



"Responding to change through reformed laws"

CORPORATE PLAN

2025 – 2030

FOREWORD



As we unveil the new Corporate Plan 2025–2030 for the Samoa Law Reform Commission (“Commission”), I am reminded of the fundamental role that law plays in shaping our society. Our legal framework serves not only as a set of rules but as a reflection of our values, aspirations, and commitment to justice. It is with great pride and optimism that I address the vision of the Commission, a pioneering statutory body dedicated to the continuous evolution of our legal system, ensuring it remains relevant and

responsive to the needs of our Samoan people.

The Commission is an independent statutory agency for the review, reform and development of the laws of Samoa, in order to promote Samoan customs and traditions, enhancing the social, cultural, economic and commercial development of Samoa, and to ensure that the laws of Samoa are kept in a modern state which meets the needs of the government and the community¹.

In a rapidly changing world, the importance of having a robust, flexible, and timely legal framework cannot be overstated. The Commission stands at the forefront of this vital endeavour. Its commitment to excellence in law reform is not merely an aspiration; it is a necessity. As society transforms through technological advances, cultural shifts, and diverse global influences, our laws must adapt to ensure fairness, equity, and the preservation of Samoan customs and traditions, as well as fundamental rights.

The work undertaken by the Commission is extensive, ranging from reviewing existing laws to recommending necessary amendments and innovations.

This Corporate Plan outlines our strategic initiatives and the framework through which the Commission will enhance its contributions to a modern legal landscape. By prioritizing stakeholder engagement, extensive research, and collaborative efforts with legal practitioners and community organizations, the Commission will ensure that its reforms echo the needs and aspirations of our citizens, creating a more inclusive and just society.

A commitment to pioneer excellence means that we must not only follow best practices but also lead with ingenuity in our approach to law reform. This Corporate Plan details

¹ Law Reform Commission Act 2008

how the Commission will embody that spirit by fostering innovation, encouraging diverse perspectives, and maintaining transparency in its processes. As we pursue our goals, we invite all stakeholders to join us on this journey, engaging in dialogue, sharing insights, and collectively shaping a legal system that reflects the will and wisdom of the people.

As a Minister, I am deeply committed to supporting the efforts of the Commission and ensuring it has the resources and political backing necessary to fulfil its vision and mission. Together, we can forge a legal system that not only meets the needs of people but it also resilient enough to anticipate the challenges of tomorrow.

I wish to express my gratitude to the dedicated staff of the Commission, whose tireless work and commitment to statutory excellence embody the very essence of public service. Together, let us strive to create laws that are not just relevant, but also responsive to the needs of Samoan people.

A handwritten signature in black ink, appearing to read 'Matamua', is written over a horizontal line.

Honourable Matamua Seumanu Vasati Sili Pulufana
MINISTER, SAMOA LAW REFORM COMMISSION

EXECUTIVE DIRECTOR'S STATEMENT



As we embark on a new chapter in our vision in pioneering excellence in law reform to advance legal systems and enhance justice delivery, I am pleased to present the Commission's new Corporate Plan for the next five years (July 2025-June 2030).

This strategic framework marks a significant evolution in our planning approach, transitioning from a traditional three-year cycle to a more comprehensive

five-year timeline. This decision by the Commission aligns our key outcomes with the broader sector plan and various higher-level strategic frameworks, which underscores our commitment to fostering a cohesive and integrated approach to law reform.

The continuity of our vision is reflected in the four (4) Key Outcomes established in our previous plan, which will remain central to our efforts in this new period. These Key Outcomes are:

1. Reformed laws consistent with the social, cultural, economic and commercial development of Samoa;
2. Increased community input into the review of laws;
3. Enhanced capacity of the Commission to provide recommendations resulting from thorough and quality research, and input from its stakeholders; and
4. Financial, human resource coordination and ICT responsibilities managed efficiently, and improved responses to national disasters and emergencies.

The above set of outcomes encapsulate our dedication to improving legal frameworks, enhancing public access to justice, enhancing legal professional networking both national and abroad, supporting stakeholder engagement, and fostering a culture of transparency and accountability within our institution. By maintaining these focus areas, we aim to build upon the progress made in the past and ensure that our efforts resonate with the evolving needs of our communities. The shift to a five-year plan not only facilitates greater alignment with existing strategic priorities, but also provides us with the necessary time and flexibility to implement impactful law reform initiatives effectively.

This approach allows us to assess the long-term implications of our actions, evaluate outcomes, and refine strategies to maximise our positive influence on the legislative context. With this Corporate Plan, we reaffirm our commitment to fostering an equitable legal environment that responds to the needs of Samoa. We look forward to collaborating with our partners, stakeholders, and the community as we pursue these ambitious outcomes and strategies over the next five years. Together we have the opportunity to create meaningful and ability to respond to change through reformed laws.

This five-year plan is supported by more detailed Annual Management Plans developed at the end of each financial year for implementation in the following year.

Since its establishment in 2008, the Commission has had many achievements it can be proud of. However, it continues to face many challenges, particularly in relation to limited access to Court Decisions and updated data to assist with doctrinal, quantitative and qualitative research and recommendations.

Nonetheless, we are confident we can continue to address challenges with the unwavering support of the government and donor partners, as well as the passion and commitment of the Commission's vibrant staff led by the Honourable Minister of the Samoa Law Reform Commission, Afioga Matamua Seumanu Vasati Sili Pulufana.

Ma le faaaloalo tele,



Tufuga Fagaloa Tufuga Fatu

EXECUTIVE DIRECTOR, SAMOA LAW REFORM COMMISSION

ACRONYMS

AG	Attorney General
Commission	Samoa Law Reform Commission
ED	Executive Director
FR	Final Report
ICT	Information, Communication and Technology
KPI	Key Performance Indicator
MQR	Ministry Quarterly Report
OAG	Office of the Attorney General
OCLA	Office of the Clerk of the Legislative Assembly
OSH	Occupational Safety and Health
PDS	Pathway for the Development of Samoa
PSC	Public Service Commission
SDG	Sustainable Development Goals
SOE	State-Owned Enterprises
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOR	Terms of Reference

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1. INTRODUCTION

The Commission was established under the Law Reform Commission Act 2008 with a statutory mandate to review, reform and develop the laws of Samoa, to promote Samoan customs and traditions, enhance the social, cultural, economic and commercial development of Samoa, and to ensure that the laws of Samoa are kept in a modern state which meets the needs of Government and the Community.

As we embark on the development of our new Corporate Plan 2025-30 to guide our strategic direction and operational priorities for the next five years, we reflect with gratitude on the significant progress and achievements of our previous plan, which expired in June 2025.

Over the past three years, our Commission has successfully achieved 89% of our Key Performance Indicators (KPIs), showcasing our commitment to excellence and transformative reform in the realm of law. However, this journey has not been without its challenges. The implementation of the Corporate Plan 2022-25 presented various obstacles that necessitated thoughtful evaluation and adaptive strategies.

In recognition of these challenges, this new plan not only builds upon our successes but also incorporates targeted approaches designed to address the hurdles we encountered.

Through this comprehensive review process, we have gained invaluable insights that will shape our future direction. Our commitment to continuous improvement remains steadfast as we strive to enhance our operational efficiency and effectiveness. This new Corporate Plan will serve as our roadmap, guiding us in advancing our mission and ensuring we are equipped to meet the evolving needs of the communities we serve.

As we move forward, we invite all stakeholders to engage with us in this collaborative process, ensuring that our strategies are relevant, impactful, and responsive to the needs of Samoan people. Together, we will pave the way for a brighter future, fostering justice and responding to change through reformed laws.

The following sub-sections provide the Commission's Vision, Mission, Mandate and Core Functions.

1.1 OUR VISION

“To pioneer excellence in law reform that is relevant, innovative, and responsive to the needs of Samoa.”

1.2 OUR MISSION

“To facilitate law reform in Samoa by providing pragmatic recommendations based on high quality research, analysis and effective consultation.”

1.3 OUR MANDATE

The Samoa Law Reform Commission's legal mandate derives from:

- The Constitution of the Independent State of Samoa 1960; and
- The Law Reform Commission Act 2008.

It also has responsibilities under the following:

- Public Service Act 2004;
- National Provident Fund Act 1972;
- Labour and Employment Relations Act 2013;
- Accident Compensation Act 1989;
- Public Finance Management Act 2001;
- Lawyers and Legal Practice Act 2014;
- Occupational Safety and Health Act 2002;
- Law and Justice Sector Plan 2021 – 2025;
- Pathway for the Development of Samoa 2021-2026;
- SLRC Corporate Plan 2025–2030;
- Government Priorities (Cabinet Directives); and
- Public Service Working Conditions (Code of Conduct, Values and Principles of Employment).

1.4 OUR CORE FUNCTIONS

The core functions of the Commission under the Law Reform Commission Act 2008 are as follows:

- (a) To research and analyse areas of law considered to be in need of reform in accordance with reference:
 - (i) made to it by the Prime Minister, Cabinet or the Attorney General; or
 - (ii) self-initiated by the Commission.
- (b) To consult with and advise the public about its work;

- (c) To provide reports providing its recommendation to the Prime Minister, Cabinet and the Attorney General; and arrange for their publication upon Cabinet approval;
- (d) If recommended in its reports and where capacity allows, to draft new or amending laws or proposed legal framework for the approval of the Attorney General;
- (e) To promote awareness of the laws of Samoa; and
- (f) To advise government Ministries and agencies on the manner or content of reviews of the law conducted by those Ministries and agencies.

