



Oda e Avokatëve të Kosovës
Advokatska Komora Kosova
Kosovo Chamber of Advocates

THE KOSOVO CHAMBER OF ADVOCATES' 5-YEAR STRATEGIC PLAN

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PREFACE: USING KCA'S 5-YEAR STRATEGIC PLAN

The Kosovo Chamber of Advocates' (KCA) 5-Year Strategic Plan (Plan) which follows is presented in three different formats, each designed to maximize the utility of the Plan for its various audiences and implementers. The Plan is first presented in narrative form, providing a description of the methodology used and outlining in greatest detail the goals and outcomes of the KCA's strategic planning process. The Plan is then presented in Schedule A in a logframe or chart format that categorizes and summarizes various action steps according to each of five strategic outcomes. Finally, the Plan is partially presented in Schedule B as a selected group of yearly calendars, each reflecting the projected work agendas for several of KCA's key committees.

Implementers of the Plan are urged to review in each of the three formats, those portions of the Plan relevant to their specific tasks. For example, while the leaders of a given committee may want first to consult the yearly calendars for that committee in Schedule B when devising the annual committee agenda, they are advised to then review the chart in Schedule A to ascertain the level of priority assigned to each task and the interrelationships between their committee's tasks and those of other KCA committees. Finally, the narrative description of the tasks provides the most detailed description of the tasks themselves and the reasoning of the Plan participants in including those tasks in the Plan.

Facilitated by Kevin Hoy and Daragh O'Shea of the Law Society of Ireland; Fatmir Kutllovci, Dawn Schock and Laura Berger of the American Bar Association Rule of Law Initiative (ABA ROLI) with support from Arben Isufi.

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KCA'S MISSION

The mission of the Kosovo Chamber of Advocates is to strengthen the rule of law in Kosovo by ensuring best practices and highest standards in the practice of law, contributing to and safe-guarding an independent and unbiased justice system, and promoting the public's understanding of the law and justice system.

KCA'S STRATEGIC PLAN

1. Introduction

1.1. During the spring and summer of 2008, the Kosovo Chamber of Advocates (“**KCA**”), with the assistance of the American Bar Association (the “**ABA**”), began the process of developing a 5 year strategic plan for the period 2008 – 2013. The strategic planning process had comprised a number of components including:

- conducting a membership survey, which was circulated to KCA members and responded to by 89 members (the “**Members Survey**”);
- a two-day pre-planning workshop, held during July 14 and 15 July 2008 (the “**Pre-Planning Workshop**”); and
- a strategic planning retreat held during 10, 11 and 12 October 2008 (the “**Retreat**”), in order to set and prioritise KCA's goals over the coming 5 years.

1.2 The various components of the strategic planning process culminated in the Retreat. The outcome of the strategic planning process – *i.e.*, the strategic plan - is set out in this strategy document (this “**Document**”).

1.3 It is necessary to stress when reading this Document that strategic planning should be a dynamic and constant process, with the result that this Document, setting out the strategic plan, should be a living document. This means that the strategic planning process should not cease with the production of this Document and the KCA should be involved in strategic planning during each day of the coming 5 years. Accordingly, the strategic plan will itself need to shift and adapt over the 5 years of its life. This process should happen naturally as goals are re-prioritised and as new challenges emerge and are identified by the KCA.

- 1.4 The value of the strategic planning process, and the underlying thought process, would be greatly reduced if the Document and the strategic plan were to become locked in time and prescriptive. This would happen if the KCA and its members become unwilling to consider re-prioritising existing goals and to establishing new goals, in light of changing circumstances and new information. To avoid this eventuality the KCA and its members will need to be flexible and dynamic in their approach to implementing their strategic plan and to view the benefit of the strategic plan as being as much about the process as the final document.

2. **Overview of Conclusions**

- 2.1 All of the Retreat participants had strong ideas on what they felt were the major issues facing the KCA and how the KCA should set out to address these issues over the coming 5 years. All of the participants were willing to share those ideas with their colleagues participating on the Retreat and an air of lively discussion permeated the proceeding of the Retreat. This was important as it demonstrated that the KCA has an active and engaged membership, who are willing to dialogue amongst themselves, and who are invested in the future of the KCA and the legal profession in Kosovo. The work of the Retreat was to distil down the various issues into a vision for the KCA, for the coming 5 years and, following on from the vision, to articulate a set of goals for the KCA, to prioritise those goals accordingly, to outline specific action steps toward reaching each goal, and to establish a timetable for that accomplishment.

2.2 Budget:

- (i) At the outset, it is important to highlight one pressing issue that faces the KCA, which will have a direct and significant impact on its ability to achieve the goals set out in this Document. This issue is budget and, in particular, the ability and willingness of the KCA to allocate financial resources to the persons and committees tasked with achieving its goals.
- (ii) The issue of the ability of the KCA to allocate budget resources is one that the KCA shares with all other organisations. That is financial resources are always, to a greater or lesser degree, a scarce resource for organisations. In this context, if goals are to be achieved and correctly prioritised, the organisation in question needs to have a line of sight on which of its sources of revenue are independent and sustainable (*e.g.*, membership fees) and which of its sources of revenue are less dependable (*e.g.*, foreign donor funding). The question of foreign donor funding was one that was touched upon on a number of occasions during the Retreat. There was some discussion surrounding the fact that while donor funding is currently a viable source of funding for the KCA, the reality is that foreign donor funding is not a dependable or sustainable long term source of funding, as foreign donors are not guaranteed to remain active in Kosovo. In relation to the KCA's goals identified in this Document, all of

these goals will not necessarily be of the same priority. Accordingly, financial resources will need to be matched on an ongoing basis to goals in order of their priority, with higher priority goals being guaranteed funding from the more dependable portion of the overall budget.

- (iii) The willingness of the KCA to allocate budget resources is also an issue. Unless the KCA is willing to allocate its existing budgetary resources to the goals identified in this Document, its ability to achieve any of these goals will be greatly diminished. It is crucial that the KCA collectively conducts an in depth examination of what its true priorities are in relation to the allocation of its budget and, in particular, that the KCA leadership enter into a dialogue with the membership with a view to matching the budget with its priority goals, even if this means delaying other important objectives which have not been identified as strategic goals in this Document.

