



The Palestinian Center for the Independence of Judiciary and the Legal Profession - MUSAWA

2013-2015 Strategic plan

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Introduction

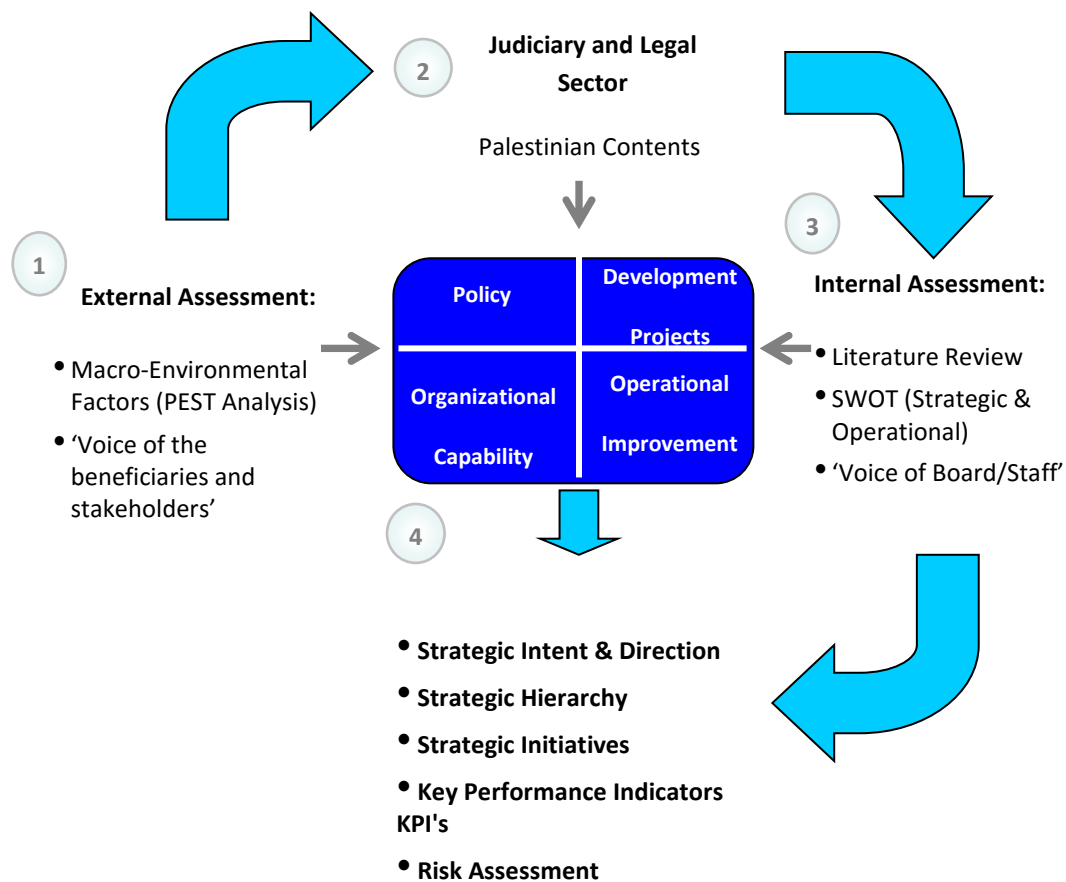
MUSAWA is an independent civil society NGO established in March 2002 by lawyers, former judges, and human rights advocates. MUSAWA is devoted to **guaranteeing the independence of the judiciary and the legal profession** through: monitoring and documenting violations; and by treating the social, cultural, economic, and political obstacles that hinder the proper implementation of the independence of the judiciary and the legal profession.

MUSAWA, as an entity, works towards “*a state of justice and rule of law in Palestine*”. Ever since it was established, enormous changes have taken place in the general situation of Palestine which has affected every aspect of operations at MUSAWA, most importantly the factional divisions between the West Bank and Gaza. This threatens the ongoing effort to view these two separate geographic entities as a single legal entity which is hoped to become the State of Palestine. Accompanying this internal conflict is an apparent increase in human rights violations that are endangering citizens’ basic rights and infringement on their freedoms that are in line with the Palestinian Basic Law and that are called for by international conventions. The practical aspects of this have been growing trends of political detention, torture, extrajudicial killings, lack of individual and social security, and an increased state of lawlessness. This chaotic situation has prompted MUSAWA to look seriously into its roles and explore alternatives through which it can achieve maximum results towards its stated Goals and Objectives. Also, the cycle of the current strategic plan of the organization that is directing its work is coming to an end by December 31, 2013, thus the need for strategic planning becomes imperative.

The assessment methodology included the study of relevant documents provided by MUSAWA (previous strategic plans, external evaluation reports, annual reports, financial statements, project documents, MUSAWA’s publications) and other relevant literature; interviews with members of the Board of Directors as well as MUSAWA’s management and staff to solicit their opinions on progress; interviews with other stakeholders including: President of the High Judicial Council, Judges, representatives of donor agencies, Director of the legal information center-Ministry of Justice, Alhaq’s director general, general secretary of the Palestinian Bar Association, legal advisor for the Palestinian anti corruption commission, the program manager if the Palestinian Independent Commission for Human Rights, the head of the legal unit at the President’s Office, and observation and analysis. The process included a three-day Strategic Planning Workshop held during 31 Oct – 2 Nov 2013 and was followed by small group discussions at a more operational level to produce the operational plans and related logical framework.

The methodology for preparing the strategic plan of MUSAWA relied on a comprehensive approach to analyze the internal and external environment of MUSAWA, shown in Figure 1, which illustrates a summary of the approach and steps followed in preparing the three-year strategic plan of MUSAWA.

Figure 1



Assessment of MUSAWA was carried out through three main sources:

1. Results of the overall scanning of the environment of the organization covering MUSAWA's internal and external environment with an overview of its *Organizational Capacity*. The purpose is to explore the *Strengths* and *Areas for Improvement* that do exist within the internal environment of MUSAWA as well as the *Threats* and *Opportunities* facing the organization in its external environment, and use these as *organizational* learning with a forward-looking approach to determine how to maximize the impact of MUSAWA, thus serving as main inputs into the three-year strategic plan (2013 – 2015).
2. Further follow-up sessions with senior managers including the Executive Director Mr. Ibrahim Barghouty and other employees to solicit their opinions on the results of the evaluation particularly vis-à-vis the strengths and weaknesses as identified by the overall evaluation.
3. Environmental scan, both of the internal and external environments of MUSAWA, utilizing SWOT Analysis technique (Strengths, Weaknesses, Opportunities and Threats) were carried out during the preparatory phase and confirmed during the main Strategic Planning Workshop. An Environmental scan is a process for discovering and documenting facts and trends in the operating environment of an organization that are likely to affect the organization in its future work. It was used early on during the Strategic Planning Workshop to orient participants on the context in which MUSAWA's mission is carried out. It included a summary of internal information about MUSAWA, its history including who has been served, results it has achieved, its current structure, and financial data.

Synthesis of all three main sources reflected consistency in the identification of the key areas that are summarized below.

The external environment

The legal and Judiciary context

An independent judiciary is crucial in the West Bank and Gaza, as the Palestinian people still have a short history of independent national Palestinian institutions due to the occupation, or any experience in governing a state, which expresses their self-determination. Notably, however, during this stage of institution and nation building, **the independence of the judiciary and the adherence to the rule of law also face unique challenges**. First, the Palestinians are in transition from a national liberation movement towards an independent nation, while at the same time, the occupation continues. While one can speak of the exercise of the rule of law and the implementation of court judgments, it should be emphasized that there are also severe restrictions on the Palestinians' ability to construct, implement, and enforce their own laws.

Thus, in many cases the existence of the occupation creates confusion in the use of the terminology of human rights, on the one hand, and the independence of the judiciary, rule of law and good governance, on the other.

Secondly, in comparison to the neighboring Arab countries, sources of comparative law and legal systems, Palestinians do not have accumulated experience in the independence of the judiciary and the rule of law. We are now witnessing the Arab revolutions in which the people are demanding that their governments afford them their very basic democratic rights. Thirdly, the Palestinian internal division between Fatah and Hamas, which is expressed geographically between the West Bank and Gaza and which created two governments, seriously paralyzed and politicized the institution-building process. This affected many aspects of the separation of powers. For example, since 2007, the Palestinian Legislative Council is not functioning due to these divisions, and the Palestinian President became a legislator by decree, as well as the executive power.

Under these circumstances, building a public culture and raising awareness of the importance of independence of the judiciary system, rule of law, and separation of powers becomes very difficult, as well as very important.

