



الهيئة السعودية للمحاماة
SAUDI BAR ASSOCIATION

Development Partners in the Year of Building

2017 G.

1438 H. 1439H



In the Name of Allah, the Most Gracious,
the Most Merciful



The Custodian of the Two Holy Mosques

King Salman Bin Abdulaziz Al Saud



His Royal Highness
 Prince Mohammed Bin Salman Bin Abdulaziz Al Saud
 Crown Prince, Deputy Prime Minister,
 and Minister of Defense

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Preface

- A word from HE the Chairman of the Board of Directors
- Executive summary for fiscal year 2017
- Legal services sector statistics



A worde

From HE the Minister of Justice and

Chairman of the Board of Directors of the Saudi Bar Association

Praise be to Allah alone, and peace and blessings be upon our Prophet Muhammad, his family and companions.

Praise be to Allah, another fiscal year has passed that has been full of accomplishments that instill a new sense of ambition due to the tangible qualitative leap in the various sectors of development driven by the Kingdom's Vision 2030 and the National Transformation Program 2020. On this occasion, I take this opportunity, on behalf of myself and my colleagues, their Excellencies the members of the Board of Directors, to offer my greatest gratitude and appreciation to His Majesty the Custodian of the Two Holy Mosques and his honorable Crown Prince for their support for the justice sector.

The Association's Board of Directors has, in

fiscal year 2017G, aimed to rise to the level of expectations of the Kingdom's Vision 2030 and to achieve the goals set by the Association, placing in its sight service to the profession and enabling new graduates to increase their qualifications. I would also like to take this opportunity to praise the spirit of cooperation that the official authorities have exhibited in support of the Association's initiatives and projects, which has enhanced our chances of delivery.

At the end of each year, we come a step closer to realizing the Association's vision of elevating the legal profession in the Kingdom to serve as a pioneer in service of justice in the community.

HE the Minister of justice

Chairman of the Board of Directors of the Saudi Bar Association

Dr. Walid bin Mohammed Al-Samaani

د. وليد بن محمد الصمغاني




Executive Summary For fiscal year 2017

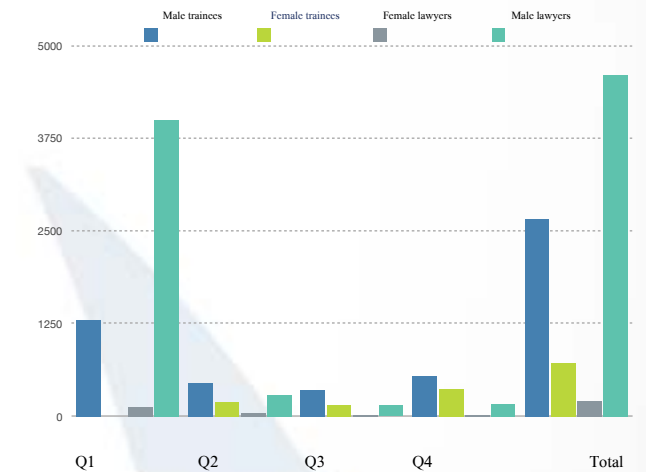
The Saudi Bar Association (SBA) was established by Council of Ministers Resolution No. (317) dated 08/07/1436H, corresponding to 27/04/2015G, which approved the Charter of the Saudi Bar Association, which constitutes SBA's bylaws. SBA aims to elevate the level at which lawyers practicing their profession, ensure good performance, and increase their awareness of their professional duties. On 28/06/1438H, corresponding to 28/03/2017G, the first General Assembly approved SBA's administrative and financial regulations, the general framework for governance, its membership regulations and fees, and ratified the elections regulations and investment regulations. In that way, the foundation of the institutional work began to welcome memberships to build the professional edifice, which continued to implement its strategic plan and initiatives in cooperation with the related authorities, at the forefront of which were the Ministry of Justice, the Ministry of Labor and Social Development, the Ministry of Education, the Saudi Arabian Monetary Authority (SAMA),

the General Authority of Zakat and Income Tax, and other government agencies. During fiscal year 2017G, the Saudi Bar Association issued quarterly reports that present SBA's key activities and events. These reports highlight the key work and activities during the fiscal year 2017, as well as its challenges and financial statements, transparently and in compliance with paragraph 4 of Article 13 of the Saudi Bar Association Charter.



Legal service sector statistics

Number of male and Female lawyers and trainees



Increase in lawyers and trainees during 2017 Number of new and renewed licenses in 2017:

New licenses



Renewed licenses



Number of foreigners with license to work in the legal sector

Nationality	Number
Egyptian	2930
Sudanese	729
Syrian	246
Jordanian	185
Lebanese	127
Yemeni	123
American	104
British	58
Indian	55
Total	4557

* According to data from the Ministry of Labor and Social Development and the General Organization for Social Insurance

Number of decisions by the Disciplinary

Board against lawyers:



7

Disciplinary decisions

Number of disbarred:



34

Lawyers disbarred

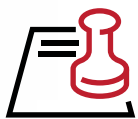
Number of lawyers transferred to register of non-practicing lawyers:



15

Non-practicing lawyers

Number of lawyers referred to the Public Prosecution:



34

Lawyers referred to the Public Prosecution for violations of the Code of Practice of Law and its regulations

Number of support requests for importation:



3

Requests to amend occupation



3

Requests to support the transfer of sponsorship



92

Requests to support importation



The number of graduates from law schools ranges from 2,000 to 2,500 graduates annually.



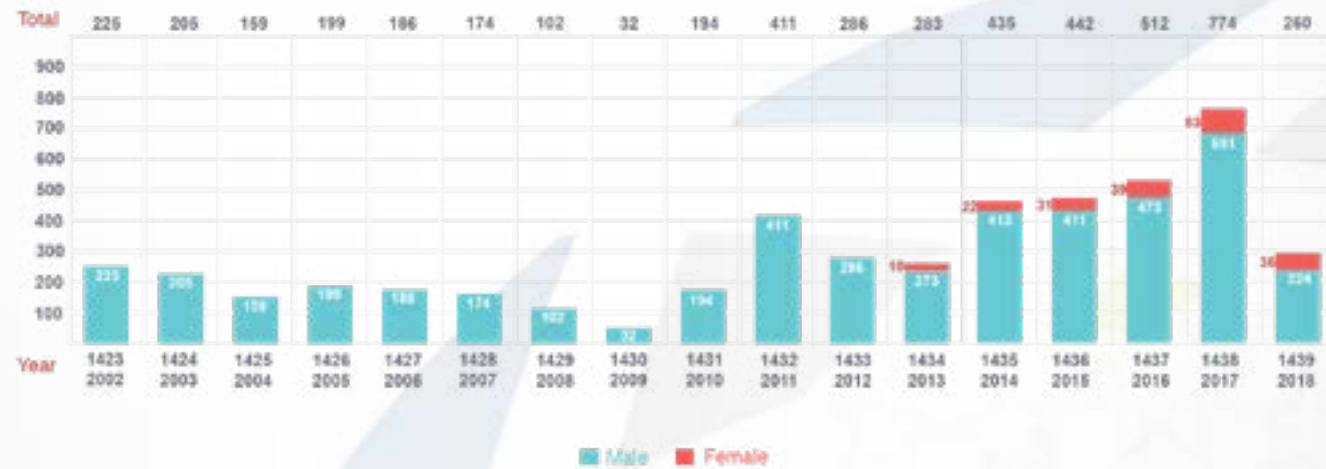
Number of registrants seeking employment in the National Labor Gateway (Taqat) in the field of law: 211 registrants.



Number enrolled in the Nationalization Support Program (Hafiz) in the field of business administration and law: 4,492 registrants.

Annual licenses for lawyers since the beginning of licensing in 1423H, corresponding to 2002G, until the end of 1438H, corresponding to 2017G:

