



The Law Society

# **TWINNING**

## **A GUIDE FOR LOCAL LAW SOCIETIES**

### **INTERNATIONAL UNIT**

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# WHAT IS TWINNING?

- To promote respect for human rights

## History

The idea of twinning was born after the Second World War, to aid reconciliation and co-operation between European people.

Today, there are many different types of twinning between towns, non-governmental organisations, schools, local governmental bodies and of course, local law societies and bar associations.

The aims of these twinning arrangements are usually:

- Exchange of professional expertise and experiences
- Increased understanding of different cultures

English and Welsh law societies have been engaged in twinning since early 1990s with many overseas bar associations in countries such as Germany, Uganda, Guyana, France and Belgium.

The main objectives of their twinning schemes are:

- To learn about foreign law systems
- To make closer professional and social contacts with lawyers in other jurisdictions
- To strengthen the rule of law

These objectives can encompass any professional, organisational, legal or procedural issues of interest to a local legal profession.

Twinning programmes have been established to provide:

- Educational seminars/workshops and meetings on legal or policy issues of common interest
- Exchanges/placements for young lawyers
- Insight into the workings of different legal systems and law offices/firms by arranging visits programmes

# THE LAW SOCIETY AND TWINNING

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The International Department of the Law Society carries out legal co-operation projects in many parts of the world<sup>1</sup>. The relationships it develops with the overseas lawyers' associations which are its partners is a key aspect of this work. But projects have specific aims and outcomes and a limited timespan and very often the Law Society is unable to meet a clear legal need because it falls outside the project's agreed remit or because the project is coming to an end.

In situations such as these, twinning can come to the rescue of the overseas lawyers. As well as providing this information pack, the International Department keeps the Society's regional offices informed about countries where a lawyers' association is requesting support from solicitors in England and Wales. The help being sought may range from practical assistance (such as providing law books) to training in any of a number of subjects: human rights, advocacy, consumer protection, commercial law and practice and case management are just a few. As an example, the Law Society's International

Human Rights Committee is looking for local Law Societies to twin with Law Societies and Bars in Mombasa

(Kenya), Izmir (Turkey), Ikeja (Nigeria) and Palestine (West Bank and Gaza).

Overseas lawyers will very often practise on their own or in small firms. English and Welsh solicitors who are sole practitioners or from small to medium sized firms, under pressure to specialise, compete and meet quality standards, will be able to understand that overseas lawyers may not only face the same challenges but also be struggling to establish a properly functioning legal system. The programme of assistance which is agreed as part of the twinning process is then the focus for the wider, and equally important, social interaction which takes place as cultural misunderstandings, linguistic problems, differences in terminology and professional ethics are sorted out and friendships and business contacts are made.

The addresses and other contact details of the regional offices are given in the Contacts section of this pack.

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<sup>1</sup> Algeria, [Antigua & Barbuda](#), [Bahamas](#), [Barbados](#), [Belize](#), [China](#), [Czech Republic](#), [Dominica](#), [Egypt](#), [Georgia](#), [Guyana](#), [Jamaica](#), [Jordan](#), [Lebanon](#), [Morocco](#), [Nigeria](#), [Palestine](#), [South Korea](#), [St. Kitts & Nevis](#), [St. Lucia](#), [St. Vincent & the Grenadines](#), [Syria](#), [Trinidad & Tobago](#), [Turkey](#), [Tunisia](#), [Uganda](#),

# WHY TWIN?

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## Benefits for you:

- Increased dialogue with lawyers from other countries.
- More awareness within the legal community of the importance of certain issues at home and abroad.
- Improved understanding of the countries and cultures.
- New business contacts and possibly access to new markets.
- Members can share/gain experience and develop good practice.
- Re-invigorated commitment of existing members to their local law society.
- Raising the image of the local profession.
- Attracting new members to local law societies.
- A chance to visit another country as a guest/professional not just as a tourist.
- Developing first hand knowledge of the realities and potential of legal practice abroad.
- Developing solicitors' skills.