2. THE LAW REFORM PROCESS

The Commission follows a 6-stage process to implement its reform responsibilities, guided by the Terms of Reference (TOR) approved by the Prime Minister, Cabinet and Attorney General. Figure 1 below shows this 6-stage process in a nutshell:

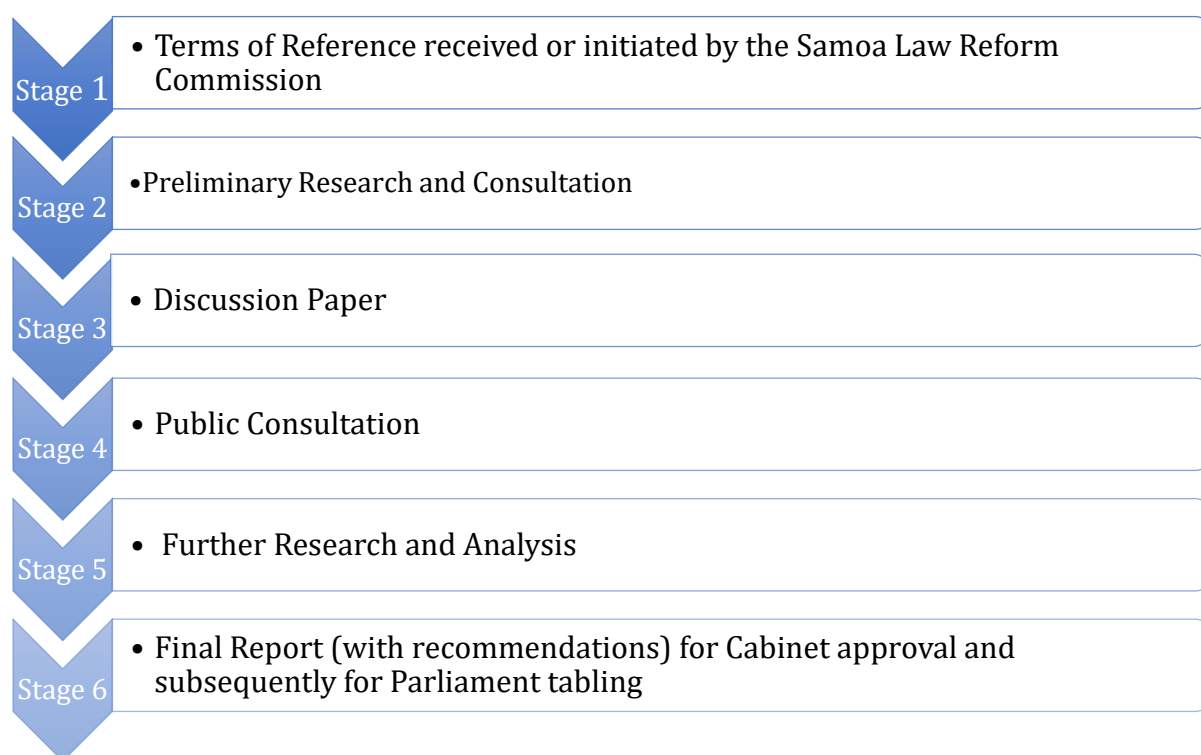


Figure 1: Six stages of the Law Reform Process

3. GUIDING PRINCIPLES AND VALUES

Integrity	<ul style="list-style-type: none"> • We are honest and we act fairly, responsibly and in good faith. • We are accountable for our actions. • We respect confidentiality. • We provide service to our people well through faithful service to the Government.
Impartiality	<ul style="list-style-type: none"> • We provide impartial advice, act without fear or favour and make decisions on their merits. • We are apolitical and treat everyone, including all contacts equally and without bias.
Professionalism	<ul style="list-style-type: none"> • We are committed to the Commission's organisational goals and values, and we act to enhance public awareness on our laws. • We are committed to continuous improvement.
Respect	<ul style="list-style-type: none"> • We are conscious of the rights and feelings of our colleagues and the people that we interact with, treating everyone with courtesy and respect. • We respect the confidentiality of personal information.
Collaboration	<ul style="list-style-type: none"> • We recognize teamwork that will enable the Commission to increase its capacity to deliver quality service. • We foster supportive and productive partnership.
Excellence	<ul style="list-style-type: none"> • We produce high quality, relevant and timely advice. • We exhibit the highest standards in our interactions with clients and colleagues. • We undertake our work responsibilities to the very best of our abilities.

Table 1: Principles and Values

4. STRATEGIC PLANNING PROCESS

Strategic planning is important to any organizational work performance because it determines the organization's success or failure and development of such a plan takes a long process.

The development of this Corporate Plan follows an evidence-based approach designed to ensure strategic alignment with our organizational vision, while addressing current realities and anticipating future challenges. This Strategic Planning Process represents a journey of reflection, analysis, and forward thinking that shapes our path for the years ahead.

The development planning process commenced in August 2024 during the Commission's Performance Review and Planning Seminar, with a presentation of timelines of each development stage. In January 2025, the Commission started the review of the Corporate

Plan 2022–2025 examining its successes, challenges, and lessons learned. The compilation of the new Corporate Plan 2025–2030 was conducted in parallel with this review process. The full draft of the new Corporate Plan 2025-2030 was completed in April 2025, and then the two rounds of internal consultations administered in April and May 2025.

The development of this Corporate Plan was deliberately structured to incorporate key lessons learned, address challenges identified, and build upon best practices observed during the implementation of the previous Corporate Plan 2022-2025. The following subsection presents a summary of the review of the previous plan, highlighting specific insights that shaped our current strategic approach.

4.1 REVIEW SUMMARY OF THE CORPORATE PLAN 2022-2025

The previous Corporate Plan July 2022–June 2025 recorded nineteen (19) Key Performance Indicators (KPIs) for measuring progress of strategies and activities. From the 19 KPIs, 89% have been achieved and the remaining 11% are partially achieved.

Figure 2 below provides an overview of KPIs in terms of their status (achieved or partially achieved) at the end of the Corporate Plan period. Please refer to Annex 2 for details of this review.

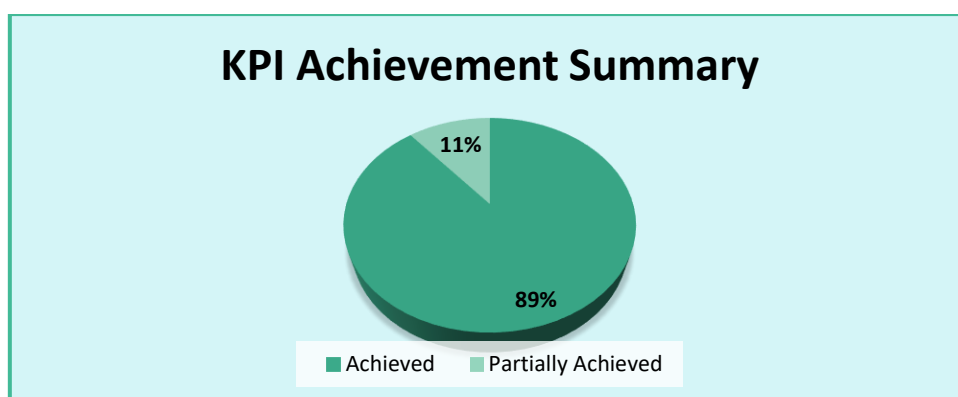


Figure 2: KPIs achievement

4.2 SWOT ANALYSIS, CORPORATE PLAN 2022–2025

The Commission believes that as we reflected on the major achievements of the previous three-year Corporate Plan 2022–2025, we also realised that there were challenges and unanticipated threats during the implementation of the said plan. For the key strengths that were identified, strategies to maximise them are provided, whereas for identified key weaknesses, mitigation measures to minimise them are also provided.

On the other hand, in discussing opportunities as an external influence, strategies to take advantage of those opportunities are made explicit. Activities that were affected due to external threats were identified, and strategies to protect against them are clearly provided to achieve the same outcome. Addressing these challenges will be dealt with

during the implementation of the new Corporate Plan 2025-2030, which is clearly outlined in the SWOT analysis presented in the Table 2 below.