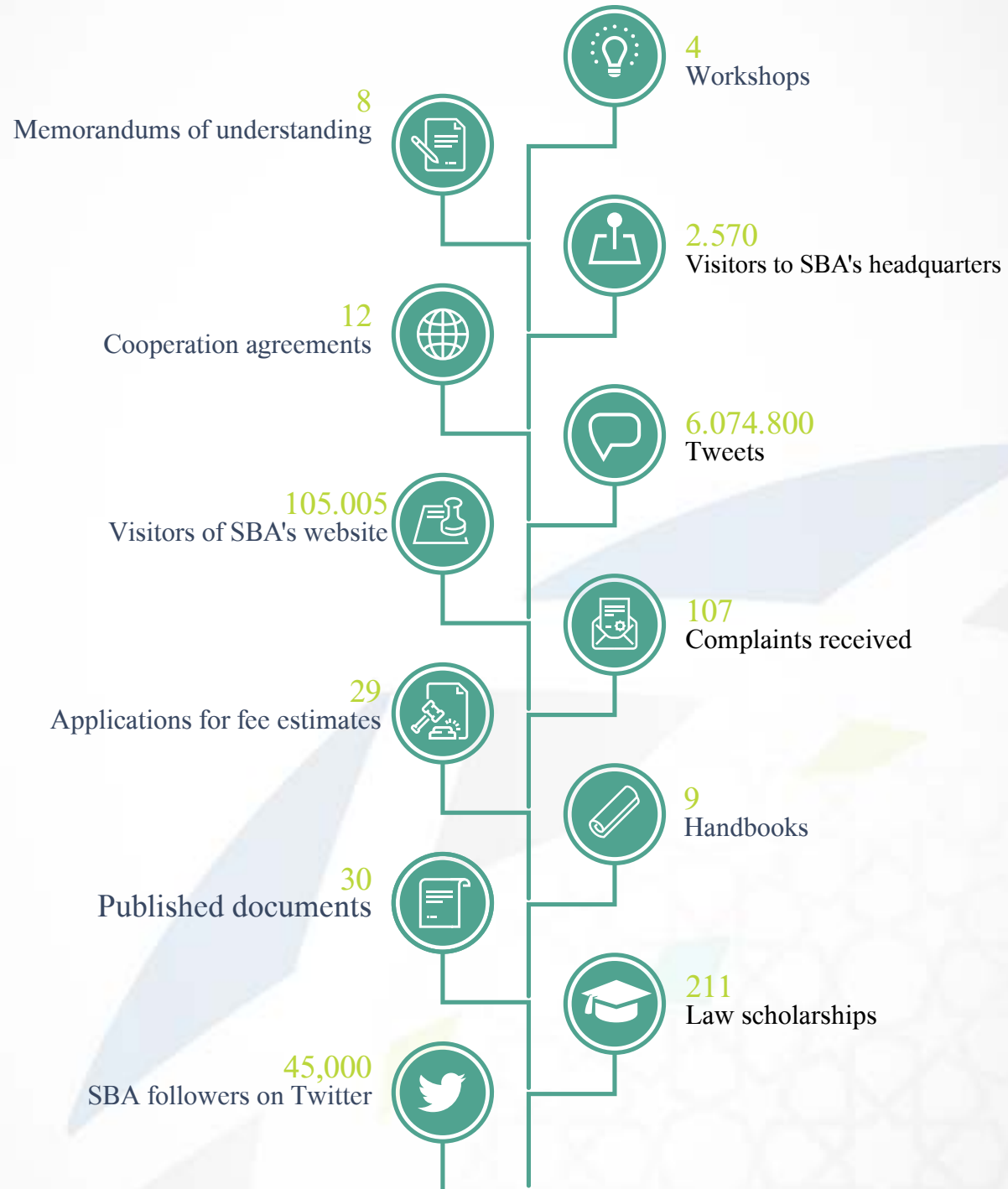
Annual rate of lawyer licenses



Geographical distribution of lawyers by region in the Kingdom



* Data according to Ministry of Justice records



B.A. in Sharia and Law at Saudi Universities and Colleges





Chapter I

Governance of the Saudi Bar Association

- Institutional Identity
- Management of the Saudi Bar Association
- Members of the Board of Directors of the Saudi Bar Association



Institutional Identity

Vision:



To improve legal professional performance and develop the legal services sector to become a leading sector contributing to development and for the legal profession to be a strategic choice for achieving justice.

Mission:



To build a professional community capable of providing professional legal services to the public. To achieve justice and the construction and development of the nation through the adoption of tools, action plans and professional standards derived from international experiences to enable SBA to carry out its duties efficiently and effectively.

Institutional Values:



Integrity: We work with all stakeholders honestly and impartially, and we apply the highest ethical standards in our relationships with our customers.

Professionalism: We strive to provide outstanding professional service in accordance with leading practices to achieve justice.

Care: We professionally and efficiently communicate with a spirit of giving and caring for our members and the communities with which we interact and work.

Add value to the community: We contribute by adding value to our services for our customers' sake and to uplift our communities.

Management of the Saudi Bar Association

Administrative entities

The SBA has three administrative entities responsible for governing decision-making, as follows:

First: General Assembly: The SBA has a general assembly that consists of all key members. It has the power to approve the regulations necessary to regulate the SBA; adopt regulations and criteria for accepting membership applications, fixing membership fees and any financial remuneration received by SBA and the mechanism for payment thereof; elect the members of the Board of Directors of the SBA as provided in the Charter; and ratify the SBA's final accounts and annual report.

Second: Board of Directors: The SBA has a Board of Directors that consists of twelve members. The Board is presided by the Minister of Justice and includes a representative of each of the Ministry of Justice, the Ministry of Interior, the Ministry of Commerce and Industry, and the Board of Grievances, as well as two members of the faculties of relevant colleges selected by the Minister of Education and five members elected by the General Assembly from among the key members of the SBA. The Board of Directors has the right to exercise all powers necessary to conduct the SBA's affairs, achieve its objectives, and form the committees necessary to assist it in carrying out its functions and contributing to the development and assessment of qualification and training programs in the field of law in coordination with the competent authorities. The Board also receives complaints filed against lawyers in relation to professional conduct and practice and works to resolve them.

The Board also puts out a list of lawyers providing pro bono legal aid, discretion of SBA's fixed and movable assets as best achieves its objectives as prescribed by the financial regulations, and prepares a plan of action for the SBA and an annual report on its work, which it publishes along with the final account.

Third: General Secretariat: The SBA has a general secretariat that consists of a Secretary-General appointed by the Board of Directors. The Secretary-General supervises the executive functions of the Secretariat and is entitled to appoint adequate staff to assist him in performing his duties in accordance with the approved budget of the SBA. The Secretary-General also has the authority to assign the functions and duties of associated personnel and certify the signatures of key members. The Secretary-General undertakes the day-to-day work of the Secretariat, establishes internal controls, and is responsible for the preparation of strategies and accurate financial reports, reporting to the Board of Directors on the performance of the SBA, and is accountable to the Board for performance of these responsibilities.

The existence of an effective governance framework provides many benefits to the SBA, including:

The existence of an effective governance framework provides many benefits to the SBA, including:

1. Risk Management:

- Effective supervision and oversight of the Board to reduce the risk of mismanagement and fraud;
- Effective risk management to manage and address all types of risks associated with the SBA's operations and transactions;
- Internal controls that enhance the credibility of the financial statements;
- Dissemination of a culture of compliance with regulations within the SBA.

2. Earning members trust:

- Earning the trust of members through the implementation of SBA's governance that leads to effective participation and management of the objectives and interests of the members in accordance with the Charter of the Saudi Bar Association;
- Effective governance of the SBA enables it to achieve the objectives of its Charter and to perform a key role in the justice system.



A meeting of the Lawyers Admission Committee

3. Improving operational capability:

- A highly qualified and knowledgeable Board of Directors can provide important additions to the SBA beyond supervision and control, provide value added inputs to strategies, and give effective guidance to the Secretariat.
- The Board's control and the oversight of the Secretary-General in terms of succession and management of leaders and competencies, advisers and members of the committees confirms that the right people will be available to fill the right places at the right times.
- Accurate information derived from a strong control environment can contribute to better management decisions.

Members of the Board of Directors

First Session, Jan 2016G - Dec 2018G



HE Dr. Walid bin Mohammed Al-Samaani
Chairman - Minister of Justice



HE Mr. Mohammed bin Abdul Aziz Al-Mutairi
Director - Representative of the
Ministry of the Interior



Sheikh Abdul-Ilah bin Ibrahim Al-Sulaiman
Director - Representative of the Board of Grievances



Sheikh Dr. Hamad bin Abdullah Al Khudairy
Director - Representative of the Ministry of Justice



HE Dr. Khalid Bin Mohammed Al Yousef
Director - Representative, Saudi
(Faculty (Islamic specialties



HE Dr. Ibrahim Bin Mohammed Al Hadithi
Director - Representative, Saudi
Faculty (legal specialties)



HE Mr. Bader Al-Hadab
Director - Representative of the Ministry
of Commerce and Investment



HE Mr. Nazih bin Abdullah Musa
Director - Practicing Lawyer



HE Mr. Abdullah bin Abdul Aziz Al-Falaj
Director - Practicing Lawyer



HE Mr. Abdul Nasser Al-Suhaibani
Director - Practicing Lawyer



HE Dr. Ahmed bin Abdul Aziz Al-Suqaiya
Director - Practicing Lawyer



HE Dr. Yousef bin Abdul Latif al-Jabr
Director - Practicing Lawyer



HE Mr. Bakr bin Abdul Latif Al-Haboob
Secretary-General



Fourth meeting of the Board of Directors, 2017



Value-Added Tax workshop, Jeddah



HE the Chairman of the Board of Directors inaugurates the Legal Establishment's Record

During the fiscal year 2017G, the Ministry of Commerce and Investment replaced its representative Dr. Fahd Bouhaimad with Mr. Badr Al-Haddab, and the Ministry of Justice replaced its representative Sheikh Yusuf Al-Faraj with Sheikh Hamad Al-Khudairi.