## Benefits for foreign partners:

- Help to set up and run a law firm (in many jurisdictions, lawyers practise mostly on their own or in small partnerships)
- Access to additional resources (such as certain law books, training materials etc.)
- Training, ranging from international human rights principles, to EU law, international trade law, practice legal skills, etc.
- Improving access to justice locally
- Contributing to the modernisation of the legal profession and legal practice
- Providing targeted technical assistance
- Strengthening the rule of law
- Can facilitate transition to democracy
- Encouraging trade

## WHO CAN TWIN?

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Some factors which should be taken into consideration when finding a suitable twinning partner:

- Size of the bar association: is it similar?
- Geographical location of your twin: is this where you would like to visit?
- Main language(s) of communication with your twin: what languages can you offer?
- Benefits sought by both sides from the partnership: what are the desired outcomes?
- Areas of professional interest of you and your twin: are they similar?
- Benefits offered by the partner organisation: do they meet your needs?
- Resources required: do you have the capacity?

# HOW TO TWIN

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There are 3 essential items to be considered before starting a twinning project: **people, purposes and financing.**

**People:** is there likely to be local interest and who do you want to get to know abroad?  
**Purposes:** why are you twinning?  
**Financing:** how is financial assistance available?

## 1- Define your aims:

First of all, you should identify your needs to be able to match them with a potential twin. Your aims could include any of the following:

- Professional exchange: learning about each others' legal systems.
- Organising training seminars on aspects of the two different legal systems.
- Writing articles in legal publications in the other country.
- Offering placements in firms to lawyers from the other bar association on a reciprocal basis.
- Holding social events.
- Commercial exchange: encouraging business links between the cities, the law societies, individual law firms and/or individual lawyers.
- Raising awareness of specific subjects in England and Wales and in the partner country.

Aims should be well defined, focused and achievable and result in making a specific and direct contribution to the twinned partners

## 2- Create a committee

Make sure that you find people who are enthusiastic about the idea of getting to know different cultures, both professionally and socially and who want to put time and effort into the project. A few suggestions:

- Create a committee of people who meet the above criteria, including a chairperson, a treasurer and a co-ordinator with an overall appreciation of the problems and possible solutions.
- Staff involved should take into consideration the significant time they might spend on the project.
- Appoint this committee for a limited amount of time (1-2 years).

This committee could be involved in any of the following:

- Making sure that it has the means and authority to administer and properly implement the programme in practice.
- Writing a declaration.
- Translation and interpretation: in designing the twinning project, the needs for translation and/or interpretation should not be overlooked.

- Finding accommodation for the guests: maybe in homes
- Finding work placements: involving not simply private practice firms, but universities, courts, magistrates, the Legal Services Commission, the local law centre and the police
- Social activities: a press reception, nights out, visits
- Publicity, both locally and nationally
- Involvement with the city: guided tour of the places of interest
- Transport: air fares, routing...
- Liaison with the Law Society for organised trips to the House of Lords and House of Commons
- Fundraising

The committee will guaranty that a detailed assessment of what is realistic and deliverable within the timeframe and budget available is done, also taking into account the progress made since the start of the programme.

### **3- Find a twin**

Why not contact your regional Law Society office for further information about the bar association(s) which are available for twinning.

### **4- Agree with your twin**

Once the choice of the partner(s) has been made, it is the responsibility of both twinning partners to draw up the detailed work and time schedule, with a corresponding budget. It is important that the work schedule reflects a clear strategy, linked to measurable benchmarks, in pursuit of the targeted result rather than being drowned in minute details. The work schedule consists of a sequence of activities, attributed to the one or other side, that

together constitute a strategy aimed at achieving the objectives.

The drafting of a Memorandum of Understanding (See Charter between Leuven, Rennes, Erlangen and Devon and Exeter) should be a joint exercise. It can be established in the same way as a framework agreement by which each partner undertakes to fulfil specific tasks and obligations.

Once the partners have agreed on the content of the twinning, then it is time to think about funding sources.

The content of the twinning project must be clearly and independently identified:

- Each component and actions to be undertaken must be stated and justified to achieve the overall objective(s)

### **5- Consider funding opportunities**

Local law societies and bar associations can look at funding sources within their own institutions through requests made to their committee, however some other opportunities are also available from the following institutions:

- **EC**

The following programmes represent possible sources of co-funding:

AGIS	Framework programme on police and judicial co-operation in criminal matters
ARGO	Action programme for administrative co-operation in the fields of external borders, visas, asylum and immigration
GROTIUS II –	Programme of incentives and

