



OFFICE OF THE  
**ATTORNEY GENERAL**  
MALTA

ANNUAL REPORT 2022





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## **MISSION STATEMENT**

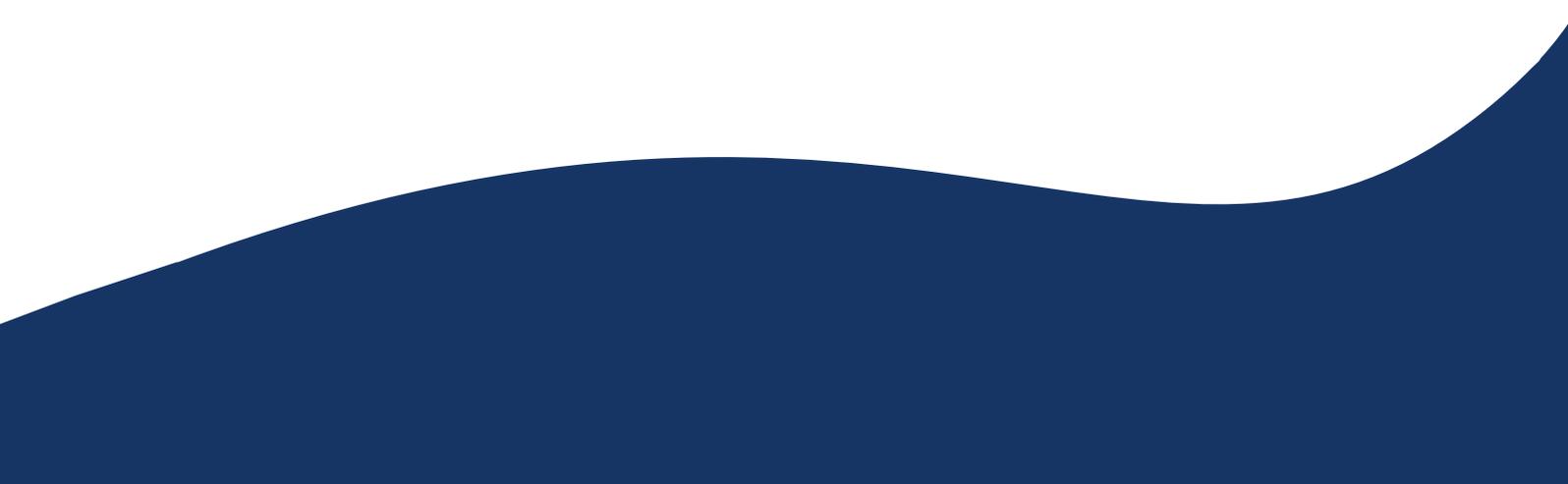
The Office of the Attorney General is committed to carrying out its statutory responsibilities, duties, and functions effectively and efficiently and in the best interest of the administration of justice.

## **VISION STATEMENT**

Providing quality prosecution service to the people of Malta

## **VALUES**

Justice | Independence | Fairness | Integrity | Professionalism





# CONTENTS

Foreword ..... 6

Historical Background of the Office of the Attorney General ..... 9

Structure of the Office of the Attorney General..... 13

Organigram..... 14

Prosecution Unit ..... 15

Mutual Legal Assistance and International Cooperation Unit..... 19

In Genere Unit..... 20

European Affairs Unit ..... 21

Corporate Services Unit..... 23

Premises ..... 26

Projects ..... 28



## FOREWORD

Undoubtedly, 2022 was a year of achievements for the Office of the Attorney General, hereafter referred to as the Office. Through its deliverables, commitment and output, the Office managed to confirm and seal the valuable work and the difference that it is making in the sphere of criminal justice.

During the period under review, the Office continued to take more decisions to prosecute and take over the conduct of prosecutions related to additional offences from the Executive Police. This taking over of prosecutions aligns with the recommendations made in the Venice Commission Opinion of 2018 and the GRECO Fifth Evaluation Report. In substance, this means that during 2022, the Office was prosecuting the most serious offences taken over from the Police in accordance with the Prosecution of Offences (Transitory Provisions) Regulations, 2020 (Legal Notice 378 of 2020), which came into effect on 1<sup>st</sup> October 2020. Following the entry into force of the Prosecution of Offences (Transitory Provisions) (Amendment) Regulations, 2021 (Legal Notice 367 of 2021) on 1<sup>st</sup> October 2021, additional offences were taken over from the Police. Furthermore, as of 1<sup>st</sup> October 2022, the Office took over even further offences from the Police (Legal Notice 241 of 2022). The existent standard operating procedures concluded with the Police were revised to ensure the smooth running of the prosecutions taken over by the Office. Additional specific standard operating procedures were also established in relation to particular offences taken over in 2022.

In 2022, the Office witnessed an increase in the number of prosecutions conducted by its prosecutors. The taking over of prosecutions by the Office also led to higher-quality investigations and speedier resolutions when prosecuting highly complex cases, especially in the area of financial crime.

During the year under review, the Office filed a record number of forty (40) bills of indictment. This was a drastic increase in the filing of bills of indictment when compared to the previous 10 years.

