



UKRAINIAN NATIONAL  
BAR ASSOCIATION



# Development Strategy

of the Ukrainian National Bar Association

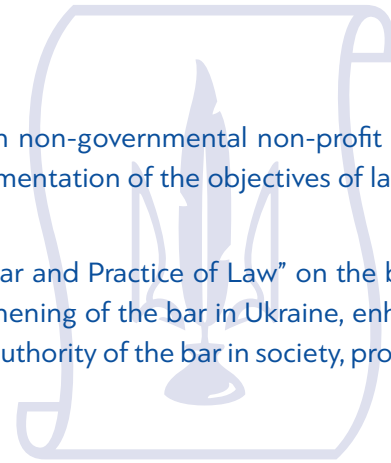
**by 2020**



## 1. General information:

**The Ukrainian National Bar Association (UNBA)** is an all-Ukrainian non-governmental non-profit professional organization uniting all Ukrainian advocates to ensure the implementation of the objectives of the bar self-government.

Established in 2012 in accordance with the Law of Ukraine “On the Bar and Practice of Law” on the basis of professional independence, it promotes the development and strengthening of the bar in Ukraine, enhancing the level of legal aid provided by the advocates, as well as the role and authority of the bar in society, protection of rights and legitimate interests of the organization members.



## 2. Vision:

**The UNBA** is a strong and authoritative professional organization, devotedly serving the advocate, legal profession and society, which has gained national and international recognition, is an effective tool for protecting the rights of citizens, a guarantor of the independent status and professional freedom of every advocate in Ukraine.

## 3. Mission:

- Promote the development and independence of the bar self-government in Ukraine.
- Promote the strengthening of the role and authority of the bar within Ukrainian society, enhancing the status of the legal profession and trust into profession from the part of Ukrainian society.
- Represent the interests of the bar in relations with state authorities, local self-government, public associations and international organizations.
- Contribute to raising the level of legal culture and legal consciousness of the society.
- Defend the interests of its members, create opportunities for their professional development and improvement.
- Encourage the involvement of the bar in the process of law-making and implementation of legal reforms.
- Protect the advocates’ professional rights and ensure the guarantees for practice of law.
- Promote the improvement of the level of professional training and advancement of the advocates, as well as ensure the observance of ethical standards of the practice of law.
- Promote the improvement and availability of free legal aid in Ukraine.
- Represent interests of the bar in Ukraine and abroad.

## 4. Values:

1. Advocate’s independence and freedom in his/her professional activities.
2. Legitimacy.
3. Dominance of client’s interests.



4. Impermissibility of conflict of interest.
5. Confidentiality.
6. Competency and good faith.
7. Respect for the legal profession.
8. Rule of law.
9. Honesty and fairness.
10. Equality before the law and court.

## 5. Objectives and tasks:

### Strategic objectives:

1. Develop the UNBA into a strong, united and authoritative organization in Ukraine and abroad.
2. Ensure active participation of its members in the constitutional process and the implementation of constitutional changes in the effective legislation.
3. Improve procedures for the professional development and advancement of advocates.
4. Improve the effectiveness of the communications system with all parties to and participants in the legal reform in Ukraine.

### Tasks:

1. Improve the work of the system of bar self-government bodies in Ukraine and promote more active involvement of advocates in their work at the national and regional levels.
2. Raise the requirements for practice of law, in particular, raise the professional, moral and ethical requirements for persons intending to obtain the status of an advocate, as well as the requirements for disciplinary control over legal profession.
3. Simplify the procedure for access of citizens to legal aid.
4. Improve the system of legal regulation of the advocates' professional rights and duties, as well as provide guarantees for the practice of law. Introduce effective mechanisms for bringing officials to justice for violation of the advocates' guarantees of independence.
5. Introduce qualitative changes into the professional development system and improve the process of the advocates' advancement.
6. Actively promote cooperation with international professional organizations of advocates for borrowing and introducing their best practices.
7. Improve the system of advocates' activity taxation.