2.3 KCA Administration:

- (i) Throughout the strategic planning process it became evident that the KCA was in need of basic organizational reform in order to become a more sophisticated membership organization. The KCA has the legal expertise to operate as an influential legal organization but must improve its organizational management to truly impact the profession. This reform of the organization's administration will allow it to more effectively and efficiently meet the demands of its membership and fulfill its obligations under the law. The KCA leadership recognized this need before the strategic planning process began in the summer of 2008 and has begun to take action.
 - a. The first step to this large scale reform effort is tasking a committee to explore administrative options and develop a new system of organizational management. This committee must work in cooperation with the KCA executive board and should consult other bar associations and international organizations to learn more about their structures and management systems. They should also review the current policies governing administration and KCA bodies and consider if these policies are in line with the needs of the organization. Based on this intensive research, the committee will develop a proposal for new policies and systems to submit to the Executive board for adoption.
 - b. The KCA membership has expressed its interest in de-centralizing the functions of the KCA. This should be taken into account while researching administrative reform. Creating a regional structure will require not only reform in the policies of the KCA, but also a transparent method for the clear division of responsibilities and resources, including securing new equipment and new personnel.

(ii) Currently, the KCA tasks committees with the responsibility of developing and implementing KCA programs. This committee structure is widely used by bar associations globally. However, for the KCA committees to truly be effective and for the KCA programs to run efficiently, the KCA must further develop their committee structure. It is important that the committees maintain independence in order to act efficiently but also remain connected to KCA leadership.

- a. Each committee should be represented on the executive board in order to lobby for the needs and priorities of that committee with other KCA leaders.
- b. The committees should develop an annual plan for activities and budget at the start of each year. This plan and budget will be reviewed by the executive committee and approved. The funds will then be available to the committee for activities described in the plan that fall within the projected budget.
- c. If the committee develops new activities throughout the year in response to new opportunities or needs of the membership or an activity exceeds the amount budgeted the committee must go back to the executive committee for approval.
- d. This new financial independence must be accompanied by a reporting system to ensure transparent use of funds. The KCA must develop a programmatic and financial reporting system between the committees and the KCA executive committee. The KCA will review the systems employed by other organizations and develop a system that meets the needs of the KCA.
- e. At the time the committee is developing its annual activities plan, it should also develop an annual meeting schedule. The committee meetings should be planned for the entire year to allow committee members to plan accordingly and to ensure that meetings complement the activities to allow the committee time to prepare for and report on activities.
- f. The KCA should also develop policies for the appointment and removal of committee members. These policies should encourage the commitment of the members (*e.g.*, any member that misses more than three meetings will be removed from the committee) and protect the committee from outside interference (*e.g.*, the committee head will be elected from within the committee following one year of service to the committee prior to election).

(iii) As the committees activate to become independent, active bodies within the KCA, it will be increasingly important that the KCA be capable of fundraising. Fundraising includes a variety of activities.

- a. The first and most important is membership dues. The KCA will improve the collection of membership dues through policies for collection including a system for collecting dues that includes timelines and repercussions for failure to pay or late payment.

- b. The KCA will also explore alternative fundraising such as fees for CLE courses, specialization certificates, or materials developed by the KCA such as training manuals or benchbooks.
- (iv) As the association matures, it is imperative that the financial policies also mature.
- a. The KCA must develop new policies for distribution of funds, payment of salaries, reimbursement of expenses, etc.
 - b. The KCA must develop an annual budget at the start of each year with input from committees and regional chapters. The KCA must devote resources to its activities if it hopes to become an active, influential organization. The annual budget should include anticipated expenses, a general revenue fund for unexpected expenses that occur throughout the year, as well as savings targets for long-term projects.
 - c. The KCA will establish a deadline for budget proposals from the KCA committees and regional chapters. They will review these proposals and develop their annual budget at the start of each fiscal year. The KCA executive committee will then approve the annual budget.
 - d. This system will require the development of more complex financial systems. The KCA will develop these systems based on those employed by other bar associations and organizations.
 - e. Implementing these systems will require training for KCA leadership (staff, executive committee, committee heads, regional leaders, etc.) in the development of budgets, the financial system, and reporting requirements.
- (v) These new systems may require additional personnel to ensure the smooth function of the organization.
- a. The KCA must evaluate its need for additional personnel at the headquarters or the regional chapters.
 - b. Additional personnel should be accompanied by development of management systems, including job descriptions and a system of hierarchy.
 - c. This new personnel will also require training in the new systems.

2.4 Lobbying:

- (i) It was clear from the discussion during the Retreat that the KCA and its membership face a number of external challenges, which would appear to impact on the ability of members to conduct the practice of law and accordingly on their well being and livelihood. The external challenges which were most frequently referred to by participants include the issue of licensing, the disciplinary system, the ex-officio representation issue, MTI efforts to register KCA advocates and the practice of law by persons who are not admitted to practice by KCA. The frequency with which these issues were referred to during the Retreat demonstrates the strength of

feeling that members have regarding these issues and also the membership's perception as to the seriousness that these issues pose to the KCA as an organisation, especially if no measures are taken collectively by membership, acting through the KCA, to address these issues.

- (ii) There was a general recognition during the Retreat that the appropriate manner in which to start tackling these issues is for the KCA to lobby other stakeholders in the legal system, such as the government, individual government ministers and ministries and lawmakers. The impact of this, in strategy terms, is that the KCA needs to focus in on its lobbying efforts so that lobbying becomes a goal and core function of KCA. It was evident from discussions during the Retreat that the KCA will need to demonstrate to its membership that it is in touch with them and that it takes common cause with them. This means that the KCA needs to be in constant dialogue with its membership in relation to the external issues that members face in their day to day practice.
- (iii) Flowing out of this the KCA will need to be seen by the membership to be actively lobbying the other stakeholders in the legal system for action on issues identified by the membership. It was recognised during the Retreat that a good starting point for the lobbying effort would be to assign responsibility for lobbying to a committee within the KCA. There was some discussion on the KCA's committee structure in general and it was generally agreed (in relation to lobbying and other goals) that, as there is already an extensive committee structure in place which may be capable of dealing with the goals identified, it would most efficient, where appropriate, to use an existing committee to deal with lobbying (and other goals) so as to avoid a proliferation of committees within the KCA.
- (iii) There was an impression during the Retreat that action on lobbying on these external issues has become an issue of confidence for the membership in the KCA itself.
- (iv) Specific tasks in furtherance of this goal are listed in the Schedule A logframe chart on subsequent pages.

2.5 Discipline and Ethics:

- (i) There was quite a bit of discussion regarding discipline and ethics over the course of the Retreat. It would appear from the discussions that this is an area where the KCA has already made some considerable progress over the past number of years, which is evidenced by the fact that the KCA has already put in place a new disciplinary system and Code of Ethics. This progress was acknowledged by the Retreat participants.

