

Three Years Strategic Plan 2010-2012

The Palestinian Bar Association

Towards improved law profession in Palestine

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Introduction

- This document represents the first attempt of its kind towards well regulated and improved law profession, efficient and effective judiciary system and protected public freedom and human rights.
- A blueprint for the future vision of the Bar and how it will allocate resources to achieve the objectives of the plan.

Vision, Mission and Guiding Principles

For the following years, the PBA will be guided spiritually and operationally by its reasons of existence and purpose. Our vision for the law profession, our mission for supporting our members in particular and the community of law in general as well as our values and principles are the roadmap for the PBA in the following years contributing to the development of the judiciary sector and the foundations of the Palestinian state.

Vision

- Lawyers in Palestine are empowered and the law profession is well recognized of high standards with integrity and discipline that effectively contributes to the development of judiciary, enhances the legislative process and judiciary system, ensures rule of law and promotes human rights and justice.
- The PBA is self sustaining, independent and has the capacity and capabilities of delivering quality services to its members, the judiciary and the community.

Mission

- To regulate the practice of law profession, develop the capabilities of its members; protect their rights and dignity, defending public freedom and human rights, contributing to the legislative process and the improvement of law practice and judiciary authority. To accomplish this, *the PBA* is geared toward training and qualifying trainee lawyers, development of practicing lawyers' competencies and knowledge, promoting the profession, monitoring and oversight discipline and conduct, helping attorneys keep current on changes in the law, court rules, and practice strategies, contributing to the legislative process and promoting rule of law and justice.

Values and guiding principles

The PBA runs its operations and carries out its activities according to its following core principles and values.

- All citizens including politicians and public servants are equal under the law.
- All citizens in need of legal support can and should access legal aid.
- Commitment to provide quality services to our members.
- Rights and opportunities for participation and inclusion of all lawyers are equal for all.
- The PBA represents all lawyers with no discrimination based on religion, sex, geography and political affiliation.
- The PBA operations and allocations of resources are governed by a system of integrity and transparency.
- Accountability is to our members and the community at large.
- Collective decision making and delegation of authority to branches.
- Respect and development of our staff.
- Disciplined by the profession rules and code of conduct.
- Openness to regional and international knowledge and learning.

Strategic objectives and programs

The mandate of the PBA as enacted by the law of 1999 is summarized below:

Box 1: The PBA mandate by law 1999

- Defend the interest of the association and lawyers, protect the legal profession and ensure the rights of lawyers according to legal principles,
- Promote principles of rule of law and human rights,
- Organize the efforts of members to contribute to the development of legal principles and legislations in support of justice, rights and progression,
- Promote and encourage legal research and upgrade the professional and educational level of members,
- Provide economic, social and cultural services to its members, arrange for old age retirement, compensation for disability and death and ensure health services provision,
- Establish a retirement fund for lawyers,
- Establish a cooperative fund to enhancer cooperation.
- Promote cooperation in practicing the profession and provide pro bono judicial assistance to citizens who cannot afford it.

Strategic objectives

The Palestinian Bar Association (PBA) will gear its efforts and resources toward pursuant of the following strategic objectives:

Box 2: the PBA strategic objectives

Strategic Objective 1: The law profession and practice in Palestine is effective and meets international best practices.

Strategic Objective 2: Adequate provision of quality professional economic and social services to members and public.

Strategic Objective 3: A strong and well recognized PBA governed by principles of good governance

Programs, objectives

There are various programs of intervention that will contribute to the strategic objectives of the PBA. Each program contains various types of interrelated activities with specific objectives and associated indicators that will eventually contribute to the achievement of the overall related strategic objective.

Strategic objective 1, related programs, objectives

Strategic Objective 1: The law profession and practice in Palestine is effective and meets international best practices.

No.	Program of interventions	Objectives	Outputs
1	Qualification and professional development program <ul style="list-style-type: none"> - Trainees' training - Training of trainers (ToT) - Continuous education - Legal research 	<ol style="list-style-type: none"> 1. To improve the quality of training of trainee lawyers. 2. To improve skills and knowledge of practicing lawyers. 3. To raise the standards of the law profession. 4. To improve lawyers' image by promoting discipline and code of conduct. 5. To enhance lawyers' rights of access and ability to conduct business in an enabling environment. 	<ol style="list-style-type: none"> 1. New design of training program that ensures quality and dynamics 2. Training of trainers program Team of experts specialized in professional legal training and teaching skills is trained and capable to deliver further trainings for trainee lawyers 3. Judiciary empowerment program <ul style="list-style-type: none"> - Legislations development. - Information dissemination and exchange. - Protocols of relations 4. Enhanced training program, training regulations reviewed and developed, training curricula developed, training modules prepared, training activities supported and training material published. 5. The training program is in implementation. 6. Established continuous training program. 7. Well developed and published law practicing standards, 8. Enhanced cooperation with law schools towards improved education. 9. Agreed protocols and MoUs signed with the Palestinian Universities Union. 10. Approved and published code of conduct. 11. A comprehensive discipline system is in place and functioning. 12. Protocols and MoUs signed with other judiciary institutions to ensure rights of access to lawyers. 13. A structured coordination and cooperation mechanisms is in place

