



INTERNATIONAL ASSOCIATION OF PROSECUTORS 2011 STRATEGIC BUSINESS PLAN

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- development project with UNODC in pursuance of UN Crime Commission Resolution to include production of practice guidance	GC Ex Co members	April 2011-reverts to Crime Commission for evaluation of comments and impact Ex Co members to urge response within own domestic jurisdiction	Standards win support and project to build practical guidance taken forward	
	ANNUAL AND REGIONAL CONFERENCES;			Regional Conferences taking place regularly every 12-18 months in 6 Regions with good attendance.	

<ul style="list-style-type: none"> ➤ 11th European RC Hague Feb 2011 ➤ 4th South America RC – Brazil March 2011 ➤ 7th Asia Pacific Middle East Regional Conference Indonesia March 2011 ➤ 6th Central and Eastern Europe and Central Asia RC- Kazakhstan October 2011 ➤ 2nd North American RC- Quebec May 2012 ❖ 16th AC Korea-June 2011 ❖ 4th World Summit-Korea July 2011 ❖ 17th AC-Thailand-October 2012 	SG,GC,CM	Conferences take place as projected with clear aims and outcomes and relevant themes	<p>Continuing programme of Annual Conferences beyond 2012 with good attendance.</p> <p>World Summit well supported with commitment to continue every 2 years in conjunction with IAP Annual Conference</p> <p>Analysis of evaluation sheets shows continual improvement and match to needs</p>	
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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.*

SHORT TERM					
	Activities to Achieve objects	Responsibility	Target outcome and date	Measures of success	Progress Review
	Produce and launch universal guidance on prosecution of Hate Crime in collaboration OSCE/ODHIR	GC and members	October 2011 -launch	Production and promulgation of guidance and favourable feedback	
	Develop mechanism to assist Prosecutors in need	Ex Co	Vienna Ex Co-March 2011 adoption of concept	Mechanism established and used in response to requests	

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
	Formal expert response group to be augmented and developed eg IQC and ACRLI projects	GC	Experts matched to projects –as required-	Feedback from ‘experts ‘ and projects affirm value-see Moldovan example-in Newsletter 52	
	Facilitate distribution best practices /models to improve administration of justice	Ex Co	Through Annual and Regional Conferences, quarterly newsletters, website, GPEN,FICJ	Increased benefits to members-increased membership	
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
	Promote Protection for Prosecutors Guidance	All members	continuing	Better protection and security for prosecutors – risk reduced	
LONG TERM					
	Activities to Achieve objects	Responsibility	Target outcome and date	Measures of success	Progress Review
	Promote Protection Prosecutors Guidance -UN Resolution	SG/GC/members	2013	Resolution passed and guidance adopted	

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.

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
	Themes and outcomes of Annual and Regional Conferences support standards	GC	Outcome Korea AC-June 2011	Outcome supported by delegates and published on website and in newsletter	
	Support for World Summit	Membership and beyond UN	Event takes place with extensive support-July 2011		
	Support UNODC-Crime Commissions etc	GC/SG	Attendance events		
	Asia -PacificConvention	GC/Ex Co members/Korean and Chinese VP	March 2011-feedback from Asia Pacific Regional Conference and High Level Prosecutors meeting in Indonesia July 2011-World Summit-Consensus and Declaration supporting model treaty 2012-development into UN Regional Convention.	<ul style="list-style-type: none"> • Implementation will secure strengthening of cooperation between Prosecutors in region • Publication as IAP model Treaty • Promotion IAP • UN support 	
	Quarterly newsletters, Benefits leaflets and website-,E news publications-enhanced quality content-multilanguage versions to be produced. Standard powerpoint about IAP to be produced and distributed	Secretariat CM	continuous	Membership sustained and increasing-benefits of membership recognised Increased revenue Increased hits on website Membership feedback Engagement with website discussion fora.	
	Ensure that Contact points for each organisational member are aware of their responsibilities as IAP focus point within their organisation	Secretariat CM	Secretariat to proactively check and update existing details and CM to ensure that at future Annual and Regional Conferences a forum is established and	Communication within the IAP improved-newsletters and other communication reach target audience and members and those within	