## 6. Key directions of the UNBA activities by 2020:

1. Effective influence of the bar community on the course of judicial and legal reform and participation in the law-making process.
2. Protection of the advocates' professional rights and ensuring guarantees to practice law.
3. Representation of the Ukrainian bar in relations with state authorities, local self-government, public associations and international organizations.
4. Ensuring access to and openness of information on advocates and practice of law in Ukraine.
5. Consideration of complaints against decisions, actions or inactivity of the qualification and disciplinary commissions of the bar.
6. Control over financial and economic activities of the UNBA bodies and the system of bar self-government.
7. Improving standards and opportunities for citizens to access the legal aid.
8. Cooperation with international professional organizations, institutes and projects on the bar and law. Representation of interests of the Ukrainian bar in other countries.
9. Institutional development and improvement of the UNBA's work.
10. Development of sectoral committees and sections of the UNBA.
11. Launch of special programs, consulting services and innovative services for the UNBA members.
12. Assistance in raising the level of professional training and qualifications of the advocates.
13. Multidisciplinary collaboration with higher education institutions. Introduction of special programs for young advocates.
14. Holding events, publishing and promotion of materials on the history of Ukrainian bar.
15. Implementation of the UNBA Partnership Program. Collaboration with international donor programs and technical assistance projects.
16. Development of projects and programs of the All-Ukrainian Charitable Organization "Charitable Foundation of Assistance to Advocates".
17. Manufacture and distribution of brand advertising and souvenir products.
18. Broad promoting of public and bar community awareness about the UNBA activities through specialized, business and general mass media, as well as social media.
19. Informing the society and the bar community about the UNBA activities on the corporate website and through the UNBA's printed publications. Further development of the corporate website and the UNBA's periodicals.



#	MAIN DIRECTIONS OF THE UNBA WORK IN 2016-2020	RESPONSIBLE
1	<b>Effective influence of the bar community on the course of judicial and legal reform and participation in the law-making process.</b>	
	1.1. Active participation of the UNBA in the constitutional process and implementation of constitutional changes in the effective legislation.	BCU, Committee on Legislative Initiatives on the Bar
	1.2. Holding events aimed at improving the legal culture of the population and the bar community.	
	1.3. Support of public initiatives, communication with society on the importance of the rule of law.	
2	<b>Protection of the advocates' professional rights and ensuring guarantees to practice law.</b>	
	2.1. Rapid reaction and coverage in the media of violations of the advocates' professional rights, and initiating the accountability for the crimes.	Committee on Protection of Advocates' Professional Rights and Guarantees, RBCs, UNBA Secretariat
	2.2. Broad coverage in the mass media, corporate media and publications of the BCU position on the inadmissibility of the identification of an advocate with the advocate's client.	Committee on Protection of Advocates' Professional Rights and Guarantees, RBCs, UNBA Secretariat
	2.3. Conducting trainings for advocates and members of the RBC's committees on protection of the advocates' professional rights, as well as on the acute issues of violation of the advocates' rights and guarantees to practice law.	Specialized committee and section
	2.4. Development of clear mechanisms for responding to such violations.	
	2.5. Discussion of the problem of protecting the advocates' rights and guarantees to practice law at the state and international levels (preparation of an annual report on violations of the advocates' rights, its publication and submission to the competent state authorities and influential international organizations).	BCU, specialized committee
	2.6. Introduction of software for emergency aid to the advocates.	UNBA Secretariat
	7. Protection of the guarantees to practice law and professional rights of the advocates providing legal aid.	BCU, Committee on Protection of Advocates' Professional Rights and Guarantees, Committee on Legal Aid



#	MAIN DIRECTIONS OF THE UNBA WORK IN 2016-2020	RESPONSIBLE
3	<b>Representation of the Ukrainian bar in relations with state authorities, local self-government, public associations and international organizations.</b>	
	3.1. Participation in the formation of the High Council of Justice, the Higher Qualification Commission of Judges, and the Prosecutor General's Office of Ukraine	Congress of Advocates of Ukraine
	3.2. Influence on the quality of selection of prosecutors and judges. Development of ethical and professional criteria for candidates elected to bodies, as well as for the judges and prosecutors authorized to select.	
	3.3. Interaction with law enforcement and human rights' protection bodies concerning the protection the advocates' professional rights and ensuring the guarantees to practice law.	
	3.4. Involvement in the process of drafting amendments to the law insofar as it concerns the taxation of advocates' activities and the advocate's status as a taxpayer.	Specialized section, BCU
4	<b>Ensuring access to and openness of information on advocates and practice of law in Ukraine.</b>	
	4.1. Ensuring the development of the Unified Register of Advocates of Ukraine.	BCU, UNBA Secretariat, RBCs
	4.2. Ensuring an adequate level of safety of information storage and recording as relates to the identities of Ukrainian advocates.	
4.3. Improvement of automation processes for using the URAU database.		
5	<b>Consideration of complaints against decisions, actions or inactivity of the qualification and disciplinary commissions of the bar.</b>	
	5.1. Improvement of the complaints consideration and processing procedures with the introduction of up-to-date software for electronic document management.	HQDCB
	5.2. Qualitative improvement of the procedure for generalization of the disciplinary practice.	
5.3. Enhancing the awareness of and understanding by the UNBA members and the bar community of the procedures and mechanisms of the HQDCB work. Coverage of information on the HQDCB activities in the mass media.		





