



SARAWAK STATE ATTORNEY-GENERAL'S CHAMBERS

STRATEGIC PLANNING 2026 - 2030



SARAWAK STATE ATTORNEY-GENERAL'S CHAMBERS STRATEGIC PLANNING 2026 - 2030

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Forewords

The SAGC Strategic Plan 2026 – 2030 marks a significant milestone in our mission to support Sarawak’s vision of becoming a developed state by 2030, as outlined in the Post COVID-19 Development Strategy (PCDS 2030). In this rapidly changing world, the Sarawak State Attorney-General’s Chambers (SAGC) remains a key institution in safeguarding the state’s interests and providing robust legal support to the government.



Building on the successes of the past, this new strategic plan reflects our evolving focus. The expansion from four to seven divisions, including the newly established Research Division, positions us to address the increasingly complex legal landscape. This division exemplifies our commitment to legal innovation, ensuring we stay ahead of new challenges and support Sarawak’s economic prosperity, social inclusivity, and environmental sustainability—the core pillars of PCDS 2030.

Our pillars of legislative drafting excellence, litigation excellence, advisory excellence, and institutional excellence remain central to our work. With the expanded structure, SAGC will continue delivering high-quality legal services across all sectors, from drafting laws that stimulate economic growth to ensuring justice and inclusivity, while also protecting Sarawak’s natural resources.

To achieve our goals, we are committed to optimising our human, financial, and technological resources. Collaboration across divisions and a focus on leadership within each team will be vital to our success. We will monitor progress rigorously, ensuring the SAGC Scorecard and regular reviews keep us on track and responsive to evolving needs.

This strategic plan reflects the collective dedication of our officers and stakeholders. I extend my sincere thanks to everyone involved. Together, we will continue to uphold the rule of law and support Sarawak’s path toward a prosperous, inclusive, and sustainable future by 2030.

Dato Sri Saferi bin Ali
STATE ATTORNEY-GENERAL, SARAWAK

1.1 BACKGROUND

Established under Article 11 of the Sarawak State Constitution, the Office of the State Attorney-General serves as the principal legal authority for the Sarawak State Government. Led by the State Attorney-General, with support from the Deputy State Attorney-General and State Legal Counsels, the State Attorney-General's Chambers (SAGC) is instrumental in upholding the rule of law and enhancing governance in Sarawak.

Former State Attorney-Generals of Sarawak



P.E.H. Pike
Q.C
1958 - 1966



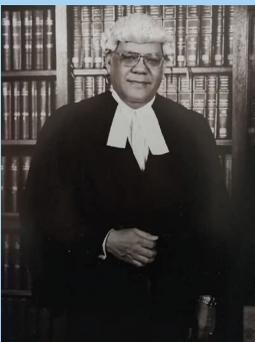
Datuk Fong Joo Chung
PJN, PGBK,
JBS, PPB
08.08.1992 -
31.12.2007



Datuk Tan Chiaw Thong
PNBS, JBS,
PBS
1966 - 1973



Datu Haji Abdul Razak Tready
DJBS, PPC
(EMAS), PPB,
PBE
01.01.2008 -
31.12.2016

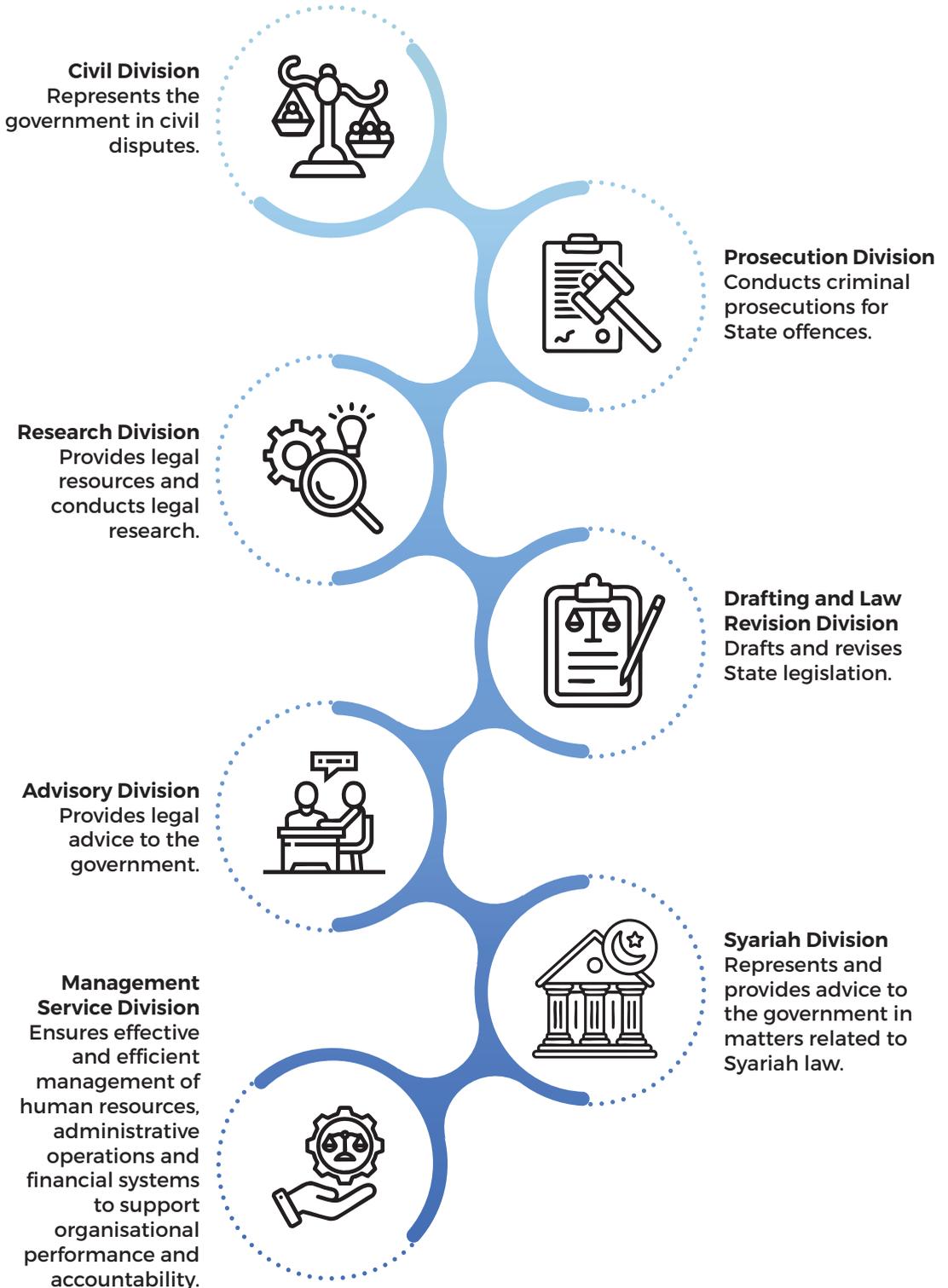


Tan Sri Datuk Amar Haji Jemuri Serjan
PMN, DA,
PNBS, PPC,
PBS, JMN
1973 - 1989



Dato Sri Talat Mahmood bin Abdul Rashid
PPC, PGBK,
PNBS
03.02.2017 -
06.09.2023

In 2024, SAGC was restructured into seven divisions. Six divisions are dedicated to core legal functions, while one division is dedicated to management and administrative services. The newly restructured seven divisions are:



1.2 VISION & MISSION



VISION

We envision to be a reputable public legal service institution.