Internal Influence (Attributes of the System)	Key Strengths	Strategies to Maximise
	<ul style="list-style-type: none"> • Capacity of staff with skills and knowledge • Systems in place to support the law reform process, as well as human resource and financial management • Support from the Minister and Cabinet as well as the Key Central Agencies • Legal Access to Online Legal Search Engines (VLex and LexisNexis) through local budget 	<ul style="list-style-type: none"> • Encourage and support maintaining of senior trained staff • Encourage ongoing capacity building programs for staff • Templates and precedents made available for ease of practice use • Continue producing the outcome of work delivered to enhance the by-in from superiors • Continue pushing through the funding availability from the local budget for online platform licenses.
	Key Weaknesses	Mitigation Measures to Minimise
	<ul style="list-style-type: none"> • No pool of qualified lawyers available to fulfil the vacancies • Limited funding support from local budget for public and stakeholders consultations • Limited access to Court Decisions and other required information from other key stakeholders • Limited available training opportunities for the legal profession, specifically in law reform areas 	<ul style="list-style-type: none"> • Seek/obtain law reform, legal research and legislative drafting training available for legal staff • Seek for PSCs opening of LLB scholarships • More positions for senior legal management (AEDs and ELOs) • Support ongoing professional development through internal training particular to law reform, legal research and legislative drafting training • Seek face to face training opportunities on law reform areas and doctrinal legal research • Strengthen stakeholder involvement through effective consultation in the planning process • The Commission to improve online access to the MJCA Court Decisions Online Databases e.g. the Samoa Legal Information Institute (samlii.org)

External Influence (Attributes of the Environment)	Key Opportunities	Strategies to Utilize
	<ul style="list-style-type: none"> • Donors available in the country (TAUTAI and others) • Collaboration with Overseas Universities and organisations • Potential collaborations with other law reform commissions in the Pacific and other developed countries 	<ul style="list-style-type: none"> • Promote / Encourage Government Partnerships with donor partners, which aligns with the Commission mandate. • Enhance Internship Programs and partnership with overseas Universities to develop research partnerships • Strengthen collaborations with other law reform commissions through establishing a Pacific Islands Law Reform Association (PILRA)
	Key Threats	Mitigation Measures
	<ul style="list-style-type: none"> • Shift in priorities and resources • Workforce shift and staff turnover • Political influence • Competing priorities • Contradicting priorities with some key stakeholders causing delays 	<ul style="list-style-type: none"> • The Commission must be in a position to automatically re-prioritize • PSC - opening of LLB scholarships • The Commission must focus on the ongoing law reform projects, notwithstanding any change in government • The Commission complies with Cabinet directives on Government's priorities, and must be in a position to advise Cabinet through Hon. Minister in advance on Project status and office capacity • The Commission to enhance the time management skills of staff in order to deliver the tasks efficiently

Table 2: SWOT Analysis

5. PERFORMANCE FRAMEWORK

In the pursuit of effective and equitable law reforms, the Commission is committed to establishing a robust Performance Framework that aligns our vision and mission with measurable outcomes. This chapter outlines the principles, metrics, and methodologies that will guide our evaluation of initiatives and projects aimed at enhancing the legal system.

By fostering a culture of accountability and continuous improvement, our performance framework will not only ensure that we meet our statutory obligations but also serve to build public trust in the reform process. Through transparent reporting and stakeholder engagement, we aim to create a dynamic environment capable of adapting to emerging legal challenges while remaining responsive to the needs of the community we serve.

The performance framework connects the strategies, outputs and outcomes of the Commission from Organisational level to Sectoral level, as well as the impacts at the National level.

5.1 NATIONAL PLANNING FRAMEWORK

The National Planning Framework establishes a comprehensive and integrated approach to strategic planning that ensures alignment across all levels of government operations, through a results-based hierarchy. This framework creates a cascading structure that begins with the national plan which is the Pathway for the Development of Samoa (PDS) defining overarching key strategic outcomes that reflect the country's long-term vision and priorities. It flows down to sector-level plans that translate these into specific long-term outcomes within targeted areas of intervention. It continues to corporate and agency-level plans that specify the outputs and short-term outcomes required to achieve sectoral results, and culminates in operational plans that detail the activities, strategies, and inputs necessary for implementation through the budget process. By establishing clear linkages between the key strategic outcome at the national level, long term outcomes at the sector level, short term outcomes and outputs at the corporate level, and inputs at the operational level. This framework ensures that every resource allocation decision and programmatic activity directly contributes to achieving national results. This systematic approach enhances accountability through measurable results at each planning tier, optimizes resource utilization across the results chain, and strengthens the coherence of government action in delivering the services and impacts that matter most to citizens. This corporate plan is located in the second tier of the hierarchy of the government's national planning framework as shown in Figure 3 below.

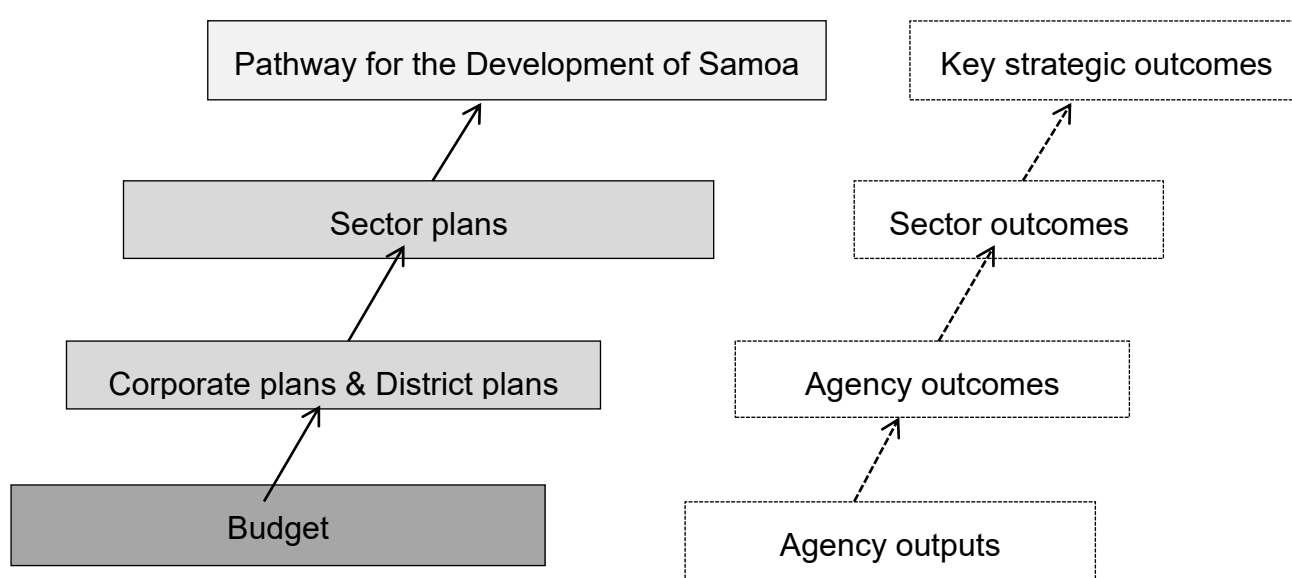


Figure 3: National Planning Framework

5.2 OUTCOMES, OUTPUTS AND STRATEGIES

Before examining our Commission's specific planning or logic framework, it is important to understand each component and how they work together to create a cohesive planning system. This section sets the context in which the Commission's corporate plan operates. It starts with a brief discussion of the national planning framework that outlines the position of each planning document including the corporate plan.

Outcomes in the context of this corporate plan are immediate and short-term benefits that the Commission anticipates to produce from its annual budgeted output. **Outputs** are the direct, measurable products and services resulting from the organization activities. **Strategies** on the other hand, are the intended courses of action that the Commission plans to implement in pursuit of its planned outcomes.

The logic framework is a powerful tool that:

- creates clear lines of sight between resources invested and results achieved;
- helps identify potential gaps or disconnects in planning process;
- provides a shared language for discussing organizational performance; and
- facilitates measurement of progress and impact; and enables more engaging communication with stakeholders.

The Commission's budgeted output feature in this section is a building block for the outcomes expected to be achieved at the end of this corporate plan. It is therefore critical to highlight connection between the outputs and outcomes to ensure the alignment of outputs to outcomes is realistic and achievable. Subsection 5.3 below shows the alignment of an output to outcomes and to the key strategic outcome.

