



## INTERNATIONAL ASSOCIATION OF PROSECUTORS 2012 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***

	Activities to Achieve objects	Responsibility	Outputs and Milestones	Measures of Success/Outcomes	Progress Review
	<p>IAP PROSECUTION STANDARDS-</p> <p>In conjunction with UNODC (United Nations Office of Drugs and Crime )production of joint practical guidance to illustrate standards as adopted by Resolution of 17th UN Commission on Crime Prevention and Criminal Justice –</p>	GC Ex Co members	<ul style="list-style-type: none"> <li>• Agree concept note with UNODC</li> <li>• Identify consultants to produce draft</li> <li>• Utilise IAP annual and regional conferences and events for consultation purposes</li> <li>• develop data base of contributors</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Publication produced and launched- projected deadline 2013</li> <li>• Standards win support and adopted widely</li> <li>• UNODC develop programme of technical assistance in conjunction IAP to help prosecution services embed standards</li> </ul>	<ul style="list-style-type: none"> <li>• Concept note agreed and consultants Nick Cowdery and Rosario Domingue selected June 2012</li> <li>• Consultations on outline during 2<sup>nd</sup> African Regional Conference Mauritius August 2012 and 17<sup>th</sup> IAP Annual Conference Thailand November 2012</li> </ul>

					<ul style="list-style-type: none"> <li>• Data Base of ‘critical friends’ established for closer consultation</li> <li>• Launch and publication ‘on track’ for 18<sup>th</sup> Annual Conference, Moscow 2013</li> </ul>
	<p>ANNUAL AND REGIONAL CONFERENCES with themed programmes designed to develop awareness amongst prosecutors and promote good practices in accordance with IAP objects</p> <p><u>Regional Conferences(RC);</u></p> <ul style="list-style-type: none"> <li>➤ 12<sup>th</sup> European RC (ERC)Hague Feb 2012- ‘Guns,Gangs and hooliGans’</li> <li>➤ 8<sup>th</sup> Asia Pacific Middle East Regional Conference Chinese Taipei -April 2012- ‘Asset Recovery’</li> <li>➤ 2<sup>nd</sup> North American RC- Quebec -May 2012- ‘Prosecutorial Independence’</li> <li>➤ 2<sup>nd</sup> African RC Mauritius August 2012- ‘Partners in upholding the rule of law’</li> <li>➤ Combined 13<sup>th</sup> Western European and 7<sup>th</sup> Eastern</li> </ul>	SG,GC,CM	<p>Conferences take place as projected with clear aims and outcomes and relevant themes</p> <p>Professional Expert Committee contributes to themes and professional content of Annual Conferences</p>	<p>Regional Conferences taking place regularly every 12-18 months in 6 Regions with good attendance .</p> <p>Continuing programme of Annual Conferences beyond 2012 with good attendance.</p> <p>Analysis of evaluation sheets shows continual improvement and appropriate match to needs-</p> <p>Outcomes of conferences pursued and incorporated into business plans</p>	<p><b>-12<sup>th</sup> ERC-</b> 40representatives 15 different jurisdictions-19 evaluation forms-all assessing as good or very good with exception of 4 satisfactory in respect of one event-presentations and outcomes posted on website</p> <p><b>_8<sup>th</sup> Asia Pacific Middle East Regional Conference- Asset Recovery-</b> 161 participants from 33 countries and 2 international organisations <b>presentations to be available on website</b> Reported in newsletter-potential outcome – prosecutor’s manual on asset recovery?</p> <p><b>-2<sup>nd</sup> North American RC- Quebec -May 2012-</b> ‘Prosecutorial Independence’ 130 delegates from 14 countries <b>presentations to be available on website</b> Reported in newsletter</p> <p><b>-2<sup>nd</sup> African RC</b></p>