2	<p>Communication and public awareness program</p> <ul style="list-style-type: none"> - Members awareness - Public awareness - Networking 	<ol style="list-style-type: none"> 1. To increase members' awareness and participation in the PBA's activities. 2. To educate the public and create awareness among individuals, NGOs and public institutions about the law profession. 3. To promote freedom and human rights. 4. To strengthen and expand the network of the PBA at local, regional and international levels. 	<ol style="list-style-type: none"> 1. Established and functioning Technical Office (TO) of the PBA capable of editing and publishing a newsletter and legal magazines, including the ability to organize seminars and workshops. 2. A mandate for the technical office 3. A communication strategy adopted by the Council. 4. Increased participation and interaction of members in the PBA activities 5. Enhanced public awareness of PBA and involvement in public events. 6. Greater participation in lobbying and advocacy activities. 7. Enhanced collaboration and networking with other bar associations.
3	<p>Judiciary empowerment program</p>	<ol style="list-style-type: none"> 1. To contribute to the development of the judiciary process. 2. To institutionalize relationships with the judiciary sector players (MoJ, HJC, AG, Police .etc.) 	<ol style="list-style-type: none"> 1. Strengthened contribution to the judiciary process 2. Institutionalized relationships with the judiciary sector players (MoJ, HJC, AG, Police .etc.)

Strategic objective 2, related programs, objectives

Strategic Objective 2: Adequate provision of quality professional, economic and social services to members and public.

No.	Program of interventions	Objectives	Outputs
1	Service delivery improvement program <ul style="list-style-type: none"> – Simplification of procedures through automation. – Introduction of counseling services to members 	<ol style="list-style-type: none"> 1. To simplify processes and procedures for service delivery via investment in technology. 2. To improve quantity and quality of services provided. 3. To support those in need of legal aid. 	<ol style="list-style-type: none"> 1. Reengineered processes and improved simplified procedures. 2. Automated services. 3. A counseling services system is in place. 4. Library services are available. 5. A functioning legal aid system 6. A functioning working legal aid groups
2	Social benefits program <ul style="list-style-type: none"> – Retirement and social security fund. – Disability and death. – Collegiality fund. – Health insurance. 	<ol style="list-style-type: none"> 1. To maintain, protect and improve the social benefits of members. 	<ol style="list-style-type: none"> 1. Forums and clubs for members are established in various locations 2. Housing projects 3. Proposals for improvement
3	Investment program	<ol style="list-style-type: none"> 1. To increase return on investment of available resources. 	<ol style="list-style-type: none"> 1. An investment proposal is prepared. 2. Optimal investment of available cash is achieved.

Strategic objective 3, related programs, objectives

Strategic Objective 3: A strong and well recognized PBA governed by principles of good governance.

No.	Program of interventions	Objectives	Outputs
1	Good governance program	<ol style="list-style-type: none"> 1. To ensure collective leadership of the PBA and greater participation in the decision making process. 2. To achieve rational and streamlined structure of governance. 3. To develop efficient and effective systems, processes and procedures. 4. To ensure financial sustainability of the PBA. 5. To ensure availability of proper infrastructure and facilities. 	<ol style="list-style-type: none"> 1. Laws, by-laws and regulations are revised 2. A decision is made and proposal is developed for delegating authority and power to the fields. 3. Committees with plans and budget. 4. An accountability system to performance is in place. 5. A matrix of authority and responsibility is developed and in effect. 6. New organization and governance structure is developed and approved. 7. Committees and subcommittees are regulated with well defined process, mandate and accountability 8. A functioning administrative structure and systems at the PBA to support the institutional building is established. <ul style="list-style-type: none"> – Financial and admin system. – Reporting system. – A budgeting cycle is developed and adopted. 9. New archiving system is developed. 10. Key operational manual are developed. 11. Systematic fundraising function is n place. 12. Funding sources are increased. 13. Proper, sufficient and convenient facilities are in place 14. The library is located in a convenient accessible location.
2	Professional development program <ul style="list-style-type: none"> – Council and committee members. – Employees 	<ol style="list-style-type: none"> 1. To develop management skills and knowledge of council members and committees. 2. To empower employees to take more responsibility with the required authorities. 3. To improve employees' skills and knowledge. 	<ol style="list-style-type: none"> 1. Training program and well trained members. 2. Branch offices have plans with the required delegated authority to implement. 3. Employee satisfaction survey system is in place. 4. New policies to empower staff are developed and adopted by the board. 5. Job descriptions and titles are revised. 6. Employee appraisal system is developed and approved linked to an incentive system. 7. Employees have access to contiguous training and professional development.