



# Strategic Plan of the Palestinian Bar Association (2021-2024)

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## Acknowledgment

As we present the strategic plan of the Palestinian Bar Association, we would like to express our deepest gratitude for partners, team members and employees of the Bar Association for their great time and efforts in contributing and cooperating to accomplish this work, as this plan is considered to be one of the Bar Association's systematic steps in terms of strategic work.

Moreover, our gratitude also includes the European Union for the efforts sought to develop the Bar Association's performance and work in an impartial and transparent manner; in order to ensure the strengthening of rule of law, protection of freedoms, and improvement of provided services and contributes in the development process in Palestine. Last but not least, we would like to appreciate the support provided by the Council of the Bar Association while preparing the strategic plan, which reflects the council's commitment to developing the Bar Association work and promoting the objectives of defending human rights, rule of law, and public freedoms for the Palestinian people.

**Strategic planning experts of General Consulting and Training (GCT)**

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# Strategic Plan of the Palestinian Bar Association (2021-2024)

## 1. Executive Summary:

The Palestinian Bar Association was established in July 1997 as a one unified body and one institution to heed legal profession and law issues environment. It included the three main bodies at that time, which were The Committee of Arab Lawyers in the West Bank, the Jordanian Bar Association in Jerusalem and the Gaza Bar Association.

It operates in accordance with Law No. 3 of 1999 and Amended Law No. 5 of 1999. Its affairs were initially managed by the Council of the Bar Association, which was formed by founding members, and then held its first elections in July 2003. The Council consists of fifteen elected members, nine of them to represent the north governorates (West Bank) and the rest (six) represent the south governorates (Gaza Strip).

For the purpose of developing the Bar Association work, and to build on the achievements of previous years; the Council decided to launch the process of preparing the strategic plan for the Palestinian Bar Association. It was funded by the European Bar and implemented by strategic planning experts from General Consulting and Training Company in West Bank and Gaza Strip. Furthermore, the process of the participatory strategic planning and its outputs form a compass for the Bar Association council to guide interventions and programs in line with the vision, mission and strategic objectives of the Bar Association itself.

Accordingly, this plan was completed in cooperation between strategic planning experts and the Bar Association team. The overall objective of this consultancy service was to develop a strategic plan for the Palestinian Bar Association, including:

1. Develop the vision, mission and objectives of the Palestinian Bar Association.
2. Identify values and principles.
3. Analysis of the internal and external environment.
4. Identify the programmatic priorities and strategies required to achieve these programs.
5. Adopt an operational action plan.
6. Develop an estimated budget for the implementation of the strategic plan.

In other words, the strategic planning experts guided the process for formulating the Bar Association mission and vision, identifying strategic issues, preparing strategic analysis of the external environment opportunities and threats, as well as the internal environment represented by strengths and weaknesses. After that detailed performance indicators, evaluation tools, strategies and objectives for the coming years, were developed as well as prepared an estimated budget for the plan.

Based on the forgoing a comprehensive strategy of the Bar Association was formed; which is supposed to be treated as a reference living document when needed in the future. It needs to be reviewed and updated annually so that annual operational plans, workflow, and the extent of achievement of the identified indicators are reviewed in order to establish a systematic review and

development mechanism for the plan. However, it's worthy to understand that the most critical task is to put this comprehensive strategic plan into effect.

## 2. Methodology and Technical Approach

The outcome of this work was based on the principle of teamwork and participation through multiple meetings and interviews conducted by strategic planning experts with partners, Bar association council members, members of general assembly of the Bar Association, employees, experts, target groups and similar institutions to ensure a thorough and comprehensive understanding of the Bar Association work, challenges it faces, opportunities to raise the legal profession and reinforce social and national role of the Bar Association.

This work was characterized by a team spirit, which helped to increase the effectiveness and efficiency of effort that has been made; which will contribute in enhancing the Bar Association's continuity in carrying out this activity in the future relying on its own potentials.

Accordingly, a series of meetings and consultation workshops were held , in which it helped to complete various stages of the strategic planning process (12-Annex), and final results were reached through ensuring that the concept of full partnership in implementation and building the Bar Association own capacity. Therefore, the Bar Association can reach a point where it can implement such activities in the future internally by its own capabilities. Moreover, on the job training method was also applied which helped in guiding participants in specific field, taking the Bar Association as a model for the application.