<i>Criminal</i>	exchanges for legal practitioners in criminal matters
<i>GROTIUS CIVIL</i>	Programme of incentives and exchanges for legal practitioners in civil matters
<i>STOP II</i>	Incentive and exchange programme for persons responsible for combating trade in human beings and the sexual exploitation of children
<i>OISIN II</i>	Programme for the exchange and training of, and co-operation between, law enforcement authorities
<i>ODYSSEUS</i>	Programme of training, exchanges and co-operation in the field of asylum, immigration and crossing of external borders
<i>FALCONE</i>	Programme of exchanges, training and co-operation for persons responsible for action to combat organised crime
<i>HIPPOKRATES</i>	Programme of incentives and exchanges, training and co-operation for the prevention of crime
<i>EUROMED MARKET PROGRAMME</i>	<ul style="list-style-type: none"> <li>▪ Euromed market consists of three major components: Information and exchange of experience; training and targeted technical assistance and networking, including creating a website and twinning programme.</li> </ul>
<i>ROBERT SCHUMAN PROJECT</i>	Designed to remedy the widespread lack of information and training in Community law of judges, prosecutors and lawyers

Under the Grotius programme, Norfolk and Norwich Law Society received funds for a twinning project with the Rouen Bar Association in May 1997. The aim was

to promote knowledge of French and British legal and professional practice in the two countries. The Law Society Brussels Office sends out a letter to all local law societies announcing the next Call for Proposals for Grotius.

For more information on these programmes please consult the EC homepage:

[http://europa.eu.int/comm/justice\\_home/ai/prog\\_en.htm](http://europa.eu.int/comm/justice_home/ai/prog_en.htm)

- **NGOs**

(a) *Joyce Mertz-Gilmore Foundation*

The Foundation makes grants to non-profit organisations active in the areas of the environment, human rights, peace and security, and New York City civic and cultural life. It currently sponsors five grant-making programmes: environment/energy, human rights, peace and security, New York City human and built environment, and arts in New York City.

For more information about the grants allocated by the Joyce Mertz-Gilmore Foundation, please consult their webpage:

[http://fdncenter.org/funders/grantmaker/gws\\_priv/indiv/mertz.html](http://fdncenter.org/funders/grantmaker/gws_priv/indiv/mertz.html)

(b) *Ford Foundation*

Activities supported by grants and program-related investments must be charitable, educational or scientific, as defined under the appropriate provisions of the U.S. Internal Revenue Code and Treasury Regulations.

For more information, see:

<http://www.fordfound.org/>

(c) *Department For International Development*

DFID aims to promote sustainable development and eliminate poverty. Some of its programmes include:

<i>Civil Society Challenge Fund</i>	<p>The CSCF encourages activities that support</p> <ul style="list-style-type: none"> <li>▪ Building the capacity of Southern civil society to engage in national and in local decision-making processes. This includes enabling poor people to engage both in the decisions about the allocation of resources and the monitoring of performance, and representing the interests of poor people through effective participation in national level formulation and monitoring of poverty reduction strategies</li> <li>▪ Building improved international linkages to enable civil society in the South to participate more effectively at international levels in influencing and participating in the work of international institutions and policy makers.</li> <li>▪ Raising awareness of entitlements and rights creating a flow of information to poor people of their rights as citizens</li> </ul>
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	and the forces that perpetuate poverty.
<i>Development Awareness Fund</i>	<p>Activities aimed at promoting public knowledge and understanding of development issues. In particular:</p> <ul style="list-style-type: none"> <li>▪ Knowledge and understanding of the major challenges and prospects for development, esp. the poverty reduction agenda; but also of developing countries themselves.</li> <li>▪ Understanding of our global interdependence, and in particular that failure to reduce global poverty levels will have serious consequences for us all.</li> <li>▪ Understanding of and support for international efforts to reduce poverty and promote development. Recognition of progress made, and that further progress is both affordable and achievable.</li> <li>▪ Understanding of the role that individuals can play; enabling them to make informed choices.</li> </ul>
<i>Education Research Programme</i>	Research into education issues with the aim of informing policy-makers, building local capacity, and contributing to global public goods.
<i>Enterprise</i>	Innovative projects