Meetings of the Board of Directors:

		05/04/1438H 03/01/2017G	19/08/1438H 15/05/2017G	19/02/1438H 08/10/2017G	07/04/1439H 25/12/2017G
HE Dr. Waleed Bin Mohammed Al Samani	Minister of Justice	✓	✓	X	✓
Sheikh Yusuf bin Abdul Aziz Al-Faraj	Representative of the Ministry of Justice	✓	✓	X	✓
Sheikh Dr. Hamad bin Abdullah Al Khudairy	Representative of the Ministry of Justice	X	X	X	✓
Abdullah bin Ibrahim Al-Sulaiman	Representative of the Board of Grievances	✓	✓	✓	X
HE Mr. Mohammed bin Abdul Aziz Al-Mutairi	Representative of the Ministry of Interior	✓	✓	X	X
HE Dr. Fahd bin Ahmed Buhaimed	Representative of the Ministry of Commerce and Investment	X	✓	✓	✓
HE Mr. Bader bin Abdul Mohsen Al-Hadab	Representative of the Ministry of Commerce and Investment	✓	✓	✓	✓
HE Dr. Ibrahim Bin Mohammed Al Hadithi	Representative of Sharia specialties	✓	✓	✓	X
HE Dr. Khalid Bin Mohammed Al Yousef	Representative of Islamic specialties	✓	✓	X	✓
HE Mr. Abdul Nasser bin Abdul Rahman Al-Suhaibani	Practicing lawyer	✓	✓	✓	✓
HE Mr. Abdullah bin Abdul Aziz Al-Falaj	Practicing lawyer	✓	✓	✓	✓
HE Dr. Yousef bin Abdul Latif al-Jabr	Practicing lawyer	✓	✓	✓	✓
HE Mr. Nazih bin Abdullah Musa	Practicing lawyer	✓	✓	✓	✓
HE Dr. Ahmed bin Abdul Aziz Al-Saqih	Practicing lawyer	✓	✓	✓	✓

Meetings of the Executive Committee:

10 meetings throughout the year, as follows:

Meetings Participants	Q1	Q2	Q3	Q4
	3	1	2	4
	03/01/2017G	16/04/2017G	02/07/2017G	08/10/2017G
	12/02/2017G		10/09/2017G	03/10/2017G
	27/03/2017G			26/11/2017G 10/12/2017G

Mr. Abdulnaser bin Abdulrahman Alsohyani	✓	✓	✓	✓
Mr. Abullah Abulaziz Alflaj	✓	✓	✓	✓
Nazeeh bin Abdullah Moses	✓	✓	✓	✓
Dr. Yossef bin Abdulatif Aljabr	✓	✓	✓	✓
Dr. Ahmed bin Abdulaziz Alsaqih	✓	✓	✓	✓

On 28/03/2017G, the General Assembly approved the general framework for the governance of the SBA, which sets out the rules for remuneration of the members of its committees in accordance with the resolutions of the Council of Ministers on determining the controls for remuneration of such entities. Paragraph (5) of Article (15) defines the remuneration policy as follows:

“Members of boards of directors shall be paid the amount of (2,000) two thousand Riyals per session per meeting of the boards of directors, provided that the total shall not exceed (30,000) thirty thousand Riyals per year.

This amount shall be paid to each member having attended the meeting. Attendees from outside the city at which the meeting is held, other than representatives of the state, shall be paid the amount of (1,500) one thousand and five hundred Riyals and the price of a first-class round-trip airplane ticket from his city to the city at which the meeting takes place. State employees shall be treated in accordance with the laws and regulations applicable thereto. The document “Board of Directors Manual” shall set out the process of remuneration of the members of the Board of Directors and the committees formed thereby. The annual report shall state all remuneration and allowances paid to each member.”

First: Remuneration of the Directors

Name	Remuneration	
HE Dr. Waleed Bin Mohammed Al Samaani	4000	Waived
Sheikh Yusuf bin Abdul Aziz Al-Faraj	2000	Waived
Sheikh Hamad Bin Abdullah Al Khudairy	2000	Waived
Sheikh Abdul-Ilah bin Ibrahim Al-Sulaiman	4000	
HE Mr. Mohammed bin Abdul Aziz Al-Mutairi	4000	
HE Dr. Fahd bin Ahmed Buhaimed	2000	Waived
His Excellency Mr. Bader bin Abdul Mohsen Al-Hadab	4000	Waived
HE Dr. Ibrahim Bin Mohammed Al Hadithi	6000	
HE Dr. Khalid Bin Mohammed Al Yousef	4000	
HE Mr. Abdul Nasser bin Abdul Rahman Al-Suhaibani	4000	Waived
HE Mr. Abdullah bin Abdul Aziz Al-Falaj	6000	Waived
HE Dr. Ahmed bin Abdulaziz Al-Saqih	6000	Waived
HE Mr. Nazih bin Abdullah Musa	6,000 + 4,500 secondment allowance 5,973 tickets Total: 16,473	Waived
HE Dr. Yousef bin Abdul Latif al-Jabr	4,500 + 6,000 secondment orders + 5,400 tickets Total: 15,900	Waived

Second: Remuneration of the members of the Executive Committee

Name	Tickets	Remuneration	
HE Mr. Abdul Nasser bin Abdul Rahman Al-Suhaibani	0	30,000	Waived
HE Mr. Abdullah bin Abdul Aziz Al-Falaj	0	30,000	Waived
HE Mr. Nazih bin Abdullah Musa	19,910	30,000	Waived
HE Dr. Yousef bin Abdul Latif al-Jabr	18000	30,000	Waived
HE Dr. Ahmed bin Abdul Aziz Al-Saqih	0	30,000	Waived



Chapter II

The Features and Activities of Fiscal year of 2017

- Key resolutions of the Board of Directors
- Key activities of the General Secretariat and resolutions of the Executive Committee



Key resolutions of the Board of Directors

During the fiscal year 2017G, the Board of Directors issued several resolutions, most notably the following:

First: Approval of policies, regulations and rules to regulate the profession and take into account obtaining the necessary approvals from the General Assembly as prescribed by the powers entrusted thereto:

- The overall framework of SBA's governance;
- The administrative and financial regulations;
- The investment regulations;
- The membership regulations;
- The donations and grants regulations;
- The Executive Committee regulations;
- The election regulations;
- Draft judicial aid regulations;
- The financial regulations;
- The administrative regulations;
- The schedule of authorities;
- The rules for estimation of lawyers' fees in cases of dispute with their clients.

Second: Initiatives and events:

- Invitation to the First General Assembly Meeting;
- Launch of the Legal Qualification Fellowship Program;
- Establishment of a subsidiary for training purposes;
- Approval of the Kingdom of Saudi Arabia to join the Gulf Lawyers Union;
- Launch of the electronic membership portal;
- Launch of the legal establishment

register.

Highlights of the Secretariat activities and the Executive Committee decisions

First: Approval of policies, regulations and rules to regulate the profession:
The General Secretariat, under the oversight of the Executive Committee, issued the following documents:

- Rules for document certification;
- Rules for Sponsorship;
- Guide to the procedures for complaints and disputes;
- Rules of professional conduct for Secretariat staff;
- Electronic security guidelines.

Second: Initiatives and events:

The SBA has launched a number of initiatives, including:

- The Legal Scholarship Initiative in cooperation with the Ministry of Education;
- Initiatives for the Council for Nationalization of the Legal and Consultation Profession;
- Launch the electronic payment portal through the Sadad system and credit cards;
- Launch of the membership cards;
- Development of the website;
- Activation of social networking through the Ramadan Lanterns program;
- Organization of forums and workshops;
- Launch of the judicial and legal skills program;
- Launch of the Scientific Excellence Award;
- Launch of the comprehensive benefits program, which includes a range of special offers and discounts on services and products;
- Receipt and resolution of complaints between lawyers and their clients;
- Issuance of expert reports for settlement of disputes between lawyers and their clients;
- Completion of the electronic connection with the Ministry of Justice and a number of government agencies;
- Opening and operation of the SBA's social forum;
- Approval of the Board of Directors to the opening of a branch in Jeddah.

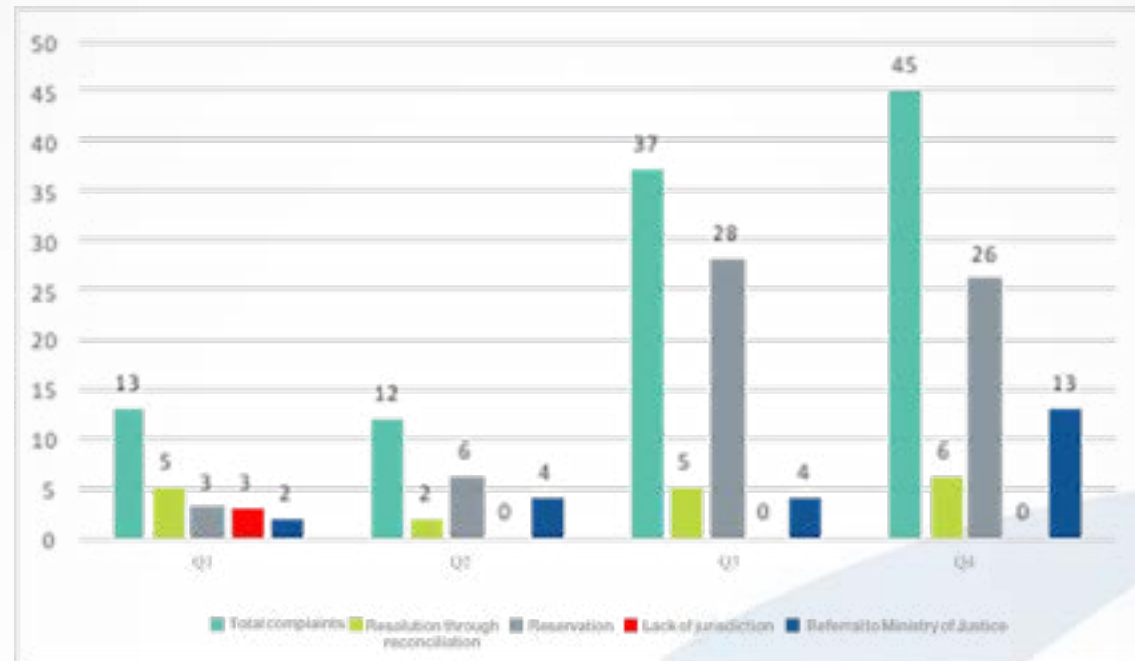
Invitation to the Second Meeting of the General Assembly

The Chairman of the SBA's Board of Directors is pleased to invite its principal members to attend the Second Meeting of the General Assembly, which is scheduled to be held, Allah willing, in Riyadh at the premises of King Abdulaziz Historical Center at 6:30 pm on Sunday, 29 Rajab 1439H, corresponding to 15 April 2018G, to discuss the following agenda:

- Voting on the financial statements and the final account for fiscal year 2017G;
- Voting on the report of the External

Auditor and the annual report for 2017G.