MISSION

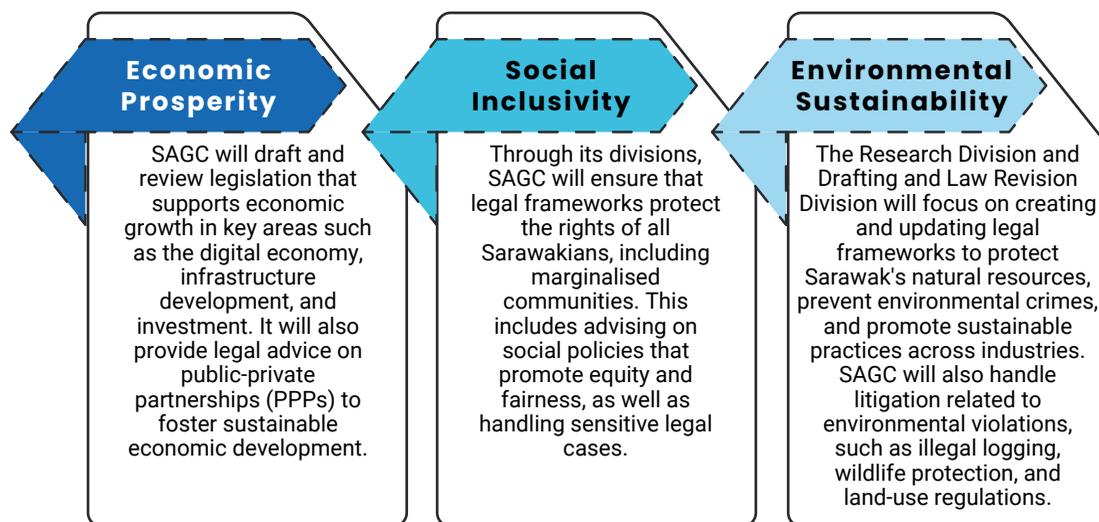
We are committed to provide stakeholders a responsive, reliable and efficient public legal service.

1.3 SAGC AND PCDS 2030: A LEGAL PARTNER FOR SARAWAK'S GROWTH

The Post COVID-19 Development Strategy 2030 (PCDS 2030), introduced by the Sarawak Government, outlines the Government's ambitious goal of becoming a developed state by 2030. By that year, Sarawak aims to be a thriving society driven by **data and innovation**, where all citizens benefit from **economic prosperity, social inclusivity, and sustainable development**. These aspirations are built on three core pillars:



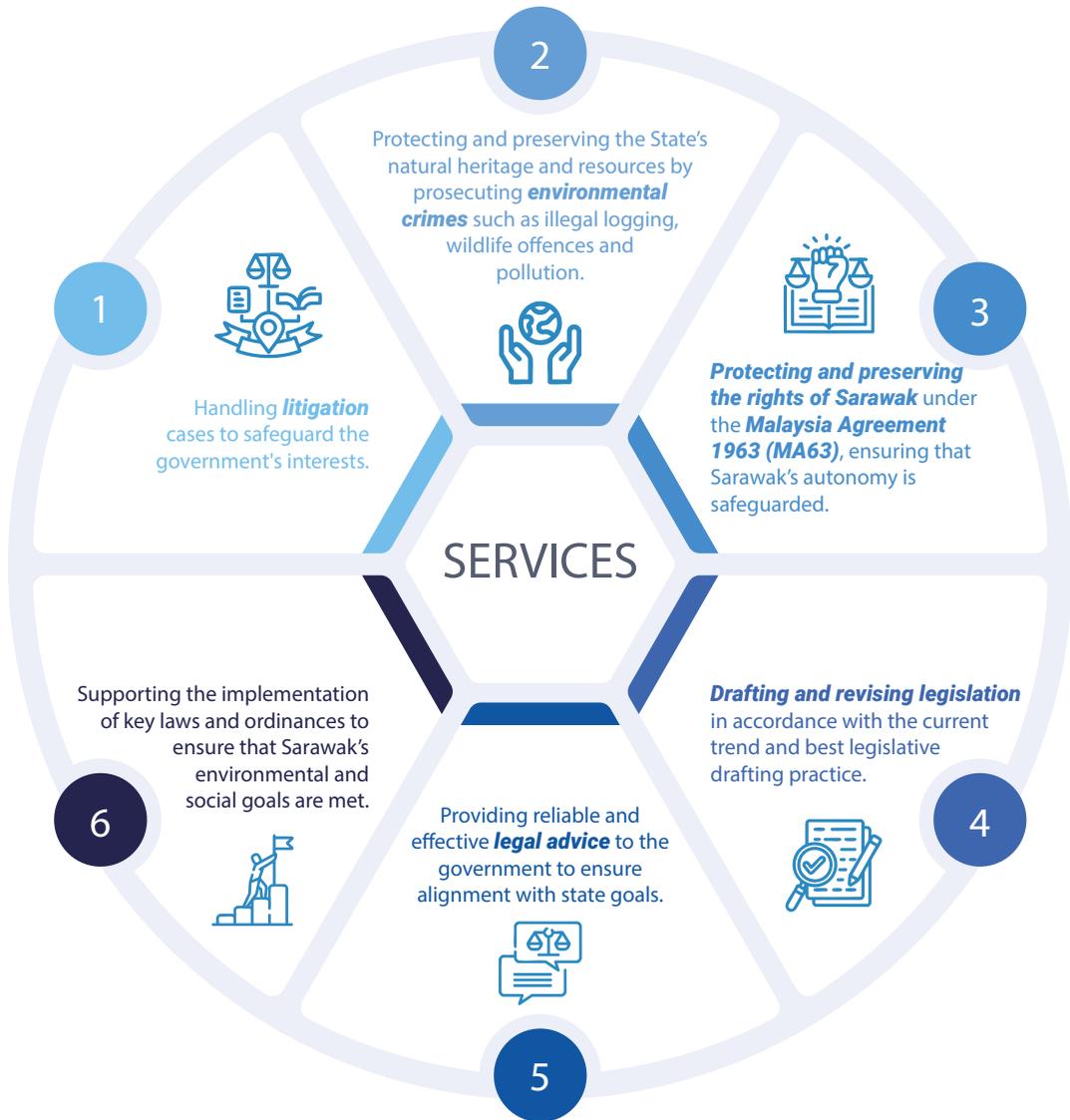
In alignment with these pillars, SAGC's role is critical in ensuring the legal frameworks and governance structures support Sarawak's long-term vision. SAGC will play a key role in advising and supporting the government to achieve this vision by 2030, with each division contributing to Sarawak's objectives as follows:



In honouring the above matters, SAGC will play the role as the shield and advocator that will protect and ensure the prosperity of Sarawak.

1.4 OUR COMMITMENT TO SARAWAK'S LEGAL FUTURE

SAGC is committed to providing exemplary legal services across its seven divisions. These services include:



Through these commitments, SAGC strives to be a model public legal institution, providing the legal backbone for Sarawak's transition to a developed state by 2030.