#	MAIN DIRECTIONS OF THE UNBA WORK IN 2016-2020	RESPONSIBLE
6	<b>Control over financial and economic activities of the UNBA bodies and the system of bar self-government.</b>	
	6.1. Improvement of the control procedures for budget implementation, as well as the use of funds and property by the bar self-government bodies.	HACB
	6.2. Provision of methodological assistance to the regional audit commissions of the bar in matters related to audits of regional bar self-government bodies.	
	6.3. Analysis of the financial status of the BCU, UNBA and the bar self-government bodies in order to develop recommendations on the possibilities for its improvement.	
	6.4. Ensuring operational control over the implementation of the HACB recommendations regarding the elimination of deficiencies and violations detected during audits.	
	6.5. Preparation of proposals to the Bar Council of Ukraine for consideration at the Congress of Advocates of Ukraine and/or the regional conferences of advocates regarding the elimination of deficiencies and violations, as well as their agenda.	HACB, BCU, Congress of Advocates
7	<b>Improving standards and opportunities for citizens to access the legal aid.</b>	
	7.1. Review of the concept of legal aid in Ukraine.	BCU, specialized committee and section, RBCs
	7.2. Development of relevant proposals for amendments to the Law of Ukraine "On Legal Aid".	
	7.3. Analysis, search and development of potential institutional opportunities of the UNBA to administer the legal aid.	
	7.4. Influence of the UNBA on ensuring proper financing of the legal aid system both from the state budget and from other sources.	
8	<b>Cooperation with international professional organizations, institutes and projects on the bar and law. Representation of interests of the Ukrainian bar in other countries.</b>	
	8.1. Preparation for joining European and global professional organizations.	Specialized committee and section, BCU
	8.2. Borrowing positive experience in management and conducting activities from the foreign colleagues.	
	8.3. Participation in events of international importance to present the achievements in development of the UNBA as a national self-governing professional organization.	
	8.4. Opening of the UNBA's representative offices in other countries and cooperation with national bars of these countries.	
	8.5. Cooperation with international projects, whose activities correspond to the goals, tasks and interests of the Ukrainian bar.	



#	MAIN DIRECTIONS OF THE UNBA WORK IN 2016-2020	RESPONSIBLE
<b>9</b>	<b>Institutional development and improvement of the UNBA's work.</b>	
	9.1. Approval of the principles of budget planning of all UNBA bodies.	UNBA Secretariat, RBCs
	9.2. Strengthening of the UNBA Secretariat and improving the efficiency of its work.	
	9.3. Improvement of the interaction between the UNBA Secretariat and the higher and regional bodies of the bar self-government.	
	9.4. Regular questioning survey and polling of the UNBA members to improve the work of all bodies and units, as well as to improve services provided to the population and advocates.	
	9.5. Preparation and introduction of a new manual on workflow management in the bar self-government bodies (simplified to the highest degree possible).	
	9.6. Implementation of electronic document circulation between the UNBA bodies.	
<b>10</b>	<b>Development of sectoral committees and sections of the UNBA.</b>	
	10.1. Development of clear organizational system of committees and sections by branches of law.	UNBA Secretariat, committees and sections
	10.2. Increase in a number of committees and sections according to the UNBA's directions of activity.	
	10.3. Involvement of leading experts on problem issues to work in committees and sections.	
	10.4. Involvement of leading national and regional law firms and bar associations, as well as the international law firms in Ukraine to actively participate in the work of the UNBA sections.	
	10.5. Implementation of the program of branch-specific and specialized conferences, seminars, forums, round tables for advocates and the legal community in Kyiv city and regions.	
<b>11</b>	<b>Launch of special programs, consulting services and innovative services for the UNBA members.</b>	
	11.1. Strengthening the information systems' management for greater involvement of advocates in the provision of 'e-justice' services.	UNBA Secretariat
	11.2. Simplification of the process of advanced training of the advocates by introducing electronic courses that will facilitate the acquisition and improvement of knowledge without leaving the office or home.	
	11.3. Creation of an online library of modern legal literature and the possibility of its ordering through a 'personal advocate's office' on the official UNBA website.	