Total requests to estimate total disputed fees



29

Total requests for
estimation of legal
fees received

SAR
809092101

Total disputed fees

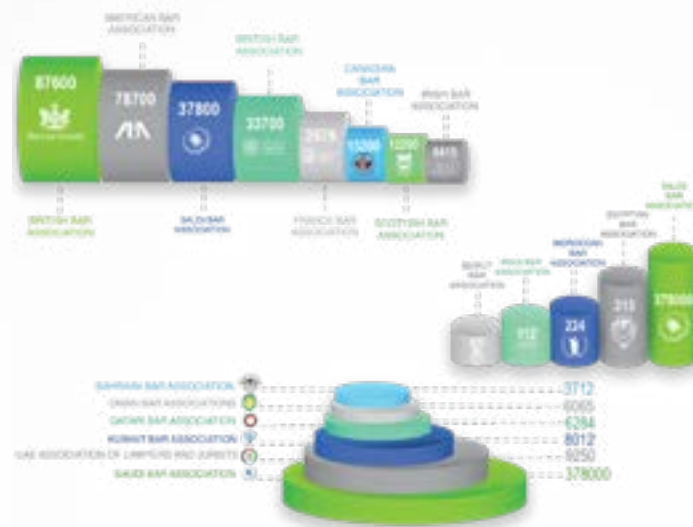
SAR
214682

Total SBA fees
for estimation

Members eligible for nomination for membership of
the Board of Directors for the second cycle



The interaction of legal professional associations on Twitter:



Launch of the Law Scholarship Initiative



SBA Familiarization Workshop



Law scholarships are an investment in knowledge



Partnership between the SBA and the American Bar Association to elevate the level of professional practice in accordance with international standards



الهيئة السعودية للمحاماة
SAUDI BAR ASSOCIATION

Saudi BAR Association Lawyers in Memory 2017

The SBA mourns the lawyers who have passed from our world to the mercy of Allah Almighty. May Allah grant them forgiveness and mercy and ensconce them in His paradise and pleasure.



Lawyer/ Nasser Al hamdan



Lawyer/ Ismail Nazir



Trainee/ Shahad Saman



Chapter III

Regulation of the law and consulting sector 2017G

- Executive Summary;
- Key Performance Indicators (KPI).



Executive Summary

Fiscal year 2017 witnessed initiatives aimed to regulate and develop the legal and consultancy sector in order to realize the SBA's vision of "elevating the legal profession in the Kingdom to serve as a pioneer in service of justice in the community." The SBA's five-year strategy (2016-2020) and action plan aim to adopt strategic directions and implement executive initiatives to achieve that vision.



Although the timeframe for implementation of the strategic plan is five fiscal years (2016-2020), some initiatives have been fully implemented. Others are in the process of being completed and implemented, and some others have not yet been implemented. The percentage of the assumed completion of each element is 20% per year, so the plan will be implemented within the schedule time frame in 2020, Allah willing. It should be noted that acceleration or deceleration of completion is due to various reasons, some of which is related to funding and sustainability of financial flows, while the rest

has to do with other government parties or service providers. The lack of information available to the legal and consultation sector and some legislative challenges that require time for discussion and amendment have delayed implementation of some initiatives. The risk report in Chapter Four highlights the risks pertaining to the SBA's implementation of its activities and initiatives. It should be noted that the strategic plan was established during fiscal year 2016, while the basic preparations were completed after funding by the Government in January 2017G. The SBA still aims to implement these initiatives and partner with the public to confront the difficulties it faces to achieve the national vision and objective behind the establishment of the Saudi BAR Association. In General, the SBA has accomplished 35.75% of its total strategic objectives at varying levels of completion per objective. In other words, there is an overall delay of 4.25% compared to the assumed annual completion within the schedule of implementation of the Strategic Plan (2016-2020). The following illustrates total completion percentages of the strategic objectives:

Strategic Objective 1: Deepening of the legal services sector: This includes 10 strategic aspirations

and 59 operational initiatives. The total completion rate is 39%. At the end of 2017G, the deficit in the annual completion rate of this objective is 1%.

Strategic Objective 2: Regulation of the legal services sector: Efforts are focused on developing standards for professional practice. This objective includes 8 strategic vectors and 66 executive initiatives. The completion rate is 29%. Thus, the percentage of completion of this objective is experiencing a delay of 11% below the annual completion percentage projected in the five-year plan.

Strategic Objective 3: Protection of the legal services sector and provision of protection for the profession and its practitioners: The third objective consists of 8 strategic vectors and 42 executive initiatives. The completion rate is 24%. The comparison of this percentage with the annual default completion rate shows a 16% delay versus the Strategic Plan.

Strategic Objective 4: Alignment of the legal services sector with the stakeholders' interests: The fourth objective consists of 8 strategic aspirations and 36 executive initiatives. It has a completion rate of 51%. This indicates progress in completion that exceeds the completion rate projected in the Strategic Plan by 11%. In view of the operational initiatives and strategic aspirations implemented during the fiscal year 2017G in general, and its impact on the organization and development of the legal profession and consultation sector, it is clear that such initiatives and aspirations seek to build and consolidate the infrastructure of the sector and serve its stakeholders as follows:

1. Completion of the SBA institutional environment

By the end of fiscal year 2017G, the SBA was able to establish the rules of membership, the electronic procedures necessary to facilitate memberships and registration of data, and the development of an integrated payment system. The SBA has also made efforts to establish an executive sector (the General Secretariat) capable of communicating with public beneficiaries through various means of communication and equipping the necessary facilities for workshops and forums, as well as providing support services to lawyers through the

comprehensive benefits program, which offers a wide range of products and services of interest to members.

2. Care for new graduates entering the profession

With respect to the legal field, the SBA has sought to strengthen its links with the academic sector, whether universities or government agencies, in order to work together to deliver a national vision to regulate the sector and consolidate efforts. The SBA also devoted its efforts to direct coordination with the Ministry of Justice, development of licensing mechanisms for newcomers and trainees, and the establishment of professional controls and standards, and encouraging students to obtain law education through the Legal Academic Excellence Award initiative.

3. Providing information on the legal and consultation sector

This is done by building a comprehensive information base, publishing statistics and details of interest to the public on a quarterly and annual basis, and cooperating with official bodies to exchange and link data and information and consolidating the sector within the local economic classifications to be consistent with the international classification of the activities. The sector still requires more studies and data to provide better and more direct service to the beneficiaries, and must seek to provide all statutes relevant to the legal profession and publish them on the SBA website.

4. Setting professional standards

The SBA has devoted efforts to achieve a national professional vision through working with its local and international partners to build a knowledge base, whether through initial qualification for the profession or through continuous education. This has required the SBA to communicate with all relevant parties to reach and implement a common vision. Major activities include the Legal Fellowship Program, the Judicial and Legal Skills Program to meet the requirements for graduation at the undergraduate level, the Continuous Education Program, specialized legal preparation programs, and the Legal Scholarship Initiative. On the other hand, the SBA is working to complete policies and regulations complementary to the statutes of the profession.

5. Streamlining the environment of the legal profession

Through initiatives related to the Legal Establishment Register, which links the work of lawyers with a reference number that facilitates the practice of his business before the official authorities and raises the level of compliance with the regulations and legislation related to the practice of business, the SBA hopes that the executive initiatives and strategic aspirations to be implemented during fiscal year 2018 will have a significant impact on the following:

- Improving the working environment in the legal and consultation sector;
- Activating initiatives and aspirations of the Council for Nationalization of the Legal and Consultation Profession;
- Raising the level of participation among beneficiaries in the sector;
- Improving and regulating the legal training sector;
- Issuing guides and publications of interest to the sector;
- Increasing the number of professional meetings, courses and workshops;
- Strengthening cooperation with the stakeholders in the sector locally and internationally.