5.3 ALIGNMENT OF OUTPUTS AND OUTCOMES IN THE NUTSHELL

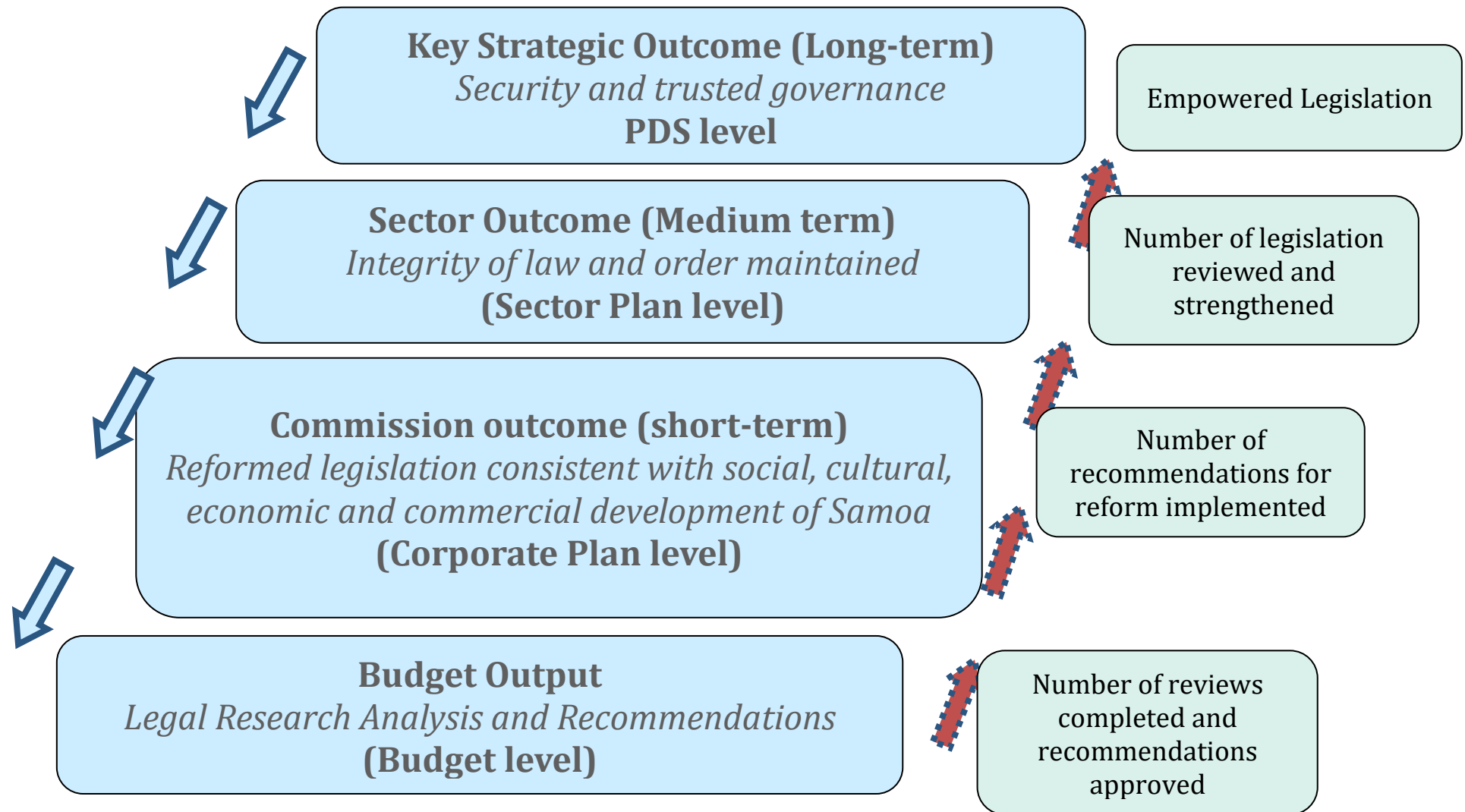


Figure 4: The Commission Output and Outcomes alignment

5.4 THE COMMISSION PLANNED OUTCOMES 2025-2030

For the lifetime of this Corporate Plan, the Commission plans to deliver and achieve four main outcomes. Table 3 below outlines these key planned outcomes and their corresponding performance targets for the duration of this corporate plan. These outcomes represent our strategic priorities and define the measurable results we are committed to achieving. Each outcome is paired with specific performance targets that will enable us to track progress, ensure accountability, and demonstrate value to our stakeholders. Regular monitoring against these targets will inform our decision-making and resource allocation throughout the plan period.

Commission Outcomes	Indicators	Targets
Reformed laws consistent with the social, cultural, economic, and commercial development of Samoa	i. Increase the number of reviews completed with recommendations approved ii. Number of legislation reviewed and strengthened iii. Number of self-initiated review projects administered iv. Number of follow-ups conducted, 12 months post-project-completion	Four (4) full reviews Four (4) At least two (2) Three (3)
Increased community input into the review of laws	i. Increase the number of villages/participants participating in the review process ii. Maintain the percentage of intended stakeholders present during consultations	230 villages 2200 participants 100%
Enhanced capacity of the Commission to provide recommendations informed by research and input from its stakeholders	i. Increase in (%) of staff engaged in professional development activities	70%
Financial, human resource coordination, and ICT responsibilities managed efficiently and improved responses to natural disasters and emergencies	i. Increase compliance with financial and human resource processes and policies ii. Improve ICT system reliability and response time, and user satisfaction iii. Improve office responses to natural disasters and emergencies	90% compliance Average help response time reduced to under 1 hour All staff aware of evacuation areas and complied with in times of disasters and emergencies

Table 3: Outcomes, Indicators and Targets

5.5 THE COMMISSION STRATEGIES AND OUTCOMES 2025-2030

Table 4 below outlines the strategies the Commission plans to guide its action in order to achieve its four (4) planned outcomes. As alluded to earlier, the strategy outlines a course of action to help the Commission achieve its outcomes, which are considered short-term benefits expected to be realised within the next five years.

Outcome 1	Strategies
Reformed laws consistent with the social, cultural, economic, and commercial development of Samoa	<ul style="list-style-type: none"> • Implement the Reviews of Laws according to the Terms of Reference referred by the AG, Prime Minister and/or Cabinet, or self-initiated by the Commission • Implement Legal Review Assistance referred from the Prime Minister, Cabinet and/or AG and requests referred from government ministries and SOEs for advice
Outcome 2	Strategies
Increased community input into the review of laws	<ul style="list-style-type: none"> • Strengthen partnership with villages and communities through a consultative approach
Outcome 3	Strategies
Enhanced capacity of the Commission to provide recommendations informed by research and input from its stakeholders	<ul style="list-style-type: none"> • Develop a committed and competent Commission workforce at all levels
Outcome 4	Strategies
Financial, human resource coordination, and ICT responsibilities managed efficiently, and improved responses to natural disasters and emergencies	<ul style="list-style-type: none"> • Strengthen compliance with policies and guidelines governing human, financial resources, and natural disasters.

Table 4: Outcomes and Strategies for the next five year

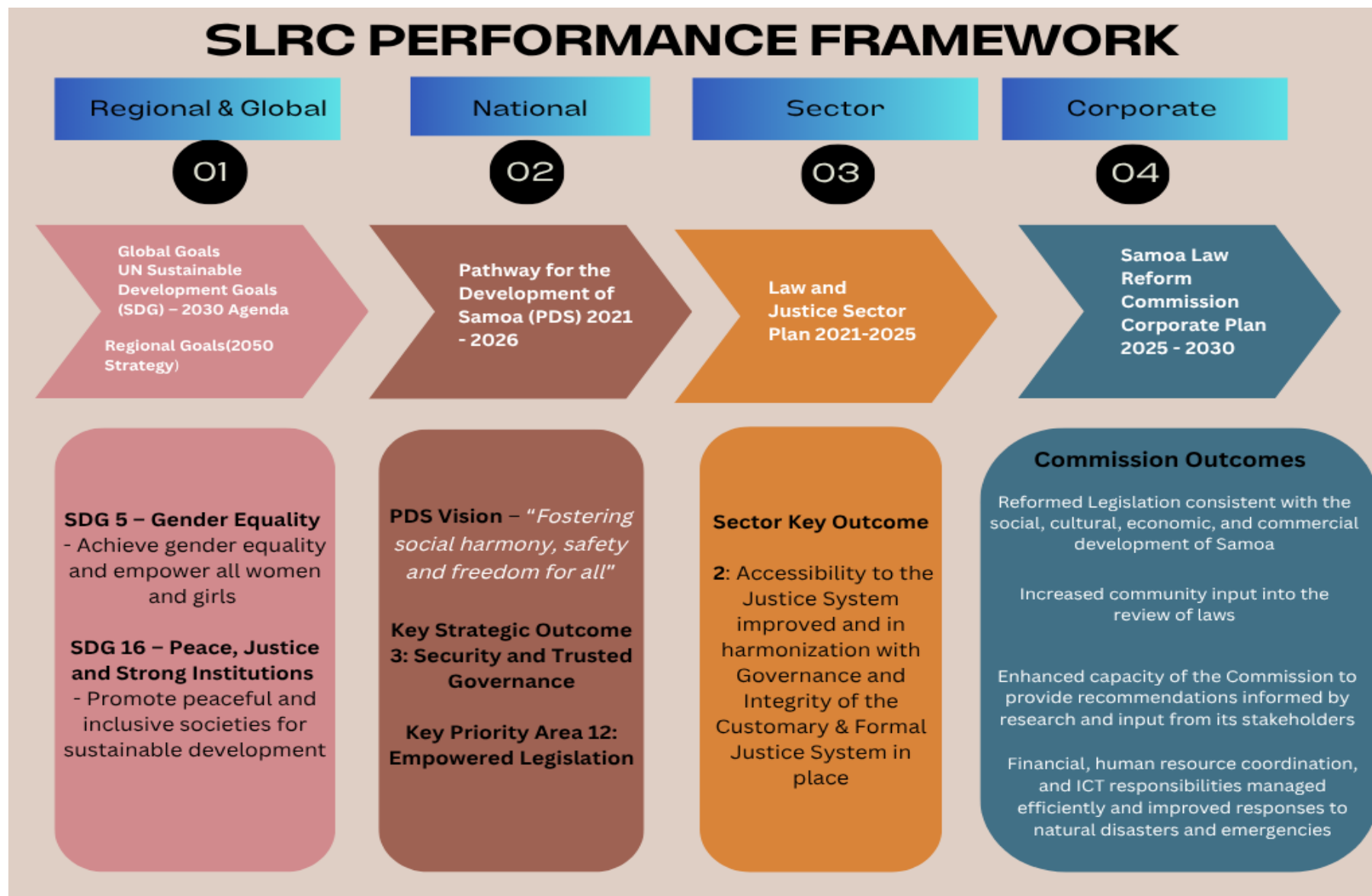


Figure 5: SLRC Performance Framework

6. IMPLEMENTATION PLAN 2025-2030

The successful execution of our Corporate Plan is pivotal to the advancement of the Commission's vision and mission. This chapter outlines the detailed implementation strategies, activities, and the key performance indicators for our two divisions: the Legal Division and the Corporate Services Division.