ORGANISATION STATE ATTORNEY-GENERAL'S

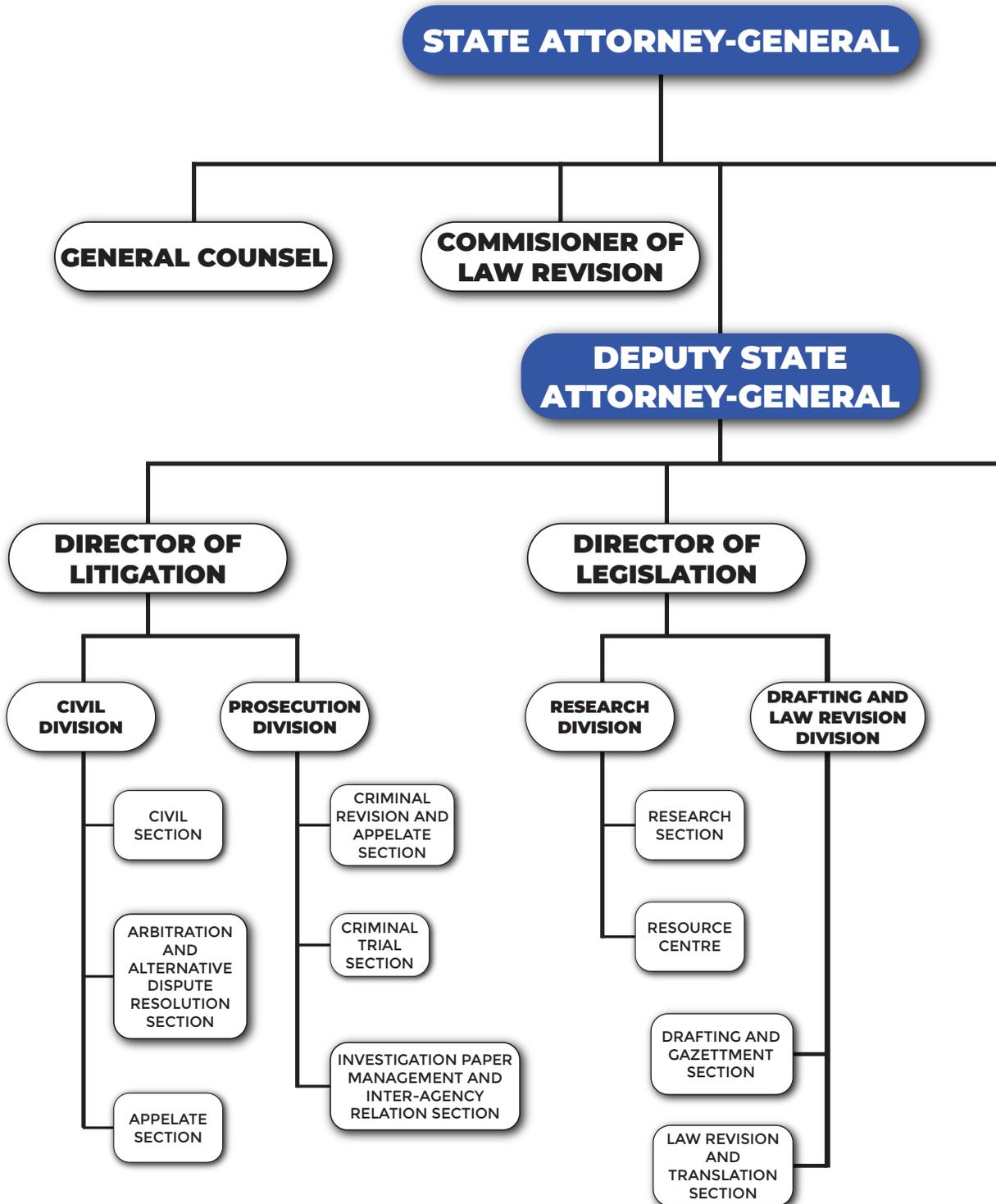
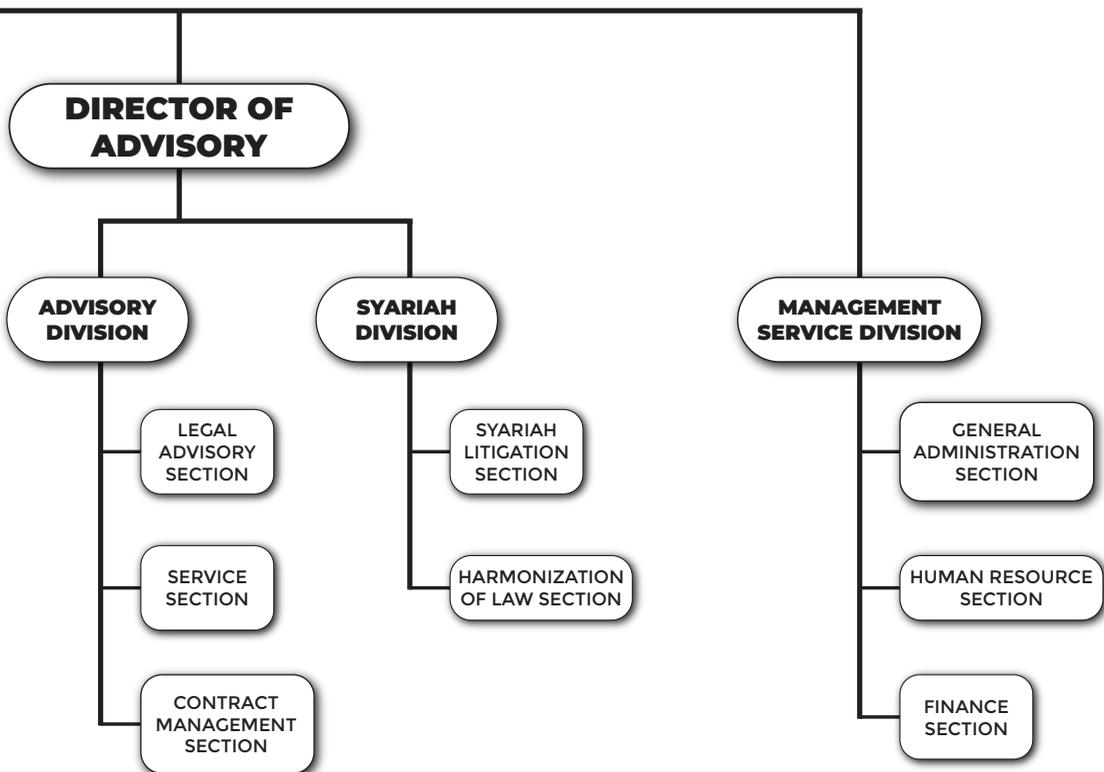


CHART CHAMBER OF SARAWAK

INTEGRITY UNIT



2.1 STAKEHOLDER'S VALUE PROPOSITION

Sarawak Government Proposed Value

- Providing quality advice to the Government on a wide spectrum of legal issues.
- Providing high-standard law drafting and legislative consultancy based on the needs of regulating government policies and the enforcement of law in the State.
- Effective handling of litigation and prosecution cases on behalf of the government.

Government

State Secretary of Sarawak Proposed Values

- Ensuring best practices and quality legal initiatives.
- Implementing good governance and strict regulatory compliance with government regulations applicable to the SCS.

Government

State Civil Service - State Ministries, Department, Local Authority and Statutory Bodies Proposed Values

- Providing timely, accurate, correct and reliable legal advice and opinions on the interpretation, implementation and enforcement of laws.
- Providing legal consultation.
- Providing updates and online publication of ordinances and laws applicable to the state.

Government

- Exercising fair treatment and opportunities related to promotion, training and development, allocation of duties and responsibilities.
- Providing a conducive working environment.
- Promoting a high level of teamwork.
- Providing rewards and recognition for performing staff.
- Encouraging knowledge sharing.
- Promoting employee wellbeing and a healthy work environment.

Employee of SAGC

2.2 STRATEGIC VISION

A Reputable Public Legal Service Institution

REPUTABLE

The reputation of SAGC is the overall estimation of how the institution is perceived by its internal stakeholders (staff) and external stakeholders (State Government, State Government agencies, and the public) based on its past actions and the likelihood of its future behaviour.

