

Strategic Plan

2022-2025

For the three-year period 2022-2025, the Board (“**Board**”) of the Commercial Arbitration Centre (“**CAC**” or “**Centre**”), Portugal's leading commercial arbitration centre, proposes the strategic plan set out below.

I. **Ambition**

This strategic plan is anchored in our ambition to:

- (i) Grow the arbitration, mediation and in general the alternative dispute resolution services administered by the Centre;
- (ii) Provide an outstanding service to its users in the provision of alternative dispute resolution;
- (iii) Promote the Portuguese-speaking arbitration community worldwide.

In order to achieve this ambition, the activities proposed fall into two main focus areas:

II. **Service quality**

The *first* consists of continuous efforts to ensure we provide a quality service, maintaining and if possible improving the high standards already set by the Centre. The CAC and the entire arbitration community - arbitrators, lawyers and arbitration institutions - administer a form of Justice based on contracts and which is private in nature. A form of justice founded on the value of trust in the arbitration system and those working in it. Everyone working in arbitration, and especially this Centre, is under a duty to strengthen and build up this trust.

The Centre's services must therefore be professional and take care to ensure that both the Centre itself and the arbitral tribunals comply with the relevant rules, deadlines and principles. For its part, the Board should continue to exercise its powers with rigour and transparency, most especially with regard to the appointment of arbitrators, decisions on the recusal of arbitrators and the setting of fees.

In a different area, but with the same purpose (ensuring the quality of the service), the Centre should also organise vocational training activities. In particular, the following should be held annually:

- (i) Training course for arbitrators, attendance of which could be made compulsory for those wishing to stay on (or join) the list of arbitrators;
- (ii) Training course for mediators, leading to accreditation by the Ministry of Justice;
- (iii) Workshops on practical topics: e.g. oral/written advocacy; drafting of written depositions and cross-examination; production of documents, etc..

III. Development of activity

The second focus area is on developing the Centre's activity, in other words, growing the number of arbitrations, mediations and dispute boards administered by the Centre. This growth should also be pursued outside Portugal, directing efforts in an initial phase towards Angola and Mozambique, in particular.

To this end, it is essential to raise the Centre's profile throughout the Portuguese and Portuguese-speaking legal and business community, conveying the message that ADR procedures are at everyone's disposal.

With this in view, it is proposed that the Centre increase its engagement with the arbitration community, setting up a number of commissions that could help promote the Centre and build a sense of belonging. We propose the following commissions, among others:

- (i) *CAC Future Commission*, aimed at younger people;
- (ii) *CAC Diversity Commission*, aimed at women and all those who feel different;
- (iii) *CAC Mediation Commission*, to work to promote mediation;
- (iv) *Internationalisation Commission*, responsible for reflection on the internationalisation strategy and pursuing initiatives to publicise the Centre outside Portugal;
- (v) *CAC Angola Commission*, responsible for promoting the Centre's activity in Angola and for pursuing initiatives to publicise the Centre in Angola;
- (vi) *CAC Mozambique Commission*, responsible for promoting the Centre's activity in Mozambique and for pursuing initiatives to publicise the Centre in Mozambique;

These Commissions should have a chair, who may or may not be a current members of the Board, and an unfixed number of members, between 6 and 10. The members should be carefully chosen to ensure the quality and probity of their work.

They should be responsible for organising *at least one* in-person event each year, in different formats (small conversations, conferences, workshops, courses, other innovative formats) and at different locations (not just in Lisbon). As a rule, the events should be self-financing, through sponsorship, paid enrolment or other forms of financing.

In particular, in Angola and Mozambique it would be very useful to feature in the agenda of local arbitration communities with a conference on arbitration and ADR.

The Arbitration Centre's Annual Conference should also reflect the ambitions of this strategic plan, and be organised by a committee that can get down to work on preparing the event.

Lastly, steps should be taken to promote the Centre's presence online and on social media, most particularly on *LinkedIn*, the most relevant platform in professional terms. The Centre's website should also be modernised. The tone, language, colours and graphic content (including the logo) should be redesigned to convey the essential characteristics of the Centre: modernity, efficiency, professionalism, dynamism, probity, justice and accessibility, all against a business backdrop.

Lisbon, 14 July 2022