	<p>European Regional Conference- Azerbaijan May 2013</p> <p><u>Annual Conferences(AC)</u></p> <ul style="list-style-type: none"> <li>❖ 17<sup>th</sup> AC-Bangkok, Thailand 29October -1 November 2012'Transnational Organised Crime and its expansion into diverse areas of criminality and the role of the prosecutor'</li> <li>❖ 18th AC-Moscow September 2013</li> <li>❖ 19th Annual Conference- Dubai November 2014</li> <li>❖ 2014 + pursue proposals</li> </ul>				<p><b>Mauritius August 2012-</b>  <b>'Partners in upholding the rule of law'</b>  Used as consultation opportunity for IAP/UNODC handbook and  Many of the presentations offered have been published in a special Commonwealth Law Bulletin (accessible via IAP website)</p> <p><b>-Combined 13<sup>th</sup> Western European and 7<sup>th</sup> Eastern European Regional Conference- Azerbaijan May 2013</b>  This did not take place and the 13th European Regional Conference for Western Europe was arranged for March 2013</p> <p><b>-17<sup>th</sup> AC-Bangkok, Thailand 29October -1 November</b>  2012'Transnational Organised Crime and its expansion into diverse areas of criminality and the role of the prosecutor'  Presentations and outcome on website  Report in newsletter <b>58 ?</b></p> <p><b>-18th AC-Moscow</b>  September 8-11 2013-  theme agreed-'The Prosecutor and the Rule of Law' arrangements in hand website due March with provisional programme</p> <p><b>-19th Annual Conference-Dubai</b></p>
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					<p>November 2014- preliminary visit to be arranged</p> <p><b>-2015-options being pursued</b></p> <p>Including a potential bid from AG's office Switzerland</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.**

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	Activities to Achieve objects	Responsibility	Outputs and Milestones	Measures of Success/Outcomes	Progress Review
	<ul style="list-style-type: none"> <li>• Produce and launch universal guidance on prosecution of Hate Crime in collaboration OSCE/ODHIR(Organisation for Cooperation in Europe/Office for Democratic Institutions and Human Rights)</li> <li>• Promulgate training material (prepared by Nick Cowdery) and IAP training guide for IAP Human Rights for Prosecutors Manual-particularly in those countries where a need for such training has been identified-eg Libya</li> </ul>	<p>GC and members</p> <p>Ex Co Members</p>	<p>Launch anticipated June 2012</p> <p>Use and translation into other languages such as Arabic-eg Bahrain, Libya</p> <p>Use by other organisations eg ILAC and ABA</p>	<p>Production and promulgation of guidance amongst membership and favourable feedback- OSCE reports on impact</p> <p>Evidence that Prosecutors have adopted and applied standards through feedback and evaluation</p>	<p>Update awaited from ODIHR concerning expected date completion and launch</p> <p>Translated into Arabic by ABA-used in Bahrain, Tunis and Libya for training Judges and Prosecutors</p>

**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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	Activities to Achieve objects	Responsibility	Outputs and Milestones	Measures of Success/Outcomes	Progress Review
	Data base of expert response group to be augmented and developed	GC	Experts matched to projects –as required-	Feedback from ‘experts’ of involvement in projects affirm value-	Invitations distributed for participation in projects to names on data base
	Facilitate distribution best practices /models to improve administration of justice	Ex Co	Through Annual and Regional Conferences, quarterly newsletters, IAP website and sister websites, GPEN(Global E Crime Network),FICJ(Forum International Criminal Justice),TIPP(Trafficking in Persons Platform)	Increased benefits to members-increased membership	Content posted on websites when received-also now TIPP and good practice manual for International prosecutors launched at Annual Conference Thailand – online publication expected early April 2013
	Assistance with capacity building in Justice Sector in underdeveloped jurisdictions in association other organisations eg ILAC(International Legal Assistance Consortium), ABA(American Bar Association),World Bank (through membership of World Bank Global Forum on Law Justice and Development) and other organisations with similar objectives	GC and experts	<ul style="list-style-type: none"> <li>• Participation in ILAC workshops February 2012 in Tunis to identify priorities for action in Libya and developing and initiating IAP response</li> <li>• Joining World Bank as an accredited partner</li> <li>• Signing MOUs where appropriate in accordance with IAP MOU protocol</li> </ul>	IAP recognised for playing a significant role in reconstruction programmes and formal linkages with other organisations enhance and enrich IAP and provide opportunities for members to engage in activities of value	<p>-IAP participation in projects to assist justice development in Libya with ILAC through GC</p> <p>-IAP has joined World Bank Global Forum on Law Justice and Development as an ‘intellectual partner’ and contributed to Law Justice and Development Seminar in Washington-December 2012 through participation Tom Burrows –member of IAP Ex Co</p> <p>-MOU under consideration with Commonwealth</p>