Being reputable, SAGC has to be:

- Deliver good experiences to customers and stakeholders;
- Consistent good performance over a long period of time;
- Credible, reliable, responsible and trustworthy;
- Increasing faith and confidence from the government and public;
- Adhere rigorously to practices that consistently and reliably produce decisions that the government and public approve of and respect.

PUBLIC LEGAL SERVICE INSTITUTION

SAGC is part of the State Civil Service acting in balance for the interest of the State Government and citizens.

As part of the State Civil Service, SAGC has to:

- Align itself with the strategic direction of the State Government.
- Develop and sustain its good reputation as part of the future world class civil service.
- Adopt and implement best practices, quality initiatives and innovations in tandem with the transformation journey of the State Civil Service.

2.3 STRATEGIC MISSION

Committed to providing a responsive, reliable and efficient public legal service to our stakeholders through effective collaboration, best practices, good governance and ethical conduct.



Everybody in SAGC is:

- Committed - loyal and willing to give time and energy towards making SAGC a reputable institution.
- Responsive - doing something as a reaction to something or someone in a quick or positive way.
- Reliable - consistently good in quality or performance; able to be trusted.
- Efficient - working in a well-organised and competent way.

For:

- State Government
- State Government agencies
- Citizen/public



How will this be done?

- Working closely with stakeholders to produce results.
- Use the correct and most effective ways of doing things (as in system, procedure, process).
- Good practice, method, action and manner in doing things in the organisation.

2.4 STRATEGIC THRUSTS

This strategic thrust focuses on making the SAGC stronger and more resilient by:

- Investing in the development of legal talent so that the staff are skilled, knowledgeable, and ready for future challenges.
- Enhancing the institution's ability to adapt and recover from any disruptions (like policy changes, workload surges, or crises).
- Improving the efficiency and quality of legal services provided to the government, ensuring they are timely and effective.

The goal is a more robust, agile, and competent institution that supports Sarawak Government with excellent legal advice and services even under changing or difficult circumstances.

Strategic Thrust 1:
Strengthen Institutional Resilience for Talent Development and Efficient Legal Service

Strategic Thrust 2:
Enhance Reputable Governance for Equitable Accessibility and Inclusive Justice

This strategic thrust focuses on strengthening the SAGC integrity and trustworthiness while making sure that justice and legal services are fairly accessible and inclusive to all members of society by:

- Promoting strong governance practices that ensure transparency, accountability, and integrity.
- Ensuring legal services are accessible and equitable for all stakeholders.
- Upholding inclusive justice by respecting people's rights.

The goal is to build a trustworthy, transparent, and accountable legal institution that delivers fair and accessible justice to all, strengthening the rule of law and promoting harmony across Sarawak.

This strategic thrust focuses on encouraging new and creative legal approaches to support long-term growth and positive change by:

- Promoting the use of innovative legal tools and technologies to improve service delivery.
- Supporting legal frameworks that help Sarawak achieve sustainable economic, social, and environmental development.
- Driving transformation within the institution to adapt to evolving legal and societal needs.

The goal is to create a forward-thinking legal environment that supports Sarawak's law ecosystem data ready and continuous jurisprudential improvement.

Strategic Thrust 3:
Empower Legal Innovations for Sustainable Development and Transformation

2.5 STRATEGIC FUNCTIONS



Civil

- To represent the Government in civil cases.
- To represent the State Attorney-General of Sarawak in hearing a petition for admission as advocates and permission to practice or an ad hoc license pursuant to the Advocate Ordinances.



Prosecution

- To exercise the power of DPP in accordance with section 376 of CPC for offences under state law.
- To peruse investigation papers and to determine whether to institute prosecution or otherwise.
- To provide advice, instructions and conduct training to all state enforcement agencies in relation to investigations and criminal prosecution.



Research

- To provide research on legal matters.
- To manage and develop a digital library.
- To curate and preserve legal resources.



Drafting Law and Revision

- To draft, update and revise existing State legislations.
- To prepare Bills to be tabled in the State Legislative Assembly, including providing legal advice and assistance to the Government in the drafting process.
- To vet and prepare the gazette for publication in the Sarawak Government Gazette.
- To translate the existing laws into the national language.



Advisory

- To provide legal advice to the Government.
- To draft and vet contracts and legal documents.
- To be involved in contract negotiation.
- To provide legal advice on matters related to discipline and services to the Government.



Syariah

- To represent the Government in Syariah-related matters.
- To provide Syariah-related legal advice.
- To vet Legal Documents related to syariah matters.



Management Services

- To oversee general administration, human resources and asset management.
- To ensure office safety and security.
- To manage financial management and accounting.
- To manage and keep records, assets and data.
- To develop human resources and training.
- To initiate quality and organisational transformation.
- To uphold the highest standards of professionalism, accountability, and ethical governance.

2.6 SCS SHARED VALUES

As part of the State Civil Service, the six (6) elements of SCS Shared Values were adopted as a foundation to hold and support people together, working as one team in a common mission towards the vision.

Integrity

Live our lives with integrity. Execute our power with great responsibility, walk our talk, although no one sees, say no to corruption, an honest officer we must be.

Kind & Caring

We have to respect our customers' feelings, civil servants are compassionate beings, and we are courteous and polite in our dealings.

Professionalism

Practice professionalism in and out of the office. Serve the people with a sense of fairness and justice, uphold all rules and regulations for excellent service, and never compromise our values and ethics.

Sense of Urgency and Ownership

Service with actions not just with our lips, be punctual, be timely, and be quick on our feet, our promise of excellence delivery we must keep.

Teamwork and Teamspirit

Bersatu, Berusaha, and Berbakti. We will achieve the plans of SCS10-20, esprit de corps, we are one big family.

Work S.M.A.R.T. and Result-oriented

Zero defaults in our projects implemented, plan and execute, we will prove our effectiveness, and be customer focused, serving the rakyat first.

2.7 SAGC CORE VALUES

Core values defined the philosophy, behaviours, paradigm and the way of doing things in the organisation. Ultimately, it shaped the organisational culture, namely its expectations, experiences, image, interactions and future expectations.

Ethical Practice

Uphold the highest standards of practice and act ethically, honestly, fairly and with integrity in our dealings.

Responsiveness and Commitment

Maintain good working relationships with our stakeholders and client department, and make ourselves accessible for advice and opinion on legal matters.

An Honour to Serve

Be professional, hardworking, effective, efficient, innovative and work collaboratively to achieve the best results.

Accountability

Be transparent and accountable for our actions, delivering on our commitments in an appropriate manner using our resources effectively.

Rule of Law

Promote, protect and uphold the rule of law in accordance with our constitution in execution of our duties

2.8 SWOT AND PEST ANALYSIS

INTERNAL ENVIRONMENT	STRENGTHS (ENABLERS)	WEAKNESSES (CHALLENGES)
	<ol style="list-style-type: none"> 1. Good leadership – helpful, friendly, visionary leader, readiness to accept new ideas 2. Ready to make and embrace positive changes 3. Conducive working environment and good organisational culture 4. Open and approachable management style 5. Great working relationship and teamwork 6. Pool of competent lawyers 7. Sarawak LawNet and SAGC Website 	<ol style="list-style-type: none"> 1. Inefficiency in determining the core functions of SAGC 2. Lacking expertise in new substantive legal areas 3. Ineffectiveness of inter-agency collaborations and synergies 4. Unexploited data analytics 5. Non-observance in a performance-based culture 6. Infeasibility in optimising resources