The work of the Office was instrumental in taking Malta off the Financial Action Task Force (FATF) grey list. The FATF examined the effectiveness of the entities involved in Immediate Outcome 5 and Immediate Outcome 6. The outstanding commitment of the Office, its sustainability in the fight against money laundering and financial crime, as well as the prosecutions that are being conducted greatly impacted this positive outcome.

In 2022, the Office developed and adopted its Anti-Human Trafficking Strategy Document. This document highlights the Office's commitment to the fight against human trafficking. Human trafficking is not only a serious offence, but it is also associated with the financing of terrorist and criminal organisations. The principal aim of this strategy is to effectively ensure:

1. that investigations are translated into prosecutions and convictions;
2. that better quality investigations and prosecutions are conducted to effectively combat human trafficking cases;
3. that the assets of the accused and the relative criminal proceeds are not dissipated during the proceedings so as to ensure their confiscation; and
4. the cooperation and coordination of the actions of the Office with those of other authorities, including foreign judicial authorities, involved in the fight against human trafficking.

Capacity building continues to be an ongoing process at the Office. Efficiency and effectiveness are augmented by specialisation and training, the introduction of new systems and methods, the further digitisation of certain processes and, where necessary, the recruitment of additional staff. This continues to enhance further the reputation that the Office enjoys both locally and internationally.

This year saw the conclusion of the first collective agreement for the legal professionals at the Office. The collective agreement, which was negotiated with the union representing the legal professionals, provides for better working conditions and a revised financial package. The focus of the collective agreement is to attract experienced professionals as well as retain incumbent legal professionals.

The Office's methodology of keeping statistics was again enhanced and developed further. Additional detailed statistics related to the functions and duties falling within the remit of the Office are being kept.

During this year, the Office also embarked on various projects. One of the major projects was the continued participation in the Structural Reform Support Services (SRSS) project of the European Commission and the World Bank, aimed at promoting operational excellence within the Office. Another project that the Office conducted during the period under review was the establishment of specialised research and library facilities for prosecutors. This project is part of the specialisation and training strategy that the Office embraces and constitutes one of the initiatives taken by the Office in this area. The third project that was conducted during the period under review was the creation of a new and modern website for the Office.

The Office participated in a number of reviews by international institutions, including that conducted by the European Commission and the FATF.

As a competent authority in terms of European Union (EU) legislation and international conventions, the Office has strived to maintain a high level of quality in the assistance provided to its counterparts.

In 2022, the Office reactivated its membership in the International Association of Prosecutors (IAP) after a number of years where the Office's membership remained dormant. The Office participated as a full member at the 27<sup>th</sup> IAP annual conference, which was held in Tbilisi, Georgia, between 25<sup>th</sup> and 29<sup>th</sup> September 2022.

The Office is committed to achieving better quality prosecutions, building upon the experience gained, as well as continuing to deliver positive results and showcasing the Office with the respect it calls for, that is, in its role as a fundamental pillar of the rule of law.

Looking ahead, the Office will continue to implement its strategies as well as the projects embarked upon during 2022. In 2023, the Office will enter into the next phase of taking over the decisions to prosecute and the prosecutions of additional offences from the Police. To cater to this challenge, the necessary preparations for the takeover process will continue unhampered. It is evident from past experience that the staff at the Office are committed, determined in their work and always willing to meet the challenges faced by the Off

**Dr Victoria Buttigieg**  
Attorney General

## HISTORICAL BACKGROUND OF THE OFFICE OF THE ATTORNEY GENERAL

The Office of the Attorney General can be traced back to 14<sup>th</sup> August 1832 when, by means of Proclamation No. VIII of that same year, issued by Governor Sir Frederick Cavendish Ponsonby, Robert Langslow was appointed as His Majesty's Attorney General of Malta. The Attorney General had the role of the legal adviser of the government and *ex officio* General Magistrate. Mr Langslow was assisted by Dr Emanuele Caruana and Dr Benedetto Bardon, who were appointed King's Counsels for the Island of Malta and its dependencies, as well as by Dr Odoardo Dingli, who was appointed King's Counsel for the Island of Gozo. The Office was short-lived as, in 1838, in consequence of a report of a Royal Commission sent out to inquire into the judicial establishment of Malta, the British government abolished the Office altogether.

By means of Proclamation No. I of 1839, the Office of the Attorney General was replaced with the Office of the Crown Advocate. This Office immediately left its mark as it was entrusted to draft the very controversial freedom of press legislation. Dr Giacomo Pantaleone Bruno served as Malta's first Crown Advocate (1839–1842), only to be followed by a string of brilliant and intelligent lawyers, such as Dr Antonio Micallef (1842–1853); Sir Adrian Dingli (1854–1880), who authored more than 200 pieces of legislation; Sir Giuseppe Carbone (1880–1894); Dr Alfredo Naudi (1895–1905); Sir Vincent Frendo Azzopardi (1905–1915); Sir Michelangelo Refalo (1915–1919); and Sir Arturo Mercieca (1919–1921).