The Palestinian judiciary and the rule of law are facing crucial problems. These include the lack of a functioning parliament which is mandated to issue laws, which in return restricted the use of basic law to the benefit of other mechanisms (presidential resolutions, procedures, ministerial regulations); internal confusion in the authorities between the High Judicial Council which deals with the nomination of judges and the administration of courts and budgets and the Justice Ministry, including the Prosecutor; the nomination of judges based on clear professional standards; the lack of systematic documentation of court decisions; the lack of publicity of the courts' work by the media; the authorities' compliance with court decisions; the physical obstacles of court buildings and courtrooms; among many others.

In general the following summaries the external issues facing the legal and Judiciary context:

- The Israeli occupation and the Palestinian internal conflict are the main two problems facing the legal and judicial system.
- The judicial system is not mature enough
- Lack of coordination and cooperation in the relations inside the judicial system
- Absence of political will de-function the mechanisms and criteria of employment
- Interference of security devices in the appointment of judges and their work

- The procedures and justifications are complicated and inefficient which results in delays of cases
- Absence of a development plan for the judicial system and its human resources
- Appointments in the judicial system are done based on political affiliation
- Weak independency of the judges and different interference in their work
- Spread of conflict of interest among judges; fathers are judges and sons are lawyers
- Decrease in citizens' trust in the judicial system
- Spread of nepotism and favoritism in appointment
- Absence of sovereignty results in inability to apply laws in certain areas, Area C for example, as well as access to justice
- Absence of clear political vision
- Weak access to information with limited and partial communication of information
- Absence of legal knowledge at the community level

Political context

In the last five years or so, the Palestinian internal dispute has been intensifying, looming to a de facto political and geographic division between the two parts of the homeland; the West Bank and Gaza Strip. It is becoming apparent that a distinct administrative rule is congealing in both entities, each with its own contrasting culture, ideology and tools of governance. Decision makers from each side are applying their own legal and judicial interpretations to reinforce their legitimacy, overlooking the imminent consequences that may result in such interpretations. These interpretations, if continued in this direction, may devastate the Palestinian people's aspirations of a unified and independent state.

In light of this unfortunate development, increased human rights violations are occurring within these two *geo-political* entities endangering citizens' basic rights and infringing on their freedoms that are in line with the Palestinian Basic Law and are called for by international conventions. On the ground, these violations have translated into growing trends of political detention, torture, lack of individual and social security, and an increased state of lawlessness.

Another development is that an increasing number of citizens have reverted to the judiciary as their last resort to attain their basic rights, as they prefer to use all social networks and other means to solve their problems rather than addressing the judicial system. Only when they fail to solve the problems using their network, they address the court. Although this behavior is

increasing significantly, the growing political split may cause judicial fractures among the pillars of justice in a way that may create a state of mutual undermining as resolutions are adopted by each party. Furthermore, a conditional readiness exists to execute resolutions based on contradicting criteria that govern the mandate, structures and internal procedures of each faction. Given the importance and potential impact of the above issues, these emerging phenomena of undermining the structure of the judiciary system would severely threaten and diminish the rule of law, and gradually transform the prevailing regime to a totalitarian one.

All this happens in the shade of a weak performance among the three authorities. The legislative council remains in a paralyzed state leaving the ultimate power of legislation to the caretaker governments in both entities. This difficult political and judicial environment has impeded the role of civil society organizations, including MUSAWA, in making a breakthrough towards providing impetus to achieve reform and further strengthen the state of justice and law.

In addition to this internal Palestinian political context, there remain the all-time political restrictions imposed by the Israeli military occupation. Freedom of movement within the West Bank, to the other occupied Palestinian territories, between West Bank and Gaza, and abroad is seriously restricted by checkpoints, closed areas, a complex system of permits, the Wall, and so forth. According to the UN Human Rights Council report 8/18 of 2008, *“40% % of the West Bank territory has been subsumed in Israeli settlements, outposts, ‘closed areas’ west of the Wall, closed military areas, Israeli declared nature reserves or other Israeli infrastructure.”* Although Israel claims that these restrictions of movement are justified as security measures, according to the UN Rapporteur, *“they serve to humiliate Palestinians and to create deep hostility towards Israel”*. The UN Human Rights Council report 16/72 of 2011 pointed that the Israeli 10-month self delimited *“moratorium”* on settlement expansion in the West Bank expired on 26 September 2010, leading to the breakdown of the briefly resumed peace process and giving rise to lengthy negotiations aimed at re-establishing the moratorium that has now been abandoned. The 10-month moratorium did not stop settlement construction but only slowed the pace of expansion in some parts of the West Bank; settler construction of public facilities such as schools and community centers as well as thousands of housing units already under construction continued unabated during the moratorium. In fact, the rate of settlement construction quadrupled compared to what it had been during the two years before the moratorium”. The same UN report of 2011 stated that the Office for the Coordination of Humanitarian Affairs has reported that Israeli authorities continue to implement measures to restrict Palestinian movement and access and, at the same time, to facilitate the movement of Israeli settlers. These measures include, namely, the expansion of the alternative (*“fabric of life”*) road network; checkpoints (including partial checkpoints); and the unstaffed obstacles, including roadblocks, earth mounds, earth walls, road gates, road barriers and trenches. These measures exact a price from Palestinians. For example, the *“fabric of life”* roads, which often require the seizure of private Palestinian lands, reconnect a few of the Palestinian communities that were disconnected due to the restricted access of Palestinians to a main road or due to the obstruction of a road by the separation wall. They, however, continue to reinforce the exclusion

of Palestinians from the primary road network and undermine the territorial contiguity between different areas

The construction of the “Apartheid Wall” began on June 16, 2002 consisting of a series of 25-foot-high concrete slabs, trenches, barbed wire “buffer zones”, electrified fencing, numerous watchtowers, thermal imaging video cameras, sniper towers and roads for patrol vehicles. It will eventually extend over 721 km, of which more than 80% has already been completed, resulting in closed zones, where Palestinians are cut off from their land, access to schools, specialized medical care and so-forth.

Houses of Palestinians are demolished by the Israeli Army for several reasons: according to Israel, military necessity, punishment, and failure to obtain a building permit. The restriction of freedom of movement of both people and goods has impeded Palestinians’ access to religious sites, cultural exchanges and events, which is a violation of the religious and cultural rights of the Palestinian people, including Palestinian Christians.

There is a general impunity of Israeli violations of Palestinian human rights, despite UN resolutions and international laws. Things even reached unprecedented levels of human rights violations by the war on Gaza during late December 2008 and January 2009, killing more than 1400 people and maiming several thousands. Prospects for the future do not seem promising as reflected by the Israeli parliamentary election of February 2009 where the rightists and extremists won in the election. Obviously, these practices by the Israelis impede any progress towards a rule of law within the Palestinian Territory. The ICHR’s 17th annual report of 2011 ‘Status of Human Rights’ published in 2012, states that the occupying power has continued its violations of Palestinian human rights during 2011. Israeli policies and measures continued, thus undermining the chances of development at various levels within Palestine. It imposed a suffocating blockade and continued its invasions of Palestinian cities, towns and villages, intensified land confiscation, settlement expansion and construction of the “Apartheid/Separation Wall” and proceeded with its arrest and detention policies. The report states that during the year 2011, Israeli occupation authorities approved the construction of 26,837 settlement units, confiscated 15,525 dunums of land, demolished 495 houses and facilities, uprooted 18,764 trees, arrested about 3,300 citizens, and killed 180 citizens, of whom 21 were children.

Social / Economic Context

The construction of the Wall, the restriction of movement and other Israeli human rights violations have had a disastrous impact on the economy, education and family life in the Palestinian Territory and in return it threatens the establishment of State of Palestine. According to the Special Rapporteur, since 2006 this situation has deteriorated further. Israel controls taxes that it collects on all goods imported into the occupied Territories on behalf of

the Palestinian Authority (about half of the budget of the Palestinian Authority). Moreover, Palestinian laborers who worked in Israel lost their jobs, as they are no longer permitted to leave the occupied Territories. Farmers in the closed areas cannot at all or only hardly reach their lands. According to the Palestinian Central Bureau of Statistics (PCBS) unemployment was 23.7% in 2011 with an estimated level of 50% in some parts of the West bank and Gaza. For their livelihood, many families are dependent on their extended family. The 2010 statistics of poverty in Palestine indicate that the rate of total diffusion of poverty has risen from 20.3% in the year 1998 to about 30% in the year 2010. The Palestinian Central Bureau of Statistics (PCBS) reported in 2011 that one out of four Palestinians in the West Bank and Gaza Strip lived below the poverty line in 2010. This was divided into 18.3% in the West Bank and 38.0% in Gaza Strip. Other indicators reflect the same result. Looking into the details of the statistics reveals that poverty increases with the increase of the household size, more children often means higher poverty. In addition, poverty is higher in refugee camps than in rural and urban areas; in addition, households headed by females suffer from higher poverty.