EXTERNAL ENVIRONMENT - P.E.S.T. FACTORS	OPPORTUNITIES	THREATS
	POLITIC	
	<ol style="list-style-type: none"> 1. Emerging political demand – requires a competent and responsive constitutional and legal framework to address issues affecting the rights and interests of the state as enshrined in the constitution 2. Political support from top political leadership 	<ol style="list-style-type: none"> 1. Federal interference and constitutional constraint 2. Changes in Ministerial Administrative and policies
	ECONOMY	
	<ol style="list-style-type: none"> 3. Providing financial provision in accordance with our State Ordinances and Laws 4. Imposing a financial penalty for the purpose of State income 5. Ensuring economic stability for progressive development within our State's legal framework 	<ol style="list-style-type: none"> 3. New challenges in the circular economy and trends 4. The influence of the digital economy
	SOCIAL	
	<ol style="list-style-type: none"> 6. Socio-political issues – opportunity to improve and enhance knowledge on constitutional, administrative and socio-political issues 7. Sarawakians are united insofar as issues affecting the rights and interests of the state as enshrined in the constitution. The chance to legally protect the rights and aspirations of the people of Sarawak 	<ol style="list-style-type: none"> 5. Lack of awareness of social rights and social justice 6. Failure to perform would affect institution's and individual's reputation
	TECHNOLOGY	
	<ol style="list-style-type: none"> 8. Digital government initiative – opportunity to enhance IT and digital equipment and facilities 9. Digital economy - to produce experts in digital, IP, and cybercrime 10. Good news travels fast 	<ol style="list-style-type: none"> 7. Loss and theft of data and confidential information 8. Circulation of Fake News and False Information

2.9 STRATEGIC CHALLENGES AND INITIATIVES



Challenge 1:
Inefficiency in determining the core functions of SAGC.



SAGC needs to review the current state of the organisation to identify strengths, weaknesses, and gaps. Thus, it is important for SAGC to revitalise the organisation with renewed focus, energy, and execution in line with the current government policy.



Initiative:
Ensure effective legal collaboration, best practices and good governance by developing strategic legal reform and innovative action.



Challenge 2:
Lacking expertise in new substantive legal areas.



Largely, our workforce primarily consists of officers with background in law gained through education and practical experience. However, we currently lack legal experts specialising in fields such as environmental, aerospace, maritime, etc. Therefore, having specialists in these areas would significantly enhance our ability to deliver effective advisory services, handle litigation and support legislative drafting.



Initiative:
Capacity building of SAGC employees through developing strategic skills for core functions, upskill and reskill employees, and hire experts.



Challenge 3:
Ineffectiveness of inter-agency collaborations and synergies.



Accurate data and information from our stakeholders and client departments is required for the effective delivery of legal advice, legal representation and legislative drafting. As such, inter-agency collaboration and synergy should be improved so that targeted results can be achieved.



Initiative:
Inter-agency strategic collaboration through review channels of communication with stakeholders and agencies, co-create engagement program and training with other agencies in terms of knowledge sharing on new novel and crucial matters relevant to the laws and rights of Sarawak, and ownership on shared KPI.



Challenge 4:
Unexploited data analytic.



Data analytics practice is a necessary part of an effective organisation. Data-supported information is important for good decision making.



Initiative:
Enhancing Data Analytics Capability and Culture by upskilling Data Professionals, promoting Data-Driven Decision Making, and efficient files and record management.



Challenge 5:
Non-observance in performance-based culture.



SAGC need to focus on competency development, establishing efficient work processes and defining challenging job responsibilities to foster a performance-driven organisation and culture.



Initiative:
Optimising SAGC organisational performance management through implementing corporate-level scorecard, reviewing Job Description (JD) and re-aligning JD for employees, implementing Training Need Analysis (TNA), and implementing skills enhancement training.



Challenge 6:
Infeasibility in optimising resources.



Without proper research infrastructure, organisations struggle to gather accurate and comprehensive data. This leads to poorly informed decisions, which undermine the effectiveness of strategic planning and increase the risk of failure. Inadequate research facilities slow down the collection and analysis of real-time data, impeding an organisation's ability to quickly adapt strategies in response to evolving regulations.



Initiative:
Strengthening digital infrastructure and resource availability by digitalising the data management and materials, and developing Specialised Legal Research Areas.

2.10 STRATEGIC FOCUS AREA AND RESULT

Four (4) strategic focus areas were identified as pillars of excellence for SAGC upon considering challenges and enablers identified through organisational analysis, challenges and opportunities assessment and stakeholders' values analysis. Resources will be tapped and deployed to these areas to achieve the anticipated strategic results. Strategic focus areas represent important areas for significant improvement, and a combination of excellence in these areas will drive SAGC towards its vision.

DESCRIPTION	TARGETED RESULT
FOCUS AREA 1 : LITIGATION EXCELLENCE	
<ul style="list-style-type: none"> • Conducting cases in a professional manner, having critical analysis of information, efficient utilisation of time and resources, with active engagement with the client's department. 	<ul style="list-style-type: none"> • Greater protection of the state and citizens' rights and interests.
FOCUS AREA 2 : LEGISLATIVE DRAFTING EXCELLENCE	
<ul style="list-style-type: none"> • Legislation drafted efficiently within the powers under the Federal Constitution and existing legislation in line with the Sarawak Government's policies and in accordance with international best practices. • Legislation is drafted in an efficient manner and in tandem with the comprehensive research based on the current needs of the society. 	<ul style="list-style-type: none"> • Legislation drafted is sound, comprehensive and fair.

DESCRIPTION	TARGETED RESULT
FOCUS AREA 3 : ADVISORY EXCELLENCE	
<ul style="list-style-type: none"> • Rendering timely, accurate and reliable advice and legal opinion to our Client's Ministries, Departments and State Agencies. 	<ul style="list-style-type: none"> • Well-informed decision made by the stakeholders.
FOCUS AREA 4 : INSTITUTIONAL EXCELLENCE	
<ul style="list-style-type: none"> • Prepare, develop and sustain SAGC as a high-performance and reputable public legal institution through the application of best practices, good governance and ethical conduct. • Continuously enhance competency development and expand organisational capacity of the institution. 	<ul style="list-style-type: none"> • High-performance institution. • Competent staff.

3.1 STRATEGIC ACTION PLAN 2026 – 2030

01

STRATEGIC THRUST 1
**Strengthen Institutional
Resilience for Talent
Development and Efficient Legal
Service**

02

STRATEGIC THRUST 2
**Enhance Reputable Governance
for Equitable Accessibility and
Inclusive Justice**

03

STRATEGIC THRUST 3
**Empower Legal Innovations for
Sustainable Development and
Transformation**

01

STRATEGIC THRUST 1

**Strengthen Institutional
Resilience for Talent
Development and Efficient Legal
Service**

01

STRATEGY 1

Enhance Talent Development

02

STRATEGY 2

Efficient Legal Service

STRATEGIC THRUST 1 : STRATEGY 1

Strategic Thrust 1	Institutional Resilience		
Strategy 1	Enhance Talent Development		
Strategic Objective	To enhance the legal and prosecutorial competencies of staff through targeted training, knowledge sharing, and practical attachments, ensuring effective and professional delivery of legal services		
Initiative/ Program / Activity	Target Indicators	Five (5) Years Target (Quantity/ Percentage)	Division
Retreat: 1. Civil Knowledge Sharing and team building 2. Drafting Retreat and Labs	Number of Programs	Minimum Five (5) Programs	Civil Drafting
Legal assistant competency training	Number of Legal Assistants (LA)	Minimum Four (4) LA	All Division
Training/ Program / Course: 1. Civil litigation and advocacy enhancement course 2. Inter-agency civil litigation training program 3. Prosecution Induction Course (PIC) for new Prosecuting Officers 4. Advance Prosecution Course (APC) for existing Prosecuting Officers 5. Refresher Prosecution Course (RPC) 6. Enforcement and Investigation Course (EIC) 7. Director of Public Prosecutions (DPP) Criminal Advocacy Training 8. International Research Talk Series 9. New Talent Program 10. Legislative Drafting 11. Syariah Advocacy 12. Other Related Capacity Building Courses	Number of Training/ Program/ Course Percentage of Training Hours Achieved	Minimum Twenty (20) Trainings/ Programs/ Courses Staff meet 100% of training hours requirement	All Division
Competency Training for Resource Centre Staff	Number of Staff	Minimum Six (6) Staff	Research
Knowledge-Sharing between SAGC's staff	Number of Programs	Minimum Three (3) Programs	All Division
Strategic Outcome	Improved legal expertise, advocacy skills, and inter-agency collaboration, resulting in higher quality prosecution, litigation, and legal advisory services		