Furthermore, the planning process has been completed in a systematic and purposeful manner to come up with one unified plan for the Bar Association in the both parts of the country (West Bank and Gaza strip); taking into account the differences in size and details of operational activities according to the needs. This is considered to be one of the most significant successes in the effort sought through the service provided to develop the strategic plan of the Bar Association for the years 2021-2024.

## 3. Vision:

For years, the Bar Association has been advocating human rights issues of the Palestinian people, promoting the legal profession; upgrading Palestinian lawyer to progress in the fields of human rights, rule of law and protection of the dignity of the Palestinian citizen. To accomplish that efforts have been exerted in developing Bar Association's institutional work, creating local and international partnerships, providing distinctive services to the Bar Association members, and developing education and legal training to keep up with latest updates and knowledge that matters to lawyers in Palestine.

Accordingly, and in order to be able to achieve this vision, the Bar Association's Council will work to develop the Bar Association work and invest in future opportunities in cooperation and partnership with all relevant parties in the justice and rule of law sector and other sectors.

It is worth mentioning that, since its establishment, the Bar Association has sought to formulate a vision emerged from its national responsibility and its deep awareness of the importance of working with all partners to achieve its vision which states the following:

***“Leadership in enhancing rule of law, protecting freedoms and respecting human rights in a Palestinian society that enjoys justice, dignity and equality”***

#### 4. Mission:

The Bar Association works to serve its members, defend the interests of the legal profession, ensure freedom of lawyers to carry out their mission, and maintain mission of the legal profession, bearing in mind the ultimate national and societal goal which is reaching a justice system that serves Palestinian citizens; which will contribute in forming basis of the desired independent Palestinian state.

Moreover, The Bar Association believes that it has a fundamental role in promoting principles and practices of rule of law, addressing all attempts to undermine the independence of the justice system, at the same time fight against any attempts that undermine the independence, neutrality, integrity and professionalism of the justice system.

Considering that the Bar Association is a representative body that serves its members in the first place, it seeks to develop its institutional structure, financial sustainability and amelioration its provision of services to its members.

Thus, in order to achieve the above vision, the Bar Association will focus its efforts on a number of aspects as stated in the following mission:

***“The Palestine Bar Association is an independent national body that works in partnership with relevant stakeholders to enshrine the principle of rule of law, respect human rights and advance legal profession, through providing high quality services to its members, ensuring freedom of lawyers to carry out their mission, and promoting citizen confidence in the justice system to contribute to national independence and to achieve the just rights of Palestinian people ”.***

#### 5. Strategic Analysis

##### 5.1 Reality of the Bar Association:

The Palestinian Bar Association was established in July 1997 as a one unified body to heed the legal profession and law environment. It comprised of the three main bodies at the time, which were The Committee of Arab Lawyers in the West Bank, the Jordanian Bar Association in Jerusalem and the Gaza Bar Association.

It operates in accordance with Law No. 3 of 1999 and Amended Law No. 5 of 1999. . Its affairs were initially managed by the Council of the Bar Association, which was formed by founding members, and then held its first elections in July 2003. The Council consists of fifteen elected

members, nine of them to represent the North (West Bank) and the rest (six) represent South (Gaza Strip).

The Council has formed sub-committees for the purpose of supporting the Bar Association work. There are no laws or rules governing the process of forming these sub-committees, usually it consists of at least three members (a member of a Bar council and two other members who are lawyers working at the same geographical location of the committee). The Committees of Ezeriya, Dura, Halhul, Tubas and Salfi are living examples of such committees.

More specifically, there are sixteen sub-committees in West Bank and Gaza strip ; fourteen sub-committees in West Bank in the areas of Jerusalem, Ramallah, Hebron, Bethlehem, Jericho, Nablus, Jenin, Tulkarem, Qalqilya, Salfit and Tubas , while the other two sub-committees in Gaza Strip are in Gaza City and Khan Younis.