Each division plays a crucial role in ensuring that our initiatives are effectively translated into actionable steps. The accompanying implementation plan, presented in a tabular format, delineates specific strategies, key performance indicators, and timelines. By fostering collaboration and alignment across divisions, we are committed to enhancing our operational effectiveness and driving meaningful law reforms that serve the needs of our Samoan people. Table 5 and 6 below documents the implementation matrices for the two divisions:

6.1 LEGAL DIVISION

Strategies	Activities	Key Performance Indicators	Time Frame
OUTCOME 1: Reformed laws consistent with the social, cultural, economic, and commercial development of Samoa			
1.1. Implement the Reviews of laws according to the Terms of Reference referred by the OAG, Prime Minister, and/or Cabinet, or self-initiated by the Commission.	1.1.1 Review of the Fabric of Laws of Samoa (No. 2)	1. Date by which the Final Report of the Review of the Fabric of Laws of Samoa (No. 2) completed and submitted to Cabinet for approval	September 2025
	❖ Formulate the Final Report and Recommendations to be submitted to Cabinet for endorsement	2. Date by which the Final Report of the Review of Fabric of Laws of Samoa (No. 2) translated, printed and submitted to the Legislative Assembly.	December 2025
	❖ Translate and publish the Final Report to be tabled at the Legislative Assembly	3. Follow-up on the implementation of the recommendations (6-12 months post FR).	December 2026
	1.1.2 Follow-up Review of the Narcotics Act 1967	4. Date/Number of further consultations with relevant ministries/agencies completed	December 2025
	❖ Conduct further consultations with relevant Ministries/agencies	5. Date by which the consultation report/information paper is completed and submitted to Cabinet for approval	(5)
	❖ Compile consultation/information paper for cabinet's approval		February 2026

	<p>1.1.3 Review of the Public Trust Office Act 1975</p> <ul style="list-style-type: none"> ❖ Formulate the Terms of Reference ❖ Develop an Issues Paper ❖ Conduct consultative Awareness Seminars ❖ Compile consultation findings/analysis & further research ❖ Formulate the Final Report and recommendations to be submitted to Cabinet for endorsement ❖ Translate and publish the Final Report and submit to the Legislative Assembly ❖ Follow-up on the recommendations 	<p>6. The six (6) stages of the Law Reform Process are completed and approved by the relevant Authorities</p> <ul style="list-style-type: none"> • Date by which the Terms of Reference is referred / confirmed. • Preliminary Research and Consultations completed • Date/Number of consultative awareness seminars conducted • Date by which the Further Research and consultations completed • Final Report of the Review of the Public Trust Office Act 1975 is completed and submitted to Cabinet for approval • Final Report of the Review of the Public Trust Office Act 1975 translated, printed, and submitted to Legislative Assembly • Follow-up on the implementation of the recommendations (12 months post FR). 	<p>June 2027</p> <p>December 2025</p> <p>March 2026</p> <p>June 2026 / 19</p> <p>October 2026</p> <p>April 2027</p> <p>June 2027</p> <p>June 2028</p>
	<p>1.1.4 Review of the Ifoga (Traditional Apology) as a mitigating factor in criminal cases</p> <ul style="list-style-type: none"> ❖ Develop the Terms of Reference (TOR) ❖ Conduct Preliminary research and preliminary consultations ❖ Compile the Issues/Discussion Paper and get approval from Cabinet ❖ Conduct Public and stakeholders consultations ❖ Compile consultation findings/analysis & further research ❖ Formulate the Final Report and recommendations to be submitted to Cabinet for endorsement ❖ Translate and publish the Final Report and submit to the Legislative Assembly 	<p>7. The six (6) stages of the Law Reform Process are completed and approved by the relevant Authorities</p> <ul style="list-style-type: none"> • Date by which the Terms of Reference is confirmed. • Preliminary Research and consultations completed • Date by which the Issues/Discussion Paper completed • Number/date of Public & Stakeholder Consultations conducted • Date by which the Further Research and Consultations are completed • Final Report of the Review of the Ifoga (Traditional Apology) as a mitigating factor in criminal cases is completed and submitted to Cabinet for approval • Final Report of the Review of the Ifoga translated, printed, and submitted to Legislative Assembly • Follow-up on the implementation of the recommendations (6-12 months post FR). 	<p>March 2029</p> <p>June 2026</p> <p>December 2026</p> <p>June 2027</p> <p>19 consultation/ December 2027</p> <p>June 2028</p> <p>December 2028</p> <p>March 2029</p> <p>March 2030</p>

	1.1.5 Review of the Youth, Sports & Cultural Affairs Act 1993 <ul style="list-style-type: none"> ❖ Develop the Terms of Reference (TOR) ❖ Conduct Preliminary research and preliminary consultations ❖ Compile the Discussion Paper and get approval from Cabinet ❖ Conduct Public and stakeholders consultations ❖ Compile consultation findings/analysis & further research ❖ Formulate the Final Report and recommendations to be submitted to Cabinet for endorsement ❖ Translate and publish the Final Report and submit to the Legislative Assembly 	8. The six(6) stages of the Law Reform Process are completed and approved by relevant Authorities <ul style="list-style-type: none"> • Date by which the Terms of Reference is confirmed. • Date by which Preliminary research and consultations are completed • Date by which the Issues/Discussion Paper completed • Number/date of Public & Stakeholder Consultations conducted • Date by which the Further Research and Consultations are completed • Final Report of the Review of the Youth, Sports and Cultural Affairs Act 1993 is completed and submitted to Cabinet for approval • Final Report of the Review of the Youth, Sports and Cultural Affairs Act 1993 translated, printed, and submitted to Legislative Assembly • Follow-up on the implementation of the recommendations (6-12 months post FR). 	September 2029 December 2026 June 2027 December 2027 19 consultations/ June 2028 December 2028 June 2029 September 2029 June 2030
1.2. Implement Legal Review Assistance referred from the Prime Minister, Cabinet and/or Attorney General and requests referred from government ministries & SOEs for advice	1.2.1 Prepare relevant responses to Legal Review Assistance referred from relevant authorities	9. Number of Legal Review Assistance completed on time with analysis/recommendations submitted to the relevant authorities	30
1.3. Raise awareness and advise the public about the work of the SLRC	1.3.1 Prepare biannual newsletters and disseminate to stakeholders and public through Commission official website and social media	10. Number of biannual newsletters developed and disseminated 11. Number of awareness programs and information disseminated to stakeholders	10 Newsletters Ten (10)

KEY OUTCOME 2: Increased community input into the review of laws				
2.1 Strengthen partnerships with villages and communities through consultative approach	2.1.1	Increase citizen participation in the law review process	12. Increase the number of villages/participants participating in the review process	230 villages / 2200 participants
	2.1.2	Actively engage with Ministries/Agencies to be informed about ongoing reviews as well as reviews relevant to the work of the Commission.	13. Maintain the (%) of intended stakeholders present during consultations	100%
KEY OUTCOME 3: Enhanced capacity of the Commission to provide recommendations informed by legal research and input from all its stakeholders				
3.1 Develop a committed and competent SLRC workforce at all levels	3.1.1	Secure relevant training opportunities to build capacity of staff	14. Increase the (%) of staff engaged in professional development activities	70%
	3.1.2	Coordinate and facilitate In-Service professional development to build capacity of staff	15. Date by which the Capacity Development Plan is completed and implemented	April 2026
	3.1.3	Develop a Capacity Development Plan for the Commission		

Table 5: Legal Division Implementation Plan

6.2 CORPORATE SERVICES DIVISION

Strategies	Activities	Key Performance Indicators	Time Frame
KEY OUTCOME 4: Financial, human resource coordination, and ICT responsibilities managed efficiently and improved responses to natural disasters and emergencies			
4.1 Strengthen compliance with policies and guidelines governing human and financial resources	4.1.1 Provide Human Resource Management and Financial Management in compliance with governing policies.	16. Increase compliance with Human Resource processes and policies	90%
		17. Staff annual performance rate improved	Increased by 5%
		18. Improved compliance with Treasury Instructions and Procurement Operating Manual	90% compliance