STRATEGIC THRUST 1 : STRATEGY 2

Strategic Thrust 1	Institutional Resilience		
Strategy 2	Efficient Legal Service		
Strategic Objective	To enhance the legal capacity, institutional effectiveness, and strategic positioning of Sarawak's legal framework through structured development, standardisation, and innovation in legal processes, training, collaboration, and policy formulation		
Initiative/ Program / Activity	Target Indicators	Five (5) Years Target (Quantity/ Percentage)	Division
Lab to create, review and enhance the Term of Reference (TOR) / Standard Operating Procedure (SOP) / Manual	Number of TOR/ SOP/ Manual	Minimum One (1) TOR/ SOP/ Manual	Civil Prosecution Drafting Advisory Syariah
Lab to create, review and enhance Prosecution Induction Course (PIC), Advance Prosecution Course (APC), Refresher Prosecution Course (RPC), and Enforcement and Investigation (EIC) syllabus and module	Number of Lab	Five (5) Labs	Prosecution
Developing and updating research materials	Percentage of Research Collection	80% of system up to date	Research
Collaborative Initiatives (program) with relevant ministries/ agencies	Number of Program	Five (5) Programs	Research
Internal Culture Rating	Percentage of Achievement	Minimum 80%	Management Service
Strategic Outcome	A strengthened, responsive, and future-ready legal ecosystem in Sarawak that operates with standardised practices, well-trained personnel, evidence-based decision-making, and proactive legal frameworks aligned with current and emerging challenges.		

01

STRATEGIC THRUST 2

Enhance Reputable Governance
for Equitable Accessibility and
Inclusive Justice

01

STRATEGY 1

Enhance Equitable
Accessibility and Inclusive
Justice

STRATEGIC THRUST 2 : STRATEGY 1

Strategic Thrust 2	Reputable Governance		
Strategy 1	Enhance Equitable Accessibility and Inclusive Justice		
Strategic Objective	To enhance efficiency, transparency, and quality of legal services through improved access to information, standardised best practices, and effective resource and financial management		
Initiative/ Program / Activity	Target Indicators	Five (5) Years Target (Quantity/ Percentage)	Division
Publication Lab	Number of Publications	Two (2) Publications	Civil
Benchmarking Program on Legal Best Practices	Number of Benchmarks	Minimum Three (3) Benchmark	Civil Prosecution Research Drafting Advisory Syariah
Utilisation and compliance of record and filing management procedures	Percentage of compliance	100%	Management Service
Utilisation of electronic records and filing management system (CACTUS)	Percentage of compliance	100%	Management Service
Budget utilisation	Percentage of compliance	95%	Management Service
Financial Regulatory Compliance	Percentage of compliance	90%	Management Service
Strategic Outcome	Strengthened legal institutions with accessible digital resources, consistent application of best practices, and optimised administrative and financial processes supporting equitable and just legal services		

03

STRATEGIC THRUST 3

Empower Legal Innovations for Sustainable Development and Transformation

01

STRATEGY 1

Empower Sustainable Development

02

STRATEGY 2

Transformation

STRATEGIC THRUST 3 : STRATEGY 1

Strategic Thrust 3	Legal Innovations		
Strategy 1	Empower Sustainable Development		
Strategic Objective	To develop, enhance, and digitalise legal information systems and legislative drafting processes to improve efficiency, accuracy, and accessibility of legal data and documents		
Initiative/ Program / Activity	Target Indicators	Five (5) Years Target (Quantity/ Percentage)	Division
Lab to create and review Automated Civil Litigation Data Management System (AUCLIDS)	Number of Systems	One (1) System	Civil
Enhance and update Sarawak LawNet	Number of Enhancements	One (1) enhancement	Drafting Research
Enhance and update the Legal Advisory Management System (LAMS)	Number of Enhancements	One (1) enhancement	Advisory Research
Strategic Outcome	Integrated and up-to-date digital platforms that streamline civil litigation management, legislative drafting, legal advisory services, and contract archiving, resulting in faster, more reliable, and transparent legal workflows		

STRATEGIC THRUST 3 : STRATEGY 2

Strategic Thrust 3	Legal Innovations		
Strategy 2	Transformation		
Strategic Objective	To standardise legal documentation and advance digitalisation initiatives that improve the management, accessibility, and consistency of Sarawak's legal resources		
Initiative/ Program / Activity	Target Indicators	Five (5) Years Target (Quantity/ Percentage)	Division
Review of standardised template on offences and penalties for Sarawak's Law	Number of Labs	Five (5) Labs	Prosecution
Lab for data and digitalisation process	Number of Labs	Five (5) Labs	Research
Enhance State Attorney Legal Library Management System (SALEMS)	Number of Systems	One (1) System	Research
Strategic Outcome	Streamlined offence and penalty templates, enhanced digital processes, and an upgraded legal library system that collectively ensures efficient legal research and consistent application of laws		

SUMMARY OF SAGC STRATEGIC PLANNING

STRATEGIC THRUSTS	CIVIL DIVISION
Institutional Resilience	LAB to create Terms of Reference (TOR) LAB to create Standard Operating Procedure (SOP) Civil Litigation and Advocacy Enhancement Course Inter-agency civil litigation training program Civil knowledge sharing and team building retreat Legal Assistant Competency Training Knowledge-Sharing between SAGC's staff
Reputable Governance	Publication Lab Benchmarking Program on Legal Best Practices
Legal Innovations	Lab to create and review the Automated Civil Litigation Data Management System (AUCLIDS)

STRATEGIC THRUSTS	PROSECUTION DIVISION
Institutional Resilience	Prosecution Induction Course (PIC) Advance Prosecution Course (APC) Refresher Prosecution Course (RPC) Enforcement and Investigation Course (EIC) Review and Enhancement of PIC, APC, RPC, EIC syllabus and module Director of Public Prosecution (DPP) Criminal Advocacy Training Legal Assistant Competency Training Review and Enhancement of Prosecution SOP and Manual Review and Enhancement of Enforcement and Investigation SOP Knowledge-Sharing between SAGC's staff
Reputable Governance	Benchmarking Program on Legal Best Practices
Legal Innovations	Review of standardised template on offences and penalties for Sarawak laws

STRATEGIC THRUSTS	RESEARCH DIVISION
Institutional Resilience	<ul style="list-style-type: none"> Developing and updating research materials International Research Talk Series Collaborative Initiatives (program with relevant ministries/ agencies) Competency Training for Resource Centre Staff Legal Assistant Competency Training Knowledge-Sharing between SAGC's staff
Reputable Governance	Benchmarking Program on Legal Best Practices
Legal Innovations	<ul style="list-style-type: none"> Lab for data and digitalisation process Enhance State Attorney Legal Library Management System (SALEMS)