Through the 1887 Letters Patent, which constituted a Council of Government, the Crown Advocate became involved in the government's political process. However, in 1921, following the advent of responsible government in Malta, the Office of the Crown Advocate acquired a dual role. The Office was renamed as 'Public Prosecutor and Treasury Counsel', with Major Victor Frendo Azzopardi being nominated as the first Public Prosecutor (1921–1928), followed by Sir Philip Pullicino (1928–1936). As the legal advisor of the Maltese government, the Public Prosecutor was entrusted with criminal law matters, while the Treasury Counsel was responsible for civil matters. The Office was also responsible for legislating on transferred matters.



In 1936, Governor Sir Charles Bonham-Carter redesignated the Office through the Attorney General (Constitution of) Office Ordinance (No. XXX). The Ordinance also sought to create new roles within the Office (i.e. that of the Deputy Attorney General and the Senior Counsel). The Attorney General absorbed the functions previously vested in predecessors, namely public prosecution and offering legal advice to the government. The designation of Assistant Attorney General was introduced by Act XXIV of 1956.

Sir Philip Pullicino (1936–1940), Dr Louis Naudi (1941–1955), Sir Anthony Mamo OBE QC (1955–1957) and Professor John J. Cremona (1957–1965) served as Attorney Generals within the redesignated Office up until Malta was granted independence.

In 1964, the political independence of the Attorney General was consolidated through the entrenchment of the Office in the Constitution of Malta. The Constitution provides that in the exercise of duties, the Attorney General has powers to institute, undertake, and discontinue criminal proceedings and is not subject to the direction or control of any other person or authority. Malta's supreme law also guarantees the Attorney General the security of tenure as provided to members of the judiciary.

Under Legal Notice 46 of 1965, the designation Attorney General was changed to Crown Advocate General. Act XVIII of 1971 bestowed the same powers and privileges enjoyed by the Crown Advocate General to the Deputy Crown Advocate General, the Senior Crown Advocate General and the Crown Counsels. Dr Michele Tufigno (1965–1971) and Dr Edgar Mizzi (1971–1981) served as Malta's Crown Advocate Generals.

In 1974, the designation was again changed as the Crown Advocate General became known as the Attorney General. In 1975, the Senior Crown Counsel and the Crown Counsel became known as the Senior Counsel for the Republic and the Counsel for the Republic, respectively. In 1988, under Act XVII, the Senior Counsel for the Republic became known as Assistant to the Attorney General. In 2004, the Office of the Attorney General became an agency of government endowed with legal personality.

The following lawyers served as Attorney Generals since 1971: Dr Edgar Mizzi (1971–1981), Dr Victor Borg Costanzi (1981–1983), Dr Joseph G. Borg (1983–1988), Dr Carmel Testa (1988–1989), Dr Anthony Borg Barthet (1989–2004), Dr Silvio Camilleri (2004–2010) and Dr Peter Grech (2010–2020).

In 2019, the dual role of the Attorney General as Public Prosecutor and Principal Legal Counsel to the Government came to an end when the Office of the State Advocate was constituted to be responsible for civil, constitutional and administrative law. The Office of the Attorney General became a specialised prosecution service.