- (ii) The issues of discipline and ethics can be seen as attributes of the KCA which should be emphasised by the KCA when marketing the benefits of using KCA advocates to users of legal services. The presence of a Code of Ethics, which is backed up by a functioning and credible disciplinary system, is a significant advantage of using KCA advocates and is a distinguishing feature between KCA advocates and other non-regulated ad-hoc providers of legal services. It is important and appropriate for the KCA to advertise to users of legal services, on behalf of its members, the fact that the use of a KCA advocate will bring with it the benefit that the KCA advocate is subject to an Ethics Code and a related disciplinary system, which can be invoked by the legal services user in the event that the KCA advocate in question does not behave properly.
- (iii) To fully reach its potential of both protecting the public and other advocates from unethical behavior and fostering the public's trust in the abilities and professionalism of all advocates, however, the current Disciplinary System must be reformed to make it more efficient and more transparent. The following steps will move KCA toward the twin goals of efficiency and transparency:
- a. The Ethics Committee should meet and assign to specific members the tasks of recommending revisions to the Ethics Code, the KCA disciplinary process and the KCA disciplinary committee structure for the purpose of making the complaint and disciplinary process more efficient and transparent. The committee should consider whether and how to implement at least the following reforms:
 - i. Consolidate the rules governing the various KCA committees that comprise the disciplinary system into one set of rules.
 - ii. Develop guidelines and rules for the publication of the decisions of the disciplinary system with a goal that all such decisions will be published. Establish an official place for such publication, *e.g.*, the KCA website.
 - iii. Emphasize and encourage the resolution of disciplinary complaints against lawyers on substantive not procedural grounds. Strongly discourage the resolution of such claims on statute of limitation grounds, especially until the public is widely and fully informed and cognizant of their rights in bringing claims against their lawyers.
 - iv. Make all lawyer disciplinary proceedings public unless the interests of justice dictate otherwise.
 - v. Make apparent that judicial review of disciplinary decisions is available at the Kosovo Supreme Court.
 - vi. Establish formal processes to resolve complaints involving minor misconduct other than by sanction or dismissal, so that the option exists to deal with such matters more appropriately through educational or medical (physical or psychological) means.

- vii. Devise a method and manner for at least annual reporting to the KCA membership and the public regarding the state of Kosovo's lawyer disciplinary system, and provide therein recommendations for the continued improvement of the system.
 - viii. Ensure that the rules of procedure and evidence generally applicable to administrative proceedings apply in all lawyer disciplinary proceedings and that the prosecutor be required to prove the allegations in the petition for discipline by a clear preponderance of the evidence.
 - ix. Annually undertake the training of all KCA staff about the lawyer disciplinary process and to the maximum extent feasible open such training to judicial officers and interested members of the KCA.
 - x. Consider other recommendations contained in Professor B. Powell's Regulatory Bar Assessment.
- b. The KCA Executive Board should task the appropriate committee with or take up itself the following issues:
- i. Create a specific dedicated and independent budget line for ethics and disciplinary matters.
 - ii. Devise a plan and timetable for eventually providing a separate room or office for the use of the staff and committees that comprise the disciplinary system.
 - iii. Consider the feasibility of eventually providing at least one paid counsel for the disciplinary system.
- c. The Ethics Committee and/or the CLE Committee should devise a plan for continually overseeing ethics training for advocates and *praktikants*, including the on-going development of trainings on the Ethics Code, violations and sanctions, as follows:
- i. Determine a minimum annual continuing legal education requirement in ethics and make that mandatory.
 - ii. Develop additional trainings for practicing lawyers and *praktikants* on various aspects of the ethics code, including the appropriate comportment of lawyers, standards of care owed to clients and the like.

2.6 Legal Excellence:

- (i) The concept of legal excellence was used as a tag for a set of related themes that came out of the discussions during the Retreat. It was used to encapsulate the differentiating factors between persons who are members of a regulated legal professional body - providing legal services to members of the public – as against persons who are not members of a legal professional body and as such are not subject to similar standards in

terms of their educational qualifications and in terms of the ongoing education, regulation and disciplinary rigours of membership of a legal professional body.

- (ii) For the KCA this differentiation is particularly pertinent, given that members of the KCA are aware that non-KCA members are involved in the provision of legal services to the Kosovo public (this is a key issue identified in the context of the KCA's lobbying efforts). This issue is a bread and butter issue for the KCA membership, as this eats into business that should go to KCA members. In addition there is the ancillary issue that the quality of service provided by non-KCA members is widely perceived to be of poor quality and as such may impact negatively on the legal profession as a whole. The discussions on these themes can be distilled down into the idea that the KCA must represent a superior quality proposition for users of legal services, both in real terms and in terms of the perceptions of users.
- (iii) Accordingly, the idea was to group together under one heading the various threads and components that came out of the discussions, in order that the KCA would be able to develop a focused approach to raising standards amongst its membership and in addition that the membership itself would become more aware of the importance of high standards.
- (iv) It was also acknowledged that one of the key benefits of KCA membership should be a clear recognition by users of legal services that KCA members always represent a superior quality proposition than non-KCA. If users of legal services don't already differentiate between KCA members and non-KCA members in this way then the KCA and the KCA membership must focus on articulating the quality of the membership's services to users of legal services, in order that users of legal services will always opt to use KCA members as opposed to non-KCA members for quality reasons. An example of the success of the quality proposition in another jurisdiction, which was outlined to the KCA during the Retreat, was that in certain other jurisdictions, where the practice of law in certain fields was not restricted for non-professional persons, users of legal services in those jurisdictions still chose overwhelmingly to use professional body members, due to the superior quality of their services and the comfort of the back up of a stringent regulatory regime.
- (v) Five core threads were identified as part of the KCA effort to action the goal of raising levels of "legal excellence": (1) Training/Education of *Praktikants*; (2) Continuing Legal Education (CLE); (3) Specialist Topic Diplomas; (4) Promoting Higher Standards amongst members of the Profession; and (5) Elevation Standards for Registration in the KCA. As can be seen particular emphasis is placed on educational standards

generally. This is the quality proposition. The legal excellence aspect of the KCA is also augmented by the disciplinary and ethics (*i.e.*, the regulatory function) functions of the KCA, this though is for when legal excellence fails to deliver and so is dealt with separately under this paper.

