

## Logical Framework Matrix: MUSAWA (2010 – 2012)

Overall Goal (Vision)	Indicators	Sources of Verification	Assumptions / Risks
<p><b>A State of Justice and Rule of Law in Palestine</b></p>	<ul style="list-style-type: none"> <li>• More favorable opinions by the Palestinian Public and the International arena of the Rule of law and the Independence of the Judiciary</li> <li>• Palestine improves its ranking vis-à-vis Rule of Law and Human Rights</li> <li>• Sound Legal System guaranteeing the clear separation of powers in the three branches of government.</li> </ul>	<ul style="list-style-type: none"> <li>• International and UN Reports on conditions of the Rule of Law in Palestine and Ranking</li> <li>• Internal (Musawa) and external (National and International) assessment reports and studies</li> </ul>	<ul style="list-style-type: none"> <li>• The Palestinian Authority continues to exist.</li> <li>• Political Stability (somehow) prevails.</li> <li>• International Human Rights Standards and Statutes are observed.</li> </ul>

Purpose (Mission)	Indicators	Sources of Verification	Assumptions / Risks
<p>Musawa is an Independent Legal Palestinian Non-Governmental Organization that <b><i>“strives for the Rule of Law and the Prevalence of Justice in Palestine by Monitoring the Violations and Non-Compliance to the Law, Documentation and Follow-up, as well as Influencing Policy Legislation, Promoting Public Awareness and Building the Legal Capacity in the Palestinian Society.</i></b></p>	<ul style="list-style-type: none"> <li>• Musawa is Effective, Efficient and Sustainable.</li> <li>• Strategic Plan for Musawa is periodically reviewed and updated</li> <li>• Program Development at Musawa is in harmony to the Strategic Plan</li> <li>• Organizational Performance Indicators are monitored and adjusted</li> <li>• Corrective Actions are adopted / implemented as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Regular program Updates</li> <li>• Fact finding missions</li> <li>• Financial support</li> <li>• Local, regional and international Networks</li> <li>• Reports from external monitoring and evaluation / audit missions</li> <li>• Actions’ Reports</li> <li>• Musawa Publications (Quality and quantity)</li> <li>• News Feedback</li> <li>• Researches</li> </ul>	<ul style="list-style-type: none"> <li>• Financial &amp; methodological support is ensured</li> <li>• Relevant and qualified staff are recruited and maintained</li> <li>• Positive image of Musawa is maintained</li> <li>• Active participation by governmental and non-governmental organizations including other civil society organizations.</li> <li>• Research teams have access and able to collect data</li> <li>• Technical capacity of Musawa staff and external consultants allows</li> </ul>