Despite the fact that there are thirteen specialized committees that help the council implement its powers in various specialized fields in both parts of the country (West Bank and Gaza strip) which are: finance, corporate affairs, complaints, professional affairs, training, non-normalization with Israel , legal affairs, public relations, public freedoms, human rights, culture, compensation, and women and social affairs; the effectiveness and activeness of these committees are not always as required, and usually the most active committees are Complaints Committee, Training Committee, Legal Professions Committee and women and social affairs Committee. It is worth to highlight that the head of the specialized committees should be a member in the council.

The Bar Association carries out its activities to achieve the following objectives in accordance with the Law No. 3 of 1999 and its amendments:

1. Defending the interests of the Bar and lawyers, maintaining mission of the legal profession and ensuring lawyers' freedom to perform their mission.
2. Enshrining principle of rule of law and guarantee proper respect for human rights.
3. Organizing efforts of Bar members to evolve legal thought that serves justice and progress and contributes to the development of legislation in order to facilitate justice without obstacles or administrative complications.
4. Activating legal research, encouraging researchers and raising the educational level of Bar members.
5. Providing economic, social and cultural services to members, regulating old age pension, disability and death, providing assistance and health care to ensure a decent life for council members and their families.
6. Establishing and developing a lawyers' pension fund.
7. Establishing and developing a cooperative fund for lawyers to promote and consolidate cooperative and material services among them.
8. Regulating the cooperation regarding the practice of the profession and providing legal aid to incapable citizens.

The Palestinian Bar Association has two main offices. The first one is in Ramallah “the Jerusalem Centre”; covering the affairs of the northern governorates with approximately 43 employees. Whereas the second main office is in Gaza Strip. It covers the southern governorates and has around 17 employees.

It is worth to mention that the Palestinian Bar Association also has five branch offices in the areas of Bethlehem, Hebron, Nablus, Tulkarem and Jenin, in addition to three other branch offices recently set up in Tubas, Dura and Halhul with 23 employees working in them. While there are 2 branch offices in Khan Younis and Rafah, with 2 employees working there.

The Palestinian Bar Association records indicate that there are almost 5,087 members of practicing lawyers practicing the legal profession in the West Bank (3,662 males - 1,425 females "28 %"), in addition to about 2,499 trainee lawyers (1,549 males - 950 females "38 %"). Whereas there are relatively 4,497 practicing lawyers in the Gaza Strip (3,515 males - 982 females "38 %"), in addition to around 1,850 trainee lawyers (1,450 males - 400 females "21 %"). It also estimated that there are around 2,000 To 2,400 graduates in the West Bank and 600 to 900 in the Gaza Strip who graduates each year.

Similarly to other national institutions and Bars, the Bar Association has been affected by the political split between the West Bank and The Gaza Strip in 2006; which has led to the inability to hold meetings involving members of the Council in both parts of the country since 2007. Despite the numerous meetings held through conferences using visual communication technology and virtual means of communication; these means have never been a substitute for actual communication and have proven to be ineffective, inefficient and useless

Even though the above challenges facing the Palestinian Bar Association, the Bar has been able to achieve many significant achievements over the past years, the most remarkable of which are:

1. The Development of administrative and financial systems.
2. The enhancement of capabilities of practicing and trained lawyers through training programs and supporting legal research.
3. The establishment of legal library at the main office of the Bar Association.
4. The Construction of two floors for Gaza's main office and equipping training rooms and the central library.
5. Start construction of a branch office in the southern Gaza Strip in the city of Khan Younis.
6. The preparation of an electronic information system
7. The provision of an emergency initiatives in response to effects of the Corona pandemic and the continued closure over the past two years, for the purpose of providing support to council members. For example, all members of the Bar Association of Gaza were provided with purchase vouchers and there in addition to some facilitation in loan as well.
8. Proper representation of the Bar Association in dozens of local seminars, conferences and meetings despite the restriction of gatherings due to Corona pandemic.
9. As part of efforts to prosecute Zionist criminals involved in war crimes in the occupied Palestinian territories, a legal memorandum was submitted to the International Criminal



Court since it is an “Amicus Curiae “of the Tribunal in which it contributed to a historic decision on the territorial jurisdiction of the State of Palestine.