In Summary, the political, social and economical context can be summarized in the following main issues:

- At the time Israel is still in control of the Palestinian economy which is generally a consumption economy rather than a development economy
- The Palestinian Authority's resources are very weak
- The Palestinian Authority is subjected to the donor community's conditions which in return hinders the development of the economic sector and the juridical system
- The low rate of per capita income and high rate of poverty restricts the easy access to the juridical system
- There is spread of corruption, favoritism and nepotism in the Palestinian society in addition to a high deficit in the national budget

The internal environment

Organizational context

MUSAWA, the Palestinian Center for the Independence of the Judiciary and the Legal Profession, is a Ramallah-based Palestinian non-governmental organization established in 2002 by lawyers, former judges and human rights activists dedicated to defending the independence of the judiciary and the legal profession. MUSAWA is neutral, unpartisan and independent of government and political parties, established with the vision of "contributing to state building

through empowering the separation of powers, rule of law, defending the independence of the Judiciary, and promoting the legal profession.

MUSAWA recognizes the importance of a sound legal and judicial system, and considers it a necessity to the building of a Palestinian state. MUSAWA also recognizes that the development of such a system is a difficult task and often faces with considerable difficulties in this volatile setting. Nevertheless, MUSAWA has taken the initiative and has continued to work towards promoting respect for the rule of law through guaranteeing the positive separation of powers in the three branches of government; building on the capabilities of legal professionals to assure quality practice of the law; and guaranteeing that Palestinian law is accessible, fair, effective and accountable.

Clearly, from the aforementioned context, MUSAWA is very relevant to the Palestinian environment where it has realized, where possible, a number of achievements. To a great extent, MUSAWA was successful in formulating certain strategies geared towards achieving its mission summarized as follows:

1. **Promoting Principles of Regulatory Independence.** On the political front, MUSAWA has introduced its own initiative to contribute to reconciliation efforts between the combating parties. A number of seminars were held to explore the available legal mechanisms to end the Palestinian internal crisis. Politically as well, MUSAWA has devoted special attention to basic Palestinian laws and legislations. In this respect, a number of draft laws have been proposed, which constitute, if adopted, a solid legal and legislative structure.
2. **Public Awareness.** MUSAWA managed to extend its circle of beneficiaries/clients through publications, media outlets, and public meetings. The editions of “Eye on Justice” have been published on regular basis, printing thousands of copies of each edition. MUSAWA’s publications have also caught the attention of international stakeholders, whom on different occasions translated these publications into English, in particular the “Law and Justice” journal. As MUSAWA’s publications have duplicated in terms of number of copies printed, so has the demand. MUSAWA’s website has also seen an increase in the number of hits, and in the number of people signing up on MUSAWA’s listserv. Of particular notice is the number of regional and international requests for MUSAWA’s weekly newsletter. Most of the interviewees (judges, legal experts and professionals) expressed their need for these publications and praised the level of professionalism of the two publications.
3. **Strengthening the Legal Profession.** MUSAWA has provided special consideration for women and youth lawyers. Building the capacity of women lawyers to act as leaders within their field is the key to enhancing the legal protection of women in Palestine. Participants in this capacity-building program produced short research papers, suggesting legal reforms required to enhance the protection of women under the law. Youth have also been targeted by MUSAWA’s interventions, providing them with leading roles in carrying out networking, monitoring, and research activities. MUSAWA

opted to work with universities, planning events in joint cooperation with the major universities in Palestine.

- 4. Legal Monitoring.** MUSAWA's publication "The Legal Monitor" is the first publication of its kind to assess the pillars of justice in Palestine. In 2012, MUSAWA published the Legal Monitor report through a press conference attended by justice professionals (judges, lawyers, prosecution,..). The "Legal Monitor" measures the change in the justice performance over the years. This publication constitutes a remarkable evolution in the Palestinian judicial sector, and counts towards the many strides MUSAWA has achieved since it was established. MUSAWA has also maintained its "adopting public cases" program, which covers specific judicial cases; especially administrative and constitutional cases, such as employee strikes and others.

Here is a summary of the MUSAWA's activities that respond to the main strategies developed at the organization: (For a detailed description of these activities, please refer to MUSAWA documents and annual reports).

- 1. Monitoring and Documenting Violations.** Legal Monitoring has been at the forefront of MUSAWA's work. Through the different programs and projects implemented, MUSAWA has made it a major objective to defend the separation of powers, document human rights violations, and build coalitions to lobby decision-makers. In pursuit of this objective, MUSAWA conducts numerous studies and publishes a number of periodicals that reveal the conditions of the judicial system and the status of Justice of Palestine. Among these are "*The Legal Monitor – The State of justice in Palestine*"; "*Justice and Law*"; and "*Eye on Justice*"
- 2. Strengthening the Legal Profession.** Building the capacity of lawyers and the general public has constantly been on the priorities of MUSAWA. In order to reach out to the greatest number of people and to have the multiplicative effect in its training programs, MUSAWA has opted for the "Training of Trainers" (ToT) approach, whereby participants receive high-level training courses that enable them to transmit the knowledge, skills and attitude to others of the general public. "*Lawyers as Educators*" has been a key program that aimed at building the capacity of lawyers to effectively apply laws.
- 3. Public Awareness of Rule of Law.** Public awareness is an essential component of MUSAWA's activities and are multi-faceted including public meetings held throughout the West bank and Gaza that aim to raise awareness of the public on some relevant issues such as the need for political participation through a true understanding of good citizenship, transparency, freedom of expression, the formation of political parties, and the need for monitoring on the members of Parliament. Towards maximum outreach to the public, MUSAWA uses television and radio broadcast to encourage sound discourse and debate that allows for the freedom of expression and respect for the views of others. These programs contributed to elevating the public knowledge base; encouraging them to think critically; and increasing their awareness on certain topics and issues.

4. **Promoting Principles of Regulatory Independence.** Since it was established, MUSAWA has focused on conducting a holistic review of basic Palestinian laws and legislations, making sure that they are constitutional and responding to Palestinian needs. In light of this review, some provisions in certain laws had to be amended. In others, the review deemed a whole law to be inappropriate, in which case that law had to be replaced. On another level pertaining to the strategy of promoting principles of regulatory independence, MUSAWA worked on various laws.
5. **Institutional Building of MUSAWA.** MUSAWA strongly believes in various capacity building efforts for the organization to perform more effectively, efficiently and in a sustainable manner, including the adoption of evaluation, whether internal or external, for all of its activities and programs. Among others, it embarked on other organizational development interventions including Board Development, and the development of administrative and financial systems and procedures.

The full-time staff at MUSAWA has reached 13 full-time employees located in both offices, Ramallah and Gaza, and run the Communications Department, the Financial Department, and the Programs Department. During the preparation phase of this strategic planning process, MUSAWA recruited and hired a new Public Relations and Communication head of department, earlier, MUSAWA, also hired a new Programs Head of department.

The organization has maintained its cooperative relationships with various governmental institutions, in particular the Ministry of Justice and the Ministry of Interior, the former as a ministry of relevance and the other as the ministry for registration and oversight. In accordance with the law, the election for the new Board of Directors was attended by different governmental representatives. Furthermore, official delegations representing the Ministry of Interior and the Ministry of Finance have conducted oversight inspection on the organizational performance of MUSAWA. Governance and Management at MUSAWA see the different approaches by governmental agencies to provide them with MUSAWA's publications as a positive step towards a healthy cooperative relationship among all involved.

MUSAWA also makes use of volunteers (local and international) in carrying out its activities. As to sustainability, particularly the financial aspects of the organization, the operations are financed through core and project-based grants provided by various donors including the Foreign Ministry of the Netherlands, the Norwegian Representative Office, the German Representative Office, the National Endowment for Democracy, the Danish Representative Office, UNDP, Foundation for the Future, and the Human Rights and Good Governance Secretariat managed by the NGO Development Center. In addition to these donors, MUSAWA has historically received funds from other donors including the European Commission, the Canadian Representative Office, the Geneva Center for Democratic Control of Armed Forces, the, Mu'assassat, Konrad Adenauer Stiftung, DPK and Arkan, both being USAID Projects.

All interviewed donors' representatives valued their partnerships with MUSAWA and expressed their willingness to continue funding its programs in the future.

Internal organizational capacity assessment

The following part looks at the organizational capacity of MUSAWA to point out potential areas of improvement and strategic possibilities pertaining to the capacity of MUSAWA. In this context, the word "capacity" is interpreted broadly to include the existing conditions that together will enable MUSAWA to plan and implement its programs effectively and efficiently.