					Secretariat and planned with Justice Education Society(JES) of British Colombia
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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	Outputs and Milestones	Measures of Success/Outcomes	Progress Review
	Promote IAP publication Security and Protection for Prosecutors Guidance	All members	<ul style="list-style-type: none"> <li>manuals are available and distributed at events attended by prosecutors</li> <li>presentations are offered and given at relevant events-eg Quebec May 2012</li> </ul>	Better protection and security for prosecutors – risk reduced and greater awareness of risks and precautions required	Translation into Spanish by Carlos Donoso Castex Included in address in 2 <sup>nd</sup> Regional Conference North America in Quebec- May 2012
	Increase organisational membership and thus commitment to IAP standards on joining(and see object 1)	All members	Secretariat takes proactive stance to reactivate dormant members and pursue new members-eg those at World Summit Reissue new application form	Number of organisational members increase within 2012	Membership increasing Figures awaited
	capacity building in justice sector-promoting separation of powers and independence		See 3 above		ILAC-Libya
	Collaborate with UN Special Rapporteur on Independence Judges and Prosecutors to identify those jurisdictions where standards not adhered to	Secretariat	Participate in distribution and collation of questionnaire to assess status in jurisdictions	Report produced by Rapporteur identifying those jurisdictions needing priority assistance	Report Special Rapporteur posted on website and presentation given at Annual Conference
	To develop a formal mechanism to assist ‘prosecutors in trouble’ in	Senate Secretariat	-Report and Protocol produced by Senate and agreed by Executive Committee May 2012	rapid and effective response to request for assistance invoking agreed	Established but not used- Standing Committee- being established(9 Ex Co

substitution for previous 'ad hoc' arrangements		-Promulgation and publication of arrangements to membership through website and newsletter-July 2012 -allocation of responsibility for arrangements allocated within Secretariat and implementation of agreed arrangements-July 2012	mechanism-with an evaluation of benefits attached to any action initiated by IAP	members and 7 senators having signed up) further promulgation awaited. Brazil request dealt with by President and GC without recourse to protocol.
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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.**

Activities to Achieve objects	Responsibility	Outputs and Milestones	Measures of success/Outcomes	Progress Review
Develop themes and outcomes of Annual and Regional Conferences support objective	GC	Theme 8 <sup>th</sup> Asia Pacific Middle East Conference –Asset Recovery and included as subtheme in 2 <sup>nd</sup> African Regional Conference 17th Annual Conference Thailand Theme-‘Transnational organised crime, its expansion into diverse areas of criminality and the role of the prosecutor’	Outcomes supported by delegates and published on website and in newsletter	Completed as envisaged – report Annual Conference Thailand to be included in newsletter 58 Outcome developed and posted on IAP website and to be factored into IAP business plan 2013/14
Promote sharing of good practice through quarterly newsletters, Benefits leaflets and website-,E news publications- <ul style="list-style-type: none"> <li>enhance quality content-multilanguage versions to be produced.</li> <li>FICJ leaflet to be produced</li> <li>Standard PowerPoint</li> </ul>	Secretariat-OM CM Danya Chaikel	<ul style="list-style-type: none"> <li>Benefits leaflets in Arabic, French, Spanish, Portuguese Russian to be available and distributed widely-APRIL 2012</li> <li>GPEN leaflets to be similarly available in same languages-MAY 2012</li> <li>FICJ leaflet to be available in English and printed JUNE 2012</li> </ul>	<ul style="list-style-type: none"> <li>Membership sustained and increasing-benefits of membership recognised</li> <li>Increased revenue from increased membership</li> <li>Increased hits on website and fora-</li> <li>Membership feedback</li> </ul>	Three Newsletters produced during 2012. <ul style="list-style-type: none"> <li>Benefits leaflets now available Arabic,French,Spanish, Portuguese further translations and publications?</li> <li>GPEN leaflets-French-more ??</li> <li>FICJ-English</li> </ul>