## 5.2 Analysis of strengths, weaknesses, opportunities and threats:

The team conducted a strategic analysis to identify and analyze strengths, weaknesses, opportunities and threats using (SWOT) analysis and PESTEL model for external environmental analysis, and the results were as follows:

Aspect	Internal environment analysis	
	Strengths	Weaknesses
Legal and Regulatory Framework	<ul style="list-style-type: none"> <li>▪ The Bar Association has legal and political legitimacy.</li> <li>▪ It is an independent body.</li> <li>▪ The only association to have a law approved by the Palestinian Legislative Council.</li> <li>▪ It is a unified union at both parts of the country; West Bank and Gaza Strip.</li> <li>▪ The council of the Bar Association is elected.</li> <li>▪ The election is held every three years; which means renewing political legitimacy.</li> <li>▪ The number of Bar members is large and distributed among all Palestinian governorates; this gives the Bar accessibility and influence.</li> <li>▪ The relationship with justice system institutions has evolved and improved.</li> <li>▪ The relationship with civil society institutions has evolved and improved.</li> <li>▪ It has a good relationship with government and academic institutions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The limitation in the Bar’s role in interacting with daily events and not taking its supposedly effective role regarding to public freedoms, human rights, women's issues and vulnerable groups, and rule of law.</li> <li>▪ The Poor satisfaction of partners regarding the Bar's stance on community issues such as its stance on women's rights, Family Protection Act and legal aid.</li> <li>▪ The selectivity in addressing human rights issues and public freedoms (there is no harmony or unified stance).</li> <li>▪ Limited representation of women in the Bar council (one member out of 15 members), resulting in poor participation in decision-making</li> </ul>
Administrative	<ul style="list-style-type: none"> <li>▪ A comprehensive, professional and realistic strategic plan is under development.</li> <li>▪ There is a clear, adopted and updated structure.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The concept of strategic planning remains weak in the Bar, especially since the previous strategic plan was formal and impractical and was not implemented.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ There is a tight financial system, an external control system and an external firm to audit.</li> <li>▪ There is a newly developed Personnel and payroll systems.</li> <li>▪ The existence of a well specialized staff with long experience (more than 10 years), in addition to their diversity and variety of their specialties.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The absence of a Bar head (in the Jerusalem Centre) which weakens its institutional and administrative work.</li> <li>▪ Some internal Bar systems need to be reviewed and updated.</li> <li>▪ The Lack of an electronic system of archiving and financial transactions.</li> <li>▪ The absence of an administrative system (in the Jerusalem Centre) that regulates relationships between employees and the Bar council and protects employees.</li> <li>▪ The absence of a code of conduct governing work behaviors within the Bar and among its employees.</li> <li>▪ The lack of a system of incentives and rewards for employees and the absence of training programs which reduced the excellence and creativity of many employees.</li> <li>▪ It has a weak public relations and media activity.</li> <li>▪ Lack of a specialized unit in international cooperation and funding.</li> </ul>
Financial	<ul style="list-style-type: none"> <li>▪ A clear financial and accounting system.</li> <li>▪ Proper and professional control mechanisms (internal and external).</li> <li>▪ It provides revenue on an ongoing basis.</li> <li>▪ The Bar is an authorized body, capable of establishing a network of international relations and cooperation through which donor-funded projects can be obtained.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The permanence of the lawyers' pension fund is threatened.</li> <li>▪ The various forms of the financial revenues have been adversely affected by the general economic conditions.</li> <li>▪ Lack of a clear law or written policy that allows the investment in Bar funds to benefit its members.</li> <li>▪ Lack of a controlled and evaluated procurement system to rationalize expenditures.</li> <li>▪ The Bar current financial system is not in line with emergencies, particularly during CORONA pandemic, as this has affected the Bar's ability to meet needs of both practicing and trained lawyers</li> </ul>
Technical	<ul style="list-style-type: none"> <li>▪ The only and exclusive representative body for Palestinian lawyers.</li> <li>▪ The Bar is a certified, legal and authorized reference.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The archive department needs to be developed.</li> <li>▪ Limitation in the availability of continuing education programs for practicing lawyers.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ There is general satisfaction among its members about its provided services (health insurance, pension fund, etc.).</li> <li>▪ The Bar continuity in providing services to lawyers.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The number of law graduates seeking to join the Bar has increased, noting that there is a general weakness in the level and capabilities of these graduates</li> <li>▪ Lack of a unified curriculum for training new lawyers.</li> <li>▪ The increase in practice -lawyers numbers, which led to a negative impact on Bar's ability to meet the needs of its members and affiliates.</li> <li>▪ Poor coordination between the Bar and Palestinian universities</li> </ul>
Human resources	<ul style="list-style-type: none"> <li>▪ Job drop-out rates are low (generally there is job stability).</li> </ul>	<ul style="list-style-type: none"> <li>▪ A negative view among staff regarding the role of management and the multiplicity and inconsistencies decisions.</li> <li>▪ The current number of employees does not meet all the requirements of the Bar's work and limits Bar's ability to expand its work activities.</li> <li>▪ Employees are dissatisfied with the administrative regulations applied in the Bar.</li> <li>▪ Limitation in provision of capacity development training programs for its staff</li> </ul>
Logistics	<ul style="list-style-type: none"> <li>▪ The Bar has a main offices and branches covering all governorates. This gives it a totalitarian and decentralized character.</li> <li>▪ Provides the possibility of establishing branches offices in the southern governorates.</li> <li>▪ Provide technological and logistical capabilities necessary to perform work (Current Equipment, and furniture are constantly developed and renovated).</li> <li>▪ An integrated electronic management information system is being under development.</li> <li>▪ Training rooms are equipped and furnished which could be considered as main nucleus to the</li> </ul>	<ul style="list-style-type: none"> <li>▪ Poor capabilities of specialized human resources responsible for the technological development process in the Bar</li> </ul>