The analysis herein draws on interviews carried out with MUSAWA's Board members, the Executive Director, staff, and other relevant stakeholders including representatives of the donors and with input from various reports and documents. These sources are complemented by information gathered through other means including observation and participation in the orientation meetings early on in the assignment.

In order to assess the organizational capacity of MUSAWA, the team followed a modified "Capacity Framework" model (The Mc Kinsey Capacity Assessment Grid) that defines non-profit capacity in a pyramid of seven essential elements. The model was adapted to meet MUSAWA's organizational capacity assessment needs whereby the information was collected through the instruments described above rather than asking the people at MUSAWA to score the organization on each element of organizational capacity, by selecting the text that best describes the organization's current status or performance.

As such, the review looked at the following seven essential elements of MUSAWA's capacity:

A- Three higher-level elements – aspirations, strategy, and organizational skills

B-Three foundational elements – systems and infrastructure, human resources, and organizational structure

C- The cultural element that serves to connect all the others.

Within this approach, the following definitions may be helpful:

- 1 Aspirations: An organization's vision, mission and strategic goals which together reflect the *raison-d'être* of the organization.
- 2 Strategy: The combined set of programs aimed at achieving the organization's goals.
- 3 Organizational Skills: The organization's capabilities as reflected in its planning, implementation, performance management, external relations and others.
- 4 Human Resources: The collective experiences and commitment of the organization's governance and staff.
- 5 Systems and Infrastructure: The administrative systems, the physical and technological facilities.
- 6 Organizational Structure: The governance of the organization, functions of the various

divisions, roles and responsibilities, as well as individual job descriptions.

- 7 Culture: The bond that gets everybody in the organization together including shared values, principles and norms.

Aspirations

MUSAWA's vision "**A State of Justice and Rule of Law in Palestine**" reflects an inspiring view of the future of Palestine. The mission statement is "**An independent Palestinian civil society organization committed to the establishment of a modern legal and juridical system built on legal foundations, and community monitoring to the performance of the justice pillars in courageous, transparent, professional, a set of values and good governance principles.**"

There is a clear expression of the organization's reason for existence, which describes an enduring reality that reflects its values and purpose; broadly held within the organization and at different levels including governance, management, staff and other key stakeholders, a thing that is frequently referred to. In fact, almost all those who were interviewed or participated in any manner in the process recognized the unique role MUSAWA plays in advocating the independence of the Judiciary and the legal profession in Palestine. Members of the Board of Directors, the Executive Director and staff have a clear and specific understanding of what MUSAWA aspires to become or achieve. MUSAWA's implemented most of its projects and activities with the inspiration of its mission statement.

Strategy

A Strategy does exist at MUSAWA but does not seem to be fully coherent and easily actionable. This strategy is not broadly known within the organization and obviously has very limited influence over day-to-day behavior. One should note here that the organization is relatively young and has carried out a strategic planning process twice in 2006 and 2009. In a process of reviewing their strategy, MUSAWA found out that the 2010-2012 does not have realistic targets and matches the organization's financial and human capacities. Most programs and services are well defined and relevant but somewhat scattered and not fully integrated into clear strategy. In this direction, many of the stakeholders believe that MUSAWA has indeed made some apparent positive change in the area of the rule of law. Concerning funding, MUSAWA is highly dependent on donor money with a good base of donors that provide short-term financial commitment of up to three years, a situation that may contribute negatively to the long-term sustainability of the organization, particularly in view of the fact that the issues that are tackled by MUSAWA are complex and require many years to achieve results. There is a good level of donation from the local private sector that needs to be further explored and pursued. For

example, MUSAWA succeeded in attracting funds from the Arab Bank, the bank of Palestine, Al-Rafah Microfinance Bank, the Egyptian Arab Land Bank, and the Pal Tel Group.

Organization skills

There is limited measurement and tracking of organizational performance within a well-developed comprehensive integrated system. Performance is only partially measured and has no tracking system to measure the social, financial and organizational impact of programs and activities. Little or no efforts are made to benchmark activities and outcomes against pre-determined standards. MUSAWA collects some data on program activities and outputs but has no apparent impact measurement. However, there is clearly awareness by the Board of Directors and senior Management particularly the Executive Director about the importance of applying organizational performance measurement including indicators and assessment at the organization wide level to improve programs and organization.

In spite of its young age, MUSAWA has clearly gained the ability and tendency to develop and refine a relatively concrete, realistic strategic plan and the process of strategic planning is now well incorporated into the organizational culture, this is evident by the reviews of the existing 2010-2012 and 2012-2015 strategic plans. Operational plans have been done on annual basis that the Board of Directors reviews and endorses. In addition, there seems to be some solid financial plans that are regularly updated and budgets are integrated into operations. Performance to budget is monitored regularly. The plan and budget have clear programmatic categories and the budget also follows these same categories. When it comes to human resources planning, MUSAWA has some deficiency, reflected among other things, in a high turn-over. MUSAWA addresses human resources needs at the very minimal and immediate needs and not within a strategic direction; there is clearly a lack of human resources planning activities and expertise. This is obvious through the limited, if any, training and staff development programs. Fund-raising needs seem to be adequately covered by some well-developed internal fund-raising skills, occasional access to some external fund raising expertise. The hiring of the new public relations and media head of department is a strong indicator for relying mainly on internal capacities to raise fund in support of the future programs. As to MUSAWA's external relationship building and management, the organization seems to have built, leveraged, and maintained strong, high impact relationships with variety of relevant parties and most importantly with the relevant government and judicial agencies, and these relationships seem to be deeply anchored in stable, long term, mutually beneficial collaboration.

MUSAWA is very well known and highly respected within the Palestinian community in general, and within the legal and judiciary community in particular. MUSAWA is perceived as a very

much needed organization and being open and responsive to community needs. There are various members of the larger community, including prominent figures who are constructively involved in the work of the organization. It considers Public relations to be useful in achieving its mission and strategic goals and, as such, actively seeks opportunities to engage in these activities. It is fully aware of its possibilities in influencing policy-making and is one of several organizations active in policy-discussions on a national level pertaining to the rule of law.

There is a limited set of processes at MUSAWA, predominantly used by the Executive Director, e.g. decision making, planning, and reviews, for ensuring effective functioning of the organization, and when existing they are seen as ad hoc requirements, and obviously there are many opportunities to improve monitoring and assessment of processes.

Human Resources

There is gender balanced staff and moderate diversity in fields of practice and expertise. Staff members have good commitment to MUSAWA's success, vision and mission. They have acquired the knowledge and skills to implement MUSAWA's activities; however, the organization experiences a relatively high turnover rate. Still, MUSAWA needs staff members with strong legal background to support the executive director dealing with the legal technical aspects of the programs.

Members of the General Assembly and Board of Directors have a broad variety of fields of practice and expertise, and drawn from the full spectrum of constituencies including government, NGO, corporate and academia. Membership includes functional and program content-related expertise, as well as high-profile names; high willingness and proven track record of investing in learning about the organization and addressing its issues; outstanding commitment to the organization's success, mission, and strategic goals. The Board of Directors provides direction, support, and accountability to programmatic leadership; fully informed of all major matters, input and responses actively sought and valued. Board members participate fully in major decisions. Board members also serve as back-stop support on many technical issues pertaining to the work of MUSAWA. Communication between Board and senior management generally reflects mutual respect and appreciation for roles and responsibilities, shared commitment and valuing of collective wisdom.

The Executive Director at MUSAWA is inspiringly energetic and shows constant and visible commitment towards the organization and its vision. Others within the team at MUSAWA have to be empowered by training and delegation of authority to assume leadership, particularly vis-à-vis the general management and administration issues.

As to MUSAWA team / staff, on the overall it is generally young with relatively good experience in the field of work of the organization and shows commitment to the cause of the organization and is somewhat enthusiastic about potential development and promotion within the organization. Although staff members have job descriptions, they do not seem to adhere to these documents, a situation that may prompt the need for a restructuring process that is more functional and more responsive to the developed strategies.

Systems and infrastructure

MUSAWA has three-years Strategic Plan was developed in 2009 for 2010-2012. Decisions made largely on an ad hoc basis mostly by the Executive Director and are highly informal. Financial activities are also transparent, clearly and consistently recorded and documented, including checks and balances, and tracked to approve budgets.

There are no active human resources development tools or programs; feedback and coaching occur sporadically; employee performance evaluation does not seem to occur within a formal setting. . Also, there is an absence of job security for the people working at MUSAWA since many of them work on project basis defying the very concept of institutionalization. No incentive system to speak of.

There is no formal knowledge management system and a lack of a comprehensive system that captures documents and disseminates knowledge internally and transforms it into institutional learning.

Physical infrastructure seems to be inadequate possibly resulting in loss of effectiveness and efficiency; insufficient workplace for individuals and no working environment for teamwork or that suits MUSAWA's most important and immediate needs.