#	MAIN DIRECTIONS OF THE UNBA WORK IN 2016-2020	RESPONSIBLE	
12	<b>Assistance in raising the level of professional training and qualifications of the advocates.</b>	UNBA Secretariat and specialized committee, HSA	
	12.1. Deployment of alternative programs for the professional development of advocates, creation of sections by the branches of law and inter-branch disciplines.		
	12.2. Holding joint events with representatives of the judicial corps and law enforcement agencies to discuss practical issues of ensuring clients' right to a fair trial.		
	12.3. Expansion of the ways of alternative (extrajudicial) resolution of disputes, in particular, through the practical implementation of the institution of mediation.		
	12.4. Development of the program of advanced training of the advocates taking into account changes taking place in the prosecutor's office and courts.	HQDCB, UNBA Secretariat	
12.5. Conducting the advanced training of the advocates taking into account the working experience of the HQDCB, including as related to the application of the Rules of advocates' ethics.			
13	<b>Multidisciplinary collaboration with higher education institutions. Introduction of special programs for young advocates.</b>	HSA, Expert Council, UNBA Centre for Research on the Bar and Law	
	13.1. Active participation in improving the standards of law education, methodologies, methodological recommendations and curricula of specialized educational institutions in Ukraine.		
	13.2. Accreditation of law schools.		BCU, Expert Council
	13.3. Facilitating the passing of advocates' internship by the students of law schools and training of lawyers striving to become advocates.		BCU, HSA
	13.4. Promotion of postgraduate and doctoral research in law practice.		BCU, Expert Council, HSA



#	MAIN DIRECTIONS OF THE UNBA WORK IN 2016-2020	RESPONSIBLE
	<p>13.5. Involvement of youth in the priority activities and meetings held by the bar self-government bodies.</p> <p>13.6. Ensuring the transfer of traditions of the advocate’s profession from seniors to young generation.</p> <p>13.7. Developing practical cases for the younger generation: skills and advice they need to know about the profession.</p> <p>13.8. Introduction of training courses “Ukrainian Bar and Practice of Law” and discipline “History of Ukrainian Bar”, developed by the UNBA, in the educational process of higher educational institutions of Ukraine.</p> <p>13.9. Professional orientation work with students (open lectures, thematic workshops).</p>	HSA, UNBA Centre for Research on the Bar and Law
14	<b>Holding events, publishing and promotion of materials on the history of Ukrainian bar.</b>	
	<p>14.1. Continuation of publication of a series of publications on the general and regional history of the bar, and advocates’ biography; continuation of a short radio cycle “Bar in the history of Ukraine” and a column in the “UNBA Journal”.</p> <p>14.2. Conducting educational events dedicated to particular events or celebrations in the Ukrainian bar.</p> <p>14.3. Implementation of projects to commemorate the memory of prominent advocates (holding celebrations, installing memorial plaques, etc.).</p>	UNBA Centre for Research on the Bar and Law
15	<b>Implementation of the UNBA Partnership Program. Collaboration with international donor programs and technical assistance projects.</b>	