Results (Goals and Objectives)	Indicators	Sources of Verification	Assumptions / Risks
<b>GOAL 1. Violations and Non-Compliance to the Law are Reduced / Limited</b>			
1.1 Tools and Instruments for the Analysis of the Judicial Verdicts and Procedures are Developed	<ul style="list-style-type: none"> <li>• Tools and Instruments including forms are developed</li> <li>• Guidelines, standards, flow charts and procedures are developed and documented</li> <li>• A system for the on-going scanning of verdicts exists.</li> </ul>	<ul style="list-style-type: none"> <li>• Internal reports and Assessments</li> <li>• Musawa's documentation</li> </ul>	<ul style="list-style-type: none"> <li>• Musawa staff and research team have access and able to collect relevant data and information</li> <li>• Members of the Pillars of justice cooperate and support Musawa's initiative</li> <li>• Technical capacity of staff allows</li> </ul>
1.2 Violations and Non-Compliance to the Law by the Pillars of justice are Monitored and Documented	<ul style="list-style-type: none"> <li>• Selection criteria for violations are set</li> <li>• Sources of information are identified and contacted</li> <li>• Violations are identified</li> <li>• Violations are exposed</li> </ul>	<ul style="list-style-type: none"> <li>• Regular program updates</li> <li>• Monitoring reports</li> <li>• Strategic &amp; Operational reports and work plans</li> <li>• Reports from Monitoring and Evaluation missions / external consultants</li> </ul>	<ul style="list-style-type: none"> <li>• Positive image of Musawa is maintained</li> <li>• Collaboration with the various members of the pillars of justice and other stakeholders</li> <li>• Financial &amp; Methodological support is ensured</li> </ul>
1.3 Violations and Non-Compliance to the Law are followed-up and Attended-to.	<ul style="list-style-type: none"> <li>• No. of violations attended to</li> <li>• Results of follow ups</li> </ul>	<ul style="list-style-type: none"> <li>• Regular program updates</li> <li>• Case Load / files</li> </ul>	<ul style="list-style-type: none"> <li>• Acceptance and Collaboration by target groups</li> </ul>
1.4 Criteria and Indicators for Justice in Palestine are developed and updated	<ul style="list-style-type: none"> <li>• Criteria &amp; Indicators determined, documented and communicated</li> <li>• Level of Media coverage</li> <li>• Indicators are in harmony with international standards</li> </ul>	<ul style="list-style-type: none"> <li>• Research conducted by Musawa</li> <li>• Monitoring reports</li> <li>• Program updates</li> </ul>	<ul style="list-style-type: none"> <li>• Stable &amp; predictable political context</li> <li>• Qualified staff / consultants / researchers at Musawa</li> </ul>
1.5 Lobby Groups advocating Rule of Law are Active and Legal Dialogue is on-going.	<ul style="list-style-type: none"> <li>• Increased awareness by the general public</li> <li>• Public debates on Justice</li> <li>• Level of media coverage</li> <li>• Actions / Statements by lobby groups</li> </ul>	<ul style="list-style-type: none"> <li>• Internal monitoring reports and program updates</li> <li>• Media outlets reports</li> <li>• External evaluation reports</li> </ul>	<ul style="list-style-type: none"> <li>• Technical capacity of Musawa staff</li> <li>• Partners' willingness</li> <li>• Political stability</li> </ul>

Results (Goals and Objectives)	Indicators	Sources of Verification	Assumptions / Risks
<b>GOAL 2: Policies and Legislations are in Harmony with International Criteria</b>			
2.1 On-Going Review of Legislations and Draft Legislations	<ul style="list-style-type: none"> <li>• Legal Resource center / Library at Musawa</li> <li>• A monitoring system for legislations is developed</li> <li>• Staff at Musawa trained on the monitoring system</li> <li>• Minimum number of legislations reviewed / analyzed and documented annually</li> </ul>	<ul style="list-style-type: none"> <li>• Internal program updates and progress reports</li> <li>• Reports from External evaluation / audit missions</li> <li>• Musawa researches and survey reports</li> </ul>	<ul style="list-style-type: none"> <li>• Technical capacity at Musawa allows</li> <li>• Collaboration and acceptance by the pillars of justice</li> <li>• Necessary data and information available</li> <li>• Positive image is maintained at Musawa</li> </ul>
2.2 Draft Legislations to modify, cancel or add to existing legislations are developed	<ul style="list-style-type: none"> <li>• Number of draft legislations developed by Musawa</li> <li>• Quality of draft legislations</li> <li>• % and numbers of draft legislations that passed the law</li> </ul>	<ul style="list-style-type: none"> <li>• Internal program updates and progress reports</li> <li>• Reports from External evaluation / audit missions</li> <li>• Musawa Annual report</li> </ul>	<ul style="list-style-type: none"> <li>• Technical capacity at Musawa allows</li> <li>• Collaboration and acceptance by the pillars of justice</li> <li>• Necessary data and information available</li> <li>• Positive image is maintained at Musawa</li> </ul>
2.3 Musawa is a National Platform for Dialogue and Legislative Development	<ul style="list-style-type: none"> <li>• Greater awareness of Musawa's role by the general public</li> <li>• Active participation and leadership role by Musawa on Legislations</li> <li>• Workshops / Seminars organized by Musawa</li> <li>• Public debates on Legislations and Rule of Law</li> <li>• Musawa has established links and networks with various members of the Pillars of Justice</li> </ul>	<ul style="list-style-type: none"> <li>• Baseline surveys and follow up studies / comparisons</li> <li>• Internal program updates and progress reports</li> <li>• Reports from External evaluation / audit missions</li> <li>• Musawa Annual report</li> </ul>	<ul style="list-style-type: none"> <li>• Positive image is maintained at Musawa</li> <li>• Willingness of Stakeholders to cooperate</li> <li>• Political stability</li> <li>• Relevant and qualified staff are present at Musawa</li> </ul>