Aspect	External Environment Analysis	
	Opportunities	Threats
Political	<ul style="list-style-type: none"> <li>▪ Holding elections enhance the chances of stability of Palestinian political system.</li> <li>▪ Current reform efforts of the justice sector, allow the Bar to play an important role in legislating and developing the judicial system.</li> <li>▪ Strengthening the role and position of the Bar through continuous coordination and cooperation with institutions of the justice system</li> </ul>	<ul style="list-style-type: none"> <li>▪ The political split negatively affects the stability of the Palestinian political system.</li> <li>▪ The political stability is weak at both local and regional levels.</li> <li>▪ The absence of a legislative council or elections at the national level, which hinders the adoption of laws or legislation.</li> <li>▪ There are continued attempts from outside the Bar to influence the Bar's decisions and independence.</li> <li>▪ General weakness in the justice system, which affects the performance and effectiveness of the Bar.</li> </ul>
Economic / Financial	<ul style="list-style-type: none"> <li>▪ Funding opportunities are strongly available to the Bar through international cooperation and projects.</li> <li>▪ The possibility of investing in financial resources and Bar funds so that they benefit members.</li> <li>▪ The presence of the European grant, which is aiming to develop the Bar in all its administrative, financial and structural sides , its training system and the provision of Necessary logistics for the Bar.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Economic weakness negatively affects the Bar's revenues.</li> <li>▪ The Corona pandemic and the resulted economic difficulties among lawyers and absence of any law / policy to compensate them.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ The possibility of benefiting from the development of practicing lawyers through the Judicial Institute (Jerusalem Center).</li> <li>▪ The desire and possibility to establish a special training institute for lawyers (providing land for the establishment of the Institute "Jerusalem Center"), as well as two floors equipped with five training rooms in Gaza Center</li> </ul>	<ul style="list-style-type: none"> <li>▪ The adherence of the Ministry of Higher Education to a minimum agreed averages for admission averages for university law students.</li> </ul>