- (vi) A number of the Retreat participants expressed concerns with issues, including the general standard of education of advocates and the level of preparation of advocates in attendance to their duties. The general thrust of these discussions is that the KCA should be vigilant about maintaining standards and quality in relation to its membership, both in terms of the entry standards to the profession and thereafter throughout the career of an advocate.
- (vii) Retreat participants also expressed concerns that the KCA is not more rigorous in setting the parameters as to the excellence of its membership and enforcing the excellence of its membership. Failure of the part of KCA to do so was seen as potentially diluting the KCA brand and the perceived benefits by the public of using KCA lawyers which in turn would reduce the likelihood of members of the public and others to use KCA lawyers as opposed to none KCA lawyers.
- (viii) Ultimately legal excellence is core to ensuring the future prosperity of the KCA, as ultimately the fact that the KCA espouses and is associated with excellence should represent the compelling economic argument driving users of legal services to always use KCA members. That said legal excellence should not be treated in isolation (as is the case with all of the functions of the KCA discussed in this Document). In this regard lobbying and advocacy efforts/skills should be cross-utilised by the KCA to get its quality message out to the public. In addition it is crucial that, where legal excellence fails, members of the public have confidence that they will be able to rely on the disciplinary and ethics function of the KCA so that complaints are dealt with in an efficient, fair and transparent manner.

2.7 KCA Membership Development and Services:

- (i) Pursuant to the pending Law on Advocacy, the KCA is a “free and independent organization whose members have the exclusive authority to practice law. (Pending Law on Advocacy, Chap. I, Art. I, Sec. 1.1; Chap. II, Art. II, Sec. 2.2.) Key aspects of its mission are to (1) register advocates according to the law; (2) provide direct services to its members that enhance their abilities to practice law at the highest levels of professionalism; (3) ensure that all sectors of society, particularly minorities and women, have the opportunity fully to participate in the practice of law; and (4) provide leadership for unlicensed deliverers of legal services (jurists, notaries, and power of attorney lawyers), those in

training to deliver legal services (*praktikants* and law students) and those who provide ancillary services essential to the legal profession (*e.g.*, law professors).

- (ii) During the Retreat, comments about this strategic theme largely concerned the KCA's becoming better at communicating with its membership, including with the regional organizations. The comments also focused on the internal workings of KCA becoming more transparent to the membership and could be encapsulated in the idea of enfranchising the KCA membership. Additionally, the membership survey conducted prior to the Retreat indicated that significant numbers of KCA members believe the following goals to be of major importance: Providing members with opportunities to meet and interact with local lawyers and other legal professionals, facilitating business building opportunities, providing services that assist members in their practice, and recruiting and retaining minority and women advocates. To achieve these membership development and service goals, the following steps could be taken:
- a. Form a Membership Committee of the KCA, whose members include at least the presidents of the regional organizations, and task that committee with the following:
 1. Devise and implement a program of regular meetings for each of the regional organizations.
 - i. Among the models for regular meetings, the committee could consider monthly breakfast, lunch or dinner meetings held on the same date each month, at local restaurants in each region, paid for by the individual attendees, at which the regional organization would disseminate information about KCA activities and issues, conduct any regional business and provide brief CLE programs in cooperation with the CLE committee.
 - ii. The Membership Committee should bear in mind that the regular regional meetings could meet the goals of: (1) enhancing communication between the KCA leadership and its members; (2) providing opportunities for local legal professionals to meet and interact; and (3) providing skills training and ideas for business enhancement through appropriate CLE programming.
 2. Consider and recommend to the KCA Executive Board reforms to KCA's Membership requirements, structure and dues. In particular, the Committee should consider:
 - i. Discounted membership dues for minority and women advocates in order to increase their numbers in the profession;
 - ii. Changing the registration processes so that advocates can register with the KCA in regions other than just Pristina. This is particularly important to facilitate the registration of minority lawyers;

- iii. Explore the creation of non-voting membership categories for legal professionals other than advocates, including jurists, law professors, law students, prosecutors and judges. This would meet the goals of: (1) providing opportunities at the regional meetings for all legal professionals to meet and interact in order to improve collegiality; (2) increase KCA's dues base; (3) provide opportunities to increase the image and standards of the legal profession generally.
 - 3. Devise and implement a process to enter into "Exclusive Member Benefit Contracts" with vendors, merchants and other professionals who provide products and services that KCA members routinely use. According to these contracts, the product or service provider would agree to give an established discount for his product or service to any KCA member, and the KCA, in turn, would provide the product or service provider with the exclusive right to have advertising access to KCA's membership. Exclusive advertising access could include, for example, the right to advertise on the KCA website, access to the business mailing addresses of all KCA members, the right to attend KCA social functions, the right to advertise at regular KCA meetings.
 - 4. Explore re-instituting an annual meeting or convention for all KCA members
- b. Task the Gender and Minorities or other appropriate Committee with the following:
 - 1. Consider separating the existing committee into two subcommittees.
 - 2. Work with the Membership Committee to advocate for and recommend:
 - i. discounted membership dues for minority and women advocates in order to increase their numbers in the profession; and
 - ii. changing the registration processes so that advocates can register with the KCA in regions other than just Pristina. This is particularly important to facilitate the registration of minority lawyers;
 - 3. Continue to implement an annual essay contest that provides scholarships to women and minority law students for writings on topics pertinent to women and minorities and the law.
 - 4. Work with ABA ROLI to establish a mentoring program between KCA lawyers and women and minority law students.
 - 5. Work with ABA ROLI to explore programs that facilitate women and minority lawyers' opening law practices.

6. Explore with ABA ROLI avenues for forming networks with women in other facets of the legal profession, *e.g.*, judges, prosecutors, law professors, law students and jurists.
 7. Work with the Membership Committee to ensure opportunities for local bar activities that include minorities.
- c. Institutionalize the regular publication and updating of KCA publications by:
1. appointing an editor or small editorial board to oversee publication of the Bulletin, establish and implement a regular publication schedule.
 2. appointing an editor or small editorial board to oversee publication of the Advokatura, establish and implement a regular publication schedule basis.
 3. Task a person or small board to oversee the continued, regular updating and overall content of the KCA website.

3. **Retreat - Methodology**

The Retreat was formatted and organised by the American Bar Association. It attended by up to 25 members of the KCA and the participants were arranged in a round table dialogue, which included plenary sessions and small group break outs over the three days. The Retreat was facilitated by two external facilitators from the Irish Law Society, who were appointed by the ABA and who were assisted during the Retreat by ABA personnel.