Technologically, there are adequate basic facilities and equipment that are accessible to the entire staff; cater to day-to-day communications and other needs with essentially no problems. As to the website, MUSAWA has a well-developed site containing basic information on the organization and its activities. There might be a need for more frequent updates of the websites.

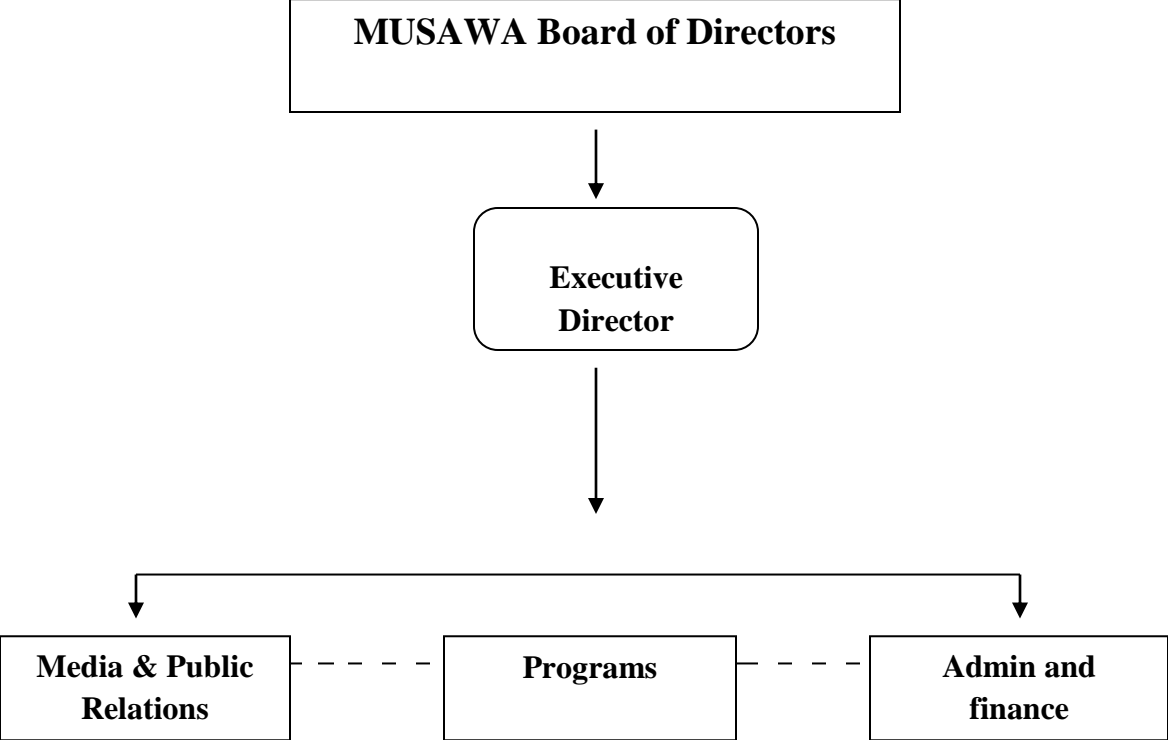
Organizational structure

Roles of the Board of Directors, Executive Director and staff at MUSAWA seem to be clear but require further documentation and communication with all concerned. The Board of Directors functions according to its documented mandate; reviews budgets and sets organizational policy directions but does not document its reviews for future reference and organizational learning.

Organizational entities do not seem to be appropriately designed, and roles and responsibilities of entities / departments are neither formalized nor clear for the organization to be effective.

The different programs and organizational units have little or dysfunctional coordination between them; unclear roles and responsibilities with some that are overlapping even at the level of the job titles, one may be confused.

MUSAWA Organization structure



This above structure has to be critically reviewed to ensure its effectiveness and efficiency regarding the 2013-2015 strategic plan.

Culture

Employees are hired to carry on certain tasks and not to make an impact. There exists a common set of basic beliefs held by many people within MUSAWA that is helping the Board of Directors, the Executive Director and some staff members to maintain a sense of identity; these beliefs and values are clearly aligned with organizational purpose and occasionally harnessed to achieve results.

Strengths and key areas of improvement

Upon the workshop held between the 31st of October and 2nd of November, the SWOT analysis revealed the followings:

	Strength	Weaknesses
General Assembly	<ul style="list-style-type: none"> - The General Assembly at MUSAWA comprises prominent and well-known people. - there is a will to activate the general assembly 	<ul style="list-style-type: none"> - Poor performance and involvement in MUSAWA issues as they do not have enough time. - Selective assembly members with no intention of replenishment of new blood. - weak communications with partners' organizations - weak participation in MUSAWA activities - MUSAWA does not invest time to reinforce the general assembly - There is no policy to activate the general assembly and enhance its involvement. - There is no clear roles and responsibilities for general assembly
	<p>Areas of intervention</p> <ul style="list-style-type: none"> - The general assembly should be better informed about the vision and mission of MUSAWA - The general assembly should be involved more in MUSAWA activities and actions. - The general assembly should be involved in sessions to review and discuss MUSAWA identity, mission and vision - The general assembly should go through special training courses. - The general assembly should utilize better communication channels that guarantee their access to information about MUSAWA's activities and acts 	

	(develop a mechanism for better communications- weekly e-mails)	
Board of directors	<p>Board of Directors at MUSAWA comprise prominent and well-known people</p> <p>Democratic process for electing the BoD.</p> <p>- There is a harmony between the general assembly and the BoD.</p>	<p>- The lines of authority between the BoD and the director general is not clear enough</p> <p>- The limited role of the BoD to attend the regular meetings of the board with no efficient in follow up to the decision they take from their side.</p> <p>- Weak involvement of BoD in MUSAWA relations with the other organizations and donors.</p> <p>- Weak involvement of BoD in MUSAWA fund raising activities.</p> <p>- Weak response for the high turn-over taking place at MUSAWA</p>
	<p>Areas of intervention</p> <ul style="list-style-type: none"> - BoD should be involved in analyzing the internal environment of MUSAWA - BoD should work harder to document and disseminate their minutes of meeting to other members and classify issues for following up for the next meeting. - BoD should guarantee receiving regular reports; administrative, financial and programmatic, from the executive staff of MUSAWA. - BoD should be involved in identifying MUSAWA's policies and systems including complaints system and voluntary work system. - BoD should be involved more in the recruitment of high positions in MUSAWA - BoD should be more active in governing MUSAWA 	
Management and Human Resources	<p>- There is a harmony between the general assembly and the BoD in one side and the executive body of MUSAWA.</p> <p>- Transparent procedures for recruitment</p> <p>- Regular meeting and continuous consultation with BoD and general</p>	<p>- Decisions are taken in a democratic manner.</p> <p>- The director general directly intervenes in every single detail.</p> <p>- The line of authority between the director general and the heads of department is not clear.</p> <p>- Weak job security among the staff and</p>

	<p>assembly.</p> <ul style="list-style-type: none"> - There are transparent and efficient regulations and systems that support MUSAWA work - MUSAWA management respects general assembly and BoD decisions and guidance. 	<p>interference in the line of authority among staff members.</p> <ul style="list-style-type: none"> - Some of the new employees have limited experience and limited accumulated experience due to high turn-over. - Weak skill at middle management level.
	<p>Area of intervention</p> <ul style="list-style-type: none"> - Develop a capacity building program for the staff with focus on the middle management. - Review the job description and discuss working mechanisms especially the financial issues. - Conduct regular meeting (twice a year) between the staff and BoD. - Ensure less turn-over in the future. - Conduct weekly meeting with the director general and document the minutes of meetings. - Develop a clear organizational structure - Develop a clear line of authority between the BoD and the director general - Identify the role of the director general in more specific manner - There is a need for hiring new competent and experienced staff with legal background. 	
Financial-	<ul style="list-style-type: none"> - MUSAWA has a transparent and efficient financial system - MUSAWA ability to survive regardless the financial situations they faced - MUSAWA has financial and Management systems that regulates its policies 	
	<p>Areas of interventions</p> <ul style="list-style-type: none"> - Sufficient long term financial planning is needed to decrease the risk of the financial sustainability of the organization 	

Networking	<ul style="list-style-type: none"> - MUSAWA has a good and transparent relation with donors - MUSAWA is able to deal with all donors financial requirements and conditions - good relations with partners and peer organizations - MUSAWA has a high level of satisfaction with credible reputation among the vast majority of the legal and judiciary professional community. - MUSAWA is respected by stakeholders including relevant governmental organizations as well as those of civil society and the donors' community - MUSAWA's networking and cooperation in the area of rule of law is good and satisfying 	-
	<p>Area of interventions</p> <ul style="list-style-type: none"> - More attention and efforts should be paid to the coordination and networking with local and international partners. 	
Programs and project	<ul style="list-style-type: none"> - MUSAWA has clearly a record and history reflecting some accumulated experiences in the field of its work. - MUSAWA is a pioneer in promoting the independence of the judiciary and the legal profession. - MUSAWA has developed some unique programs including its publications that have become "a point of reference" within the legal and judicial environment in Palestine 	
	<p>Areas of intervention</p> <ul style="list-style-type: none"> - More efforts must be invested in promoting MUSAWA's programs for fund raising 	

	<ul style="list-style-type: none"> - There is a need to improve the legal archiving system - Synergy between and among the various activities and programs within MUSAWA could be enhanced and more effectively utilized.
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The strategic plan

Based on the understanding of MUSAWA’s Strengths, Weaknesses, Opportunities and Threats in the current environment of the organization, the Board of Directors, Management and staff at MUSAWA will continue in the next three years to scan the environment, assess and deepen their approaches to the work and the various interventions. Simultaneously, MUSAWA will assume a leadership role in advocating for the Rule of Law and the Prevalence of justice in Palestine and will explore the possibility of actively engaging all relevant bodies and stakeholders in its programs.