	<p>4.1.2 Coordinate the development and implementation of the SLRC New Workforce Plan</p> <p>4.1.3 Coordinate Induction Trainings for new recruits and refresher trainings on working conditions</p> <p>4.1.4 Implement the Performance Management System (performance appraisals)</p> <p>4.1.5 Provide secretarial work for Executive Director, Management and Legal Team</p> <p>4.1.6 Coordinate Records management (hard and e-copies) for the whole office</p> <p>4.1.7 Coordinate the administration and vehicle maintenance to ensure staff safety on all means of transportation duties and ensure all 4 Commission vehicles are mechanical sound and clean at all times</p>		
4.2 Strengthen financial risk management, auditing issues and procurement processes in SLRC	<p>4.2.1 Monitor and implement audit report recommendations, procurement plans and risk management plans</p> <p>4.2.2 Strengthen financial management processes for the disbursement and acquittal of financial expenditure on a quarterly basis</p>	<p>19. Audit reports meet expected standards for financial management and audit issues reduced by 2% each year</p>	<p>As requested (Audit issues reduced by 2%)</p>
4.3 Strengthen SLRC planning, monitoring, reporting and response to natural disasters and emergencies	<p>4.3.1 Monitor Government / SLRC planning framework, implementation and progress towards achieving expected outcomes and annual targets</p> <p>4.3.2 Develop a new Corporate Plan 2030-35</p>	<p>20. Increase compliance with government planning processes for Annual Reports and other mandated reports and plans.</p> <p>21. Date by which the OSH Policy is completed and operational</p>	<p>At least 90% compliance</p> <p>December 2025</p>

	<p>4.3.3 Develop Annual Management Plans (AMPs) for each financial year</p> <p>4.3.4 Coordinate and administer the Annual Performance Review and Strategic Planning Seminar</p> <p>4.3.5 Develop an Occupational, safety and Health (OSH) Policy for the Commission</p>		
4.4 Implement a seamless and uninterrupted operation of ICT services while enhancing efficiency, security, and user satisfaction	<p>4.4.1 Establish a continuous monitoring system for all ICT services in the Commission to identify and resolve issues before they impact operations proactively.</p> <p>4.4.2 Develop a Cyber Security Plan for the Commission</p> <p>4.4.3 Secure ongoing training opportunities and development for IT staff to keep them updated on the latest technologies and best practices.</p> <p>4.4.4 Enhance ICT security and maintenance of ICT equipment.</p> <p>4.4.5 Update and upgrade the Commission Website content</p> <p>4.4.6 Develop and regularly update a comprehensive disaster recovery and business continuity plan.</p>	<p>22. Average help response time reduced to one hour</p> <p>23. All staff aware of evacuation areas and complies with, in times of disasters and emergencies</p>	<p>Staff ICT issues resolved in one hour</p> <p>90% compliance with disasters and emergencies requirements</p>

4.5 Coordinate Project Management relevant activities	4.5.1	Provide updates of the law reform projects to Management when required	24. Project management relevant activities coordinated and completed on time	20 law reform updates 10 website updates and awareness programs
	4.5.2	Update the Commission information on the SLRC website and coordinate awareness programs for the Commission's work		
	4.5.3	Provide HR and Administration support through annual reports, quarterly reports, management plans and budget planning		

Table 6: Corporate Services Division Implementation plan

7. MONITORING AND EVALUATION FRAMEWORK

The Monitoring and Evaluation (M&E) chapter of the Commission's Corporate Plan 2025-28 outlines a strategic framework designed to assess the effectiveness and impact of our law reform initiatives. Recognizing the dynamic nature of legal and societal needs, this chapter emphasizes the importance of a robust M&E system that will enable the Commission to systematically track progress, gather feedback, and refine our approaches to reforming laws. By establishing clear indicators and methodologies, we aim to foster accountability, enhance transparency, and ensure that our efforts are aligned with the aspirations of the Samoan community. This proactive stance will not only support informed decision-making but will also facilitate continuous learning and adaptation, ultimately advancing our commitment to creating a just and equitable legal framework for all.

7.1 LEGAL DIVISION

Commission Outcomes	Key Indicators	Performance	Baseline Data	Year Target 1 (June 2026)	Year Target 2 (June 2027)	Year 3 Target (June 2028)	Year Target 4 (June 2029)	Year Target 5 (June 2030)	Means of Verification
1. Reform of the laws to be consistent with the	1. Date by which the Final Report of the Review of the Fabric of Laws of Samoa (No. 2) completed		Review of Fabric of Laws No. 1 (2017)	Final Report completed and					Final Report for the Review of Fabric of Laws

social, cultural, economic and commercial development of Samoa.		and submitted to Cabinet for approval		submitted to Cabinet					<i>of Samoa (No. 2)</i>
	2.	Date by which the Final Report of the Review of Fabric of Laws of Samoa (No. 2) translated, printed and submitted to the Legislative Assembly	Review of Fabric of Laws No. 1 (2017)	Final Report translated to Samoan and submitted to Parliament					<i>Final Report (Samoan version) for the Review of Fabric of Laws of Samoa (No. 2)</i>
	3.	Follow-up on the implementation of the recommendations (6-12 months post FR)	N/A		Recommendation follow-up (Dec 2026)				<i>Commission AMP</i>
	4.	Date/Number of further consultations with relevant ministries/agencies completed (Follow-up review of the Narcotics Act 1967)	N/A	December 2025 5 consultations					<i>Commission AMP</i>
	5.	Date by which the consultation report/information paper is completed and submitted to Cabinet for approval (Follow-up review of the Narcotics Act 1967)	N/A	February 2026					<i>Consultation / information Paper</i>
	6.	The six (6) stages of the Law Reform Process are completed and approved by the relevant Authorities (Review of	N/A	TOR confirmed (Dec 2025) Preliminary research &	Further research & consultations (October 2026)	Follow-up recommendation implementation (June 2028)			<i>Final Report for the Review of the Public Trust Office Act 1975</i>

	<i>the Public Trust Office Act 1975)</i>		consultation (March 2026) 19 Consultative awareness seminars (June 2026)	Final Report to Cabinet (April 2027) Final Report translated to Samoan (June 2027)				
7.	The six (6) stages of the Law Reform Process are completed and approved by the relevant Authorities <i>(Review of the Ifoga - Traditional Apology)</i>	N/A	TOR confirmed (June 2026)	Preliminary research and consultations (December 2026) Issues/Discussion Paper (June 2027)	19 consultations (December 2027) Further research and consultations (June 2028)	Final Report submitted to Cabinet (December 2028) Final Report translated to Samoan (March 2029)	Follow-up recommendation implementation (March 2030)	<i>Final Report for the Review of the Ifoga (Traditional apology) as a mitigating factor in criminal cases</i>
8.	The six (6) stages of the Law Reform Process are completed and approved by the relevant Authorities <i>(Review of the Youth, Sports and Cultural Affairs Act 1993)</i>	N/A		TOR confirmed (December 2026) Preliminary research and consultations (June 2027)	Issues/Discussion Paper completed (December 2027) 19 consultations completed (June 2028)	Further research and consultations (December 2028) Final Report to Cabinet (June 2029)	Final Report translated to Samoan (September 2029) Follow-up Recommendations implementation (June 2030)	<i>Final Report for the Review of the Youth, Sports and Cultural Affairs Act 1993</i>
9.	Number of Legal Review Assistance completed on time with	4 (2024)	6	6	6	6	6	<i>Legal Review Assistance</i>

	analysis/recommendations submitted to the relevant authorities							
	10. Number of biannual newsletters developed and disseminated	2 (2024)	2	2	2	2	2	<i>Newsletters</i>
	11. Number of awareness programs and information disseminated to stakeholders	N/A	2	2	2	2	2	<i>Awareness programs</i>
2. Increased community input into the review of Laws	12. Increase the number of villages/participants participating in the review process	TBC	210 villages 1900 participants	215 villages 2000 participants	220 villages 2050 participants	225 villages 2100 participants	230 villages 2200 participants	<i>Consultation records / findings</i>
	13. Increase the (%) of intended stakeholders present during consultations	80% (2023)	100%	100%	100%	100%	100%	<i>Laws Review Reports</i>
3. Enhanced capacity of the Commission to provide recommendations informed by legal research and input from all its stakeholders.	14. Increase the (%) of staff engaged in professional development activities	42% (2024)	50%	55%	60%	65%	70%	<i>SLRC MQR</i>
	15. Date by which the Capacity Development Plan is completed and implemented	N/A	April 2026	Implementation	Implementation	Implementation	Implementation	<i>Capacity Development Plan</i>

Table 7: Legal Division M&E Framework

7.2 CORPORATE SERVICES DIVISION

Key Outcomes	Key Performance Indicators	Baseline Data	Year 1 Target (June 2026)	Year 2 Target (June 2027)	Year 3 Target (June 2028)	Year 4 Target (June 2029)	Year 5 Target (June 2030)	Means of Verification
4. Financial and human resource coordination responsibilities managed efficiently and improved responses to national disasters and emergencies	16. Increase compliance with Human Resource processes and policies	N/A	50%	60%	70%	80%	90%	<i>SLRC MQR and Annual Reports</i>
	17. Staff annual performance rate improved	89% (June 2024)	90%	91%	92%	93%	94%	<i>Performance Appraisal system</i>
	18. Improved compliance with Treasury Instructions and Procurement Operating Manual	N/A	70% compliance	75% compliance	80% compliance	85%	90%	<i>Budget Reviews (MYR and FYR) Annual Reports</i>
	19. Audit reports meet expected standards for financial management and audit issues reduced by 2% each year	2023 Audit	As required	As required	As required	As requested	As requested	<i>Audit Reports (Management Letters)</i>
	20. Increase compliance with government planning processes for Annual Reports and other reports and plans	N/A	70% compliance	75% compliance	80% compliance	85% compliance	90% compliance	<i>Annual Reports submission to Cabinet and Parliament</i>
	21. Date by which the OSH Policy is completed and operational	N/A	December 2025	Implementation	Implementation	Implementation	Implementation	<i>OSH Policy</i>
	22. Average help response time reduced to one (1) hour.	N/A	ICT issues resolved in one hour	ICT issues resolved in one hour	ICT issues resolved in one hour	ICT issues resolved in one hour	ICT issues resolved in one hour	<i>ICT quarterly report / Annual Reports</i>