	<p>about IAP to be translated into Portuguese, French,</p> <ul style="list-style-type: none"> <li>Spanish, Arabic and Russian for distribution and use</li> </ul>		<ul style="list-style-type: none"> <li>PowerPoint in other languages-OCTOBER 2012</li> <li>new system to measure website hits to be activated by December 2012</li> </ul>	<ul style="list-style-type: none"> <li>Engagement with website discussion fora.</li> </ul>	<p>published</p> <ul style="list-style-type: none"> <li>TIPP-English-published</li> <li>PPT-translations awaited in French,Spanish and Portuguese</li> <li>New website administration system introduced –accurate measuring of hits still work in progress</li> <li>Membership increasing but ? revenue 2012?</li> <li>engagement in Ex Co website fora(about 50% usage by members),Senate and FICJ fora –but not GPEN nor TIPP</li> </ul>
	<p>Ensure that Contact points for each organisational member are aware of their responsibilities as IAP focus point within their organisation to promote IAP and that details are up to date and accurate</p>	<p>Secretariat CM</p>	<ul style="list-style-type: none"> <li>Secretariat to proactively check and update existing details and CM to ensure that at future Annual and Regional Conferences a forum is established and advertised for contact persons to meet and communicate and exchange information.</li> <li>Data base on website to be cleaned up</li> <li>new system to measure</li> </ul>	<ul style="list-style-type: none"> <li>Communication within the IAP improved-newsletters and other communication reach target audience and members</li> <li>those within organisational members are more aware and engaged with IAP-</li> <li>attendance at events</li> </ul>	<ul style="list-style-type: none"> <li>increased use E News and other E communications to membership and contact points provoking a modest increase in response.</li> <li>Contact details under process of being updated – Information Letter</li> </ul>



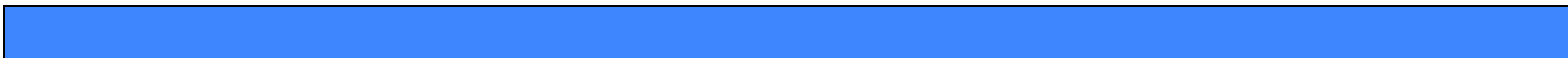
			website hits to be activated by December 2012	and hits on website increase-	<p>to Contact Points await new IAP Information Package (for Intranet) and prototype</p> <ul style="list-style-type: none"> <li>• no follow up done of World Summit attendees</li> <li>• re hits-see above</li> </ul>
	Enhance and improve dedicated networking events at Annual Conferences	CM	<ul style="list-style-type: none"> <li>• improved version/timing/arrangements networking events for 17<sup>th</sup> Annual Conference</li> </ul>	<ul style="list-style-type: none"> <li>• improved cooperation-benefits of Annual Conference as global forum for prosecutors acknowledged-through feedback/evaluation /increased membership/continued and increasing attendance and support</li> </ul>	<p>Networking event at Annual Conference Thailand took place – effectiveness reduced due to late availability of attendee list-crucial factor which needs to be assured for all conferences</p> <p>Evaluation response (14 completed forms) very limited albeit good</p>