The following section will detail the implementation of each initiative through the review of key performance indicators. Implementation of the initiatives includes activities and actions that are subdivided according to the method of implementation and the cooperation of relevant actors, bringing ideas and projects into reality through available budgets and possibilities. Based on the values and principles of the Board and the implementation of its governance framework, the SBA annually monitors progress in completion of these initiatives and the overall implementation of the Strategic Plan, and highlights the constraints and risks facing its activities.

Key Performance Indicator (KPI):

	Implemented	Not implemented	Partially implemented	For the Initiative	Completion rate	Reference ratio
95% 1.1 Identifying a clearer definition of the nature of the business requiring employment of a lawyer						
Conducting a comparative study of the work of lawyers in leading countries	Implemented		80%	3	1	3
Reviewing legislation and procedures to ensure support for the legal sector	Implemented		45%	2	1	2
Coordinating with the stakeholders to better understand the nature of the business for which lawyers can offer added value			50%	1	0.5	0.5
Issuing guideline regulations for businesses requiring legal counsel	Implemented		80%	4	1	4
				10		9.5
32% 1.2 Providing information on the legal services sector (market intelligence)						
Communicating with the authorities concerned with statistics and data	Implemented		90%	1	1	1
Establishing a joint database with educational institutions			40%	2.5	0.4	1
Establishing a joint database with the Ministry of Labor and the Ministry of Civil Service			30%	2.5	0.3	0.75
Conducting surveys and field studies for the various sectors of society			40%	1	0.4	0.4
Studying data, analyzing competitive activities and issuing periodic reports		Not implemented		1.5	0	0
				10		3.15
17% 1.3 Strengthening the geographical expansion of the legal services sector throughout the Kingdom						
Increasing the participation of the legal services sector beyond core regions		Not implemented		2	0	0
Increasing professionally qualified people from remote areas		Not implemented		2	0	0
Promoting professional rehabilitation in non-core regions		Not implemented		1.5	0	0
Keeping pace with the synchronization between judicial and regulatory bodies with the legal services sector			20%	1.5	0.2	0.3
Keeping pace with the synchronization of government and private sector plans to settle jobs in remote areas			30%	1.5	0.3	0.45
Taking advantage of virtual presence through modern technology			60%	1.5	0.6	0.9
				10		1.65
35% 1.4 Increasing women's participation in the legal services sector						
Increasing the number of women graduates in the various regions of the Kingdom			35%	1	0.35	0.35
Increasing professionally qualified graduates of law faculties			18%	2	0.18	0.36
Increasing female legal practitioners			25%	2	0.25	0.5
Increasing legal advisors in the public and private sectors			15%	2	0.15	0.3
Examining obstacles to broad participation of women in the legal services sector			70%	2	0.7	1.4
Promoting women's law participation in society			60%	1	0.6	0.6
				10		3.51

Key Performance Indicator (KPI) :

	Implemented	Not implemented	Partially implemented	For the Initiative	Completion rate	Reference ratio
35% 1.5 Encouraging the Saudization of legal services						
Increasing English speakers among qualified Saudi lawyers		Not implemented		1	0	0
Monitoring the qualifications and experience of foreign legal advisors	Implemented		70%	1	1	1
Increasing Saudi trainees at foreign law firms		Not implemented		1.5	0	0
Increasing the training of Saudi lawyers in drafting contracts and financial agreements		Not implemented		1.5	0	0
Increasing the preparation of scholarship students in the legal fields related to international law, trade and finance	Implemented			2	1	2
Increasing the number of dual professional training with leading countries			25%	2	0.25	0.5
Increasing the qualification levels in leading legal positions		Not implemented		1	0	0
				10		3.5
64% 1.6 Controlling the submission of legal acts submitted from outside the Kingdom						
Establishing regulatory controls and procedures for the participation of Gulf law firms practicing within Saudi Arabia		Not implemented	50%	3	0.5	1.5
Establishing regulatory controls and procedures for the participation of foreign law firms practicing within Saudi Arabia		Not implemented	70%	5	0.7	3.5
Establishing controls and procedures for provision of foreign legal advice to beneficiaries within the Kingdom		Not implemented	70%	2	0.7	1.4
				10		6.4
26% 1.7 Consolidation of professional and supervisory qualifications for provision of legal services to the public and private sectors						
Amendment of the Code of Legal Practice for broader regulation of lawyers, whether on the basis of independence in the liberal professions or in the public and private sectors			35%	1	0.35	0.35
Coordination with the Ministry of Civil Service to prepare professional training programs for promotion			18%	2	0.18	0.36
Building a legal community through forums and training courses through membership			25%	2	0.25	0.5
Launch of an electronic platform to include a database of functions in the legal services sector to provide professionally qualified legal advisors to work in the public and private sectors			15%	2	0.15	0.3
Working with the regulatory entities to monitor violations by legal advisors in the public and private sectors under the rules of professional conduct			70%	2	0.7	1.4
				10		3.51
29% 1.8 Promotion of a culture of use of lawyers before taking actions having legal consequences						
Coordinating with the regulatory entities to review the schedule of powers in the public and private sectors to enhance this trend		Not implemented		1	0	0
Spreading the legal culture through holding workshops in scientific and practical environments			25%	2	0.25	0.5
Jointly coordinating with regulatory entities to spread a culture of legal responsibility			25%	1	0.25	0.25
Joint coordination with the chambers of commerce and commercial attachés at the Saudi embassies to spread a culture of legal responsibility		Not implemented		1	0	0
Promotion of information programs on the dissemination of a legal culture			5%	1.5	0.5	0.75
Launch of a database of legal practitioners providing legal services			75%	2	0.75	1.5
Conducting a feasibility study for the establishment of a national center for law awareness in cooperation with the relevant authorities			35%	1.5	0.35	0.525
				10		2.85

	Implemented	Not implemented	Partially implemented	For the Initiative	Completion rate	Reference ratio
Strategic Objective 1: 39% Deepening the legal services sector and increasing its capacity	3% 1.9 Promoting conflict resolution through alternative means					
	Reviewing legislation relevant to the economics of justice (limitation, judicial fees, malicious actions)		10%	2	0.1	0.2
	Reviewing national legislation to promote the use of alternative means and limiting the flow of court proceedings	Not implemented		1	0	0
	Balancing the role of law firms in mediation with the cost of settling disputes through judicial bodies and benefiting from the experience of Sweden	Not implemented		1	0	0
	Encouraging the private sector (foreign investors) to address disputes through alternative means	Not implemented		1	0	0
	Studying the reasons for the reluctance of national companies to choose Saudi law to govern contracts	Not implemented		1	0	0
	Working together with regulators to settle consumer disputes through alternative means	Not implemented		1	0	0
	Working to qualify licensed lawyers to practice mediation-consultation and the role of conciliator	Not implemented		1	0	0
	Improving the efficiency of the Saudi Center for Commercial Arbitration	Not implemented		1	0	0
	Partnering with international legal institutions to take advantage of pioneering experiences		5%	1	0.5	0.5
				10		0.25
	74% 1.10 Increasing the level of representation of the SBA locally and internationally					
	Obtaining membership in international legal professional bodies		60%	2	0.6	1.2
	Cooperating with legislative and supervisory government agencies		50%	2	0.5	1
	Cooperating with chambers of commerce, commercial attachés and relevant committees	Implemented		2	1	2
	Cooperating with other professional bodies	Implemented		2	1	2
	Cooperating with civil society organizations and non-profit organizations		60%	2	0.6	1.2
				10		7.4

	Implemented	Not implemented	Partially implemented	For the Initiative	Completion rate	Reference ratio
Strategic Objective 2: 29% Organization of legal services sector, and development of professional standards	60% 2.1 Promoting commitment to professional ethics					
	Issuance of a professional code of conduct		85%	5	0.85	4.25
	Raising the level of the legal system to contribute to the promotion of best commitment to the ethics of the profession in accordance with leading practices		15%	1.5	0.15	0g 225
	Following up the commitment of practicing lawyers to the ethics of the profession		5%	1	0.5	0.5
	Launching an online platform for professional whistleblowing		40%	1	0.4	0.4
	Continuing awareness of abusive behavior patterns		15%	0.5	0.15	0.75
	Promoting closer integration with the Lawyers Disciplinary Committee and dissemination its principles of work	Implemented		1	1	1
				10		0.5
	30% 2.2 Increasing the relevance of the outputs of legal education to meet the employment needs of the legal services sector					
	Setting the principles and standards of practicing the profession, reviewing these standards, and developing them in accordance with legitimate principles and regulations		25%	2.25	0.25	0.5625
	Establishing a committee affiliated to the Board of Directors by the name of the "Professional Training & Qualification Committee" to propose and monitor the standards of practicing and supervising legal training	Not implemented		0.75	0	0
	Entering into partnerships with internationally recognized legal institutions in the field of professional training		50%	0.75	0.5	0.375
	Coordinating with law schools on the synchronization of curricula with the labor market		40%	0.5	0.4	0.2
	Conducting a feasibility study of the Juris Doctor Program		60%	0.5	0.6	0.3
	Accrediting a professional law diploma using years of experience for licensing		50%	0.75	0.5	0.375
	Studying the feasibility of launching a specialized chair for a professional law diploma at Saudi universities and benefitting from and coordinating with the Program of Sheikh Ibrahim Al-Rajhi for studies of arbitration and law	Not implemented		0.5	0	0
	Designing professional rehabilitation programs professionally to nurture the fields of the profession and evaluate them periodically		15%	0.5	0.15	0.75
	Launching a training program for new graduates sponsored by recruitment agencies (recruitment training)		5%	0.75	0.5	0.375
	Developing an indicative list of training programs suitable for the various age groups for career progression to enhance efficiency and instill a culture of continuing professional education		5%	0.5	0.5	0.25
	Encouraging law offices to accommodate cooperative training students and employ newly graduated Saudis		40%	0.5	0.4	0.2
	Launching a summer training program for university students sponsored by the SBA		10%	0.5	0.1	0.5
	Participating in job fairs and the Career Day program held at Saudi universities and cultural attachés to introduce the sector, the role of the Authority, and employment opportunities	Not implemented		0.5	0	0
	Issuance of a periodic guide for the legal jobs available to graduates	Implemented		0.75	1	0.75
				10		2.95