Results (Goals and Objectives)	Indicators	Sources of Verification	Assumptions / Risks
<b>GOAL 3: Broad Public Awareness of Rule of Law</b>			
3.1 Criteria for selecting Target Groups and Themes for Public Awareness incorporating methodologies and priorities are developed	<ul style="list-style-type: none"> <li>• Well-defined and documented criteria of selection of target groups</li> <li>• Public awareness plans exist</li> <li>• Musawa has a Communication strategy</li> <li>• An integrated coherent approach for Public Awareness at Musawa that is being pursued and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• Musawa relevant research</li> <li>• Internal program updates and progress reports and documents</li> <li>• Reports from External evaluation / audit missions</li> <li>• Musawa Annual report</li> </ul>	<ul style="list-style-type: none"> <li>• Financial &amp; Methodological support is ensured</li> <li>• Technical capacity and conceptual framework at Musawa</li> <li>• Collaboration of stakeholders</li> <li>• Political stability</li> </ul>
3.2 Citizenship Rights and Public Freedoms are guaranteed by the basic law and by the practice of the law.	<ul style="list-style-type: none"> <li>• Decrease (%) in violations and non-compliance</li> <li>• No. of draft laws developed by Musawa and became law</li> <li>• Increased awareness of the general public of citizenship rights and public freedoms</li> <li>• Level of media coverage of pertinent issues</li> </ul>	<ul style="list-style-type: none"> <li>• International and UN Reports on conditions of the Rule of Law in Palestine and Ranking</li> <li>• Baseline surveys and follow up studies / comparisons</li> <li>• Internal program updates and progress reports</li> <li>• Reports from External evaluation / audit missions</li> <li>• Musawa Annual report</li> </ul>	<ul style="list-style-type: none"> <li>• Political Stability</li> <li>• Financial &amp; Methodological support is ensured</li> <li>• Collaboration and acceptance by the pillars of justice</li> </ul>
3.3 Code of Ethics / Behavior and Charters of Cooperation	<ul style="list-style-type: none"> <li>• Code of Ethics exists and endorsed by many members of the pillars of justice</li> <li>• Musawa has established links and networks locally, regionally and internationally</li> <li>• Musawa has formal strategic alliances with like minded organizations and agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Internal program updates and progress reports</li> <li>• Reports from External evaluation / audit missions</li> <li>• Musawa Annual report</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration and acceptance by the pillars of justice</li> <li>• Positive image is maintained at Musawa</li> </ul>

Results (Goals and Objectives)	Indicators	Sources of Verification	Assumptions / Risks
<b>GOAL 4: Institutional Sustainability - Musawa is Effective, Efficient and Sustainable</b>			
4.1 Effective organizational Structure	<ul style="list-style-type: none"> <li>Roles, responsibilities and authorities for Musawa team, Steering Committee, boards, related staff are clear and documented</li> </ul>	<ul style="list-style-type: none"> <li>Clear job descriptions</li> <li>Organizational structure</li> <li>Procedure manuals</li> </ul>	<ul style="list-style-type: none"> <li>Financial &amp; methodological support is ensured</li> </ul>
4.2 Effective human resource system	<ul style="list-style-type: none"> <li>Musawa team capacity is built and up to date in their general and specific tasks</li> <li>Staff at Musawa are sufficient, qualified as per job requirements, experienced, attracted, developed and retained</li> <li>Effective and efficient use of local and international volunteers in the implementation of Musawa activities and tasks</li> </ul>	<ul style="list-style-type: none"> <li>Performance assessment reports</li> <li>Job satisfaction surveys</li> <li>Annual reports</li> <li>External assessment reports</li> <li>Monthly reports by Musawa volunteers and staff</li> </ul>	<ul style="list-style-type: none"> <li>Financial &amp; methodological support is ensured</li> <li>Space and equipments availability at Musawa office</li> </ul>
4.3 Effective financial systems	<ul style="list-style-type: none"> <li>Financial reporting – timeliness, accuracy, relevancy for decision making</li> <li>Financial Management and analysis</li> <li>Budgeting</li> <li>Salary scale</li> </ul>	<ul style="list-style-type: none"> <li>Musawa salary scale system</li> <li>Financial procedure manuals</li> <li>internal reports and assessments</li> <li>External auditor report</li> <li>External assessment report</li> </ul>	<ul style="list-style-type: none"> <li>Financial &amp; methodological support is ensured</li> </ul>
4.4 Integrated information technology systems	<ul style="list-style-type: none"> <li>A centralized server for all Musawa operations</li> <li>Information flow at Musawa is timely, accurate, relevant for decision making</li> <li>Musawa’s website is updated in a timely fashion</li> </ul>	<ul style="list-style-type: none"> <li>Progress &amp; annual reports</li> <li>Assessment of the website including number of hits per month</li> </ul>	<ul style="list-style-type: none"> <li>Financial &amp; methodological support is ensured</li> </ul>