	23. All staff aware of evacuation areas and complies with, in times of disasters and emergencies	N/A	80% compliance	82% compliance	84% compliance	86% compliance	90% compliance	<i>OSH Policy and implementation reports</i>
	24. Project management relevant activities coordinated and completed on time	4 law reform updates (2024)	Four law reform projects updates 2 website updates	Four law reform projects updates 2 website updates	Four law reform projects updates 2 website updates	Four law reform projects updates 2 website updates	Four law reform projects updates 2 website updates	<i>SLRC AMPs</i>

Table 8: CSD M&E Framework

8. ANNEXES

8.1 ANNEX 1: SAMOA LAW REFORM COMMISSION ORGANIZATION STRUCTURE

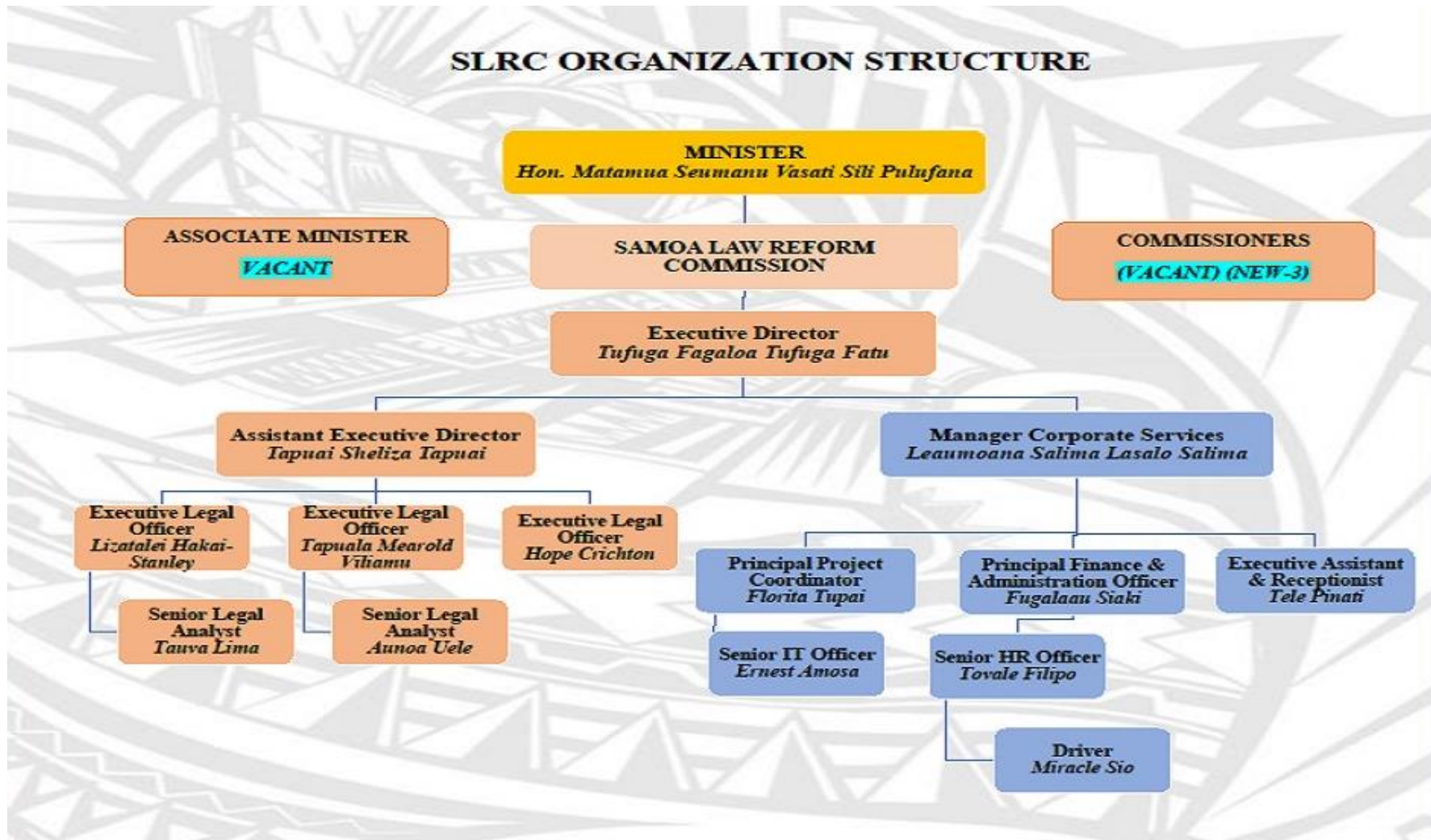


Figure 6: SLRC Organization Structure

8.2 ANNEX 2: FULL TERM REVIEW OF CORPORATE PLAN 2022 – 2025

Strategies	Activities	Key Performance Indicators	Targets	PROGRESS OF KPIs	STATUS
1.4. Implement the Reviews of laws according to the Terms of Reference provided by the OAG, Prime Minister and Cabinet.	1.1.2 Review of the Traffic Laws of Samoa <ul style="list-style-type: none"> - Road Traffic Ordinance 1960 (Including Regulations, Orders and Rules) - Road Traffic (Payment of Fines) Act 2009 (Including Regulations, Orders and Rules) - Road Transport Reform Act 2008 (Including Regulations, Orders and Rules) ❖ Conduct public and stakeholder consultations ❖ Compilation of consultation findings, analysis and further research ❖ Formulation of Final Report and Recommendations to be submitted to Cabinet for endorsement ❖ Translation and printing of Final Report to be tabled at Parliament 	<ol style="list-style-type: none"> 1. Formulation of Final Report & Recommendations completed and submitted to Cabinet for approval 2. Final Report translated, printed and submitted 100 copies to OCLA for Parliamentary Debate 	<p>June 2024</p> <p>September 2024</p>	<ul style="list-style-type: none"> ➤ The Commission Revised the Targets for this KPI for the FY2022/23, when received the FK(22)30 in August 2022, instructing the Commission to carry out further consultations on the Review of Family Laws Final Report with other Government Agencies and Stakeholders and to report back to Cabinet ➤ The Revised Targets were both completed in the last six months of the Financial Year 2022/23 ➤ The Cabinet approved the Discussion Paper for the Review of Traffic Laws of Samoa on the 19th of April 2023 through FK(23)15. ➤ Prior to the Commission engaging in the public consultations phase, members of the Alamagoto EFKS Congregation was engaged to pilot the consultation process as well as the data collection tools (questionnaires and focus group discussion questions) on the 11th of May 2023. ➤ The Stakeholders consultations were held on the 22nd of May 2023 for LTA and MOPPCS, and on the 23rd of May 2023 for MWTI and MJCA. ➤ The Commission conducted 10 public consultations. The public consultations for Upolu were held from 24 – 31 May 2023. ➤ The public consultations for Savaii were held from 5 – 8 June 2023. ➤ The compilation of the consultation findings and analysis were completed in November/December 2023. ➤ Further research and analysis were completed in May 2024. ➤ The final report for this full review is near completion and the Commission envisages the completion and submission of the Final Report to Cabinet for approval at the beginning of the new financial year. 	Partially Achieved

