



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					
	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	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	



	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	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

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.*

SHORT TERM					
	Activities to Achieve objects	Responsibility	Target outcome and date	Measures of success	Progress Review
	Promote IAP HR Manual and companion Training manual	Ex Com and Secretariat	On going revenue is obtained from sales by close 2010.	Incorporation into general texts and training modules of	



			To assess progress Prague Ex Com March 2010	member agencies	
	Collaboration with OSCE[ODIHR] to increase Hate Crime Awareness and responses . Possibility of joint conference with support CPS England and Wales	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	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	

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.*

SHORT TERM					
	Activities to Achieve objects	Responsibility	Target outcome and date	Measures of success	Progress Review
	Maintain and develop a data 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;	GC and CM	Report on progress and potential further development at Ex Com Meeting in Hague September 2010 to show an increase in number of successful connections and size database	IAP demonstrates that it 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	



	UNODC,UNDP,ILAC,IBA, Commonwealth Secretariat and Rule of Law IQC Indefinite Quantity Contract]USAID Projects			expertise and experience available. Number of requests increases and data base grows. Feedback	
	Continue as member of Council of ILAC and attend Council Meetings to assist with proper direction of activities.	GC[RM]	March 2010 Council Meeting and AGM-report to follow	ILAC achieves objects in respect of those projects which IAP can support[eg Congo]	
LONG TERM					
	Activities to Achieve objects	Responsibility	Target outcome and date	Measures of success	Progress Review

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.*

SHORT TERM					
	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]	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	Ex Com Secretariat	continuing	Wide acceptance and increased awareness of risks to prosecutors and measures taken for reduction	<i>[6th MEAP Conference in Dubai November 2009 featured standards and the conference outcome reflected this]</i>
LONG TERM					
	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]	GC UNODC	Product to be ready for presentation at 20th Crime Commission- 2011	Approved by UN and 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	

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.*

	Activities to Achieve objects	Responsibility	Target outcome and date	Measures of success	Progress Review



	Good Practice Guidance re asset recovery from other jurisdictions. Specific jurisdictions to respond with individual guides	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 coordinator-use sister site model to create a connected site which can act as a test bed for other sister sites	SG GC CM WCC	Engage Coordinator by January 2010 Launch expected at Hague European Regional Conference in Hague in march 2010 'War Crimes; whose Crime is it?'	Coordinator appointed and operating site. Material made available for posting Support from relevant practitioners Increasing number of hits on site Active use of discussion forum Increase in membership	<i>Coordinator appointed by November 2009</i>
	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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	Activities to Achieve objects	Responsibility	Target outcome and date	Measures of success	Progress Review
	Support UNCAC and attending COSP if required	GC President			<i>GC attended COSP of UNCAC in Doha, Qatar November 2009.</i>
	Incorporate anti corruption	GC			<i>6th MEAP Regional</i>



	measures within Conference themes				<i>Conference November 2009 included sub theme of Corruption and this is reflected in Conference outcomes</i>
	Support IAACA or its replacement and pursue idea of anti corruption sister website/forum	SG President Ex Com[Y F]	For discussion and decision at Ex Com in Prague March 2010	An effective global anti 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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	Activities to Achieve objects	Responsibility	Target outcome and date	Measures of success	Progress Review
	Essay Competition for 2010 to be actively promoted for greater interest	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	C M	First sister website prototype by March 2010 Launch of Francophone website	Increased membership and participation by non English speaking	



and translation of texts[eg benefits leaflet] and engagement of interpreting services at Annual Conferences		by ?? Benefits leaflet into French by end 2010	prosecutors	
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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	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	



OBJECT 9: *To promote examination of comparative criminal law and procedure and to assist prosecutors engaged in justice reform projects.*

	Activities to Achieve objects	Responsibility	Target outcome and date	Measures of success	Progress Review
	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	SG or GC	Conference 2010 Lisbon June	Exchanges of good practice	
	Support for Eurojustice	?	Annual Conference 2010?		
	Support for CCPE Council of Europe		Annual Meeting?		

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

	Activities to Achieve objects	Responsibility	Target outcome and date	Measures of success	Progress Review
	In addition to those already referred to at Object 3; Ibero	Secretariat, Ex Co	continuing	MOUs signed and cooperative arrangements	



	American Association, IBA, ABA, Eurojust, INPROL and other relevant bodies, KIC, UNODC Bangkok [Towards Asia Just]			established	

GOVERNANCE

	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	