MUSAWA will work with all partners in the Palestinian justice system which are: High Judicial Council, Sharia courts, Ministry of Justice, Attorney General, Military Justice, Anti-Corruption Commission, Anti-Corruption Court, the Central Elections Commission, the President’s Office, the Palestinian Legislative Council, Security Groups, the Police, and the Bar Association.

Among other strategic choices, MUSAWA will:

- Exert all efforts to promote the importance of having a Rule of Law for all facets of life, involving the government, the private sector and other civil society organizations and agencies.
- Explore all possible means to achieve sustainability to achieve its stated mission and goals. It will identify and ensure best practices in the design, delivery and monitoring of its programs and services, including the conduct of needs assessments, effective and efficient design of the programs, and the setting of appropriate measures and techniques with particular reference to measuring the impact of its work.
- Build networks and alliances and enforce its role with all relevant networks, since it strongly believes that in order to make a positive change in the Palestinian legal system it has to build bridges and better understanding between and among all key players in the society.
- Use the media and all information technology available at its disposal to disseminate and communicate with the widest possible audience and all concerned citizens.

In order to pursue these strategic directions, MUSAWA key stakeholders including donor representatives, local partner organizations, board members, general assembly members,

management and staff have identified the following vision, mission, core values, goals and objectives to accomplish in the 2013-2015 strategic plan:

VISION

A State of Justice and Rule of Law in Palestine

MISSION

An independent Palestinian civil society organization committed to the establishment of a modern legal and juridical system built on legal foundations, and community monitoring to the performance of the justice pillars in courageous, transparent, professional, a set of values and good governance principles.

هيئة اهلية مستقلة فلسطينية تهتم ببناء منظومة قانونية وقضائية حديثة بالاستناد الى الاسس القانونية ، الرقابة المجتمعية على اداء اركان العدالة بجرأة، نزاهه ومهنية على قاعدة من القيم ومبادئ الحكم الرشيد

CORE VALUES

Integrity and accountability

MUSAWA will strive for openness and honesty internally and towards all members of the public. It will act in a transparent manner in all its dealings with the government, the public, donors, partners, beneficiaries and all other interested parties, except for personnel matters and proprietary information. It will be accountable for its actions and decisions not only to its funding agencies and the government, but also to the people it serves, its staff members and the public at large. Information provided about MUSAWA to all shall be accurate and timely.

Independent and self-governing

MUSAWA will remain Independent and Impartial, working in the context of the Rule of Law. It is independent of any government, political belief, economic interest or others. It will not support or oppose any government or political system, nor does it take sides in political or armed conflicts. MUSAWA reports will continue to be accurate, unbiased and fair – free from the influence of those in power. Its demands are based on the concepts of the Independence of the Judiciary and the Legal Profession as per international standards, not on the interests of any

government or group. It shall govern itself autonomously according to whatever governance structure it selects for itself.

Professionalism

MUSAWA is dedicated to delivering and developing programs and activities incorporating quality dimensions and high impact with measurable results. It shall carry out its activities with professionalism and centered on the concept of serving the Rule of Law in Palestine. It shall seek capable and responsible employees and volunteers who are committed to the vision and mission of the organization.

Teamwork

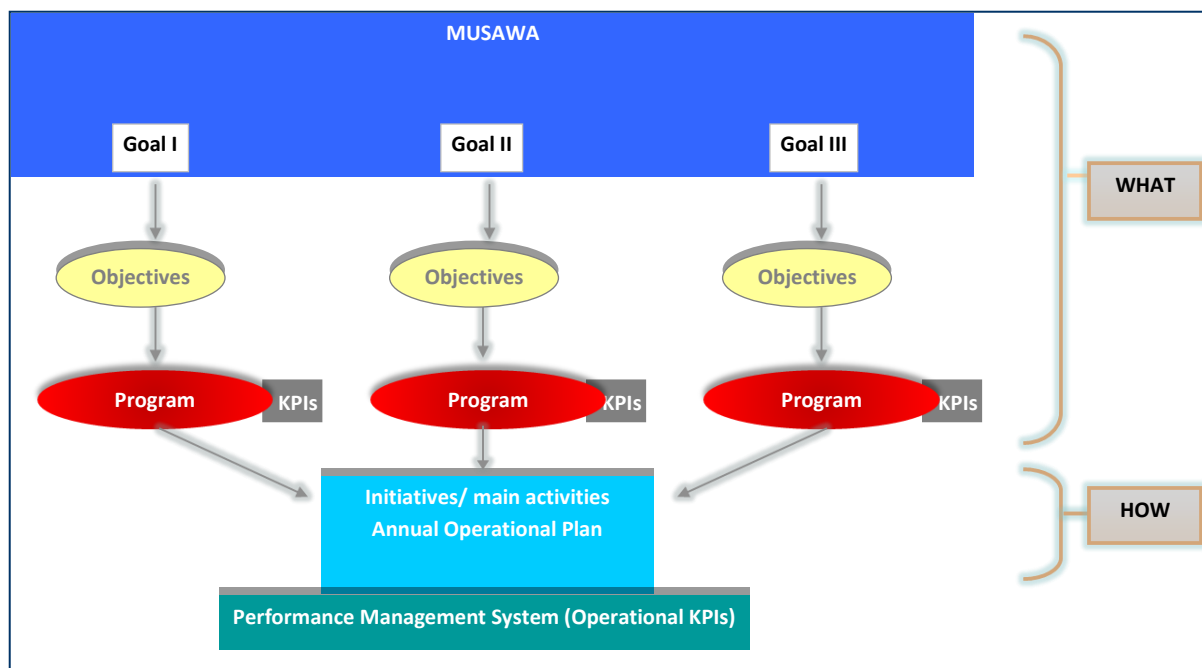
MUSAWA values Teamwork with the notion of hearing different perspectives and approaches, guided by empathy and tolerance. MUSAWA's team members will rely on each other's expertise to develop innovative solutions to the complex issues facing the organization.

The strategic plan matrix

The matrix was developed to show the goals, objectives, programs, initiatives/main activities, key performance indicators (KPIs) and the annual targets. Figure 2 illustrates the design of the matrix.

Figure 2: Strategic planning component hierarchy

Palestinian Youth Sector Strategy



Strategic Objectives (it was worked on listing the SP in a logical framework to enable interested persons to have a comprehensive view of the SP in one table). For further development of the projects at program level, the log frame can be started from one horizontal level down. The overall Program Objective will be placed at the purpose level of the strategic plan and the program results will be placed at the SP activities level

Strategic objectives	Specific Strategic objective	Areas of Interventions/ programs/ activities
To guarantee the sovereignty of Law ضمان سيادة القانون	1. A set of juridical legislations, policies and administrative orders are developed in harmony with the international laws that guarantee human rights.	1.1 Propose new laws, cancelation and modification of laws related to juridical system and sovereignty of law 1.2 Continue the publication of legal monitor to measure the justice status 1.2.1 Provide comments on the final judicial arbitrator