4. **The KCA Mission**

- 4.1 As a preliminary exercise to get the Retreat participants thinking about the KCA, who it serves and where it is going, the participants spent an initial session reviewing the draft KCA mission statement. The draft mission statement was developed during the Pre-Planning Workshop. The purpose of examining the KCA mission statement was to reflect on the fact that, while strategic planning is a dynamic process and as such is in a state of constant flux and evolution, the mission statement itself should remain constant throughout the lifetime of the KCA. In effect the mission statement is the standard of the KCA and accordingly the mission statement should encapsulate all that is constant and core about the KCA, notwithstanding the passing of time and the occurrence of new challenges.

5. **The KCA Vision**

- 5.1 For most of the morning on Day 2 the Retreat participants were engaged in discussing the KCA's vision for the future. This discussion segment involved breaking the Retreat participants into four groups, with each of the groups including experienced and inexperienced lawyers. The four groups were as

follows: Preserve, Eliminate, Avoid, and Achieve. The purpose of breaking off into these groups was to facilitate discussions on a vision for where the KCA should be moving into the future.

- 5.2 Discussions on the vision represented the commencement of the distillation process, the aim of which was to take the various single issues and themes that were emerging from the discussions of the participants on the Retreat and to start honing these broad topic into related grouping that could be considered in the goal setting segment during the afternoon of Day 2. From the discussion on vision, five main goal themes emerged as follows: (i) KCA Administration (ii) Improved Lobbying/Advocacy/Legislation Review Function; (iii) Discipline and Ethics; (iv) Legal Excellence and (v) KCA membership Development and Services.

6. **KCA – Goals and Prioritization**

During the afternoon of Day 2, the Retreat participants were engaged in discussions concerning the KCA's five main goal themes. These goal themes had been identified during the vision session, earlier that day. Identification of the goals required the goal themes to be distilled down further, in order that the KCA could identify specific objectives/goals. The objective/goals then had to be prioritized as it is not possible in the context of limitations on time, human and financial resources to achieve all the goals at once. Again this discussion segment involved breaking the Retreat participants into groups with each of the groups including experienced and inexperienced lawyers. Each of the groups took one of the goal themes to discuss. The results of this discussion represent the objectives of the strategic plan, which are set out in more detail in the Logframe in the Schedule A to this Document.

7. **Implementation of the Strategic Plan**

- 7.1 Once the goals and the strategy are set they need to be implemented, otherwise there is little to be gained from planning. Ultimately the ability of the KCA to implement its strategy and achieve its goals is a matter that lies in the hands of the KCA. Participation in strategic planning retreats and putting together this Document are useful and necessary activities, which form an integral part of the strategic planning process. The strategic planning process is designed to draw out and shape objectives and goals in a structured way, in order to allow the organization to move forward in a focused way with the job of implementing its goals. The goals, however, already existed, albeit scattered amongst the collective membership of the KCA. Put differently, the strategic planning process is the process of sorting through the ideas and comments of the KCA membership, and then grouping those ideas into themes and goals and setting them down in a convenient format, *i.e.*, this Document.
- 7.2 In this regard the planning process should be seen as being ancillary to the main job, which begins after the planning process and this Document have been

completed. It is then that the organization is faced with the reality of setting to work to implement its strategy through concerted and focused action. As such the KCA will need to invest time, energy and, above all, patience into the job of implementation. In addition, all of this needs to be done against a backdrop of continued analysis, which includes a continual re-examination of what the KCA is, whom it serves, and what new threats and opportunities have emerged or are emerging.

- 7.3 The twin efforts of implementation and analysis are a significant burden on any organization, its leadership and membership but it is a collective burden to be borne by all of the membership. Related to this is the fact that progress (or lack thereof) needs to be assessed objectively in light of changing circumstances and the time and effort put into implementation by the membership. Failure or success of the strategic plan is the responsibility of all the membership and should not be permitted to become an instrument of vested interests to forward their own agendas.
- 7.4 As referred to at section 6 above the goals are set out in the Logframe in Schedule A to this Document. The Logframe is an aid to prioritizing and implementing the goals and as such it breaks each overall goal down in to sub-goals (*Strategies/Action Items*), next steps, persons responsible, time frame for reporting on progress, and the priority of the goal (or sub goal). The Logframe also sets out performance indicators by way measuring the level of implementation. The following pages of this document contain the Logframe and select annual calendars for key KCA Committees.

SCHEDULE A – LOGFRAME ANALYSIS

Strategic Outcome 1: Improved KCA Administration

Working Group: TBD

Definitions of Success: TBD by the Executive Board. For example:

- Revision of KCA internal policies to meet the needs of an active KCA
- Active Regional Chapters with clearly defined relationship to National Chapter
- Active Committees with a level of autonomy that allows for quick action to take advantage of new opportunities
- Annual Fundraising plan that corresponds to the KCA annual budget
- Transparent system of programmatic and financial reporting for Regional Chapters, Committees and National Chapter.

Strategies/Action Items	Next Step(s)	Responsibility	Time Frame/ Status	Priority/Budget
1. Task Committee to reform KCA Administration	(i) Consulting with KCA Executive Board, ABA and other organizations (ii) Developing new written policies governing administration and KCA bodies (iii) Preparing Proposals, then submitting to the	Executive Board	February 2009 March 2009 March-June 2009	High Priority To be funded out of sustainable budget

	<p>Executive Board and/or Assembly if required</p> <p>(iv) Establishing regional structures</p> <p>(v) Providing premises and equipment in regions</p> <p>(vi) Selection of administration personnel for the regions</p> <p>(vii) Regional job announcement, interview, short listed candidates and signing contracts</p>		<p>December 2010</p> <p>December 2010</p> <p>December 2010</p> <p>December 2010</p>	
2. Committee Development	<p>(i) Each committee represented in executive committee</p> <p>(ii) Committees develop annual plan for activities and budget at start of each year</p>	Executive Board and Committees	<p>June 2009</p> <p>Annually (January), beginning 2010</p>	High Priority

	<p>(iii) Develop committee positions (Chair, secretary, etc)</p> <p>(iv) Develop system of reporting (programmatic and financial) to executive committee</p> <p>(v) Develop annual meeting schedule (meeting schedule public)</p> <p>(vi) Develop policies for electing and removing committee members</p> <p>(vii) Establish fundraising committee</p>		<p>June 2009</p> <p>March 2010</p> <p>Annually (March), beginning 2010</p> <p>June 2009</p> <p>March 2009</p>	
3. Task Committee with Fundraising	(i) Improve collections of membership dues through policies for membership dues, repercussions for failure to pay, system for collection.	Fundraising committee	March 2009 (to be reviewed every September)	High Priority

