



INTERNATIONAL ASSOCIATION OF PROSECUTORS
DRAFT STRATEGIC BUSINESS PLAN 2010
VISION STATEMENT

The IAP is an International Community of Prosecutors committed to setting and raising standards of professional conduct and ethics for Prosecutors worldwide; promoting the rule of law, fairness, impartiality and respect for human rights and improving international co-operation to combat crime. Its aim is to be a world authority for Prosecutors on matters in the conduct of criminal prosecutions and associated matters and to operate as an organisation of international repute and referral.

OBJECT 1: *To promote the effective, fair, impartial and efficient prosecution of criminal offences*

| SHORT TERM | | | | | |
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| | Activities to Achieve objects | Responsibility | Target outcome and date | Measures of success | Progress Review |
| | IAP Standards –joint development project with UNODC in pursuance of 17 th UN Crime Commission Resolution 2008;to include production of practical guidance in connection with UN Congress workshop on International Criminal Justice for the Rule of Law in Brazil 2010 COST | GC[project development] President[contribution at workshop] | Production of guidance and adoption by IAP and UNODOC as primary source of practical assistance for developing countries and endorsement through Congress[April 2010] and Crime Commission [20 th May 2010] | States and jurisdictions and relevant organisations will expressly draw on standards for professional code | |



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| | To hold a Conference each year for the benefit of members and to vitalise the network on a theme to be agreed with Executive Committee <i>COST-travel expenses Secretariat and ?President also for review visit and sponsorship some Ex Com members and granting programme</i> | President SG GC Ex Com | Annual event | Evaluation forms | |
| | To hold Regional Conferences aimed at frontline prosecutors in Middle East Asia and Pacific. South America, North America, Western Europe, Eastern Central Europe and Central Asia | SG GC | every 12-24 months | | |
| LONG TERM | | | | | |
| | Activities to Achieve objects | Responsibility | Target outcome and date | Measures of success | Progress Review |
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OBJECT 2: *To respect and seek to protect human rights as laid down in the Universal Declaration of Human Rights proclaimed by the General Assembly of the United Nations on 10 December 1949.*



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| | Promote IAP HR Manual and companion Training manual | Ex Com and Secretariat | On going revenue is obtained from sales by close 2010. To assess progress Prague Ex Com March 2010 | Incorporation into general texts and training modules of member agencies | |
| | Collaboration with OSCE[ODIHR] to increase Hate Crime Awareness and responses . Possibility of joint conference with support CPS England and Wales COST | GC | Joint IAP/OSCE event? during 2010 | Participation and support from jurisdictions which have little recognition of prevalence Hate Crime and increase in relevant prosecutorial responses | |
| | Develop mechanism to assist and support prosecutors in need or at risk COST | Ex Com Committee [WS,RR,JS] | Report due Ex Com Prague 2010 target date for final product to be determined | Mechanism invoked and positive feedback received | |
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OBJECT 3: *To promote high standards and principles in the administration of criminal justice including procedures to guard against or address miscarriages, in support of the rule of law.*

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| | Maintain and develop a data | GC and CM | Report on progress and potential | IAP demonstrates that it | |



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| | <p>base of prosecutors who have expertise and capacity to provide assistance upon request by those institutions, NGOs and jurisdictions requesting prosecutorial input in promoting rule of law. prosecution standards etc In particular; UNODC,UNDP,ILAC,IBA, Commonwealth Secretariat and Rule of Law IQC Indefinite Quantity Contract]USAID Projects</p> | | <p>further development at Ex Com Meeting in Hague September 2010 to show an increase in number of successful connections and size database</p> | <p>can provide valuable expert assistance upon request in a timely fashion thus enhancing reputation and providing a resource to members who wish to expand their range of work and offer assistance where needed by making their expertise and experience available. Number of requests increases and data base grows. Feedback</p> | |
| | <p>Continue as member of Council of ILAC and attend Council Meetings to assist with proper direction of activities. COST-Council Meeting in Accra, Ghana April 2010. Retha Meintjes attending due to unavailibility GC]</p> | GC[RM] | <p>March 2010 Council Meeting and AGM-report to follow</p> | <p>ILAC achieves objects in respect of those projects which IAP can support[eg Congo]</p> | |
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OBJECT 4: To promote and enhance those standards and principles which are generally recognised internationally as necessary for the proper and independent prosecution of offences.