		<p>1.2.2 Prepare studies and research regarding the justice sector</p> <p>1.3 Prepare legal memorandums and complaints</p> <p>1.4 Continue the implementation of justice and law</p>
	<p>2. The human resource capacities at the pillars of justice are developed.</p>	<p>2.1 develop a complaints' unit to, follow up deal with and publish the received legal complaints</p> <p>2.2 Exchange and update of knowledge and experience of legal professionals</p> <p>2.2.1 Conduct legal conferences and round table discussions</p> <p>2.2.2 Conduct regular legal conferences and media conference and round tables discussion</p> <p>2.2.4 Continue the publication of "Eye on Justice"</p> <p>2.3 Conduct meetings with influential stakeholders</p> <p>2.1 Conduct an annual legal moot-court competition</p> <p>2.2 Organize an annual training course for lawyers, judges, prosecutors, administrators and law students at universities</p> <p>2.3 Continue the program "Lawyers for the Rule of Law" and develop their legal and monitoring capacities</p> <p>2.7 Develop the capacities of legal advisors in the governmental organizations and ministries</p> <p>2.8 Building the skills of Palestinian judges regarding the family court (abroad)</p>
	<p>3. The efforts of anti- corruption acts in the Justice pillars are reinforced and public access</p>	<p>3.1 Organize anti corruption training and awareness raising programs within the PACC</p>

	is guaranteed	<p>that target professionals within the legal system</p> <p>3.1 Follow up the implementation of the proposed framework related to the anti-corruption environment</p> <p>3.2 Follow up on serious corruption complaints</p> <p>3.3 Monitor and highlight nepotism and the professional conflict of interests of the political elite</p> <p>3.5 Training and coaching of workers in the anti-corruption field (ministry of justice, legal advisors, anti-corruption commission, judges,...etc)</p>
<p>To Enhance the access to justice تحسين فرص الوصول الى العدالة</p>	<p>1 Legal resources and information for supporting services in the justice sector are provided</p>	<p>1.1 Produce and publish brochures</p> <p>1.2 Conducts media campaign and public meetings</p> <p>1.3 Provide legal aids and follow public interest cases</p> <p>1.4 Transfer of knowledge is ensured through social media</p>
	<p>2. The capacity of lawyers and civil society organizations' in the areas of justice and good governance are developed</p>	<p>2.1 Conduct training courses</p> <p>2.2 Produce and publicize supporting documents, manuals, brochures and guidance in legal aspects</p> <p>2.3 Conduct exchange visits for knowledge transfer at local and international levels</p>
	<p>3. Knowledge and access of marginalized groups to legal rights and mechanisms is improved</p>	<p>3.1 Establish networks and participate in coalitions</p> <p>3.2 Organize and participate in advocacy and lobbying campaign.</p>

	4. The community's access to legal information is improved	<p>4.1 Develop the library and make it to open to public</p> <p>4.1 Develop the archiving system</p> <p>4.2 Provide legal advice to formal bodies</p> <p>4.4 Participate in the formal and civil society forums.</p>
<p>To enable MUSAWA achieving its mission and strategic objectives institutional building</p> <p>تمكين مساواة من اداء رسالتها وتحقيق اهدافها</p>	1. MUSAWA's good governance is enhanced	<p>1.1 Develop and endorse board manual for the BoD</p> <p>1.2 Develop and endorse a communication mechanism between the governance body and the executive body</p> <p>1.3 Training to the governance body about Musawa</p>
	2. Administrative and operational performance is improved	<p>2.1 Develop reporting and documentation system</p> <p>2.2 Develop a capacity building program and policy for the staff with focus on the middle management</p> <p>2.3 Develop a clear line of authority between, a clear organizational structure and review the job description and discuss working mechanisms especially the financial issues.</p>
	3. Funding opportunities are diversified and enhanced	3.1 Develop long term financial planning to avoid risking the financial sustainability of the organization

Log frames

Log-frame for strategic objective (1)

Objectives	Performance indicator	Sources of verifications	Assumption/Risk
<p>Purpose</p> <p>To guarantee the sovereignty of Law</p>	<p>No. of new drafted laws</p> <p>Indications of improved performance of judicial system</p> <p>Reduction of average time for Court cases</p> <p>Increase of recorded complaints</p> <p>Cases that demonstrate that the Judicial system is not influenced by the political structure</p>	<p>Draft laws</p> <p>Musawa documents</p>	
<p>Expected results</p> <p>1. A set of juridical legislations, policies and administrative orders are developed in harmony with the international laws that guarantee human rights.</p>	<p>No. of draft laws and juridical legislation presented to and considered by relevant stakeholders</p> <p>No. of final judicial arbitrator commented on by Musawa.</p> <p>No. of studies and research in the justice sector</p> <p>Improved knowledge and new issues raised</p> <p>Case evidence that decisions for, inter alia, appointments have changed due to complaints.</p>	<p>Laws and juridical legislation</p> <p>Musawa's documents</p> <p>Survey of participants, lawyers, law students</p> <p>Musawa's records and database</p>	
<p>2. The human resource capacities at the pillars of justice are developed.</p>	<p>No. of publication of Legal Monitor (evidence that shows improvement in knowledge and changes in decision)</p>	<p>Survey of participants, lawyers, law students</p> <p>Musawa's documents</p>	

	<p>No. of cases that are adopted by the complaints unit and No of consultancies provided</p> <p>No. of legal conferences and round table discussions (raise legal issues in front of decision makers and public)</p> <p>No of the “Eye on Justice” published</p> <p>No. of moot-court competition held</p> <p>No. training course for lawyers, judges, prosecutors, administrators and law students at universities conducted (No. of professionals gain skills/knowledge)</p> <p>No of issues advocated by ‘Lawyers for the Rule of Law’</p> <p>No. of legal advisers in the governmental organizations and ministries trained</p>	<p>and archive</p> <p>Musawa documents and participants evaluation</p> <p>Publications</p> <p>Musawa’s documents</p> <p>Musawa’s database and Questionnaire</p> <p>Musawa database</p> <p>Musawa’s documents and database</p>	
<p>3. The efforts of anti- corruption acts in the Justice pillars are reinforced and public access is guaranteed.</p>	<p>No. of activities conducted by Musawa regarding anti corruption within the legal system and among judges</p> <p>No. of anti-corruption complaints followed up</p> <p>No. of professionals who received new skills in fighting corruption</p> <p>No of documented conflict of interest and nepotism among workers in the justice system unveiled and reported</p>	<p>Success stories and Musawa’s records</p> <p>Musawa’s documents</p> <p>Evaluation sheet and success stories</p> <p>Musawa documents</p>	

	<p>Issues regarding the performance of the legal inspection system were documented.</p> <p>A digitized modern data base is found.</p>	<p>Musawa’s documents</p> <p>Data base</p>	
<p>Activities</p> <p>1.1 Propose new laws, cancelation and modification of laws related to juridical system and sovereignty of law</p> <p>1.2 Continue the publication of legal monitor to measure the justice status</p> <p>1.2.1 Provide comments on the final judicial arbitrator</p> <p>1.2.2 Prepare studies and research regarding the justice sector</p> <p>1.3 Prepare legal memorandums and complaints</p> <p>1.4 continue the implementation of justice and law</p>			
<p>2.1 develop a complaints’ unit to, follow up deal with and publish the received legal complaints</p> <p>2.2 Exchange and update of knowledge and experience of legal professionals</p> <p>2.2.1 Conduct legal conferences and round table discussions</p> <p>2.2.2 Conduct regular legal conferences and media conference and round tables discussion</p> <p>2.2.4 Continue the publication of “Eye on Justice”</p> <p>2.3 Conduct meetings with influential stakeholders</p> <p>2.4 Conduct an annual legal moot-court competition</p> <p>2.5 Organize an annual training course for lawyers, judges, prosecutors, administrators and law students at universities</p> <p>2.6 Continue the program “Lawyers for the Rule of Law” and develop their legal and monitoring capacities</p> <p>2.7 Develop the capacities of legal advisors in the governmental organizations and ministries</p> <p>2.8 Building the skills of Palestinian judges regarding the family court (abroad)</p>			

<p>3.1 Organize anti corruption training and awareness raising programs within the PACC that target professionals within the legal system</p> <p>3.2 Follow up the implementation of the proposed framework related to the ant-corruption environment</p> <p>3.3 Follow up on serious corruption complaints</p> <p>3.4 Monitor and highlight nepotism and the professional conflict of interests of the political elite</p> <p>3.5 Training and coaching of workers in the anti-corruption field (ministry of justice, legal advisors, anti-corruption commission, judges,...etc)</p>			
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Log-frame for strategic objective (2)