	(ii) Explore alternative fundraising opportunities such as course fees for CLE's, test and/or course fees for specialization certificate.		September 2009	
4. Finance/Budgeting	<p>(i) Develop financial policies for distribution of funds, salaries, business reimbursable, etc.</p> <p>(ii) Establish schedule/ deadlines for annual budget proposal from KCA bodies</p> <p>(iii) Develop budget at start of each year with input from committee and regional chapters</p> <p>(iv) Executive committee approves budget for each body (regional chapter and committees)</p>	Executive Board	<p>September 2009</p> <p>June 2009</p> <p>Annually (February), Beginning 2010</p> <p>Annually (February), beginning 2010</p>	High Priority

	<p>(v) System of financial reporting (monthly/quarterly)</p> <p>(vi) Develop system for discretionary funds</p> <p>(vii) Develop a system for bodies to request additional funds.</p> <p>(viii) Budget and reporting training for committees and regional chapters.</p>		<p>March 2010</p> <p>June 2009</p> <p>June 2009</p> <p>September 2009</p>	
5. Personnel	<p>(i) Determine Personnel needs for HQ and regional chapters</p> <p>(ii) Develop hierarchy, system of supervision, job description, etc.</p> <p>(iii) Provide training for paid and volunteer personnel</p>	Executive Board and Human Resources	<p>June 2009</p> <p>June 2009</p> <p>January 2010</p>	High Priority

Strategic Outcome 2: **Improved Lobbying/Advocacy/Legislation Review Function**

Working Group: **[Legislative Affairs Committee]**

Definitions of Success: **TBD. For example:**

- First meetings of KCA Representatives with Kosovo Judicial Council, Minister of Justice, Minister of Trade and Industry, the Kosovo Assembly and its commissions, the Prime Minister and/or other groups identified by the KCA as essential to its lobbying goals to initialize discussions on KCA lobbying issues.
- Regular scheduled meetings with the KJC, Minister of Justice (or high level Ministry of Justice official) and appropriate representatives of the Kosovo Assembly, the Prime Minister and/or other groups identified by the KCA as essential to its lobbying goals to track progress on existing issues being lobbied and to flag new issues.
- KCA provides detailed comments/analysis on draft piece of legislation and has meeting with relevant government ministry to present comment/analysis and/or members of parliament on relevant committee. Follow up meetings to track progress on incorporation of KCA input.
- Successful publicity campaign (newspapers/radio/television) to extol/advertise the benefits/advantages of using a KCA registered Advocate, as opposed to other non-authorized providers of legal services.

Strategies/Action Items	Next Step(s)	Responsibility	Time Frame/ Status	Priority/Budget
1. Convene the lobby, legislative Committee	(i)Decision how to task existing committee members and whether to enlist help of other members and identify them or to establish new	Chairperson of Legislative Affairs Committee or President of KCA	June 2009	High Priority To be funded out of sustainable budget

	committee or subcommittees.			
2. Further to no. 1 above, the Committee is to identify and prioritize items requiring lobbying efforts and to develop process/procedures for lobbying.	<p>Note: from the discussions at the Retreat it is clear that there are a external threats and other issues facing the KCA:</p> <ul style="list-style-type: none"> • Licensing /registration • Pending Law on Advocacy • The disciplinary system • The ex-officio representation issue • MTI efforts to register KCA advocates • The practice of law by persons who are not admitted to practice by KCA • KCA seat on KJC not guaranteed during interim change to EULEX oversight • Consider recommendations from ABA Regulatory Bar Assessment 	The Committee, reporting to the President of the KCA in the 1 st instance with a report to be made to the legislative body also.	Regular basis, e.g., monthly meetings	High Priority

<p>3. Assign lobbying tasks to members; identify and outline lobbying steps to be taken; develop timelines for each; and set regular reporting or meeting schedule for accountability.</p>	<p>(i) Contact other European and/or North American Bar Councils to discuss their approach.</p> <p>(ii) Mine existing capabilities/talent within e.g. KCA/<i>Praktikant</i>/University Students.</p>	<p>Legislative Affairs Committee.</p>	<p>Regularly</p>	
<p>4. Provide training, education, research on (i) lobbying and (ii) legislative review and drafting.</p>			<p>September 2009</p>	<p>High Priority</p>
<p>5. Develop mechanisms to impact those drafting laws.</p>	<p>(i) KCA to start reviewing/commenting on and analyzing draft legislation.</p> <p>(ii) Start contacting government ministries and members of parliament with a view to presenting KCA comments and analysis.</p>		<p>June 2009</p> <p>September 2009</p>	<p>High Priority</p>

Strategic Outcome 3: Discipline and Ethics

Working Group: Ethics Committee

Definitions of Success:

- Increased efficiency in processing disciplinary complaints:
 - the disciplinary procedures streamlined;
 - the committee structure simplified and consolidated;
 - separate physical space planned for the disciplinary system;
 - professional staffing planned for the disciplinary system.
- Increased transparency in processing disciplinary complaints:
 - disciplinary tribunal results published based on KCA guidelines;
 - Public hearings for disciplinary proceedings.

Strategies/Action Items	Next Step(s)	Responsibility	Time Frame/ Status	Comments/Budget
1. Task Committee to review and make recommendations regarding the regulation of the disciplinary system and have KCA finalize that issue.	(i) Assign to specific members the tasks of recommending revisions to the Ethics Code, the KCA disciplinary process and the KCA disciplinary committee structure for the purpose of making the complaint and disciplinary process more efficient and transparent. The committee should	Ethics and Disciplinary Committees	2011	Medium Priority To be funded out of current budget, sustainable budget

	<p>consider:</p> <ul style="list-style-type: none"> • Consolidate rules governing KCA disciplinary system into one set of rules • Develop guidelines for publication of disciplinary decisions • Resolution of disciplinary complaints on substantive not procedural grounds • Make disciplinary proceedings public • Judicial review of disciplinary decisions by the Kosovo Supreme Court • Formal processes to resolve complaints involving minor misconduct • Devise a method for annual reporting on state of lawyer disciplinary system, and recommend 		2011	Medium Priority
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	<p>matters.</p> <ul style="list-style-type: none"> • Devise a plan and timetable for eventually providing a separate room or office for the use of the staff and committees that comprise the disciplinary system. • Consider the feasibility of eventually providing at least one paid counsel for the disciplinary system. 		December 2010	High Priority
			December 2010	High Priority
2. Develop programs for additional trainings on Ethics Code, violations and sanctions.	(i) Devise a plan for continually overseeing ethics training for advocates and <i>praktikants</i> , including	Ethics and/or CLE Committee	January 2010	Medium Priority To be funded out of sustainable budget