## ACTIVITY MATRIX

Activities	Timeframe	Resources (USD)	Indicators & Sources of verification	Preconditions
1.1.1 Develop tools & instruments within a system to analyze the Judicial verdicts along with the procedures	01/2010- 3/2010	1.1.1 Musawa staff and external consultants in collaboration with the pillars of justice	1.1.1 Periodic and annual reports; assessment reports; clients and Musawa documentation	<ul style="list-style-type: none"> <li>• All relevant information readily available</li> <li>• Active participation of stakeholders</li> </ul>
1.2.1 Conduct baseline analysis of the current situation to identify the extent of violations and non-compliance	04/2010- 08/2010	1.2.1 Musawa staff and external consultants in collaboration with the pillars of justice	1.2.1 Baseline survey results; progress reports; annual report.	<ul style="list-style-type: none"> <li>• All relevant information readily available</li> <li>• Active participation of stakeholders</li> </ul>
1.2.2 Determine criteria for the selection of cases and case load	09/2010-09/2010	1.2.2 Musawa Management and Staff	1.2.2 Criteria set as reflected for Musawa's internal documents and external assessment report.	
1.2.3 Monitor and document violations as per the endorsed criteria	On-going	1.2.3 Technical staff and consultants	1.2.3 No. of violations identified as reflected in Musawa's internal documentation, progress reports and annual report	
1.2.4 Edit and publish the Journal "Justice & Law" in Arabic	At least 3 issues per year	1.2.4 Musawa Technical Team and external consultant. Publishing costs	1.2.4 Three issues per year with distribution of not less than 1500 copies	<ul style="list-style-type: none"> <li>• Availability of funds</li> </ul>
1.2.5 Edit and publish the Journal "Justice & Law" in English (Summary of the three Arabic issues)	One issue per year	1.2.5 Musawa Technical Team and external consultant. Publishing and translation costs (\$).	1.2.5 One issue per year with distribution of not less than 500 copies	<ul style="list-style-type: none"> <li>• Availability of funds</li> </ul>

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Activities	Timeframe	Resources (USD)	Indicators & Sources of verification	Preconditions
1.2.6 Edit and publish the Journal “Eye on Justice “ in Arabic	At least 2 issues per year	1.2.6 Musawa Technical Team and external consultant. Publishing costs	1.2.6 Three issues per year with distribution of not less than 1500 copies	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
1.2.7 Edit and publish the Journal “Eye on Justice “ in English	One issue per year	1.2.7 Musawa Technical Team and external consultant. Publishing and translation costs (\$).	1.2.7 One issue per year with distribution of not less than 500 copies	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
1.2.8 Develop, update and maintain a database on the pillars of Justice	On-going	1.2.8 Technical staff at Musawa plus costs for software development	1.2.8 A Database on key stakeholders / members of the pillars of Justice with regular contacts with these members	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
1.2.9 Organize Groups of lawyers in all main cities of Palestine and train them on “Monitoring Functions” for the Rule of law and the independence of the judiciary.	At least 6 Groups are organized, with each group of not less than 7 lawyers, provided with 8 training days per year	1.2.9 Musawa technical Staff plus costs of mobilization and training.	1.2.9 Six Groups, with each of 7 lawyers get not less than 8 training days per year, as reflected in Musawa’s progress and annual reports as well as the External monitoring and Evaluation.	<ul style="list-style-type: none"> <li>• Financial resources availability</li> <li>• Willingness and commitment of lawyers to participate</li> </ul>
1.2.10 Receive and manage complaints on violations and non compliance	At least 24 complaints are received per year	1.2.10 Musawa technical staff	1.2.10 At least 24 complaints are filed and documented as reflected in Musawa’s internal documentation and annual report	