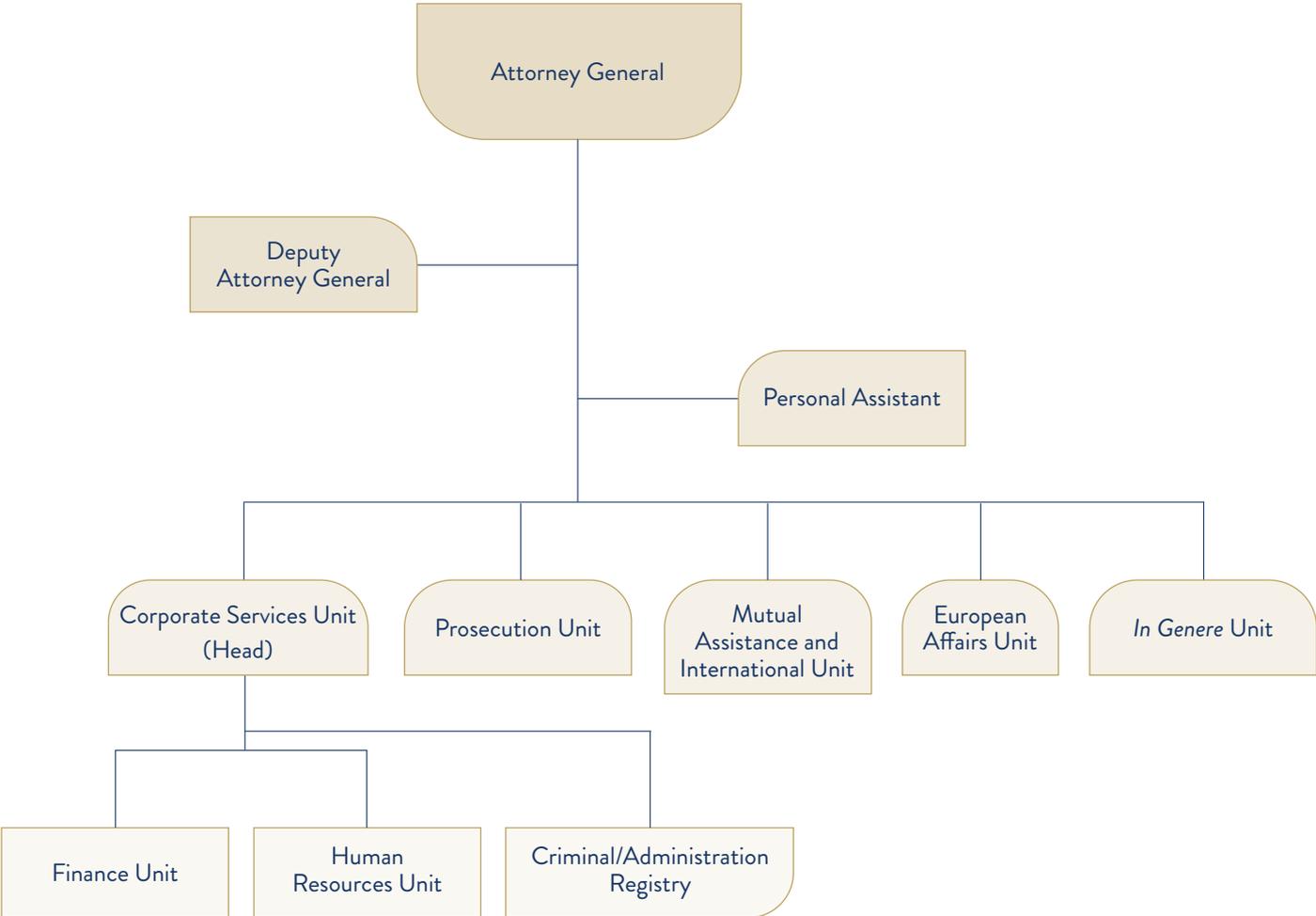
Dr Victoria Buttigieg (2020–present) is the first woman to be nominated as Attorney General and the first to head the Office in this specialised role of taking decisions to prosecute and conducting prosecutions before the Court of Magistrates.

## **STRUCTURE OF THE OFFICE OF THE ATTORNEY GENERAL**

In terms of the Attorney General Ordinance (Chapter 90 of the Laws of Malta), the Office of the Attorney General is established as a government agency consisting of two main sections: legal staff (prosecutors and legal procurators) and administrative staff.

Within the Office, prosecutors and legal procurators are subject to a Code of Ethics applicable to prosecutors and legal procurators at the Office of the Attorney General.

# ORGANIGRAM



## PROSECUTION UNIT

The Prosecution Unit is the largest unit within the Office, with thirty-six (36) prosecutors and two (2) legal procurators.

The prosecutors within this unit handle a number of duties and are currently working with two concurrent systems of prosecutions: (a) prosecutions conducted by the Office; and (b) prosecutions conducted by the Police.

The prosecutors assigned to conduct prosecutions at the Office are divided according to the offence. This assignment guarantees specialisation amongst the prosecutors, who are also given continuous training both in their area of specialisation as well as in the general field of criminal law. The prosecutors conducting prosecutions at the Office are involved from an early stage of the investigations. They are responsible for the decision to prosecute based on the case assigned to them, drafting the charges against the accused and conducting the prosecution throughout the criminal proceedings. The prosecutors are also involved in drafting the articles of the law or the bill of indictment, as well as the prosecution before the Criminal Court and appearing before the Court of Criminal Appeal, as the case may be.

When it comes to prosecutions conducted by the Police, the prosecutors are responsible for overseeing the committal proceedings, indicating the articles of the law in terms of which the accused is to be found guilty and filing the bill of indictment as needed. The prosecutors also conduct the prosecution before the Criminal Court and appear before the Court of Criminal Appeal.

In those instances where the Court of Magistrates acts as a court of criminal judicature, the prosecutors analyse the acts of the proceedings and the decision given by the said court if the necessary note is filed by the Police. If appropriate, the prosecutors file an appeal before the Court of Criminal Appeal and follow the said appeal.

Prosecutors within this unit are also responsible for requesting the Criminal Court to issue monitoring, investigation and attachment orders.

This unit works closely with other entities, including the Police and the Asset Recovery Bureau.

Key statistics concerning prosecution by the Office of the Attorney General (1st January 2022–31st December 2022)