	<p>new entrants)</p> <p>(iii) Develop a training for advocates as to the appropriate standards of care owed to clients and the standards for relations with client (could also be incorporated in <i>praktikants</i> program for new entrants).</p>			
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Strategic Outcome 4: **Legal Excellence**

Working Group: **CLE; *Praktikant* and Ethics Committees**

Definitions of Success: **TBD. For example:**

- Establishing mandatory minimum continuing legal education requirements for advocates.
- Establishing a program for delivering CLE to advocates sufficient for them to meet their minimum requirements.
- Reaching agreement on the criteria for entrance to the *praktikant* program: *e.g.* (i) confirmation that the *praktikant* applicant has sat and passed the Ministry of Justice bar exam and (ii) that the *praktikant* applicant has secured a position to work in the office of an established KCA advocate (*e.g.*, with no less than 10 years total experience as a KCA advocate) for the duration of the *praktikant* period.
- Reaching agreement on the criteria for the *praktikant* program, *e.g.*, the constituent elements to be satisfied before full admittance as a KCA advocate: (i) set the amount of time to be served as a *praktikant* before full admittance as a KCA advocate (*e.g.* 1.5 years) and (ii) and completing the *praktikant* education course in the education centre.

Strategies/Action Items	Next Step(s)	Responsibility	Time Frame/ Status	Priority/Budget
1. Training/Education of <i>Praktikants</i> .	(i) Tasking a sub-committee to deal with the training/education of new entrants/ <i>praktikants</i> . (ii) Setting entrance criteria for admittance	<i>Praktikant</i> Committee	January 2011	Medium Priority To be funded out of sustainable budget

	<p>to the KCA praktikant program.</p> <p>(iii) Set criteria for <i>praktikants</i> program.</p> <p>(iv) Designing an education course for the Praktikant program.</p>			
2. Develop and Implement Mandatory Continuing Legal Education system	<p>(i) Work with ABA ROLI to design and adopt a mandatory CLE program including annual schedule of CLE, system of assigning and tracking CLE credit</p> <p>(ii) Work with ABA ROLI to devise a program for efficiently delivering CLE trainings to advocates throughout Kosovo.</p>	CLE Committee and/or newly constituted mandatory CLE commission	June 2009	<p>High Priority</p> <p>Development out of sustainable budget</p> <p>Implementation funding TBD</p>
3. Specialists Topic Diplomas (note this is linked in with .2 (CLE) above).	(i) Defining topics/fields for specialization and curriculum for each diploma.	CLE Committee or specially tasked sub-committee	January 2012	<p>Low Priority</p> <p>Budgetary source TBD</p>

	(ii) Tasking a committee to address: testing and accreditation.			
4. Promoting higher Standards	(i) Setting standards for professional education (ii) Increasing practical knowledge/know how of practicing advocates	CLE Committee	On-going	
5. Evaluating standards for registration in KCA.	(i) Attending a course for Lawyers (ii) Tests of professional knowledg.	TBD	2011	Medium

Strategic Outcome 5 : Improved KCA Membership Development and Services

\Working Group: New Membership Development and Services Committee; Gender and Minorities Committee; Editorial Boards

Definitions of Success:

- Increase in women and minority members
- Non-advocate members joining KCA
- Regular regional meetings
- Providing member benefits to KCA members, such as vendor discounts
- Consistent publication and dissemination of KCA publications
- Regularly updated website containing materials and information relevant to lawyers and lay people

Strategies/Action Items	Next Step(s)	Responsibility	Time Frame/ Status	Comments/Budget
1. Enhanced Membership Services and Reforms	Form a Membership Development and Services Committee of the KCA, whose members include at least the presidents of the regional organizations, and task that committee with the following: <ul style="list-style-type: none"> • Devise and implement a program of regular 	Membership D &S Committee with CLE Committee	June 2010	High Priority To be funded out of sustainable budget and/or payment by members

	<p>meetings for each of the regional organizations. Consider model of regular monthly breakfast, lunch or dinner meetings at local restaurants in each region, combined with CLE programs in cooperation with the CLE committee.</p> <ul style="list-style-type: none"> • Explore re-instituting an annual meeting or convention for all KCA members plan and run same • Consider and recommend to the KCA Executive Board reforms to KCA's Membership requirements, structure and dues. In particular: <ul style="list-style-type: none"> ○ Discounted membership dues for minority and 	<p>Membership D & S Committee, Exec. Bd.</p> <p>Membership D & S Committee; Executive Bd., Gender & Minority Committee</p>	<p>June 2010</p> <p>June 2009</p>	<p>Medium Priority</p> <p>High Priority</p>
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	<p>women advocates</p> <ul style="list-style-type: none"> ○ Changing the registration processes so that advocates can register with the KCA in regions other than just Pristina ○ Explore creation of non-voting membership categories for legal professionals other than advocates <ul style="list-style-type: none"> ● Devise and implement a process to enter into “Exclusive Member Benefit Contracts” with vendors, merchants and other professionals who provide products and services that KCA members routinely use 	<p>Membership D & S Committee</p>	<p>2011</p> <p>2012</p>	<p>Medium Priority</p> <p>Low Priority</p>
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2. Increase Diversity of Membership	<ul style="list-style-type: none"> • Advocate for and recommend: <ul style="list-style-type: none"> ○ discounted membership dues for minority and women advocates ○ changing registration so that advocates can register in regions 	Gender & Minority Committee	June 2009	High Priority
	<ul style="list-style-type: none"> ○ Continue to implement an annual essay contest for women and minority law students 	Gender & Minority Committee	Annually beginning March 2009	High Priority
	<ul style="list-style-type: none"> ○ Work with ABA ROLI to establish a mentoring program between KCA lawyers and women and minority law students 	Gender & Minority Committee	On-going beginning April 2009	High Priority
	<ul style="list-style-type: none"> ○ Explore with ABA ROLI programs that facilitate women and minority lawyers' opening 	Gender & Minority Committee	March 2009	High Priority

3. Institutionalize KCA's Publications	<ul style="list-style-type: none"> ○ law practices ○ Explore with ABA ROLI avenues for forming networks with women in other facets of the legal profession, <i>e.g.</i>, judges, prosecutors, law professors, law students and jurists. 	Gender & Minority Committee	On-going, beginning April 2009	High Priority
	<ul style="list-style-type: none"> ○ Work with the Membership Committee to ensure opportunities for local bar activities that include minorities 	Gender & Minority Committee	On-going	High Priority
	<ul style="list-style-type: none"> ○ Consider separating the existing committee into two subcommittees 	Gender & Minority Committee	June 2010	Low Priority
	<ul style="list-style-type: none"> ○ Develop CLE's on eliminating bias in the justice system 	Gender & Minority Committee	January 2010	High Priority
	<ul style="list-style-type: none"> ○ Appoint editor or editorial board to oversee publication of the <i>Bulletin</i>, establish and 	Membership D & S Committee	September 2010	Medium Priority