#	MAIN DIRECTIONS OF THE UNBA WORK IN 2016-2020	RESPONSIBLE
	<p>15.1. Providing exclusive opportunities to promote its brand, values and services to representatives of the bar community on the official website, in printed and other UNBA periodicals.</p> <p>15.2. Providing a wide range of services and promotional opportunities to the UNBA members for partnership in conferences, seminars, forums and any other exclusive events.</p> <p>15.3. Involvement of members in cooperation and partnership in the work of specialized and branch sections.</p> <p>15.4. Involvement of international donor programs, technical assistance projects, any other companies and non-profit organizations in cooperation and partnership.</p>	UNBA Secretariat and sections
16	<b>Development of projects and programs of the All-Ukrainian Charitable Organization “Charitable Foundation of Assistance to Advocates”.</b>	
	<p>16.1. Providing support to advocates and members of their families experiencing difficult life situations.</p> <p>16.2. Involvement of UNBA members in participation in the fund’s activities and programs.</p> <p>16.3 Establishment of partnership with other charitable organizations and projects.</p>	UNBA Secretariat, Charitable Foundation
17	<b>Manufacture and distribution of brand advertising and souvenir products.</b>	
	<p>17.1. Bringing the design and appearance of all premises where the bar self-government bodies are located, as well as where any activities under the auspices of the UNBA take place, in full compliance with the UNBA corporate style.</p> <p>17.2. Bringing all electronic and printed publications and materials of the UNBA and RBCs to a single corporate style.</p> <p>17.3 Production and provision of the UNBA members and bodies with corporate branding and advertising products.</p>	UNBA Secretariat



#	MAIN DIRECTIONS OF THE UNBA WORK IN 2016-2020	RESPONSIBLE
18	<b>Broad promoting of public and bar community awareness about the UNBA activities through specialized, business and general mass media, as well as social media.</b>	
	18.1. Broad dissemination of information on the activities of the bar self-government bodies in the media.	UNBA Secretariat
	18.2. Maximum presence of the UNBA in social networks to provide relevant information to advocates and society.	
	18.3. Preparation and dissemination of financial and statistical reports on the work of the bar self-government bodies.	
19	<b>Informing the society and the bar community about the UNBA activities on the corporate website and through the UNBA's printed publications. Further development of the corporate website and the UNBA's periodicals.</b>	
	19.1. Preparation and distribution of the UNBA annual report.	UNBA Secretariat
	19.2. Preparation and distribution of the UNBA periodical printed and electronic publications.	
	19.3. Further development of corporate website and on-line services for the UNBA members.	



## Contacts



**UKRAINIAN NATIONAL  
BAR ASSOCIATION**



**+38(044) 392-73-71**



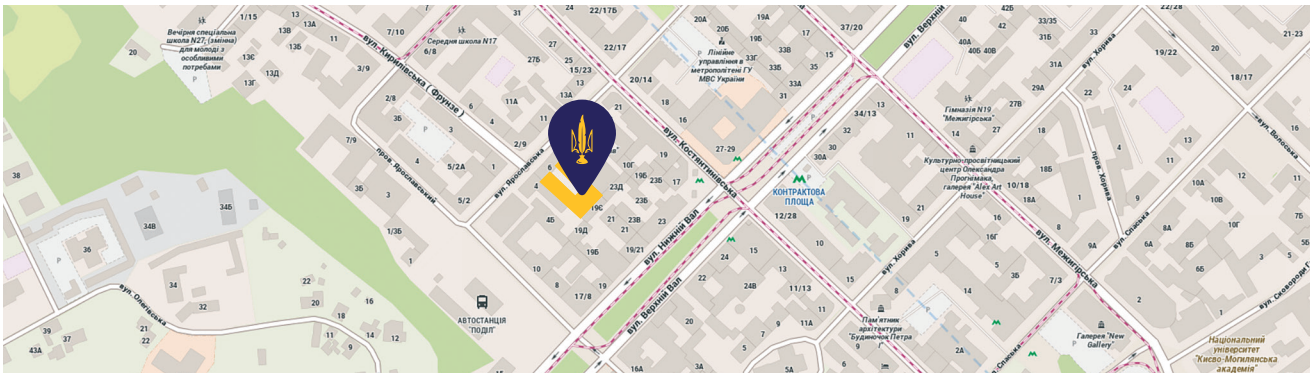
**info@unba.org.ua**



**+38(044) 392-73-70**



**5th floor, 6 Yaroslavska Street, Kyiv,  
04071 Ukraine**



**unba.org.ua**



**fb.com/Ukrainian  
NationalBarAssociation**



**twitter.com/  
infounba**



**youtube.com/c/HAAY\_  
PAY**