	Implemented	Not implemented	Partially implemented	For the Initiative	Completion rate	Reference ratio
Strategic Objective 2: 29% Organization of legal services sector, and development of professional standards	30% 2.3 Increasing the efficiency of the level of human rights training					
	Launching the SBA Academy		60%	1.5	0.6	0.9
	Conducting a survey to determine the required skills and competencies in the legal services sector		30%	1	0.3	0.3
	Holding local and external partnerships to provide professional training courses for sector beneficiaries, legal and otherwise		50%	1	0.5	0.5
	Developing partnerships with universities and local and international training institutes to provide the SBA's professional program and qualification measurement programs		45%	1	0.45	0.45
	Developing electronic systems for legal training	Not implemented		1	0	0
	Encouraging self-training through the platform	Not implemented		1	0	0
	Training on basic skills and leadership in support of legal work	Not implemented		1	0	0
	Launching a certified program for evaluation and accreditation of trainers' standards and training courses		50%	1	0.5	0.5
	Developing the Continuous Education Program as a qualification for professional training		20%	1.5	0.2	0.3
				10		2.95
	9% 2.4 Developing the infrastructure of law firms					
	Issuing the Law Firms Corporate Governance		10%	2	0.1	0.2
	Encouraging mergers and acquisitions among law firms	Not implemented		0.5	0	0
	Establishing rules and regulations to create a fair competitive environment among law firms	Not implemented		0.5	0	0
	Increasing awareness among law firms of the best working environment	Not implemented		0.5	0	0
	Establishing standards and guiding policies for law firms	Not implemented		1.5	0	0
	Increasing awareness and knowledge among law firms about the best practices for operating a professional environment	Not implemented		0.5	0	0
	Studying the feasibility of launching a specialized company to provide common services to law firms to reduce capital and operating expenses and increase performance efficiency	Not implemented		1	0	0
	Launching a quality program to improve professional performance and control practices	Not implemented		0.75	0	0
	Developing a national entrepreneurship program for law offices through the Riyada initiative and Tasleef Bank	Not implemented		0.75	0	0
	Coordinating with the Human Resources Fund (HADAF) to launch a program to recruit Saudis for law firms		25%	1	0.25	0.25
	Launching a specialized professional program for supporting legal services (secretariat, accounting, legal facility management, translation)		45%	1	0.45	0.45
				10		0.9
	45% 2.5 Developing legal service delivery methods					
	Studying the feasibility of establishment of a payment system for lawyers to deal with low-level consultations		70%	1	0.7	0.7
	Preparing an indicative model for the unified contract for the provision of legal services and including the arbitration clause as a method of dispute resolution		80%	2	0.8	1.6
	Studying the feasibility of launching an arbitration center for adjudicating lawyers' disputes with their clients regarding fees		65%	1.5	0.65	0.975
	Coordinating with the Saudi Authority for Accredited Valuers to develop mechanisms for assessing the fees of lawyers in accordance with the excess practices	Not implemented		1	0	0

	Implemented	Not implemented	Partially implemented	For the Initiative	Completion rate	Reference ratio
Strategic Objective 2: 29% Organization of legal services sector, and development of professional standards	Establishing guidelines to calculate fees to suit lawyer classification		80%	1	0.8	0.8
	Establishing an indicative salary scale for professionals in the legal services sector		40%	1	0.4	0.4
	Studying the feasibility of the construction of a debt collection company and the establishment of a credit rating for customers, and attempting to settle debts through alternative means before recourse to judicial bodies	Not implemented		1.5	0	0
	Studying the impact of modern technology applications on the future and methods of providing legal services	Not implemented		1	0	0
				10		4.475
	38% 2.6 Sponsoring the interests of SBA members					
	Studying the feasibility of establishing a joint service company between professional bodies to obtain better terms when negotiating with service providers	Not implemented		1	0	0
	Establishing a subsidiary of the SBA that manages its investments and provides support services		40%	3	0.4	1.2
	Providing medical insurance for members		60%	1	0.6	0.6
	Relying on technology in providing services to members through the portal	Implemented		1	1	1
	Surveying best practices for services provided to members of professional associations		45%	0.5	0.45	0.225
	Launching the electronic certification service for lawyer signatures		50%	0.5	0.5	0.25
	Introducing a remote voting service and electronically managing elections	Implemented		0.5	1	0.5
	Establishing a permanent headquarters for the SBA	Not implemented		2	0	0
	Establishing an investment committee affiliated to the Board of Directors	Not implemented		0.5	0	0
				10		3.775
	9% 2.7 Continuous improvement of the regulatory environment					
	Partnering with professional associations responsible for professional development and professionals		40%	2	0.4	0.8
	Cooperating with the stakeholders to see how well the services are being offered and how to improve them	Not implemented		2	0	0
	Conducting a study to classify the Saudi professional practice in comparison with the improvement of the legal profession and working on the development of challenges (American Bar Association metrics)	Not implemented		4	0	0
	Participating in indicators to measure the level of judicial performance in the Kingdom and improving performance		5%	2	0.05	0.1
				10		0.9
	29% 2.8 Increasing the efficiency of licensing and classification requirements					
	Developing standards of professional and specialized tests		20%	2	0.2	0.4
	Encouraging training courses for the specialized qualification tests		5%	1	0.05	0.05
	Recognizing professional qualification inside and outside the Kingdom for promotion purposes		5%	2	0.05	0.1
	Developing and reviewing the terms of the professional license		5%	2	0.05	0.1
	Issuing a list of the classification and grades of lawyers		75%	3	0.75	2.25
				10		2.9

	Implemented	Not implemented	Partially implemented	For the Initiative	Completion rate	Reference ratio
Strategic Objective 3: 24% Protect the legal services sector and provide professional protection	46% 3.1 Protecting the legal services sector from non-qualified persons					
	Reviewing the Code of Legal Practice and its executive regulations to provide higher protection for licensed professionals		50%	4	0.5	2
	Launching an electronic data recording platform for agents in the different jurisdictions		10%	1	0.1	0.1
	Coordinating with the competent authorities to require the approval of the SBA of the work of foreign legal advisors after verifying their academic and practical eligibility		70%	3	0.7	2.1
	Studying the feasibility of the establishment of a special academic qualification program for professionals who are not academically qualified	Not implemented		1	0	0
	Launching a program to provide legal advice for low-income people		40%	1	0.4	0.4
				10		4.6
	54% 3.2 Controlling incorrect professional conduct					
	Issuing periodic controls to deal with customers to ensure fair practices		90%	2	0.9	1.8
	Reviewing the Code of Legal Practice and its regulations to address misconduct with appropriate disciplinary measures		90%	4	0.9	3.6
	Establishment of a committee by the Board of Directors concerned with monitoring the quality of performance and professional conduct	Not implemented		3	0	0
	Increasing audits and advice to ensure that law firms comply with regulatory rules	Not implemented		1	0	0
				10		5.4
	15% 3.3 Enabling lawyers to perform their duties					
	Preparation of a study to identify the obstacles facing lawyers in dealing with criminal justice issues			1	0	0
	Reviewing the Code of Legal Practice and its regulations to create legal guarantees to enable the lawyer to exercise his duties without obstacles		50%	3	0.5	1.5
	Establishing a committee affiliated to the Board of Directors called the "Professional Communication Committee" which will coordinate the joint study and study the lawyers' complaints in practice	Not implemented		1.5	0	0
	Studying the feasibility of launching a platform called the "Legal Observatory" to record violations of the rights of the lawyer and receive lawyers' complaints and addressing them through communication with the professional entities away from the media	Not implemented		2	0	0
	Addressing misconduct with appropriate disciplinary action	Not implemented		1.5	0	0
	Increasing the effectiveness of audits and advice to ensure that law firms comply with the regulatory rules	Not implemented		1	0	0
				10		1.5
	13% 3.4 Increasing the guarantees for practicing the profession					
	Conducting a study to assess the guarantees available to lawyers in the Kingdom compared to guarantees in leading practices		45%	2	0.45	0.9
	Granting the lawyer immunity in the performance of professional duties before the courts and in the stages of investigation and inference with the judicial authorities and competent prosecution authority		5%	5	0.5	0.25
	Enhancing the guarantees of a fair trial for lawyers during disciplinary proceedings		5%	3	0.05	0.15
				10		1.3