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1.3.1 Identified Violations and cases of non-compliance to the law are properly treated by Musawa	At least 2 violations are treated per year	1.3.1 Musawa technical Team and External Legal experts	1.3.1 At least two violations are treated; results / success rate as reflected in the case management report and Annual Report of Musawa	
<p>1.4.1 Develop Indicators for Justice in Palestine that are in harmony with international Standards</p> <p>1.4.2 Analyze the performance of Justice in Palestine against the established indicators</p> <p>1.4.3 Report on results of the analysis of the performance of Justice</p>	<p>05/2010-09/2010</p> <p>On-going</p> <p>At least once a year</p>	<p>1.4.1 Musawa Technical Staff and Members of the Pillars of justice</p> <p>1.4.2 Musawa Technical Staff</p> <p>1.4.3 Musawa Technical Staff</p>	<p>1.4.1 Comprehensive Indicators of justice in Palestine</p> <p>1.4.2 A functioning system in place at Musawa for the ongoing analysis to be reflected in the internal documentation and the External monitoring and evaluation reports.</p> <p>1.4.3 At least one report per year on the status of justice against set indicators, including in-depth recommendations on corrective actions.</p>	

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Activities	Timeframe	Resources (USD)	Indicators & Sources of verification	Preconditions
1.5.1 Mobilize and train lobby groups and organize activities / campaigns to discuss issues of relevance	At least 2 main activities per year	1.5.1 Technical staff at Musawa plus costs associated with workshops and campaigns	1.5.1 Lobby groups across Palestine with at least two main activities per year – to be reflected in the Annual Report and special reports pertaining to lobbying	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
1.5.2 Mobilize volunteers from members of the Pillars of justice and other concerned citizens to raise issues pertaining to the rule of law and other related topics	One main activity annually in each main city per year	1.5.2 Musawa Technical Team and volunteers	1.5.2 Report on Volunteerism activities at Musawa and the Annual Report	
1.5.3 Organize a competition for the most vocal volunteer in the area of Rule of Law	One competition annually	1.5.3 Musawa Team	1.5.3 A documented main annual gala to celebrate volunteerism in the area of Rule of Law as reflected in Musawa’s Annual Report.	

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Activities	Timeframe	Resources (USD)	Indicators & Sources of verification	Preconditions
2.1.1 Develop a Legal Resource Center / Library at Musawa	01/2011-12/2011	2.1.1 Costs of Books, DVDs, References, Subscription fees	2.1.1 At least 50 relevant legal books, references, DVDs are bough each year. No. of visitors / clients registered at the library as reflected in the library registrar and at Musawa internal reporting, progress and annual.	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
2.1.2 Train Legal persons on issues pertaining to policies, legislations, law and the international law, the training to take place outside Palestine	40 people are trained per year for not less than 4 training days	2.1.2 Costs of training, travel, honoraria and others.	2.1.1 40 Legal people have been trained for not less than 4 training days outside Palestine, to be reflected in the training reports and the Annual Report by Musawa.	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
2.1.3 Train lawyers from the public sector and the civil society on issues relevant to policies and legislations.	50 lawyers are trained per year for not less than 5 training days	2.1.3 Musawa technical Team, external trainers and costs associated with training.	2.1.3 50 lawyers have gone through a five-day training on Policies and Legislations to be reflected in Musawa's training reports, progress and annual report.	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>