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

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	Activities to Achieve objects	Responsibility	Outputs and Milestones	Measures of Success/Outcomes	Progress Review
	<ul style="list-style-type: none"> <li>• Continued support for IAACA(International Association Anti-Corruption Authorities and ICAC (International Anti-Corruption Academy),Council of Europe, OECD (Organisation Economic Cooperation and Development) and EU-</li> </ul>	Ex Com-relevant members	<ul style="list-style-type: none"> <li>• James Hamilton IAP President joins EU expert advisory group on corruption and assists with assessment missions</li> <li>• GC member of Working Group anti corruption OECD</li> <li>• IAP involvement in IAACA through membership IAACA Executive Committee</li> </ul>	<ul style="list-style-type: none"> <li>• IAP Membership increasingly aware of measures required to eliminate and guard against corruption</li> <li>• TI Index shows improvements where action taken</li> </ul>	<ul style="list-style-type: none"> <li>• James Hamilton actively engaged in EU anti corruption work</li> <li>• Representation at IAACA meeting 2012 in China by IAP</li> <li>• TI relationship?</li> <li>• IAP/UNODC Prosecutors</li> </ul>

	<p>relationships to be formalised.</p> <ul style="list-style-type: none"> <li>• Enhance relationship with Transparency International (TI)</li> <li>• Development of guidance for IAP standards –(see object 1)</li> </ul>	<p>SG</p> <p>GC</p>			<p>manual under developments-see above</p>
•	<ul style="list-style-type: none"> <li>• Participation in project 'Fight against organised crime and corruption. Strengthening the Prosecutors Network' - funded by EU in Western Balkans</li> </ul>	<p>SG (Henk Marquart Scholtz-project leader)</p>	<ul style="list-style-type: none"> <li>• 24 month project -2013</li> <li>• refer to project plan- concentrated on enlargement countries in Western Balkans</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity development of prosecutorial offices</li> <li>• Increased cross border capacities for joint investigations, collection evidence and MLAs</li> <li>• Increased intergration</li> </ul>	<p>According to progress reports of 2012 some limited progress has been made but much more to be done. A training programme for the beneficiaries has been set up from October 2013. Also seven International Law Enforcement Units (ILECUs) have been set up in the enlargement countries of the Western Balkans –these are the national coordination points for exchanging information in international investigations especially drug trafficking</p>

**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	Secretariat	continuing	- IAP publications in all UN languages	Update awaited
	Nominate Prosecutor of the Year Award and other awards	Ex Com membership	Nominations and selection process take place in time for Annual Conference	Awards given Annual Conference Thailand 2012	Awards given during Annual Conference Thailand 5 special achievement awards 5 prosecutor of year awards, one honorary membership and other awards –Certificates of Merit and Thank-you awards Award protocol and Prosecutor of Year award under review by sub committee of Ex Co-interim arrangements for prosecutor of year award to be confirmed?

**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 Committee	<ul style="list-style-type: none"> <li>Meetings and evaluation of progress-May 2012 October 2012</li> <li>new system to measure</li> </ul>	<ul style="list-style-type: none"> <li>GPEN site populated with more diverse material</li> <li>Increased number of hits</li> </ul>	Management of GPEN under review following last GPEN Committee Meeting in Bangkok-October 2012 and report to