	Implemented	Not implemented	Partially implemented	For the Initiative	Completion rate	Reference ratio
Strategic Objective 3: 24% Protect the legal services sector and provide professional protection	30% 3.5 Facilitating access to legal service providers					
	Issuance of a guide to the rights of suspects in various languages		30%	0.5	0.3	0.15
	Coordination with the competent authorities to provide a list of lawyers to defend suspects in penal cases		20%	0.5	0.2	0.1
	Provision of an updated database of practicing lawyers	Not implemented		0.5	0	0
	Fighting monopolies and unfair practices	Not implemented		3	0	0
	Depending on technology for broad coverage of legal services	Not implemented		0.5	0	0
	Spreading awareness of the importance of seeking legal advice before acting		90%	3	0.9	2.7
	Facilitating the procedures for right to representation in penal actions	Not implemented		2	0	0
				10		2.95
	28% 3.6 Promoting participation in the SBA					
	Establishing a comprehensive governance system to ensure the welfare and efficiency of the SBA's management		90%	2	0.9	1.8
	Relying on modern technology to increase the participation of lawyers in professional associations	Not implemented		1	0	0
	Taking into account the rights of minority professionals and removing obstacles to their participation	Not implemented		1	0	0
	Strengthening the financial and administrative control system for the work of the General Secretariat of the SBA		80%	1	0.8	0.8
	Forming committees associated with the Board of Directors consisting of a number of members of the General Assembly	Not implemented		2	0	0
	Forming a general election committee to organize, supervise and announce the results of the elections held within the framework of the SBA	Not implemented		2	0	0
	Increase the presence of the SBA in the various cities of the Kingdom		15%	1	15.+	0.15
				10		2.75
	7% 3.7 Strengthening the social standing of the lawyer as a member of the judicial environment					
	Emphasizing the independence of lawyers and confirming that no restrictions will be imposed on the performance of their work other than the provisions of Islamic law, the regulations, their consciences, and the rules of professional conduct, and that no one will interfere with the performance of their work		5%	2	0.5	0.1
	Granting law firms the power to delegate their employees to represent clients	Not implemented		2	0	0
	Intensifying the penalty for any aggression or insult against the lawyer by gesture, speech, or threat while carrying out or because of his duties		5%	2	0.5	0.1
	Study the feasibility of the presence of a lawyer at all questioning, criminal trials, and all cases in which detention is permitted	Not implemented		2	0	0
	Ensuring that the Saudi Bar Association is one of the channels involved in any system related to the legal sector			10		0.7
	18% 3.8 Protecting professional qualification					
	Reviewing the controls of professional experience and classification of practice to be in line with leading practices		50%	2	0.5	1
	Activating and following-up on continuous training as a requirement for professional licensing		30%	2	0.3	0.6
	Establishing a professional liability insurance fund and providing Takaful insurance for disability and death	Not implemented		3	0	0
	Continuous training for the members of the SBA		10%	1.5	0.1	0.15
	Periodically monitoring the continuity of licensing regulations for lawyers and ensuring their continued eligibility	Not implemented		1.5	0	0
				10		1.75

	Implemented	Not implemented	Partially implemented	For the Initiative	Completion rate	Reference ratio
Strategic Objective 4: 51% Balancing the legal services sector - Alignment of the legal services sector with the interests of the stakeholders	45% 4.1 Providing legal aid to beneficiaries					
	Issuing legal aid regulations		95%	3	0.95	2.85
	Encouraging lawyers to provide legal aid and linking it to social responsibility of lawyers		25%	1.5	0.25	0.375
	Issuing annual reports clarifying the working hours provided for legal aid	Not implemented		0.5	0	0
	Effective participation with social affairs and the third sector in the mechanisms and procedures of the voluntary work system project		50%	0.5	0.5	0.25
	Entering into partnerships with local and international professionals specializing in pro bono services		40%	1.5	0.4	0.6
	Launching an electronic platform to register those who are interested in the service and the providers		25%	1.5	0.25	0.375
	Launching a consultative center to provide legal services through volunteer trainees supervised by specialists	Not implemented		1.5	0	0
				10		4.45
	50% 4.2 Providing national competencies to provide specialized advice to the Saudi legal environment					
	Encouraging the diversity of legal disciplines in postgraduate studies		10%	2	0.1	0.2
	Encouraging scholarship in legal disciplines	Implemented		3	1	3
	Encouraging professional scholarship programs (Vocational Scholarship) at internationally competent organizations		50%	3	0.5	1.5
	Preparing a list of specialists in certain areas		25%	1	0.25	0.25
	Contributing to proposing topics for academic research and specialized surveys	Not implemented		1	0	0
				10		4.95
	16% 4.3 Contributing to GDP growth					
	Developing statistical methods for income standards for the legal services sector in the Kingdom	Not implemented		1	0	0
	Providing a database of the average wages of lawyers and information on the total monetary value of the sector		65%	2	0.65	1.3
	Coordinating with relevant government agencies for exchange of information on the activity of the sector		25%	1	0.25	0.25
	Encouraging the growth of the legal services sector in the third (non-profit) sector	Not implemented		2	0	0
	Encouraging reliance on the privatization of legal services	Not implemented		3	0	0
	Providing studies and research on the best options for SMEs to select the optimal method for obtaining legal services	Not implemented		1	0	0
				10		1.55
	0% 4.4 Conducting and publishing studies and research					
	Launching a scientific journal	90% Not implemented	90%	3	0	0
	Launching a periodic electronic bulletin dealing with professional affairs	Not implemented		2	0	0
	Translating articles and books related to the profession	Not implemented	40%	2	0	0
	Launching an electronic platform for legal studies and research	Not implemented	30%	3	0	0
				10		0

	Implemented	Not implemented	Partially implemented	For the Initiative	Completion rate	Reference ratio
Strategic Objective 4: 51% Balancing the legal services sector - Alignment of the legal services sector with the interests of the stakeholders	73% 4.5 Local and international communication to highlight the role and mission of the SBA					
	Adopting the launch of the Gulf Lawyers Union	Implemented		3	1	3
	Organizing awareness sessions on the work of the SBA	Implemented		2	1	2
	Holding conferences, seminars, meetings, forums and exhibitions related to the legal profession		25%	3	0.25	0.75
	Entering into memorandums of cooperation with relevant parties in the legal services sector locally and internationally		75%	2	0.75	1.5
				10		7.25
	46% 4.6 Providing proposals to the competent authorities to support the legal environment					
	Contributing to judicial reform programs		40%	4	0.4	1.6
	Entering into memoranda of cooperation with judicial and supervisory bodies to submit proposals to achieve the objectives of the Charter		50%	3	0.5	1.5
	Coordinating with the Government agencies involved in providing legal services to support the role of the lawyer by taking legal action		50%	3	0.5	1.5
				10		4.6
	87% 4.7 Receiving and handling complaints against lawyers regarding practicing the profession					
	Issuing a list of grievances and resolving complaints against lawyers	Implemented		4	1	4
	Launching a center to receive and resolve grievances	Implemented		2	1	2
	International partnerships related to development of a Legal Ombudsman		35%	2	0.35	0.7
	Issuing annual reports explaining the evolution of complaint resolution and addressing its roots	Implemented		2	1	2
				10		8.7
	20% 4.8 Increasing the level of disclosure and compliance with applicable regulations					
	Raising the level of disclosure and reporting of law firms	Not implemented		3	0	0
	Strengthening lawyers' compliance with financial and money-laundering laws	Not implemented		3	0	0
	Preparing the SBA's annual reports in accordance with best practices		50%	4	0.5	2
				10		2



Chapter IV

Financial Statements and Reports

- Financial Resources of the SBA;
- Fees of Services;
- Key Risks Report;
- External Auditor Report
- Financial Statements.



Services fees

The rules for estimating attorneys' fees from their clients in cases of dispute show the fees received by the SBA and the Arbitrators' Fees. The rules of sponsorship illustrate the procedures that determine such fees.

Despite the financial challenges faced by the SBA, the Board of Directors has decided to exempt members who participated in fiscal year 2017 and 2018 from the fees for services provided by the SBA. In general, the SBA aims to provide other paid services to the public according to the following:

	Services	Fees
1	Certification of the signatures of principal members	25 SR
2	Accreditation of a legal course	1000 SR
3	Certification of a legal course	100 SR
4	Professional Accreditation Programs	1000 SR per hour
5	Issuance of a legal facility register	3650 SR
6	Fees for the judicial services portal	5000 SR annually
7	Registration in the register of fee valuers	500 SR
8	Rating report	500 SR
9	Rating application	2000 SR
10	Renewal of lawyers' license fees	SR 1000
11	Professional accreditation for expatriates	1200 SR
12	Fees to support importation, transfer sponsorship, and amendment of profession	100 SR

The SBA's financial resources

In accordance with Article 17 of the SBA's Charter, its financial resources consist of the following:

1. Membership fees and financial remuneration for services;
2. Government subsidies, if any;
3. Gifts, Donations, wills and endowments accepted by the Board of Directors;
4. Proceeds of its investment funds;
5. Other resources approved by the Board of Directors.