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Activities	Timeframe	Resources (USD)	Indicators & Sources of verification	Preconditions
<p>2.1.4 Conduct on-going reviews of existing legislations and draft laws</p> <p>2.1.5 Produce Analytical reports / studies / researches on the status of policies and legislations in Palestine</p> <p>2.1.6 Produce the “Legal Monitor” on the status of Legislations / Rule of Law - Watch Dog.</p>	<p>At least 3 in-depth review per year</p> <p>2 studies per year</p> <p>Once a year</p>	<p>2.1.4 Musawa Technical Staff and external legal Experts</p> <p>2.1.5 Musawa Technical staff along with external legal specialists</p> <p>2.1.6 Musawa Technical Team and an Advisory body</p>	<p>2.1.4 At least 3 reports representing an in-depth review of existing legislations and / or draft laws to be reflected in the internal documents as well as the external monitoring and evaluation reports.</p> <p>2.1.5 Two Study reports are produced per year to be reflected in Musawa’s Annual report.</p> <p>2.1.6 The Legal Monitor is produced at Musawa.</p>	<ul style="list-style-type: none"> <li>• Financial resources available</li> <li>• Financial resources available</li> <li>• Financial resources available</li> </ul>
<p>2.2.1 Develop draft legislations that would modify, cancel or add to existing legislations.</p>	<p>At least 2 draft legislations per year</p>	<p>2.2.1 Musawa Technical staff and External legal specialists</p>	<p>2.2.1 At least 2 draft legislations and success rate to be reported at Musawa’s Annual Report.</p>	<ul style="list-style-type: none"> <li>• Collaboration of the Pillars of justice for success / passing of the law.</li> </ul>

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2.3.1 Organize Legal Encounters for lawyers to discuss current issues pertaining to policies and legislations.	30 encounters per year	2.3.1 Musawa technical team and external resource persons	2.3.1 At least 30 legal encounters take place per year as reflected in the summary notes / minutes of each encounter and Musawa's progress and annual reporting.	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
2.3.2 Organize the Annual Conference on "Palestinian justice" with video-conference with Gaza and Cairo	Once a year	2.3.2 Musawa Management and Technical staff, consultants; international speakers; hotel costs; hall rental; travel expenses and other miscellaneous including honoraria.	2.3.2 Conference report; external assessment	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
2.3.3 Develop an on-line Internet-based platform for on-line dialogue on issues pertaining to Rule of Law and Legislations, and manage the site	09/2010-12/2010, and on-going thereafter	2.3.3 Musawa Web-master and External IT support	2.3.3 Active and inter-active website at Musawa for Legal Dialogue	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>

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3.1.1 Conduct a study to determine criteria for selecting target groups and themes for public awareness incorporating methodologies and priorities.	01/2010-06/2010 and then reviewed annually	3.1.1 Technical Staff at Musawa plus fees for Media experts	3.1.1 Criteria, Methodology and priorities are set as reflected by Musawa's internal documentation and reports	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
3.2.1 Conduct public awareness workshops and campaigns for some selected segments of the Palestinian Society like university students, workers, civil servants and other groups.	Two main campaigns per year, and 12 workshops per year	3.2.1 Musawa technical Staff, Consultants and costs for workshops and campaigns	3.2.1 Workshops are attended by not less than 25 participants and campaigns involve 200 people as reflected in the special Musawa Reports	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
3.2.2 Develop and conduct training sessions for the various parts of the Pillars of justice to raise awareness on some pertinent issues	At least 120 training hours per year are delivered with a combined participants of not less than 60	3.2.2 Musawa technical Staff, External trainers and costs associated with training (hall rental, refreshments, materials, and meals)	At least 120 training hours are delivered per year; total participants not less than 60; as would be reflected in Musawa Training reports and annual statistics.	<ul style="list-style-type: none"> <li>• Financial resources available</li> <li>• Willingness of members of the Pillars of justice</li> </ul>
3.2.3 Develop and Install Billboards to promote issues pertaining to rule of law and Justice	Two Billboards per year	3.2.3 Musawa technical team; external media specialists. Costs associated with developing and installing Billboards	3.2.3 Photos of billboards; Musawa reports; study / research of these billboards once every 3 years	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
3.2.4 Develop Brochures / Fliers on issues pertinent to rule of law and justice	At least three brochures / fliers per year	3.2.4 Musawa technical team; external media specialists. Costs associated with developing and distributing brochures	3.2.4 Copies / samples of these brochures; Musawa progress reports; and research study on the effect / impact of these productions once every 3 years.	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>