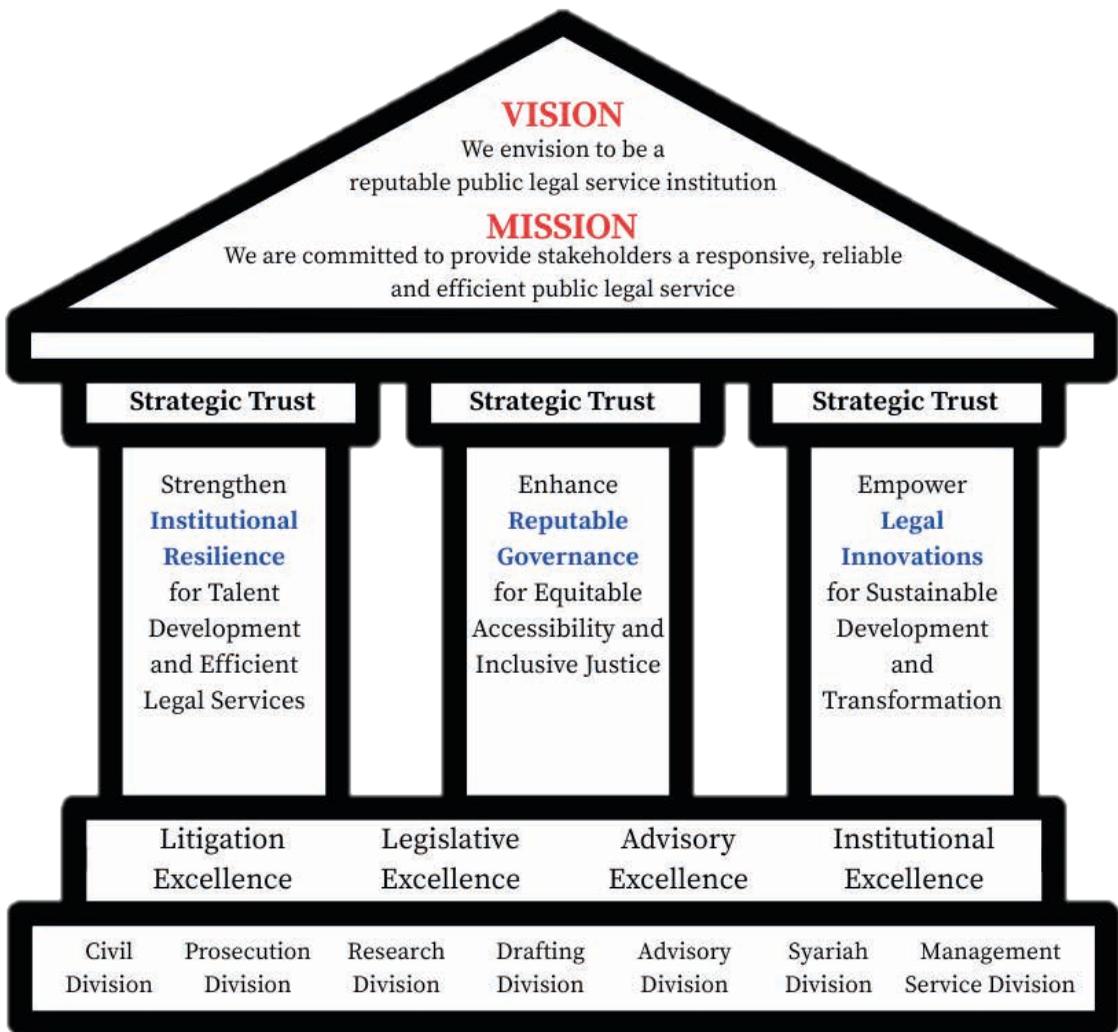
STRATEGIC THRUSTS	DRAFTING DIVISION
Institutional Resilience	<ul style="list-style-type: none"> Legislative Drafting Training Establish & review of Drafting SOP and Manual Drafting Retreat and Labs Legal Assistant Competency Training Knowledge-Sharing between SAGC's staff
Reputable Governance	Benchmarking Program on Legal Best Practices
Legal Innovations	Enhance and Update Sarawak LawNet

STRATEGIC THRUSTS	ADVISORY DIVISION
Institutional Resilience	<ul style="list-style-type: none"> Advisory Manual & SOP Training/seminar/workshop/course on substantive subject matters Legal Assistant Competency Training Knowledge-Sharing between SAGC's staff
Reputable Governance	Benchmarking Program on Legal Best Practices
Legal Innovations	Enhance and update the Legal Advisory Management System (LAMS)

STRATEGIC THRUSTS	SYARIAH DIVISION
Institutional Resilience	<p>Syariah Advocacy Course/Training/Certificate Drafting/reviewing Syariah Litigation Manual Basic Course on Syariah SOP for Legal Assistant Attending Courses/seminars/labs organised by reputable agencies Knowledge sharing session between SAGC's staff Legal Assistant Competency Training</p>
Reputable Governance	Benchmarking Program on Legal Best Practices
Legal Innovations	-

STRATEGIC THRUSTS	MANAGEMENT SERVICE DIVISION
Institutional Resilience	<p>New Talent Program / Capacity Building Training Knowledge-Sharing between SAGC's staff</p>
Reputable Governance	<p>Utilisation & Compliance of Record & Filing Management Procedure Utilisation of Electronic Record & Management System (CACTUS) Budget Utilisation Financial Regulatory Compliance</p>
Legal Innovations	-

STRATEGY MAP



4.1 SAGC SCORECARD 2025

A REPUTABLE PUBLIC LEGAL SERVICE INSTITUTION			
COMMITTED TO PROVIDE STAKEHOLDERS A RESPONSIVE, RELIABLE AND EFFICIENT PUBLIC LEGAL SERVICE			
ADVISORY EXCELLENCE		LITIGATION EXCELLENCE	
RELIABLE, TIMELY AND COMPREHENSIVE LEGAL ADVICE TO THE STAKEHOLDER	LEGISLATIVE DRAFTING EXCELLENCE	EFFECTIVE PROTECTION OF STATE AND CLIENT'S DEPARTMENT INTEREST	
Strategic Objectives			
Vision:			
Mission:			
Strategic Theme(s):			
Strategic Result(s):			
Perspectives			
CUSTOMER (30%)	<p>F1: ENHANCE BUDGET UTILIZATION</p> <p>IP1: ENHANCE QUALITY OF LEGAL ADVICE</p> <p>IP2: ENHANCE CASE MANAGEMENT</p> <p>IP4: IMPROVE SERVICE DELIVERY</p> <p>OC1: ENHANCE TRAINING AND DEVELOPMENT</p> <p>CS1: ENHANCE CUSTOMER SATISFACTION</p>		
FINANCIAL (15%)	<p>F2: ENHANCE FINANCIAL REGULATORY COMPLIANCE</p> <p>IP3: ENHANCE QUALITY OF LEGISLATIVE DRAFTING</p>		
PROCESS/ PROGRAM/ PROJECT/ SERVICE DELIVERY (40%)			
ORGANIZATIONAL CAPACITY (15%)			

