitoring framework for implementation of roadmap for legal and constitutional reform	LRAC, taskforce committees, UNDP
		Develop policy papers to precede legislation for roadmaps	LRAC, taskforce committees, UNDP
Objective 2: Develop the legal system and improve quality and practices in the legislative drafting process	Prepare implementation calendar for GOM legislative agenda	Ongoing	President's Office
	Identify required international and national experts to draft priority laws	Ongoing	LRAC, UNDP
	Draft priority laws in line with GOM legislative agenda	Ongoing	Relevant taskforce committees, UNDP

	Formulate legislative guidelines and directives for Ministries	Ongoing	
	Establish pool of legal drafters	Provide training and capacity building for pool of drafters	Government agencies, Majlis, PG Office, UNDP
Objective 3(a): Expedite drafting of procedural laws and regulations and provide targeted training required for the reform of civil and criminal justice system (priority areas for civil justice system only)	Develop interim Procedure Regulation	Improve case management flow, continuous hearings, review procedures of automatic appeal and other measures to improve civil justice delay	Civil taskforce committee, judiciary, PG Office, legal community
	Develop Civil Procedure Code and Legal Profession Bill and code of conduct for lawyers	Revise rules of procedures to expedite judgment enforcement for commercial and financial cases	Civil taskforce committee, judiciary, legal community, UNDP
	Support implementation of Legal Profession Bill	Support legislation for regulating private sector	Civil taskforce committee, UNDP
	Support legislation required for establishing mercantile court and small claims tribunal	Support provision of key reference materials and training on all new laws	Civil taskforce committee, judiciary, legal community
	Monitor effective implementation of new laws		
Objective 3(b): Expedite drafting of procedural laws and regulations and provide targeted training required for the reform of civil and criminal justice system (priority areas for criminal justice system only)	Support in expediting passage of priority legislation (Criminal Procedure, Evidence Act)	Support measures to enforce constitutional requirements of Legal Aid	Majlis, criminal taskforce committee
	Develop prosecution policy	Ongoing	Criminal taskforce committee, PG Office, judiciary
	Support convening a national criminal justice forum for stakeholders' consensus on recommendations of legal sector baseline study	Support provision of key reference materials and training on all new laws	PG Office, judiciary, UNDP
	Establish penal code resource team		LRAC, UNDP

STRATEGIC AREA 2: Improved State compliance with human rights obligations and increased access to justice

Objective	Priority Actions		Key partners
	2014	2015	
Objective 1: Establish necessary mechanisms for monitoring, coordination and implementation of human rights obligations	Develop organizational requirements for the Human Rights Division for AGO	Adopt a national human rights action plan	Human Rights Commission, Ministry of Foreign Affairs
	Institutionalize clarity of roles and coordination between relevant human rights agencies		Human Rights Commission, Ministry of Foreign Affairs
	Initiate consultation with HRCM for coordinating on receipts of human rights concerns		Human Rights Commission
	Support establishment of an institutionalized mechanism for development of State Reports for submission to international human rights bodies		Ministry of Foreign Affairs
	Analyse immediate priorities to be followed from UPR recommendations	Provide support towards preparation of responses for UPR	Ministry of Foreign Affairs, Human Rights Commission
	Support in implementing immediate priorities to be followed from UPR recommendations		All government agencies
	Objective 2: Domestication of human rights obligations and capacity building of state officers in human rights		Review and prioritize laws for compliance with international human rights obligations
		Initiate a plan for human rights mainstreaming in public sector	Human Rights Commission, UNDP, civil society
		Adopt a training plan for human rights focal points and state institutions	Human Rights Commission, UNDP, civil society

Objective 3: Formulate and implement an access to justice strategy including a Legal Aid bill	Support the conduct of baseline study on access to justice for vulnerable groups	Initiate measures to represent increase of AGO representation in atolls	LRAC, UNDP
	Convene an access to justice forum to present results of baseline study	Commission expertise to support access to justice and legal aid model development, implementation and costing*	LRAC, UNDP
	Finalize key legal reforms for immediate inclusion of legal aid provisions in Legal Profession Act and code of conduct for lawyers	Initiate resource mobilization for legal aid strategy and establish possible legal aid fund*	LRAC, relevant taskforce committee, UNDP
	Develop materials for public awareness campaign on legal system, human rights and key legislation	Adopt administrative measure to ensure State fulfils its minimal obligation to provide legal aid*	Human Rights Commission, UNDP
		Launch public awareness campaign on legal system, human rights and key legislation	Human Rights Commission, UNDP

STRATEGIC AREA 3: Strengthened internal governance and human resources development as per international best practice

Objective	Priority Actions		Key partners
	2014	2015	
Objective 1(a): Revise business process and procedures to increase efficiency and effective (for the whole office)	Revise organizational structure	Develop strategic monitoring and evaluation framework	
	Establish a policy planning and monitoring unit	Implement quality management standards	
	Review existing policies and SOPs required for revised organizational structure	Establish client charter achievement reports	
	Formulate new policies and SOPs required for revised organizational structure	Assess organizational performance	
	Revise and enforce SOPs and manuals of all divisions		
	Develop client charters and quality management standards for divisions		
	Draft law on the functions and responsibilities of AGO	Develop client feedback mechanism	
Objective 1(b): Revise business process and procedures to increase efficiency and effective (for Legal Affairs Division only)	Develop standard forms of contract for the State	Ongoing	
	Formulate directives for GOM institutions and departments on the implementation of all state related legal matters	Ongoing	
	Develop guidelines on vetting bills, regulations, contracts and bids	Ongoing	
Objective 1(c): Revise business process and procedures to increase efficiency and effective (for Litigation Division only)	Develop SOPs and directives for GOM institutions and departments on matters related to litigation	Ongoing	
	Establish case filing and tracking system	Establish case management system	

Objective 1(d): Revise business process and procedures to increase efficiency and effective (for Legislative Drafting and Law Reform Division only)	Develop SOPs and guidelines for formulating policy and drafting of legislation	Ongoing	
	Develop SOPs for coordination and communication with PO and Majlis		
	Develop SOPs and directives for coordination with state institutions	Establish mechanism for real time publication of primary and secondary legislation	
Objective 2: Strengthen human resources management and continuous professional development	Revise appraisal system for lawyers	Review job profiles and task analysis for a human resource matching exercise	
	Institutionalize annual training/ capacity needs assessment	Carry out work load analysis to establish optimal staffing level	
	Develop professional training for legal secretariat staff		Maldives National University
	Implement professional training for legal secretariat staff	Ongoing	Maldives National University
	Develop recruitment plan in line with revised structure	Develop career development and succession plan	
	Develop training plan for legal and legislative drafting, advocacy and human rights	Roll out training for legal and legislative drafting, advocacy and human rights	International community
	Draw up annual training plan	Ongoing	

STRATEGIC AREA 4: Improved corporate image through application of information, communication and technology

Objective	Priority Actions		Key partners
	2014	2015	
Objective 1: Promote research, access to information and modernization to foster public and customer relations	Establish an IECT section	Establish e-services to ensure accessibility to all laws, regulations and legal resources	International community
	Increase IT programming capacity	Establish research capacity in house and mechanisms for network of researchers in other government sectors	International community
	Adopt an ICT strategy for more visibility and accessibility to public		
	Develop materials and service charter for ICT		International community