<p><i>Development Innovation Fund</i></p>	<p>which fall within the following themes:</p> <ul style="list-style-type: none"> <li>▪ Financial Services: new micro-finance products (micro-insurance, micro-leasing, micro-pensions, post-conflict micro-finance, micro-finance for agricultural activities)</li> <li>▪ Business Development Services: use of information and communication technologies in the provision of business development services; use of entrepreneurs as trainers for small and medium enterprise development;</li> <li>▪ Legal and Regulatory Environment: mechanisms for extra-judicial dispute arbitration; engaging the public and private sectors in the development and enforcement of better policy, laws and regulation</li> </ul>	<p><i>Charity Know How</i></p>	<p>Projects which support the voluntary sector in Central and Eastern Europe and Central Asia through links between charities in the region and the UK. Projects should contain a significant element of transfer of know-how and can include training programmes for NGOP staff and volunteers, professional advice and study visits.</p>
		<p>Commonwealth Local Government Good Practice Scheme</p>	<p>Through the scheme, CLGF can fund exchange visits, work shadowing, pilot implementation of new initiatives and related activities. These to be seen within the overall objective of poverty reduction through more efficient local service provision.</p>
		<p><i>Small Grants Scheme</i></p>	<p>Activities that promote the development or maintain the economy of a territory outside the UK, or the welfare of its people. They:</p> <ul style="list-style-type: none"> <li>▪ Must address DFID objectives and should take account of regional strategy if applicable;</li> <li>▪ Must also include maximum local involvement.</li> </ul>
		<p><i>Business Linkages Challenge Fund</i></p>	<p>The Business Linkages Challenge Fund (BLCF) makes grants for the development of business linkages that improve competitiveness and benefit the poor. Grants are allocated on a competitive basis to ensure that public funds</p>

	<p>are used to best effect. Linkage projects are eligible for support provided that the linkages demonstrate real innovation and help the poor. Clear rules are in place to determine eligibility for funding. The BCLF's objectives are broad and its philosophy is one of encouraging innovation. Approved linkages will mobilise enterprises and their representatives by, for example, transferring skills, information and technology, improving sourcing, product supply and market access.</p>
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Publicise your project widely and/or arrange an "open meeting", where other interested lawyers and lawyers organisations can find out about your project and see whether they want to contribute in one way or another.

### **7- Start implementing**

- Set up an organisational plan including e.g. accommodation arrangements, work placements, meetings, invitations, involvement of special people (e.g. local members of parliament), transport, organising visits to Universities or e.g. House of Lords etc.
- Set up targets for the project as a whole and within some of the larger components of the programme. Achieving these objectives can be an important part of the regular monitoring and reporting needed to monitor progress.
- Set up a timeframe. Each component of the project should be allocated a specific timescale for completion, fitting in the overall project timeframe.
- Evaluate the risks. Risks, both internal and external should be identified and quantified if possible and ways to minimise or control them should be searched.

Detailed information is available on:  
<http://www.dfid.gov.uk/>

- **Other organisations**

(a) Lord Chancellor's Department  
<http://www.lcd.gov.uk/index.htm>

(b) Chambers of Commerce  
 Local Chambers of Commerce should be approached directly and funding is available according to their country and business priorities.

(c) British Council/Home Office  
 Both should be approached directly. Projects are funding according to their areas of priorities.

For more detailed information, please see:  
<http://www.britishcouncil.org/> and  
<http://www.homeoffice.gov.uk/>

Each component of the project should be clearly stated and defined including for each one of them: targets, timeframe and risks evaluation.

### **6- Publicise extensively**

## **8- Evaluation and outlook**

Regular assessment of the project can be helpful in compiling the final reports. You can achieve this through the distribution of a questionnaire (see attached examples) to all participants.

At the end of your project you should complete an evaluation in order to assess whether your goals have been achieved, what has been accomplished, what went well and what can be improved and could be done better in the future. Links should have been built up so that follow-up projects or other sorts of co-operation can be organised.

# CHECK LIST

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**Before submitting your proposal, please check that you have considered the following issues:**

- Needs identification and programming**
  - Background information
  - Short-term objectives
  - Long-term objectives
  - Expected results, consider:
    - The extent to which partners fall within the priorities stated
    - The extent to which the proposed twinning will ensure the transfer of relevant skills needed to the partners
    - The extent to which those skills are likely to be utilised to the benefit of the twinned bodies
  - Beneficiaries
- Create a committee**
  - Write a project description
    - Outline the intended programme of activities
    - State your responsibilities and those of your partner
    - Timeframe
    - Staff involvement
- Contact your regional Law Society to find a twin**
- Propose a Memorandum of Understanding**
- Consider funding opportunities**
  - Internal and external sources
  - Self-reliance of the programme in the long-term
  - Breakdown budget

- Publicise extensively**
- Implementation**
- Evaluation and monitoring**
  - Regular internal or external evaluation, 6-month and yearly reports
  - Final narrative and financial reports including supporting documents

# CONTACTS

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♣ *Network of local Law Societies running a twinning programme*

Thank you to the following law societies who contributed by sharing their experiences of twinning.