	<p>1.1.6 Review of the Arms Ordinance 1960</p> <ul style="list-style-type: none"> ❖ Re-commence discussions & continue preliminary research ❖ Compile preliminary research findings and develop Discussion Paper for Cabinet's approval ❖ Conduct public and stakeholders consultations ❖ Compilation of consultation findings, analysis and further research ❖ Formulation of Final Report and Recommendations to be submitted to Cabinet for endorsement 	<p>3. Formulation of Final Report & Recommendations completed and submitted to Cabinet for approval</p> <p>4. Final Report translated, printed and submitted 100 copies to OCLA for Parliamentary Debate</p>	<p>December 2024</p> <p>March 2025</p>	<ul style="list-style-type: none"> ➤ The Commission further consulted the Ministry of Police, Prisons and Correctional Services in November 2022 as a refresher meeting to reconfirm the scope of this Review. ➤ The preliminary research and analysis for this review was finalized and completed in December 2022. ➤ The Discussion Paper was completed in September 2023 and was approved by the Cabinet on the 25th of October 2023 through its directive FK(23) 42. ➤ The Commission engaged the MoPPCS and the Ministry of Customs and Revenue in a joint consultation as key stakeholders of the Commission in November 2023. ➤ The Commission in collaboration with the MoPPCS administered twelve (12) public consultations for Upolu from 27 November – 12 December 2023, and seven (7) public consultations for Savaii from 12 – 20 February 2024. ➤ In April 2024, the Commission also consulted two (2) other relevant stakeholders, the Samoa Shooting Federation and the Licensed Dealers under the provisions of the Ordinance. ➤ The compilation of the Final Report for this Full Review is in progress and will be completed and submitted to Cabinet for approval at the beginning of the new financial year 	Partially Achieved
a. Implement AD-HOC Projects referred from the Prime Minister, Cabinet and/or Attorney General and requests referred from government	<p>1.2.2 Conduct AD-HOC projects referred from relevant authorities</p>	<p>5. Percentage of AD-HOC projects completed on time with analysis/recommendations submitted to the relevant authority</p>	<p>9 (100%)</p>	<ul style="list-style-type: none"> ➤ 100% of six (6) Legal Review Assistance (AD-HOC References) received (from government ministries and agencies) and completed in the financial year July 2022 – June 2023. ➤ 100% of nine (9) Legal Review Assistance (AD-HOC References) received (from government ministries and agencies) and completed in the financial year July 2023 – June 2024. 	Achieved

ministries & SOEs for advice						
a. Raise awareness and advise the public about the work of the SLRC	1.3.2	Prepare biannual newsletters and disseminate to stakeholders and public through Commission official website and social media	6. Number of biannual newsletters developed and disseminated 7. Number of awareness programs and information disseminated to stakeholders	Six months 3	<ul style="list-style-type: none"> ➤ The six monthly Newsletters for the Commission were completed and disseminated to stakeholders and the public through the Commission website, Facebook page, and emails in the following months: <ul style="list-style-type: none"> i. January – June 2022 in July 2022. ii. June – December 2022 in January 2023. iii. January – June 2023 in July 2023. iv. July – December 2023 in February 2024. v. January – June 2024 in July 2024. vi. July – December 2024 in February 2025. 	Achieved
2.2 Strengthen partnerships with villages and communities through consultative approach	2.2.1 2.2.2	Establish effective working relationships with villages/community organizations Actively engage with Ministries to be informed about ongoing reviews and reviews in the pipeline relevant to the work of the Commission.	8. Percentage (%) of intended villages/communities participants present during consultations 9. Percentage (%) of intended stakeholders present during consultations	75% of intended participants 80%	<ul style="list-style-type: none"> ➤ The Intended community participants for the Public Consultations on the Review of Arms Ordinance in November/December 2023 and February 2024 was 2056. ➤ 89% of the intended community participants were able to attend public consultations in the FY2023/24 ➤ For villages representatives, of the 310 villages in Samoa, 66% had their representatives participated in the consultations in the FY2023/24 ➤ 100% of the intended stakeholders were able to attend the requested consultations in the FY2023/24 	Achieved
3.1 Develop a committed and competent SLRC workforce at all levels	8.2.1 8.2.2	Secure relevant training opportunities to build capacity of staff Coordinate and facilitate In-Service professional development to build capacity of staff	10. Percentage (%) of staff engaged in professional development activities	25%	<ul style="list-style-type: none"> ➤ As of June 2024, there were six (6) staff members engaged in professional development trainings and workshops, which is equivalent to 50% of the staff in the FY2023/24. 	Achieved

Table 9: Progress of Legal Division KPIs

Strategies	Activities		Key Performance Indicators	Targets	PROGRESS OF KPIs	STATUS
4.1 Strengthen compliance with policies and guidelines governing human, financial equipment and e-resources	4.1.8	Provide Human Resource Management and Financial advice in compliance with governing policies.	11. Number of Ministry Quarterly Report (MQR) completed and submitted to PSC on time	12	<p>There were eight (8) Ministry Quarterly Reports (MQRs) completed and submitted to PSC on time. The following are the records of MQRs and the dates they were submitted to PSC:</p> <p>1. FY2022/23:</p> <ul style="list-style-type: none"> ➤ MQR4 (April – June 2022) – 25 July 2022; ➤ MQR1 (Jul – Sept 2022) – 14 October 2022; ➤ MQR2 (Oct – Dec 2022) – 23 Jan. 2023; and ➤ MQR3 (Jan – March 2023) – 21 April 2023. <p>2. FY2023/24:</p> <ul style="list-style-type: none"> ➤ MQR4 (April – June 2023) – 12 July 2023; ➤ MQR1 (Jul – Sept 2023) – 27 October 2023; ➤ MQR2 (Oct – Dec 2023) – 26 February 2024; and ➤ MQR3 (Jan – March 2024) – 30 April 2024. <p>3. FY2024/25:</p> <ul style="list-style-type: none"> ➤ MQR4 (April – June 2024) – 8 August 2024; ➤ MQR1 (Jul – Sept 2024) – 18 October 2024; ➤ MQR2 (Oct – Dec 2024) – 4 February 2025; and ➤ MQR3 (Jan – March 2025) – 6 June 2025 <ul style="list-style-type: none"> ➤ The Budget proposal for each financial year are prepared by the Commission and submitted to MoF in February every year ➤ The ICT formal reports are prepared on a quarterly basis, but issues arises from time to time are addressed when arise. 	Achieved
	4.1.9	Coordinate the implementation of the SLRC Workforce Plan	12. Performance plans and appraisals at an annual basis completed for all permanent staff	12 appraisals and plans		
	4.1.10	Coordinate Induction Trainings for new recruits and refresher trainings on working conditions	13. Timely preparation of budget proposal (forward estimates) for management discussion and timely submission to MOF.	Annually		
	4.1.11	Conduct staff performance appraisals	14. ICT Monthly Issues Report prepared and submitted to Management on time	Monthly		
	4.1.12	Conduct training needs analysis on a yearly basis to inform capacity building programs				
	4.1.13	Enhance ICT security and maintenance of ICT equipment.				
	4.1.14	Update and upgrade SLRC Website content and Social Media sites				

	4.1.15	Provide secretarial work for Executive Director, Management and Legal Team				
4.2 Strengthen financial risk management, auditing issues and procurement processes in SLRC	4.2.3	Monitor and implement audit report recommendations, procurement plans and risk management plans	15. Audit reports meet expected standards for financial management 16. Quarterly financial reports made available for Office reporting in a timely manner	As Required Quarterly	<ul style="list-style-type: none"> ➤ Audit responses were prepared by the Commission through Audit Management Letters and submitted to Audit Office on time when requested. ➤ Quarterly financial reports are provided upon requests from the Management on a monthly basis and sometimes fortnightly based on the need. 	Achieved
	4.2.4	Strengthen financial management processes for the disbursement and acquittal of financial expenditure on a quarterly basis				
4.3 Strengthen SLRC planning, monitoring, reporting and response to natural disasters and emergencies	4.3.6	Monitor Government / SLRC planning framework, implementation and progress towards achieving expected outcomes and annual targets	17. Date by which SLRC Annual Reports submitted to Cabinet every year and then Parliament after cabinet endorsement	October every year	<ul style="list-style-type: none"> ➤ The SLRC Annual Report July 2021 – June 2022 was completed and submitted to Cabinet on 3 November 2022. <ul style="list-style-type: none"> - The Cabinet Decision (FK(22)44) was received by the Commission on 23 November 2022 and then submitted to OCLA for tabling in Parliament on 14 December 2022. ➤ The Annual Report July 2022 – June 2023 was completed and submitted to Cabinet on 31 October 2023. <ul style="list-style-type: none"> - The Cabinet Decision (FK(23)45) was received by the Commission on 24 November 2023 and then submitted to OCLA for tabling in Parliament on 21 December 2023. ➤ The Annual Report July 2023 – June 2024 was completed and submitted to Cabinet on 29 November 2024. <ul style="list-style-type: none"> - The Cabinet Decision (FK(24)46) was received by the Commission on 13 December 2024 and then submitted to OCLA for tabling in Parliament on 6 January 2025. 	Achieved

4.4 Upgrade the office Server and develop a Centralized Management System (CMS)	1.1.1	Re-organize the files and folders in the current server	18. CMS developed and operationalized	December 2023	<ul style="list-style-type: none"> ➤ Due to high cost of developing a new platform (Centralised Management System) for a very small office of only 13 active PCs and associated fees, the Commission changed its focus to just re-organizing the files and folders in the current server for the Legal Shared Drive, but achieving the same expectation by the Team. ➤ The Team completed the re-organization of files and folders in the Server in December 2023. 	Achieved
	1.1.2	Assess cost and provide cost estimates for the system including possible database subscriptions				
4.5 Coordinate Project Management relevant activities	4.5.4	Provide updates of the law reform projects to Management when required	19. Project management relevant activities coordinated and completed on time	As requested	<ul style="list-style-type: none"> ➤ Updates on law reform projects are published on website and Ongoing updates were prepared and provided by the Project Coordination Unit to the Management upon requests 	Achieved
	4.5.5	Update the Commission information on the SLRC website and coordinate awareness programs for the Commission's work				
	4.5.6	Provide HR and Administration support through annual reports, quarterly reports, management plans and budget planning				

Table 10: Progress of Corporate Services Division KPIs