Legend:
 Common
 Functional

A REPUTABLE PUBLIC LEGAL SERVICE INSTITUTION			
COMMITTED TO PROVIDE STAKEHOLDERS A RESPONSIVE, RELIABLE AND EFFICIENT PUBLIC LEGAL SERVICE			
VISION:	ADVISORY EXCELLENCE	LEGISLATIVE DRAFTING EXCELLENCE	LITIGATION EXCELLENCE
MISSION:	RELIABLE, TIMELY AND COMPREHENSIVE LEGAL ADVICE TO THE STAKEHOLDER	ZERO DEFECTIVE LEGISLATIVE DRAFTING DUE TO INCOMPETENCY	EFFECTIVE PROTECTION OF STATE AND CLIENT'S DEPARTMENT INTEREST
Strategic Theme(s):	Strategic Objective(s)	KPI(S)	Initiative(s)
CUSTOMER (30%)	<p>CS1: ENHANCE CUSTOMER SATISFACTION</p> <p>F1: ENHANCE BUDGET UTILIZATION</p> <p>F2: ENHANCE FINANCIAL REGULATORY COMPLIANCE</p>	CS1M1: Customer Satisfaction Rating (30%)	<ul style="list-style-type: none"> Set up a mechanism for reporting on feedback complied
FINANCIAL (15%)	<p>F1: ENHANCE BUDGET UTILIZATION</p> <p>F2: ENHANCE FINANCIAL REGULATORY COMPLIANCE</p> <p>IP1: ENHANCE QUALITY OF LEGAL ADVICE</p> <p>IP2: ENHANCE CASE MANAGEMENT</p> <p>IP3: ENHANCE THE QUALITY OF LEGISLATIVE DRAFTING</p>	F1M1: Percentage of Budget Utilization (5.00%) F2M1: Electronic Compliance Assessment (eCSA) score (5.00%) F2M2: Financial Management Compliance Index (FMCI) (5.00%)	<ul style="list-style-type: none"> To provide a structured budget planning mechanism Proper monitoring and supervision Proper monitoring and supervision
PROCESS/PROGRAM/PROJECT/SERVICE DELIVERY (40%)	<p>IP1: ENHANCE QUALITY OF LEGAL ADVICE</p> <p>IP2: ENHANCE CASE MANAGEMENT</p> <p>IP3: ENHANCE THE QUALITY OF LEGISLATIVE DRAFTING</p> <p>OC1: ENHANCE TRAINING AND DEVELOPMENT</p> <p>OC2: INTERNALIZED SHARED VALUES</p>	IP1M1: Legal Advice Quality Index (10.0%) IP2M1: Case Management Efficiency Index (10.0%) IP3M1: Legislative Quality Index (10.0%)	<ul style="list-style-type: none"> Enhance the quality of legal advice by providing reliable, timely, and comprehensive legal advice to the Client Departments To improve the quality of research To improve the competency level of the Legal Officers To improve the level of quality input from Client Department To compile and record every request for amendment or corrigendum due to errors caused by SAGC. To identify and address any issues faced by legal officers when complying with Client Charter
ORGANIZATIONAL CAPACITY (15%)	<p>OC1: ENHANCE TRAINING AND DEVELOPMENT</p> <p>OC2: INTERNALIZED SHARED VALUES</p>	IP4M1: Operation Efficiency Rating (10.0%) OC1M1: Percentage of Staff Achieved Targeted SCR Training Hours Recorded in GEMS (7.5%) OC2M1: Internal Culture Rating (7.5%)	<ul style="list-style-type: none"> To develop a comprehensive Human Capital programs To cultivate common culture & good team spirit

SAGC PHOTO GALLERY

Strategic Planning Retreat 21-24/11/2024



Pre Lab Pemurnian Strategic Planning SAGC
5/5/2025



Program Meet State Attorney-General, Sarawak
14/1/2026



BERSATU BERUSAHA BERBAKTI
Program Meet State Attorney-General, Sarawak
14/1/2026



Conclusion

In summary, these strategic thrusts collectively aim to position the Sarawak State Attorney-General's Chambers as a resilient, trustworthy, and innovative institution. By strengthening talent development and institutional agility, enhancing governance with a focus on fairness and accessibility, and embracing legal innovation to support sustainable development, the SAGC will be well-equipped to meet current and future challenges. Together, these efforts will ensure the delivery of high-quality legal services, uphold the rule of law, and promote justice and progress across Sarawak for the benefit of all stakeholders.

Appreciation

We would like to express our sincere gratitude and appreciation to the State Attorney-General, Sarawak, Members of State Attorney- General's Chambers and all parties involved in successful production of this document, "Sarawak State Attorney-General Chambers Strategic Plan 2026-2030".

Glossary

Assesment	:	Any effort to gather, analyse and interpret evidence which describes organisational effectiveness.
Effectiveness	:	Degree to which activities of a division achieve the chamber's mission or goal.
Efficiency	:	Degree of capability or productivity of a process, such as the number of cases closed per year.
Framework	:	A logical structure for classifying and organizing complex information.
Governance	:	The systems and processes in place for ensuring proper accountability and openness in the conduct of an organisation's business.
Initiative	:	Initiative is program or activity that turn strategy into operational terms and actionable items, provide an analytical underpinning for decisions, and provide a structured way to prioritize program according to strategic impact.
Key Performance Indicators	:	A short list of metrics that identified as the most important variables reflecting operational or organisational performance.
Mission	:	A mission statement defines why an organisation exists; the organisation's purpose.
Organisation	:	The command, control and feedback relationships among a group of people and information systems. Examples: a private company, a government agency.
Scorecard	:	A measurement-based strategic management system, originated by Robert Kaplan and David Norton, which provides a method of aligning business activities to the strategy, and monitoring performance of strategic goals over time.
Stakeholder	:	An individual or group with an interest in the success of an organisation in delivering intended results and maintaining the viability of the organisation's services.
Stakeholders Value Proposition	:	The Stakeholder Value Proposition is the unique added value an organisation offers stakeholders through its operations; the logical link between action and payoff that the organisation must create to be effective.
Strategic Focus Areas	:	Strategic Focus Areas are key areas in which an organisation must excel in order to achieve its mission and vision, and deliver value to customers. Strategic Focus Areas are the organisation's "Pillars of Excellence."
Strategic Objectives	:	Strategic Objectives are strategy components; continuous improvement activities that must be done to be successful.
Strategic Outcome	:	Strategic Outcome is the desired outcome for the main focus areas of the business. Each Strategic Thrusts have a corresponding Strategic Outcome.
Strategic Plan	:	A document used by an organisation to align its organisation priorities, missions, and objectives.
Strategy	:	How an organisation intends to accomplish its vision and mission.
Strategy Map	:	A Strategy Map displays the cause-effect relationships among the objectives that make up a strategy.
SWOT Analysis	:	An assessment tool for identifying the overall strategic situation in an organisation by listing its Strengths, Weaknesses, Opportunities and Threats. Sometimes Challenges are substituted for Threats.
Target	:	The numerical value of a performance metric that is to be achieved by a given date. Both the metric and the schedule need to be specified for targets. A stretch target is the same thing, but its numerical value is higher, demanding breakthrough performance to achieve.
Vision	:	A vision statement is an organisation's picture of future success; where it wants to be in the future

Abbreviation

APC	: Advance Prosecution Course
AUCLIDS	: Automated Civil Litigation Data Management System
CACTUS	: Correspondence and Case Tracking Unified System
CPC	: Criminal Procedure Code
DPP	: Director of Public Prosecutions
EIC	: Enforcement and Investigation Course
JD	: Job Description
KPI	: Key Performance Indicators
LA	: Legal Assistant
LAM	: Legal Advisory Management System
LO	: Legal Officer
MA63	: Malaysia Agreement 1963
PCDS	: Post COVID-19 Development Strategy 2030
PIC	: Prosecution Induction Course
RPC	: Refresher Prosecution Course
SAGC	: Sarawak State Attorney-General's Chambers
SALEM	: State Attorney Legal Library Management System
SCS	: State Civil Service
SOP	: Standard Operating Procedure
TNA	: Training Need Analysis
TOR	: Terms of Reference

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