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| | Activities to Achieve objects | Responsibility | Target outcome and date | Measures of success | Progress Review |
| | Joint project with UNODC to produce practical guidance to underpin Prosecution Standards as adopted in UN Crime Commission Resolution 2008 [see Object 1 above] COST- Preparatory meetings Vienna Jan 2010-GC Congress Brazil April 2010 – GC and Pres Commission –Vienna May 2010-SG and/or GC | GC UNODC | Draft expected by April 2010 in time for 12 th Crime Congress in Brazil | Workable draft produced for consultation which Prosecutors consider valuable and which is universally applauded | |
| | Promote and distribute IAP Standards for Protection of Prosecutors COST?[reissue?] | Ex Com Secretariat | continuing | Wide acceptance and increased awareness of risks to prosecutors and measures taken for reduction | [6 th MEAP Conference in Dubai November 2009 featured standards and the conference outcome reflected this] |
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| LONG TERM | | | | | |
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| | Joint project with UNODC to | GC UNODC | Product to be ready for | Approved by UN and | |



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| | produce practical guidance to underpin Prosecution Standards as adopted in UN Crime Commission Resolution 2008 [see object 1 above] | | presentation at 20th Crime Commission- 2011 | introduced by member states | |
| | Prepare groundwork for adoption of Standards for Protection of Prosecutors as UN Resolution | Ex Com Secretariat President | ?21 st Crime Commission 2012 | Resolution passed | |
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OBJECT 5: *To assist prosecutors internationally in the fight against organised or other serious crime, and for that purpose; - to promote international co-operation in gathering and providing evidence; in tracking, seizing and forfeiting the proceeds of serious crime; and in the prosecution of fugitive criminals and – to promote speed and efficiency in such international co-operation.*

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| | Good Practice Guidance re asset recovery from other jurisdictions. Specific jurisdictions to respond with individual guides <i>COST-may be some initial pump priming publication costs but costs should be borne by respective jurisdictions</i> | GC Ex Com | First guide to be produced by end 2009 as an exemplar in expectation that more guides produced by end 2010 | Use and adoption and increase in number and size of recovery | <i>[first guide produced in UK by November 2009 in time for COSP UNCAC on Qatar]</i> |
| | Establish War Crimes Forum on internet and engage a | SG GC | Engage Coordinator by January 2010 | Coordinator appointed and operating site. | <i>Coordinator appointed by November 2009</i> |



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| coordinator-use sister site model to create a connected site which can act as a test bed for other sister sites COST-creation of model for sister site Pay and expenses of coordinator [to include attendance at Hague event?] | CM WCC | Launch expected at Hague European Regional Conference in Hague in march 2010 'War Crimes; whose Crime is it?' | Material made available for posting Support from relevant practitioners Increasing number of hits on site Active use of discussion forum Increase in membership | |
| Collaboration with POCLA?? | GC CPS | <i>[some uncertainty re this to be clarified]</i> | | |

OBJECT 6: To promote measures for the elimination of corruption in public administration

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| | Support UNCAC and attending COSP if required COST? Next Conference to be in Morocco in 2011 | GC President | | | <i>GC attended COSP of UNCAC in Doha, Qatar November 2009.</i> |
| | Incorporate anti corruption measures within Conference themes | GC | | | <i>6th MEAP Regional Conference November 2009 included sub theme of Corruption and this is reflected in Conference outcomes</i> |
| | Support IAACA or its | SG | For discussion and decision at Ex | An effective global anti | |



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| replacement and pursue idea of anti corruption sister website/forum COST-bound up with development of prototype as war crimes forum-see above IAACA-attendance by IAP officers at meetings/conferences if held | President Ex Com[Y F] | Com in Prague March 2010 | corruption association is created and increased recognition of need for rigour in addressing corruption and importance of prosecutorial input | |
| [also see above re IAP standards and asset recovery] | | | | |

OBJECT 7: To promote the professional interest of prosecutors and to enhance recognition of their crucial role in achieving criminal justice.