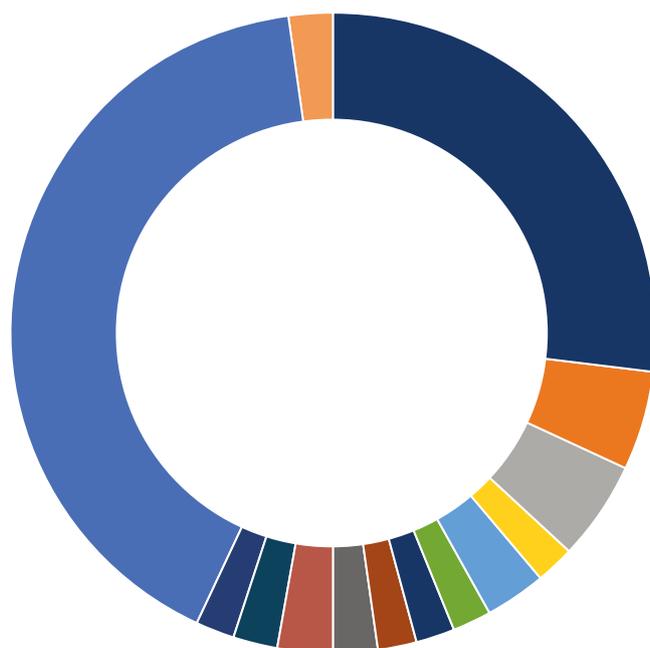
### Number of Cases sent for trial

	<b>Sent to be prosecuted by the Court of Magistrates</b>	<b>253</b>
	<b>Bills of indictment</b>	<b>40</b>
	<b>Counter orders</b>	<b>11</b>
	<b>Counter orders and articles</b>	<b>15</b>
	<b>Total</b>	<b>319</b>

### Cases followed before Superior Courts

<b>Trial by jury</b>	<b>14</b>
<b>Appeals (Inferior Jurisdiction)</b>	<b>67</b>
<b>Appeals (Superior Jurisdiction)</b>	<b>18</b>
<b>Preliminary appeals</b>	<b>14</b>
<b>Jury appeals</b>	<b>4</b>
<b>Total</b>	<b>99</b>

## Cases Prosecuted Directly by the AG



27% Money laundering

5% Homicide

5% Attempted homicide

2% Abduction

3% Computer misuse

2% Crimes against the elderly

2% Embracery and corruption + Trading in influence + Accounting offences

2% Fraud

3% Fraud and misappropriation

2% Human trafficking

2% Femicide

2% Arson

41% Sexual offences

2% Theft of cultural property



## MUTUAL LEGAL ASSISTANCE AND INTERNATIONAL COOPERATION UNIT

The Mutual Legal Assistance and International Cooperation Unit is composed of five (5) prosecutors.

The prosecutors within this unit handle all requests made regarding EU legislation and international conventions. These requests include European Investigation Orders and requests for Mutual Legal Assistance, the hearing of witness testimony, the service of criminal judicial acts and the enforcement of criminal penalties.

This unit is responsible for assisting the Police in the drafting and vetting of outgoing European Investigation Orders and requests for Mutual Legal Assistance. Prosecutors within this unit also assist the Police in extradition requests and European Arrest Warrants.

Prosecutors within this unit assist the prosecutors within the Prosecutions Unit when it comes to matters involving cross-border elements.

Like in other units, these prosecutors receive specialised training and participate in webinars, working groups, and conferences, particularly involving mutual legal assistance and international cooperation. As part of their training, prosecutors also give presentations to other prosecutors about this specialised area of criminal law.

Throughout 2022, this unit handled the following requests:

In Genere	Received	Transmitted
European Investigation Order	316	157
Letters of request	74	204

## ***IN GENERE* UNIT**

The *In Genere* Unit is a specialised unit tasked with examining and vetting all magisterial inquiries transmitted to the Office according to the provisions of the Criminal Code (Chapter 9 of the Laws of Malta).

This unit is currently composed of two (2) prosecutors.

The prosecutors within this unit draft notes of renvoi as necessary and are also responsible for filing applications in terms of Article 550A of Chapter 9 to ensure that magisterial inquiries are concluded timeously.

If the conclusion of the magisterial inquiry requires the filing of charges by the Police, then prosecutors within this unit liaise with the Police to ensure that such charges are filed. If the filing of the charges falls within the remit of the Office, the prosecutors within this unit ensure that a prosecutor from the Prosecution Unit is assigned to file such charges.

The unit is also responsible for authorising the issue of copies of the conclusions of the magisterial inquiry under the provisions of the Criminal Code.

The following are the statistics concerning the number of magisterial inquiries vetted in 2022:

<b>In Genere</b>	
<b>From January 2022</b>	<b>Amount</b>
<b>Total magisterial inquiries received</b>	664
<b>Notes of renvoi</b>	92
<b>Applications filed in terms of Article 550A of Chapter 9</b>	505

## EUROPEAN AFFAIRS UNIT

The European Affairs Unit is composed of three (3) prosecutors.

The prosecutors within this unit handle, *inter alia*, requests relating to the transfer of court proceedings, transfers of sentenced persons, European supervision orders, and probation and alternative sanctions. The prosecutors also cover the notification of foreign convictions to third-country states in terms of Article 22 of the European Convention on Mutual Assistance in Criminal Matters.

The prosecutors within this unit also compile questionnaires emanating from the institutions of the EU, the Council of Europe, as well as those from other international fora, such as the United Nations and the Commonwealth.

The prosecutors regularly participate in EU, Council of Europe and other institutions' meetings, conferences, webinars and working groups, both physically and virtually. This also includes attending meetings and seminars relating to EU and Council of Europe matters, both in Malta and abroad.