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3.2.5 Develop a TV and / or radio program specializing on issues relevant to the Rule of Law and / or Justice in Palestine	One Broadcast per month	3.2.5 Musawa Technical Team and / or consultants. Cost associated with production and broadcasts	3.2.5 Recordings of the radio and TV broadcasts – Musawa’s progress and annual reports; results of study impact of these broadcasts	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
3.2.6 Organize a television series for raising the awareness of the public on certain legal topics such as “Elections”, “Citizens’ Rights”, “Public Liberties”, and others.	One series per year	3.2.6 Musawa Technical Staff; members of the Pillars of justice and Television production / media people	3.2.6 Video Recordings of the series. As would be reflected in Musawa’s internal reports and documentation.	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
3.2.7 Organize a competition for Legal Interns and 4 <sup>th</sup> year students of law in relevant areas in the Palestinian Law	One competition per year	3.2.7 Musawa Team and external independent Committee	3.2.7 Document results of the competition with not less than 10 competitors; Musawa Annual report.	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
3.2.8 Organize a competition for the Palestinian Public during the Holy month of Ramadan containing 30 questions on basic terminology of legal rights	Once a year	3.2.8 Musawa Technical Team	3.2.8 Documented media engagement in the competition; Musawa Annual report.	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
3.2.9 Organize and produce a theatre play on some relevant legal topic targeting school students	Mid 2011 and annually thereafter	3.2.9 Musawa Team and a Palestinian Theatre	3.2.9 A Theatre play in not less than 6 locations	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>

## ACTIVITY MATRIX

Activities	Timeframe	Resources (USD)	Indicators & Sources of verification	Preconditions
<p>3.2.10 Organize a mock trial on pertinent legal issue</p> <p>3.2.11 Organize public awareness visits to Palestinian communities, mainly rural ones.</p>	<p>Mid 2011 and annually thereafter</p> <p>On-going</p>	<p>3.2.10 Musawa Technical Team and University Students</p> <p>3.2.11 Musawa Technical Team and Volunteers</p>	<p>3.2.10 one mock trial on legal issues conducted among university students; Musawa Annual report.</p> <p>3.2.11 At least 20 communities per year are visited and Public awareness materials are distributed, as would be reflected in Musawa’s reporting and external monitoring and evaluation reports.</p>	<ul style="list-style-type: none"> <li>• Financial resources available</li> <li>• Financial resources available</li> </ul>
<p>3.3.1 Develop a “Code of Ethics / Behavior” for each part of the Pillars of Justice</p> <p>3.3.2 Build linkages and networks with various relevant parties, locally, regionally and internationally.</p> <p>3.3.3 Sign MOUs, Charters of Cooperation and Agreements with like-minded organizations and / or agencies</p>	<p>One Code per year</p> <p>At least 2 new networks per year</p> <p>One Agreement per year</p>	<p>3.3.1 Musawa technical Staff, external legal experts.</p> <p>3.3.2 Musawa Management and Senior leadership Team</p> <p>3.3.3 Musawa Board of directors or Executive Director</p>	<p>3.3.1 Code of Ethics is developed each year for one part of the pillars of justice.</p> <p>3.3.2 Internal Communications at Musawa; frequency of communications, quality and content as reflected at Musawa’s internal docs.</p> <p>3.3.3 MOU or Agreement signed</p>	<ul style="list-style-type: none"> <li>• Willingness and commitment of partners</li> </ul>