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| | Essay Competition for 2010 to be actively promoted for greater interest COST –registration costs and conference expenses of winner | Ex Com C M | Entries to be submitted by April 2010 | - Good response in terms quality and quantity to enable selection of winner and publication of article on website and in newsletter | |
| | Development of existing website and model for sister websites in other languages and translation of texts[eg benefits leaflet] and engagement of interpreting | C M | First sister website prototype by March 2010 Launch of Francophone website by ?? Benefits leaflet into French by end 2010 | Increased membership and participation by non English speaking prosecutors | |



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| | services at Annual Conferences COST | | | | |
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OBJECT 8: *To promote good relations between individual prosecutors and prosecution agencies; to facilitate the exchange and dissemination among them of information, expertise and experience; and, to that end, to encourage the use of information technology.*

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| | Develop GPEN and training opportunities and materials and Industry engagement to include securing sponsorship COST-attendance at meeting in Bahrain[subject to sponsorship]-poss 3 pers Cost Training | GPEN development Board | January 2010 meeting Bahrain Training Sri Lanka and Maldives by end 2010 Report of sponsorship sub committee due at Ex Com Meeting March 2010 | GPEN universally used as primary prosecutorial network and connections with Industry established with discernible benefits so that aspects of cyber criminality effectively combated and awareness and knowledge of Prosecutors re hi tech crime increased | <i>First GPEN training event held in Bermuda in August 2009</i> |
| | Enhance websites[see object 7 above] | | | | |
| | Support and promote Prosecutors Exchange Scheme[PEP] | Nicola Mahaffy Nick Cowdery GC | Report at Hague Executive Committee September 2010 | Exchanges occur an increase and Prosecutors benefited | |
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OBJECT 9: To promote examination of comparative criminal law and procedure and to assist prosecutors engaged in justice reform projects.

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| | See above re object 3 and responses to specific requests for assistance | | | | |
| | Support for International Society for Reform of Criminal law[ISCRL] through membership of Council <i>COST attendance at Annual Conference-</i> | SG or GC | Conference 2010 Lisbon June | Exchanges of good practice | |
| | Support for Eurojustice <i>COST-Conference?</i> | ? | Annual Conference 2010? | | |
| | Support for CCPE Council of Europe <i>COST- attendance at meeting?</i> | | Annual Meeting? | | |

OBJECT 10: To co-operate with international and juridical organisations in furtherance of the foregoing projects.

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| | In addition to those already referred to at Object 3; Ibero American Association, IBA, | Secretariat, Ex Co | continuing | MOUs signed and cooperative arrangements established | |



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| ABA,Eurojust,INPROL and other relevant bodies,KIC,UNODC Bangkok[Towards Asia Just] COST –attending events such as IBA Annual Conference Vancouver 2010 | | | | | |
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| GOVERNANCE | | | | | |
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| | Activities to Achieve objects | Responsibility | Target outcome and date | Measures of success | Progress Review |
| | Adopt Balcombe recommendations | Secretariat and Ex Com | Final decision Ex Com Meeting March 2010 | Firmer grasp on business and financial planning and increased transparency | <i>This costed business plan fulfils one of recommendations</i> |
| | Effective succession and hand over of Ex Com, President and Sec Gen .Dissemination of Induction pack | Ex Com Secretariat | Arrangements to be agreed at Ex Com Meeting March 2010 | No diminution in quality of service delivery | <i>Induction pack completed in 2009</i> |
| | Secure position GC | GC SG | September 2010 | GC continues in role at no cost IAP | |
| | Constitutional Reform to increase accessibility to Ex Com | Ex Com sub committee | Report due Ex Com meeting March 2010 | Membership have greater access and Ex Com more representative | |