The chart below shows that 69% of the SBA's resources are based on government subsidies, while membership subscriptions account for 24% of funding. Revenues of the SBA's expert reports contribute 3% of revenue.



During fiscal year 2018, the SBA's financial resources will face a serious challenge if membership income is not increased to compensate the absence of guarantees of government assistance.

This would delay a number of strategic initiatives and reduce the budget, which is adequate for the implementation of the SBA's objectives and initiatives.

Key Risk Report

Key Risk Assessment Policy:

Risk Rate Matrix:

Probability		Intensity (effect)				
		Intangible (1)	Minor (2)	Average (3)	Major (4)	Catastrophic (5)
Very low (1)		1	2	3	6	7
Low (2)		4	8	9	12	13
Average (3)		5	14	15	16	20
High (4)		10	17	18	21	22
Very High (5)		11	19	23	24	25
20-25	Extreme risk	Extremely and unacceptably high Serious fears of continued activity under prevailing conditions				
12-19	High risk	Unacceptably high The course of the activity must be modified to include remedial plans and procedures and subjected to evaluation				
6-9	Average risk	Acceptable but must be managed to remain at the lowest practical level Activity may be initiated under management and/or modification				
1-5	Low risk	Acceptable without need for further action Action is not required unless risk escalation is possible				
Control pyramid: The specific level of control, which may be a combination of pyramid classifications to ensure that the entity is exposed to minimum risk						
Disposal: Elimination of risk						
Substitution: Provision of an alternative capable of performing the same profession more safely						
Administrative Controls: Development of policies, procedures, practices and guidelines in consultation with the stakeholders to mitigate risks and provide risk training, instruction and supervision						

Key Risk Register:

Key risk	Risks involved	Effect	Possibility	Degree of danger	Risk handling method
Approval of most of the initiatives and projects of the SBA based on the continuity and sustainability of funding	Suspension of objective achievement process	Catastrophic	Average	Extreme risks 20	Management of sustainable sources of financing and investment of some assets and activities to generate proceeds to support the SBA's resources
	Delayed implementation of Strategic Plan initiatives	Average	High	Major risks 18	
	Initiatives involving risks that may occur in whole or in part	Catastrophic	Average	Serious risks 20	
Legislation pertaining to the legal services sector keeps pace with the objectives and strategy of SBA	Objectives of the SBA cannot be achieved	Average	Low	Medium risks 9	Development of necessary studies, constantly preparing to keep pace with the changes in legislation and working with the concerned party to submit legislative proposals
Implementation risks associated with co-ordination with others	Suspension or delay of the implementation of initiatives	Average	Average	Major risks 15	Establishing effective communication channels with the stakeholders to collaborate and support the implementation of initiatives and projects
	Initiatives involving risks that may occur in whole or in part	Average	Average	Major risks 15	
Lack of cash flows to finance the business plans and programs of the SBA and the risk of not obtaining funding in a timely manner	Stall of strategic initiatives	Average	High	Major risks 18	Promoting access to sustainable sources of funding while diversifying funding sources and hedging financial estimates to reduce risk
	Increasing the SBA's indebtedness	Average	High	Major risks 18	
Sustainability of government subsidies in support of the SBA's budget	Suspension of government support	Catastrophic	High	Serious risks 22	Approval of membership fees and other sources of funding
	Delay of government support	Average	High	Major risks 18	
Lack of a comprehensive database of accurate data in relation to the legal services sector in the Kingdom	Development of inaccurate initiatives with no access to the target community	Average	Average	Major risks 15	Cooperating with the stakeholders to build an accurate database while diversifying sources of access to information
Information security and piracy risks	Loss of some or all SBA databases	Catastrophic	Average	Serious risks 20	Communicating with the concerned authorities and providing sufficient means to offer the necessary protection for databases from targeting or unauthorized access

Financial Risk Register:

Financial risk	Risks involved	Degree of danger			
		Acute	High	Average	Low
Cash flow risks	Lack of cash in a timely manner to manage business and initiative implementation needs				
	Loss of investment opportunities that will increase financial resources to support initiatives				
	Loss of opportunity to obtain appropriate prices and opportunity to negotiate, which results in raising costs				
Risk of failure to meet obligations	Unwillingness of third parties to deal with SBA for non-compliance				
	Lack of access to materials and supporting services to implement initiatives				
	Legal liability for non-fulfilment of contractual obligations				
Risk associated with sustainability of activity	SBA's inability to obtain commercial financing				

Report of the External Auditor

External Auditor's report:

Al Thinayyan Accountants & Auditors

Number:

Date:

Independent Auditor's Report

Messrs. The Members of the Saudi Bar Association
The Saudi Bar Association, Riyadh, Kingdom of Saudi Arabia
Report on the audit of the financial statements

Opinion:

We have reviewed the financial statements of the Saudi Bar Association, Riyadh, Kingdom of Saudi Arabia, which include the statement of financial position as at 30/12/2017, the List of Activities and the Cash Flow statement for the fiscal year then ended, and notes from (1) to (11) accompanying the financial statements, which constitute a part of these financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present a fair picture of the financial position of the Saudi Bar Association in all material respects as at December 30/12/2017G and its financial performance and cash flows for the fiscal year then ended in accordance with the accounting standards for non-profit enterprises in accordance with the accounting standards issued by SOCPA.

Basis of opinion:

We conducted our audit in accordance with the International Auditing Standards adopted in Saudi Arabia. Our responsibility under these standards is set out in the Auditor's Responsibilities Section in the audit of the financial statements in our report. We are independent from the Saudi Bar Association in accordance with the Code of Business Ethics of the Kingdom of Saudi Arabia and the requirements of other codes of conduct in accordance with those rules. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Management's responsibilities in relation to the Financial Statements:

The management is responsible for preparing the financial statements in accordance with the accounting standards for non-profit enterprises and pursuant to the accounting standards issued by SOCPA and the internal control it deems necessary for the preparation of financial statements free from material misrepresentation due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the SBA's ability to remain a going concern, as well as for disclosure, as appropriate, of matters relating to continuity and use the basis of continuity in accounting.

Auditor's responsibilities for reviewing the Financial Statements:

Our objective is to obtain reasonable assurance as to whether the financial statements as a whole are free from material misrepresentation, whether due to fraud or error, and to issue the auditor's report, which includes our opinion. However, there is no assurance that the audit performed in accordance with the International Auditing Standards adopted in Saudi Arabia will always reveal material misstatements, if any exist. Misrepresentations may arise from fraud or error and are deemed material if it can reasonably be expected that they will affect, individually or collectively, the economic decisions that users make based on these financial statements.

Report on other legal and regulatory requirements:

We support the confirmation issued by the Saudi Bar Association that the data in the commercial books have been recorded in the computer in accordance with the law, and that the data appearing in the financial statements of the Saudi Bar Association are consistent with the reports extracted from the computer.

Riyadh on 9/7/1439H
corresponding to 26/3/2018G

Saleh Al-Thinayyan & Co.
Certified Public Accountants

Accountants & Auditors

Al-Thinayyan & Co.
Certified Public Accountants
Saleh bin Mohammed Al-Thinayyan
License No. 148

Financial Statements of the Saudi Bar Association

SAUDI BAR ASSOCIATION
Riyadh, Kingdom of Saudi Arabia
Statement of Financial Position as at 30/12/2017G
(All amounts are denominated in Saudi Riyals)

Statement	Note	30/12/2017G	30/12/2016G
Current Assets			
Unbound Cash in Banks	(3)	4,220,507	1,470,150
Receivables		6,500	-
Advance Payments and Debtors	(4)	637,035	666,550
Total Current Assets		4,864,042	2,136,700
Non-Current Assets			
Fixed Assets (Net)	(5)	1,463,522	1,580,807
Total Non-Current Assets		1,463,522	1,580,807
Total Assets		6,327,564	3,717,507
Liabilities and Net Assets			
Current Liabilities			
Payables	(6)	-	274,705
Accrued Expenses and Creditors	(7)	282,147	30,789
Non-Current Liabilities			
Provision for End of Service Benefits		125,541	30,032
Total Liabilities		407,688	345,526
Net Assets			
Net Unbound Assets		5,919,876	3,371,981
Total Net Assets		5,919,876	3,371,981
Total Liabilities and Net Assets		6,327,564	3,717,507

Statement of Activities for the fiscal year ended 30/12/2017G
(All amounts are denominated in Saudi Riyals)

Statement	Note	30/12/2017G	30/12/2016G
Revenues and Earnings			
Governmental Aid	(8)	5,000,000	5,000,000
Membership Subscriptions Revenues		1,756,615	-
Arbitration Fees Revenues		214,682	-
Waived Fees and Rewards		33,050	15,000
Sponsorship Donations		117,700	-
Miscellaneous Income		168,015	-
Total Revenue		7,290,062	5,015,000
Expenses and Losses			
Expenses of Activities	(9)	-3,008,880	-1,404,959
Administrative Expenses	(10)	-1,733,287	-238,060
Total Expenses and Losses		-4,742,167	-1,643,019
Change in Net Unbound Assets		2,547,895	3,371,981
Net Unbound Assets at year start		3,371,981	-
Net Unbound Assets at year end		5,919,876	3,371,981