**The Newcastle LS with Rift Valley**  
Lucy Winskell or Mel James  
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Fax: 020 7831 0057  
Email:  
mel.james@lawsociety.org.uk

**Huddesfield with Uganda**  
Anne Pendlebury  
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**Devon & Exeter Inc. LS with Erlangen, Rennes, Leuven**  
Monique Bertoni  
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Fax: 01392 431 511  
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mail@devonlawsociety.org.uk

**Nottinghamshire LS with Karlsruhe**  
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Email:  
lewis@nottslawsoc.org

♣ *Central and regional offices details*

**CENTRAL OFFICES**  
**Office of the Supervision of Solicitors**  
Victoria Court  
8 Dormer Place  
Leamington Spa 4  
Tel: 01926 820082

[http://www.lawsoc.org.uk/docs/fourth\\_tier.asp?section\\_id=180](http://www.lawsoc.org.uk/docs/fourth_tier.asp?section_id=180)

**The Law Society**  
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113 Chancery Lane  
London WC2A 1PL  
Tel: 020 7242 1222  
Fax: 020 7831 0344

<http://www.lawsociety.org.uk>

**The Solicitors Disciplinary Tribunal**  
3<sup>rd</sup> Floor, Gate House  
1 Farringdon Street  
London EC4M 7NS  
Tel: 020 7329 4808  
Fax: 020 7329 4833

**The Law Society**

Ipsley Court  
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 Redditch B98 OTD  
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**REGIONAL OFFICES**

<b>Eastern, Cambridge</b> Tel: 01223 328 924 Fax: 01223 311 739	<b>North West, Preston</b> Tel: 01772 561 114 Fax: 01772 884 968	<b>South West, Bristol</b> Tel: 0117 930 4824 Fax: 0117 930 4813
<b>Yorkshire and North East, Wakefield</b> Tel: 01924 299 096 Fax: 01924 299 094	<b>Greater London</b> Tel: 020 7316 5556 Fax: 020 7320 5971	<b>Brussels</b> Tel: 00 32 2 743 8585 Fax: 00 32 2 743 8586 Email: brussels@lawsociety.org
<b>Wales, Cardiff</b> Tel: 029 2064 5254 Fax: 029 2022 5944		

♣ *Funding agencies details*

<b>EC</b> <a href="http://europa.eu.int/comm/ju/stice_home/jai/prog_en.htm">http://europa.eu.int/comm/ju/stice_home/jai/prog_en.htm</a>	<b>Joyce Mertz-Gilmore Foundation</b> <a href="http://fdncenter.org/funders/grantmaker/gws_priv/indiv/mertz.html">http://fdncenter.org/funders/grantmaker/gws_priv/indiv/mertz.html</a>	<b>Ford Foundation</b> <a href="http://www.fordfound.org/">http://www.fordfound.org/</a>
<b>DFID</b> <a href="http://www.dfid.gov.uk/">http://www.dfid.gov.uk/</a>	<b>Lord Chancellor's Department</b> <a href="http://www.lcd.gov.uk/index.htm">http://www.lcd.gov.uk/index.htm</a>	<b>British Council</b> <a href="http://www.britishcouncil.org/">http://www.britishcouncil.org/</a>
<b>Home Office</b> <a href="http://www.homeoffice.gov.uk/">http://www.homeoffice.gov.uk/</a>		

♣ *Useful other addresses***EC – town twinning**

[http://europa.eu.int/comm/dgs/education\\_culture/towntwin/index\\_en.html](http://europa.eu.int/comm/dgs/education_culture/towntwin/index_en.html)

[http://www.ccre.org/jumelages/jume1\\_en.htm](http://www.ccre.org/jumelages/jume1_en.htm)

**Local Government International Bureau**

[http://www.lgib.gov.uk/intcoop/intcoop\\_f1.htm](http://www.lgib.gov.uk/intcoop/intcoop_f1.htm)

**European Young Bar Association Twinning Scheme**

<Http://www.eyba.org/twinning.htm>

**Association of Commonwealth Universities**

<http://acu.ac.uk>