			website hits to be activated by December 2012	<ul style="list-style-type: none"> <li>Increased number contact persons for organisational members</li> </ul>	<p>go to Ex Co April 2013. Bid submitted to UK FCO for funding to enhance and populate website-successful and £93 k allocated to develop GPEN virtual solution for 2013-2014 E mail shot to all GPEN contacts to excite response delivered January 2013- responses received and to be actioned</p>
	Participation in Commonwealth Secretariat Cyber crime working Group	GC	First meeting Feb. 2012-next June/ July 2012-	Report with recommendations. to Commonwealth ministers by October 2013	<p>Work in progress by GC-draft report produced November 2012 and full report expected June 2013-meetings scheduled for March 2013</p>
	Enhance website and linked websites in French and Russian in conjunction Canadian PPS and Prosecution Service Azerbaijan and continue development Arabic and Spanish websites.	CM SG	<ul style="list-style-type: none"> <li>Secretary General finalises arrangements with AIPPF</li> <li>new system to measure website hits to be activated by December 2012</li> <li>new administration systems to be activated</li> </ul>	<ul style="list-style-type: none"> <li>Sister websites launched increased number of hits each site-</li> <li>Electronic membership renewals operating successfully</li> <li>-greater IAP revenue</li> </ul>	<ul style="list-style-type: none"> <li>French-see AIPPF below</li> <li>Russian-progressing</li> <li>Spanish-awaiting update</li> <li>Arabic-leunch expected 18<sup>th</sup> Annual Conference Dubai 2014</li> <li>Hits-work in progress-see above</li> <li>New administrative system activated</li> </ul>
	Continue to develop FICJ- Handbook re International Criminal Justice investigation to be produced in collaboration prosecutors from Special Tribunals	GC/Danya	<ul style="list-style-type: none"> <li>Launch of publication at 17th Annual Conference Thailand</li> <li>new system to measure website hits to be activated by December 2012</li> </ul>	<ul style="list-style-type: none"> <li>Publication distributed and widely accepted</li> <li>Increased number of hits FICJ</li> </ul>	<p>See above-launch at Annual Conference Thailand-editorial work delaying online publication until April 2013</p>

	Develop Prosecutors Exchange Programme(PEP)	NM/NC	<ul style="list-style-type: none"> <li>• Finalisation of Mongolian/BC Exchange</li> <li>• Partnership – exchange/mentoring project with Commonwealth Secretariat takes effect</li> </ul>	<ul style="list-style-type: none"> <li>• Success story in Newsletter</li> <li>• Further support encourages through success of Mongolian exchange</li> <li>• Increase in number of placements/exchanges and spread good practice</li> </ul>	<ul style="list-style-type: none"> <li>• Article re Mongolian exchange featured in newsletter and presentation at Annual Conference Thailand</li> <li>• Exchange arrangements with Commonwealth did not develop</li> <li>• New partners included in PEP programme</li> </ul>
	Trafficking in Persons Platform (TIPP)	GC CM GR(Glynn Rankin-Coordinator)	Launch Annual Conference in Thailand October 2012	Active use of platform, high number of contacts, use of interactive site on platform	Launched at Annual Conference Thailand November 2012with prelaunch side event at UNTOC COSP in Vienna UNODC offices in October 2012 – Coordinator engaged-leaflet published and distributed and material posted
	Web site-introduce full electronic system for members to access and join and renew	Sec CM	<ul style="list-style-type: none"> <li>• Presentation to Executive Committee Croatia May 2012</li> <li>• Contact persons informed of responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Increased number members and increased revenue and early payment dues</li> <li>• Accurate data base of active members</li> </ul>	<p>New electronic administration system introduced end 2012</p> <p><u>Benefits :</u></p> <ul style="list-style-type: none"> <li>-Access to IAP Information Package which include organisational generic access codes – for upload on Intranet (await 1<sup>st</sup> draft)</li> <li>-Possibility to link HR divisions to and PEP Project and JOB Board Function</li> <li>- Electronic payments</li> </ul>

					(through user menu) - Full overview of financial status (period period and how much)  - Linking local Experts to GPEN, TIPP and FICJ (receiving direct e-mails)  -Integrated Electronic Communication Template with direct access to IAP Secretariat
	Initiate International Justice Perception Study	GC	Results to be delivered at Annual Conference Thailand October 2012	<ul style="list-style-type: none"> <li>Members acknowledge and adopt IT and social media to relay information to public</li> </ul>	Results delivered at Annual Conference 2012- featured in outcome-article in newsletter 58
	Consider establishment of specialist Environmental Crime Forum for Prosecutors or linkage with one under development by other body	GC Executive Committee members	Environmental Crime Plenary Session at 17 <sup>th</sup> Annual Conference to provide forum for consideration -contact with other environmental 'crime networks in existence or under development	Establishment of network under auspices IAP or with support IAP(2013)	Plenary session at Annual Conference took place- European network established with support IAP-featured as outcome Conference UPDATE awaited