One of the prosecutors within this unit is also designated as a contact for the European Judicial Network (EJN) covering EU framework directives and is responsible for updating the *fiche espagnole* on the EJN website.

Since 2020, one of the prosecutors within this unit has been nominated as a Joint Investigation Team expert and is also responsible for updating the *fiches espagnoles* relating to Malta.

Apart from EU affairs, the prosecutors are also responsible for legal drafting and research within the Office, as well as representing the Attorney General in several local boards and committees. One of the prosecutors within the unit also delivers presentations to other prosecutors on a number of criminal law topics.

**Statistics for 2022**

Participation in meetings (both virtual and physical)	84
Participation in meetings abroad	08
Questionnaires completed	46
Legal research effected	21
Notifications effected in terms of Article 22 of the European Convention on Mutual Assistance in Criminal Matters	28
Presentations delivered to prosecutors	02
Transfers of proceedings requested	05
Transfer of sentenced persons	05
Applications of the principle of mutual recognition to judgements and probation decisions (FD 2008/947/JHA)	01
Training sessions received	18

## **CORPORATE SERVICES UNIT**

The Corporate Services Unit incorporates the Administration, Human Resources, Finances, Operations and General Support functions of the Attorney General. The administration is currently composed of eighteen (18) officers working on finances, procurement, human resources, operations and paralegal work.

The corporate services are composed of the:  
Human Resources Branch;  
registries; and  
Finance Branch.

### **THE HUMAN RESOURCES BRANCH**

The Human Resources Branch manages the Human Resources function of the Office. Throughout the year, this branch caters for the issuance of external and internal vacancies and keeps appropriate records of all employees. It also deals with various returns, reports and queries from the Office of the Prime Minister, as well as parliamentary questions regarding capacity building. For the past months, the Human Resources Branch has been active in engaging new lawyers to perform prosecution duties as per the Venice Commission's recommendations.

On 16<sup>th</sup> December 2022, a collective agreement for the legal staff was signed with the UHM Voice of the Workers. As a result, in 2022, several vacancies were opened (internal and external) to be filled in varying grades, as per the agreement.



## REGISTRIES

The Office has two registry sections: the Criminal Registry and the Administration Registry.

The Criminal Registry manages files related to criminal proceedings and thus has a close working relationship with the courts. The officers working in this registry must be vigilant to ensure that deadlines and time frames stipulated by law are strictly adhered to.

The Administration Registry deals with general files relating to administration, procurement, operations and finance. Files in the Administration Registry are kept for 30 years, following which they are moved to the National Archives.

## THE FINANCE BRANCH

The Finance Branch is divided as follows:

1. The Accounts section is managed by a Senior Manager who administers the budget for the Office. As of January 2022, the Accounts section has been using a new software, Indigo, for calculating salaries.
2. Within the Procurement section, the Procurement Manager is responsible for designing and implementing procurement processes, leading to the establishment of a contract for the purchase of supplies, services and works in full accordance with the National Procurement Regulations and other related circulars as may be necessary. Such circulars may include instructions from the Department of Contracts or other entities, such as the Green Procurement Section. The procurement cycle is triggered off by raising a request form, which shows details of who is making the request, what is required and a basic estimate for purchasing the said solution. In turn, the Procurement Unit ensures that finances are available for such purchases. Once this is established, the procurement activity pertaining to the threshold is organised based on the estimate. Such procurement activities may take the shape of a collection of quotes or publications for tender offers.

## PREMISES

Admiralty House (*Dar tal-Amiraljat*), formerly known as Palazzo Don Raimondo and Casa Miari, is a Baroque palace in South Street, Valletta. It was built in 1569, after the Great Siege, as two private residences commissioned by Fra Jean de Soubiran dit Arafat, a knight of the Order of St John.

The properties were passed down to a knight, François le Petit de la Guerche, and following his death in 1663, they were taken over by the Treasury of the Order of St John. After 1668, the houses were leased to several knights of the Order.

In the 1760s, the houses were leased to Fra Raimondo de Sousa y Silva, a wealthy Portuguese knight, who decided to rebuild the houses into a single residence to their present format. Thereafter, the building became known as Palazzo Don Raimondo after Fra Raimondo de Sousa y Silva. The reconstruction was completed in 1763 and is attributed to Andrea Belli, the same architect who redesigned Auberge de Castille.

Fra Raimondo de Sousa y Silva died in 1782, and for some years, the house was divided into several apartments. Eventually, the building was converted back to a single residence and was again let out to several knights. The palace was known by various names throughout its history, depending on its occupants, including Maison Arafat, Casa de Guerche and Maison Fleurigny. In the late 18<sup>th</sup> and early 19<sup>th</sup> century, it was known as Casa Miari after Fra Antonio Miari di Belluno, who lived in the palace during the last years of the Order of St John from 1795 to 1798. He was Secretary to Grand Master Ferdinand von Hompesch.

In the late 18<sup>th</sup> century, during the French occupation of Malta, the government offered the building to Bishop Vincenzo Labini as a seminary. Due to the Maltese uprising against the French, these plans were never implemented. The façade was originally decorated with the coats of arms of the Order and Grand Master Manuel Pinto da Fonseca, but these were defaced following orders by Napoleon.