Objectives	Performance indicator	Sources of verifications	Assumption/Risk
<p>Purpose</p> <p>To Enhance the access to justice</p>	<p>Percentage of people using the justice system has increased</p> <p>People know their rights better and what is required of them to approach the system</p>	<p>Survey after training</p>	
<p>Expected results</p> <p>Legal resources and information for supporting services in the justice sector are provided</p>	<p>No of brochures produced and distributed</p> <p>No. of media campaign and public meetings conducted.</p> <p>No of people receiving legal consultation</p> <p>No. of public interest cases raised</p>	<p>Brochures</p> <p>Musawa’s documents</p> <p>Legal Aid Clinic’s documents</p> <p>Legal Aid Clinic’s documents</p>	
<p>The capacity of lawyers and civil society organizations’ in the areas of justice and good governance are developed</p>	<p>No of lawyers and civil society organizations’ in the areas of justice and good governance trained</p> <p>No. of manuals, brochures and guidance in legal aspects published</p> <p>No. exchange visits conducted</p>	<p>Musawa’s documents</p> <p>Publications</p>	
<p>Knowledge and access of marginalized groups to legal rights and mechanisms is improved</p>	<p>No of cases followed by networks</p> <p>No of cases Musawa participated in</p> <p>No. of advocacy and lobbying campaign conducted.</p>	<p>Report of campaign</p> <p>Network records</p> <p>Networks records</p>	
<p>The community’s access to legal information is improved</p>	<p>Increase of No. of the open library’s visitors and users</p>	<p>Musawa’s records</p>	

	An archiving system is established and used	Archive	
	No. of cases of legal advice consultancy provided to formal bodies	Musawa's documents	
	No. of cases raised by Musawa in Civil Society forums	Musawa's documents	
Activities			
1.1 Produce and publish brochures			
1.2 Conducts media campaign and public meetings.			
1.3 Provide legal aids and follow public interest cases			
1.4 Transfer of knowledge is ensured through social media			
2.1 Conduct training courses			
2.2 Produce and publicize supporting documents, manuals, brochures and guidance in legal aspects			
2.3 Conduct exchange visits for knowledge transfer at local and international levels			
3.1 Establish networks and participate in coalitions			
3.2 Organize and participate in advocacy and lobbying campaign.			
4.1 the library and make it to open to public			
4.2 Develop the archiving system			
4.3 Provide legal Develop advice to formal bodies			
4.4 Participate in the formal and civil society forums.			

Log-frame for strategic objective (3)

Objectives	Performance indicator	Sources of verifications	Assumption/Risk
<p>Purpose</p> <p>To enable MUSAWA achieving its mission and strategic objectives institutional building</p>			
<p>Expected results</p> <p>MUSAWA's good governance is enhanced</p>	<p>A board manual for the BoD is developed</p> <p>A communication mechanism between the governance body and the executive body is developed</p> <p>Musawa's governing bodies are trained and aware of Musawa's strategic plan, by-laws and working manuals</p> <p>No. of members of governance bodies participated in the training</p>	<p>The Manual</p> <p>Musawa's documents</p> <p>Training documents</p> <p>Participation sheet</p>	
<p>Administrative and operational performance is improved</p>	<p>Reporting and documentation system is developed</p> <p>The staff participated in capacity building programs</p> <p>Clear line of authority, and clear structure is developed</p> <p>A policy for human resources development is prepared and endorsed</p>	<p>Musawa's documents</p> <p>Training material</p> <p>Musawa's documents</p> <p>Musawa's documents</p>	
<p>Funding opportunities are diversified and enhanced</p>	<p>A long term financial planning document is developed and endorsed</p> <p>Training in PCM, fund raising and networking is conducted</p>	<p>The Financial Plan</p> <p>Training documents</p>	

	No. of staff members participating in the training	Musawa's documents	
Activities			
1.1Develop and endorse board manual for the BoD 1.2Develop and endorse a communication mechanism between the governance body and the executive body 1.3 Training to the governance body about Musawa			
2.1Develop reporting and documentation system 2.2Develop a capacity building program and policy for the staff with focus on the middle management. 2.3Develop a clear line of authority between, a clear organizational structure and review the job description and discuss working mechanisms especially the financial issues.			
3.1 Develop long term financial planning to avoid risking the financial sustainability of the organization			

Strategic plan 2013-2015

Strategic objectives	Specific Strategic objective	program	Areas of Interventions/ programs/ activities	Period for implementation			Costing (USD)
				2013	2014	2015	
To guarantee the sovereignty of Law	1. A set of juridical legislations, policies and administrative orders are developed in harmony with the international laws that guarantee human rights.		1.4 Propose new laws, cancelation and modification of laws related to juridical system and sovereignty of law 1.5 Continue the publication of legal monitor to measure the justice status 1.5.1 Provide comments on the final judicial arbitrator 1.5.2 Prepare studies and research regarding the justice sector 1.6 Prepare legal memorandums and complaints 1.4continue the implementation of justice and law				
	2. The human resource capacities at the pillars of justice are developed.		2.1 develop a complaints' unit to, follow up deal with and publish the received legal complaints 2.2 Exchange and update of knowledge and experience of legal professionals 2.2.1 Conduct legal conferences and round table discussions 2.2.2 Conduct regular legal conferences and media conference and round tables discussion				

			<p>2.2.4 Continue the publication of “Eye on Justice”</p> <p>2.3 Conduct meetings with influential stakeholders</p> <p>2.4 Conduct an annual legal moot-court competition</p> <p>2.5 Organize an annual training course for lawyers, judges, prosecutors, administrators and law students at universities</p> <p>2.6 Continue the program “Lawyers for the Rule of Law” and develop their legal and monitoring capacities</p> <p>2.7 Develop the capacities of legal advisors in the governmental organizations and ministries</p> <p>2.8 Building the skills of Palestinian judges regarding the family court (abroad)</p>				
	3. The efforts of anti-corruption acts in the Justice pillars are reinforced and public access is guaranteed.		<p>3.1 Organize anti corruption training and awareness raising programs within the PACC that target professionals within the legal system</p> <p>3.4 Follow up the implementation of the proposed framework related to the ant-corruption environment</p> <p>3.5 Follow up on serious corruption complaints</p> <p>3.6 Monitor and highlight nepotism and the professional conflict of interests of the political elite</p> <p>3.5 Training and coaching of workers in the anti-corruption field (ministry of justice, legal advisors,</p>				

			anti-corruption commission, judges,...etc)				
To Enhance the access to justice	1. Expected results Legal resources and information for supporting services in the justice sector are provided		1.4 Produce and publish brochures 1.5 Conducts media campaign and public meetings 1.6 Provide legal aids and follow public interest cases 1.4 Transfer of knowledge is ensured through social media				
	2. The capacity of lawyers and civil society organizations' in the areas of justice and good governance are developed		2.1 Conduct training courses 2.2 Produce and publicize supporting documents, manuals, brochures and guidance in legal aspects 2.3 Conduct exchange visits for knowledge transfer at local and international levels				
	3. Knowledge and access of marginalized groups to legal rights and mechanisms is improved		3.1 Establish networks and participate in coalitions 3.2 Organize and participate in advocacy and lobbying campaign.				
	4. The community's access to legal information is improved		4.1 Develop the library and make it to open to public 4.3 Develop the archiving system 4.4 Provide legal advice to formal bodies				

			4.4 Participate in the formal and civil society forums.				
To enable MUSAWA achieving its mission and strategic objectives institutional building	1. MUSAWA's good governance is enhanced		1.1Develop and endorse board manual for the BoD 1.2Develop and endorse a communication mechanism between the governance body and the executive body 1.3 Training to the governance body about Musawa				
	2. Administrative and operational performance is improved		2.1Develop reporting and documentation system 2.2Develop a capacity building program and policy for the staff with focus on the middle management 2.3Develop a clear line of authority between, a clear organizational structure and review the job description and discuss working mechanisms especially the financial issues.				
	3. Funding opportunities are diversified and enhanced		3.1 Develop long term financial planning to avoid risking the financial sustainability of the organization				

Risk Management

Risk	Probability	Impact	Strategy/alternative	Responsibility
Lack of financial resources to implement the plan	Moderate	High	<ul style="list-style-type: none"> • Addressing new donors • Building staff capacity to write proposals and raise funds • Developing local partnerships 	Board of Directors Executive Director
Lack of required staff to implement the plan	Moderate	High	<ul style="list-style-type: none"> • Start training the current staff to carry out more than one task at a time • Recruit volunteers to carry out activities relevant to their competence 	Executive Director Head of the programs department
Inability to transform to teamwork achievement organization	Moderate	High	<ul style="list-style-type: none"> • Develop the authority and responsibility matrix • Hire legally competent staff to plan, implement, and follow up 	Board of Directors Executive Director

			<p>activities.</p> <ul style="list-style-type: none"> • Implement the approved systems and procedures immediately. 	
<p>Pillars of justice organizations refuse to cooperate with MUSAWA as a monitoring organization</p>	<p>Low</p>	<p>Moderate</p>	<ul style="list-style-type: none"> • Intensify promoting MUSAWA to local and international organization as a monitoring organization • Organize an advocacy campaign to reinforce the monitoring role of MUSAWA 	

Monitoring and evaluation plan

Objective	Specific Strategic objective	Program	Performance indicators	Source of information	Time-frame	Data collection tool