**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	Outputs and Milestones	Measures of Success/Outputs	Progress Review
	Through membership ILAC[International Legal Aid Consortium] relationship UNODC, Commonwealth	GC and members	<ul style="list-style-type: none"> <li>Participate in projects through members</li> <li>Attend conferences and workshops organised by</li> </ul>	<ul style="list-style-type: none"> <li>Productive partnerships with active contributions and participation from</li> </ul>	<ul style="list-style-type: none"> <li>Significant contributions during 2012 by IAP to ILAC, Commonwealth</li> </ul>

	Secretariat, ISRCL {International Society Reform Criminal Law}, IBA(International Bar Association etc		partners <ul style="list-style-type: none"> <li>• Contribute to journals and newsletters other organisations</li> </ul>	members <ul style="list-style-type: none"> <li>• Reform Projects acknowledge assistance and support provided by or through IAP</li> <li>• Reports and articles published</li> </ul>	Secretariat,OSCE (ODIHR) World Bank(GFLJD), and also IAACA. <ul style="list-style-type: none"> <li>• Reform projects ILAC</li> <li>• Commonwealth Law Bulletin,ILAC website</li> </ul>
	In pursuance of outcome 15 <sup>th</sup> 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/ Danya Chaikel(DC)	<ul style="list-style-type: none"> <li>• Engage DC to draw upon material collated and produce draft for consultation</li> <li>• Use regional and annual conferences and all communication tools to consult widely</li> <li>• Publication produced by March 2013 and launched Annual Conference 2013</li> </ul>	Publication widely distributed and adopted by prosecution authorities	Work in progress-consultation with IAP members generally unproductive

• **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 Council of Europe, Ibero American Association, European Union, Eurojust,, International Bar Association (IBA) American Bar Association (,ABA),ISRCL, International Criminal Court(ICC) International Criminal Tribunal for former Yugoslavia(ICTY), International Criminal Tribunal Rwanda (ICTR) and others including Commercial Enterprises in accordance with sponsorship protocol	SG/GC/Ex Co	continuous	Productive relationship with mutual support and project activity-mutual invitations to speak etc Some limited sponsorship	Collaboration effected with all organisations through various means-(with exception Ibero American Association) through hyper links etc-to include other associations as above and International Association Penal Law.

	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	Number has increased, figures awaited
	Partnership with AIPPF(French Version IAP)	SG	APRIL 2012	Increase in number Francophone members within IAP	Integration of members in progress-MOUIAP/AIPPF to be reviewed to reflect technical requirements
	Introduce 'Friend of the IAP'	Ex Co	Advertise on website and newsletter in February and provide nomination forms on request	to improve diversity of contributions and interest- and widen and increase support and membership	Introduced-5 IAP Friends to date-subscription 30 eu pa

GOVERNANCE					
	Activities to Achieve objects	Responsibility	Target outcome and date	Measures of success	Progress Review
	Embed constitutional changes re voting and re increased transparency and new financial arrangements	Sec Gen	Reprint amended Constitution April 2012	Favourable feedback membership	Completed little feedback
	Seek alternative funding streams and granting	Sec Gen	Appointment new funding member staff Budget forecasts and IAP accounts produced annually on time	Increased revenue	Sec Gen addressing-paper expected Ex Co meeting Paris April 2013
	Online donation system	CM/SG	Available by September 2012	Donations /grants increase	Integrated in administration system – under test run. Deadline for activation: 1. June 2013
	Assess respective roles and responsibilities of Secretariat and lines of communication and implement recommendations of Management Consultant	Secretariat	Continuous-review-	Service delivery maximised and communication lies enhanced and members feel valued-membership sustained and increasing	ongoing