In 1800, Malta became a British Protectorate, and Civil Commissioner Alexander Ball occupied the house. Between August 1802 and June 1803, the palace was rented out to Alexander Macaulay, Secretary to the Civil Commissioner. In 1808, the palace received Louis Philippe, Duke of Orléans

and Louis Charles, Count of Beaujolais. On 29<sup>th</sup> May 1808, Louis Charles died of tuberculosis and was buried at St John's Co-Cathedral in Valletta.

In 1821, when Malta was already a Crown colony, the building was officially leased to the naval authorities as the official residence of the Commander-in-Chief of the Mediterranean Fleet, thus receiving the name Admiralty House. The building received various personalities as residents or guests, including Lord Mountbatten, Winston Churchill, King George V and Queen Elizabeth. The building was eventually handed over to the Government of Malta in 1961.

On 7<sup>th</sup> May 1974, the building was restored to house the National Museum of Fine Arts. In 2018, the National Museum of Fine Arts was moved from Admiralty House to Auberge d'Italie and renamed MUŻA (an acronym for the Maltese name *Mużew Nazzjonali tal-Arti*).

Admiralty House is a Grade 1 monument listed on the National Inventory of the Cultural Property of the Maltese Islands. The building consists of halls built around a central courtyard and has two floors above ground, along with a basement. The building has a monumental free-standing staircase, said to be one of the finest in Malta. The staircase might have been influenced by those found at Auberge de Castille in Valletta.

# PROJECTS

## A. THE BUSINESS REORGANISATION AT THE OFFICE OF THE ATTORNEY GENERAL

The separation of the functions of the Office of the Attorney General into two independent and autonomous constitutional institutions in 2019 inspired the Ministry for Justice to request expert assistance from the European Commission in order to ensure that the newly established Office of the State Advocate and the renewed Office of the Attorney General achieve the level of operational excellence expected from such important institutions. Through the Structural Reform Support Programme, the World Bank was entrusted to provide the expertise to carry out an 18-month-long analysis of both Offices in order to provide a 5-year action plan for their reorganisation. The project started in 2021 and is set to be finalised by February 2023.

Throughout 2021, the World Bank worked together with the Ministry for Justice and the Office of the Attorney General in order to analyse the Office's structures, resources, workflows, and processes and draw out the priority needs and pressing issues faced by the Office of the Attorney General. This baseline analysis was carried forward to 2022, where the focus was extended to the interoperability of the Office of the Attorney General vis-a-vis relevant national and international stakeholders. Various meetings with professional collaborators of the Office of the Attorney General, as well as desktop research, informed this analysis, which consolidated the recommendations already being formulated into a theory of change.

This theory posits that in order to achieve operational excellence, the Office of the Attorney General needs to address issues related to governance and service delivery. With respect to governance, the Office of the Attorney General needs assistance in harnessing capacity and commitment to change amongst its people and within its structures, gaining insight into organisational performance in order to facilitate strategic planning and prioritisation, and promoting transparency and accountability in order to improve public trust and confidence. On the other hand, in order to improve service delivery, the Office of the Attorney General needs to invest in the physical and emotional well-being of the staff, attract and retain more human resources, and support the staff in achieving their optimum personal and organisational performance goals. Furthermore, efficiency would also be improved if the active backlog is addressed, work processes are streamlined, and efficiency benchmarks are monitored. All these indices have been operationalised into meaningful indicators and achievable targets.

This exercise was subsequently followed by a training needs analysis of the personnel, triangulating the staff's perspective collated from an online survey administered to all legal and non-legal personnel, the opinions of external stakeholders gathered from the meetings held with them, and the assessment of the Attorney General. Apart from the online survey, focus groups were also held with the different sections of the Office of the Attorney General in order to delve deeper into the role requirements of each section. All this information was condensed into a number of targeted recommendations for training, spanning from induction training to technical and soft skills training, which were delivered through a range of methodologies that work around the needs of the Office of the Attorney General.

This led to a further analysis related to the costs and benefits of the recommendations being proposed versus the costs and benefits of leaving everything as is. Both the tangible and intangible aspects of the analysis were studied, and a distinction was drawn between those recommendations that could be financed through additional funds and those that would have to be financed through national funds. Acknowledging that costs and benefits might both vary over the 5-year implementation plan, this analysis posited itself to be indicative in nature, providing the government and the Office of the Attorney General with a better understanding of the cumulative benefits that might be expected to accrue if a certain level of investment is injected into the implementation exercise.

The last quarter of 2022 was dedicated to drafting the 5-year action plan as the final deliverable of the project. Additional meetings were held with the Attorney General in order to discuss the details of implementation and gather feedback on the proposed action plan. Staff meetings were also held in order to secure their buy-in and incorporate their feedback into the final proposed plan. In parallel, a study visit was organised in Ireland in order to learn from systems that have evolved in the desired direction. Arrangements have also been made in order to contract foreign experts to provide a more technical and strategic outlook on specific areas of interest. This expert assistance will be complemented by national professionals who will also assist in ensuring that the proposed action plan will deliver as proposed. This is the last phase of the project, which will see its conclusion in February 2023, when the World Bank will present the European Commission and the Ministry for Justice with the 5-year action plan for implementation.