	<p>implement regular publication schedule</p> <ul style="list-style-type: none"> ○ Appoint editor or editorial board to oversee publication of <i>Advokatura</i>, establish and implement regular publication schedule ○ Task a person or board to oversee the continued, regular updating and overall content of the KCA website 	<p>Membership D & S Committee</p>	<p>September 2010</p>	<p>Medium Priority</p>
		<p>Membership D & S Committee</p>	<p>September 2010</p>	<p>Medium Priority</p>

SCHEDULE B: SELECT COMMITTEE ANNUAL CALENDARS

EXECUTIVE BOARD 2009

JANUARY	FEBRUARY	MARCH	APRIL/MAY	JUNE	JUNE
		<ul style="list-style-type: none"> •KCA Administration Reform: new written policies •Establish Fundraising Committee to improve collection of dues, etc. •Form Membership Development and Services Committee that includes presidents of all regions to devise regular regional meetings, suggest membership reforms and oversee KCA publications 		<ul style="list-style-type: none"> • Determine personnel needs, develop hierarchy, system of staff supervision, job descriptions • Admin. reform proposals to Assembly as required • Establish annual budget schedule • Develop systems for discretionary spending, for bodies to request additional funds 	<ul style="list-style-type: none"> • Consider discounted memberships, women & minorities • Change registration process in regions • Each committee represented on Exec. Bd; policies re committee officer positions, electing/removing committee members
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
		<ul style="list-style-type: none"> •Develop financial policies for distribution of funds, salaries, business reimbursables •Budget and reporting training for committees and regional chapters 			

EXECUTIVE BOARD 2010

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
<ul style="list-style-type: none"> • Provide administrative training for paid & volunteer staff 	<ul style="list-style-type: none"> • Develop organizational budget for the year with input from committees, regions • Approve annual budgets for all committees and regions 	<ul style="list-style-type: none"> • Further develop system of all committees, regions reporting annual programming, finances to Exec. Bd. • Develop & publicize annual meeting schedule for all committees, regions • Develop system of monthly/quarterly financial reporting 			<ul style="list-style-type: none"> • Explore with Membership Committee reinstating annual meeting for all KCA members
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
					<ul style="list-style-type: none"> • Establish regional structures; provide premises, equipment, administration, personnel in the regions; regional job announcements, interview, personnel contracts • Devise plan for separate office space for discipline system • Consider feasibility of hiring paid counsel to oversee discipline system

FUNDRAISING COMMITTEE 2009

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
		<ul style="list-style-type: none"> • Improve collections of membership dues; policies for failure to pay; system for collection 			
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
		<ul style="list-style-type: none"> • First annual review of collections, improvements in system • Explore alternative fundraising opportunities • Fundraising and budgetary training seminar for committees and regions with Executive Bd. 			

FUNDRAISING COMMITTEE 2010

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
<ul style="list-style-type: none"> • Develop annual programs and budget and present to Exec. Bd. for approval • On-going exploration of alternative fundraising means 					
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
		<ul style="list-style-type: none"> • Annual review of collections, improvements in systems 			

GENDER & MINORITY COMMITTEE 2009

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
	<ul style="list-style-type: none"> • Annual essay contest for minority and women law students 		<ul style="list-style-type: none"> • Establish mentoring program between women law students and practitioners that includes regular events • Explore feasibility with ABA ROLI of program to encourage women to open law practices • Explore avenues of forming networks with women and minorities in other facets of the legal profession 	<ul style="list-style-type: none"> • Work with Membership Committee to ensure opportunities for local bar activities that include minorities 	<ul style="list-style-type: none"> • Lobby for discounted membership dues for minorities and women • Lobby for changed registration process in the regions
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
		<ul style="list-style-type: none"> • Attend budget training by Exec. Bd. 			

GENDER & MINORITY COMMITTEE 2010

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
<ul style="list-style-type: none"> • Develop annual programs and budget and present to Exec. Bd. for approval • Develop program of CLE's for mandatory continuing legal education, bias in the justice system 	<ul style="list-style-type: none"> • Annual essay contest for women and minority law students 		<ul style="list-style-type: none"> • Establish mentoring program for minority law students and practitioners modeled on on-going women's mentoring project • Explore feasibility with ABA ROLI of program to encourage minorities to open law practices modeled on women's law practice modeling project 		<ul style="list-style-type: none"> • Consider separating the committee into two subcommittees
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER

LEGISLATIVE/LOBBYING 2009

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
					<ul style="list-style-type: none"> • Organize and task committee members; establish monthly meeting schedule • Identify and prioritize issues for lobbying efforts, report same to KCA leadership • Start reviewing/ commenting on and analyzing draft legislation • Outline lobbying steps to be taken, develop timelines
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
		<ul style="list-style-type: none"> • Training, education and research on lobbying and legislative review and drafting • Contact ministries, agencies, parliament to present KCA comments and analysis • Attend budget training by Exec. Bd. 			

LEGISLATIVE/LOBBYING 2010

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
<ul style="list-style-type: none"> • Develop annual program and budget and present to Exec. Bd. for approval • Continue monthly meetings • Identify and prioritize lobbying and legislative issues for the year 					
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER

MEMBERSHIP DEVELOPMENT & SERVICES 2009

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
					<ul style="list-style-type: none"> • Recommend KCA offer discounted membership dues for minorities and women • Recommend change registration processes in regions • Explore reinstating annual meeting for all KCA members and plan and run same
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
		<ul style="list-style-type: none"> • Attend budget training by Exec. Bd. 			

MEMBERSHIP DEVELOPMENT & SERVICES 2010

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
<ul style="list-style-type: none"> • Develop annual programs and budget and present to Exec. Bd. for approval 					<ul style="list-style-type: none"> • Devise and implement a program of regular regional meetings
JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
		<ul style="list-style-type: none"> • Appoint an editor or editorial board to oversee the publication of the Bulletin; establish and implement regular publication schedule • Appoint an editor or editorial board to oversee the publication of the Advokatura; establish and implement regular publication schedule • Oversee regular updating and content of KCA website 			