	to promote IAP and that details are up to date and accurate		advertised for contact persons to meet and communicate and exchange information	organisational members are more aware and engaged with IAP-attendance at events and hits on website increase	
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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
	Regional Conferences in Serbia and Brazil to focus on corruption-	GC SG	Outcomes and reports-website and newsletters	Anti corruption measure more widely known	
	Development of asset recovery function to recover proceeds of crime.- participation in StAR Interpol Asset Recovery Platform	GC CM	Assistance to other countries developing legal tools-eg Mauritius -2011 Meeting June 2011	Revenue recovered	
	continued support for IAACA and IAC ,Council of Europe, GRECO,OECD and EU-relationships to be formalised.	Ex Com-relevant members	Discussion between Secretariats to be timetabled-March 2011	Closer and more transparent working relationship	
	Also relationship to be pursued with network of EU anti-corruption contact points	GC	Make contact with European Commission in Brussels to explore potential	Enhance IAP reach in addressing anti corruption and contribute to purposes of EU	

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

	Activities to Achieve objects	Responsibility	Target outcome and date	Measures of success	Progress Review
	Continue translations of IAP publications into other languages	CM	continuing	- IAP publications in all UN languages	
	Prosecutor of the Year Award	Ex Com VP Korea	Ex Com Vienna ,March 2011- selection	Award made Annual Conference Korea June 2011	

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.*

	Activities to Achieve objects	Responsibility	Target outcome and date	Measures of success	Progress Review
	Continue to develop GPEN and training opportunities and materials and activate contacts	GPEN Dev Board	Meetings and evaluation of progress-March 2011- Vienna,June 2011-Korea Training Bahrain-February 2011	GPEN site populated with diverse material Increased number of hits Increase number contact persons for organisational members	
	Enhance website and linked websites in French and Russian in conjunction Canadian PPS and Prosecution Service Azerbaijan and enter into agreement with cooperating members for development Arabic and	CM	Autumn 2011	Sister websites launched increased number of hits each site new administration systems operating	

	Spanish websites.				
	Continue to develop FICJ	GC	continuous	Increased number of hits	
	Develop PEP	NM/NC	continuous	Increase in number of placements	
	Initiate Project re Training Centres Network	GC	Conference Indonesia March 2011 –reporting to RC	Support for plan to develop project identified-OPDAT and USAID to sponsor	

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

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	Activities to Achieve objects	Responsibility	Target outcome and date	Measures of success	Progress Review
	Through membership ILAC[International Legal Aid Consortium] UNDP, UNODC, Commonwealth, ISRCL, Secretariat, ACRLI and IQC bids	GC and members	continuous	Productive partnerships with active contributions and participation from members	
	In pursuance of outcome 15 th Annual Conference Hague-collate all guidance re prosecutorial approach to concurrent jurisdiction in criminal cases with view to establishing expert group to draw up universal guidance	GC	June 2011-collation complete September 2011-project initiation re expert group	Production guidance (2012)	

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

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	Activities to Achieve objects	Responsibility	Target outcome and date	Measures of success	Progress Review
	Collaboration with CoE, Ibero American Association, EU, Eurojust, EJM, IBA, ABA, IS RCL, ICC, ICTY, ICTR in addition to above	SG/GC/Ex Co	continuous	Productive relationship with mutual support and project activity-invitations to speak etc	
	Encourage the formation and development of Prosecutorial associations which espouse the IAP objects	Ex Co members	continuous	Increase in number of associations and their membership of IAP	
	Partnership with AIPP	SG Ex Co	Vienna Ex Co March 2011	Increase in number Francophone members	
	Introduce 'Associate Membership'	Ex Co	Vienna Ex Co March 2011	to improve diversity of contributions and interest- and widen and increase support and membership	

GOVERNANCE					
	Activities to Achieve objects	Responsibility	Target outcome and date	Measures of success	Progress Review
	Distribute introduction package to new Ex Co members	CM			done
	Anticipate changeover membership Ex Co 2011	SG	Vienna Ex Co March 2011	New members Ex Co	
	Embed constitutional changes re increased transparency and new financial arrangements	GC/President	Vienna Ex Co march 2011	Favourable feedback membership	

	Finalise sponsorship protocol	GC			done
	Assess respective roles and responsibilities of Secretariat and lines of communication	Secretariat	Continuous-review-Summer 2011	Service delivery maximised and communication lines enhanced and members feel valued-membership sustained and increasing	