## B. LIBRARY

In 2022, two prosecutors contributed to the setting up of a specialised library for prosecutors at the Office.

The first step involved identifying a suitable area to house the office library. Prosecutors require the availability of specialised literature for their daily work; thus, the need was felt to identify a suitable area for this purpose.

Once the area was identified, a tender was issued to carry out the necessary works. Once the infrastructure was ready, the currently available literature on criminal law at the Office was coded and placed in the new set-up for all the staff to share.

Additional resources were acquired in order for the library to serve its purpose.

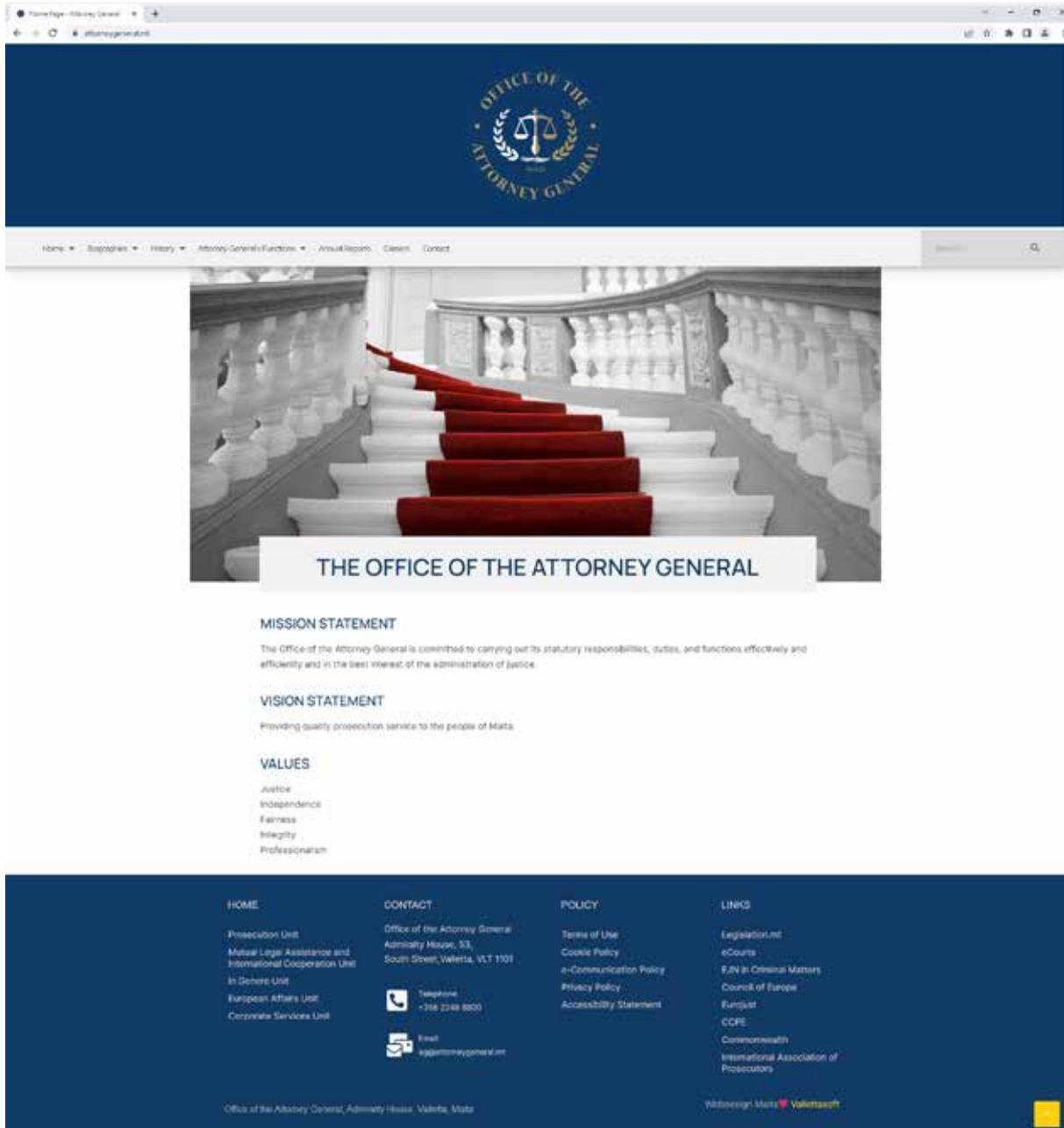
The concept is to have a fully fledged library that gives the staff at the Office of the Attorney General access to the latest developments in criminal law.

The library will be officially opened by the Hon. Minister for Justice, Dr Jonathan Attard, in 2023.



## C. WEBSITE

A new website has been developed for the Office of the Attorney General. Its already established purpose and function have been retained while being provided with a fresh new look. Additionally, this new website comprises up-to-date coding and is hosted on a more robust and secure server platform.





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