## ACTIVITY MATRIX

Activities	Timeframe	Resources (USD)	Indicators & Sources of verification	Preconditions
4.1.1 Restructure Musawa in a manner to fit the new organizational strategies produced by this Strategic Plan , to encompass roles and responsibilities, organizational structure, divisions and units, job descriptions, performance evaluation criteria and forms, operational manuals, IT assessments and others	Throughout 2010	4.1.1 External Management Analyst	4.1.1 A new organizational structure exists at Musawa along with all related manuals and documentation.	<ul style="list-style-type: none"> <li>• Financial resources available</li> <li>• Relevant and Qualified staff are maintained at Musawa</li> </ul>
4.1.2 Place of all Musawa Employees according to the new developed structure	End of 2010	4.1.2 Musawa Board and Director	4.1.2 Jobs at Musawa are filled according to the new structure	
4.1.3 Develop a Salary scale to fit the structure	By end of 2010	4.1.3 External management Analyst, Musawa Board	4.1.3 A transparent and equitable salary scale at Musawa	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
4.1.4 Develop an orientation package on Musawa’s bylaws, policies and procedures and train employees on these.	December 2010	4.1.4 External management Analyst and Musawa Management	4.1.4 A comprehensive orientation package exists with Musawa’s employees trained on it.	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
4.1.5 Conduct an External Evaluation of Musawa’s overall program and operations.	Mid 2012	4.1.5 External management analyst	4.1.5 Overall Evaluative report	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
4.1.6 Conduct a formal Strategic Planning for Musawa	August 2012	4.1.6 External facilitator and Musawa key stakeholders	4.1.6 Musawa Strategic Plan document for the years 2013 – 2015.	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>

## ACTIVITY MATRIX

Activities	Timeframe	Resources (USD)	Indicators & Sources of verification	Preconditions
4.2.1 Develop and Implement a Human Resource Development Plan at Musawa	06/2010-12/2010	4.2.1 External management Analyst and Musawa Management	4.2.1 A documented HR development plan / system	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
4.2.2 Develop A comprehensive Human resource system at Musawa for recruiting and maintaining high caliber employees inclusive of policies an manuals	By end of 2010	4.2.2 External management Analyst and Musawa Management	4.2.2 A human Resource System at Musawa	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
4.2.3 Develop a “Code of Ethics” and conduct training for Board, Management and staff at Musawa around the Organizational Values and Principles.	09/10 2010	4.2.3 External management Analyst and Musawa Management	4.2.3 Musawa has a “Code of Ethics” and employees are aware of it and believe in it.	
4.2.4 Conduct Training Needs Assessment for all of Musawa’ s management and employees	01/2011	4.2.4 External management Analyst	4.2.4 Training Needs Assessment Report for Musawa’s employees	
4.2.5 Develop, conduct, and support training and other capacity building interventions for Musawa’s employees as per the results of the Needs Assessment.	On-going as of 2011	4.2.5 Musawa’s Management plus financial resources as applicable	4.2.5 Musawa’s employees are trained and their skills upgraded as per results of needs assessment.	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>

## ACTIVITY MATRIX

Activities	Timeframe	Resources (USD)	Indicators & Sources of verification	Preconditions
<p>4.3.1 Review and update the accounting and financial System at Musawa</p> <p>4.3.2 develop a long-term financial sustainability plan for Musawa</p>	<p>During 2010</p> <p>09/2010</p>	<p>4.3.1 External Financial Analyst</p> <p>4.3.2 Musawa Financial manager</p>	<p>4.3.1 A modern accounting and financial system that is Effective, efficient and has built in integrity.</p> <p>4.3.2 Long term (10 years) financial sustainability plan for Musawa</p>	<ul style="list-style-type: none"> <li>• Financial resources available</li> </ul>
<p>4.4.1 Develop a Management information System for Musawa</p> <p>4.4.2 develop an interactive website for Musawa</p> <p>4.4.3 Develop a Central Internet-based server</p>	<p>01/2011 -03/2011</p> <p>06/2010</p> <p>By 09/2010</p>	<p>4.4.1 External IT Specialist along with Musawa Management and Staff</p> <p>4.4.2 Musawa Webmaster with support from external IT specialist</p> <p>4.4.3 Musawa IT specialist</p>	<p>4.4.1 Integrated Information System at Musawa</p> <p>4.4.2 Interactive Website</p> <p>4.4.3 Internet based Server at Musawa</p>	<ul style="list-style-type: none"> <li>• Financial resources available</li> <li>• Financial resources available</li> </ul>