	<ul style="list-style-type: none"> <li>▪ The availability of virtual platforms that offer great possibilities for networking and sharing experiences with Arab Bar associations and international partners.</li> <li>▪ The possibility for learning, sharing experiences, and networking with Arab and international lawyers through scientific and professional conferences and meetings.</li> </ul>	
Social	<ul style="list-style-type: none"> <li>▪ The community's needs for Bar services are continued.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The deterioration of the political and economic status has a negative impact on social conditions</li> <li>▪ Bar's role in relation to public affairs is weak and ineffectual</li> </ul>
Technological	<ul style="list-style-type: none"> <li>▪ The existence of funding support for advanced technology needed for the Bar's work.</li> </ul>	
Environmental	<ul style="list-style-type: none"> <li>▪ The Bar's work does not contradict with the requirements of preserving the environment</li> <li>▪ The Bar could play a greater role in pushing towards the development of environmentally friendly laws</li> </ul>	
Legal	<ul style="list-style-type: none"> <li>▪ The availability of a legal framework governing the justice system, including the Bar. It also helps clarify and define the role of the Bar, as well as its relationship with other bodies and institutions of the justice system.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The slow development of laws governing the legal framework that rules Bar work.</li> <li>▪ The lack of the Legislative Council and shortfall of the legislative process, which hinders the development and adoption of key laws</li> </ul>

### 5.3 Direct beneficiaries and their needs:

Direct beneficiaries	Needs of Direct beneficiaries
Regular lawyers (practitioners).	<ul style="list-style-type: none"> <li>• Organization and development of the profession.</li> <li>• Development of capabilities, abilities and skills.</li> <li>• Continuous communication with senior management.</li> <li>• Present and future security and stability</li> <li>• Continuity of services provided by the Bar</li> </ul>
Trainee lawyers.	<ul style="list-style-type: none"> <li>• Provision of opportunities and places for training in the Bar.</li> <li>• Follow-up with trainee lawyers during the training period.</li> <li>• Formulation of a regular schedule and plan for training lectures.</li> <li>• Availability of qualified and experienced trainers.</li> <li>• Real and practical use from training program.</li> <li>• Helping to provide employment opportunities through coordination and cooperation with relevant institutions.</li> </ul>
Retired lawyers	<ul style="list-style-type: none"> <li>• Grantee their Security and stability.</li> <li>• Continuity of pension payment.</li> <li>• Continuity of services provided by the Bar.</li> </ul>

## 5.4 Secondary beneficiaries and their needs:

Secondary beneficiaries	Needs of the Direct beneficiaries
Bar Association employees	<ul style="list-style-type: none"> <li>▪ To have Stable and appropriate income and social security.</li> <li>▪ To have an enhanced morals and fairness in terms of dealing.</li> <li>▪ Clear and professional legislations and regulations.</li> <li>▪ Continuous capacity development</li> <li>▪ To possess a safe and convenient environment and workplace.</li> </ul>
The community	<ul style="list-style-type: none"> <li>▪ Meet the needs in a variety of directions.</li> <li>▪ Defending freedoms and rule of law</li> </ul>
Justice system (judicial - prosecution - police)	<ul style="list-style-type: none"> <li>▪ Coordination and cooperation.</li> <li>▪ Integration in terms of work.</li> <li>▪ Carry out joint activities.</li> <li>▪ Exchange of experiences and expertise.</li> <li>▪ Strengthening capacities and training</li> </ul>
Governmental institutions	
Non-Governmental organizations NGOs	
Academic Institutions	
Funders and Partners	<ul style="list-style-type: none"> <li>▪ Alignment with vision and objectives of the funder</li> <li>▪ Achieving professionalism, credibility and transparency.</li> <li>▪ Implementation of project activities and approach desirable results.</li> <li>▪ Maintaining constant communication and coordination on common issues and concerns.</li> </ul>

## 6. Philosophy and values of the Bar Association:

The Bar Association believes that the legal profession is linked to integral high values and ethics, and therefore the Palestine Bar Association is committed to implementing its vision and mission with the following values:

1. Independence: We respect all partners and extend our hand to cooperate and coordinate for justice, however, we don't give up the independence of our decision for a better legal profession, and a more noble system of freedoms and human rights.
2. Integrity: We work with all stakeholders in an honest and fair manner, and we apply the highest ethical standards in our relationships with our customers and partners.
3. Professionalism and work excellence: We seek to provide outstanding professional service in accordance with best practices for the achievement of justice and improvement of our members
4. Community Service: We communicate in the language of giving and pay high attention to our members and the Palestinian community and we work with everyone in a professional manner.
5. Respect human rights and freedoms: we contribute to the creation of a society dominated by the values of human rights, enjoy freedom and the rule of law

## 7. Strategic issues:

Based on the results of the external and internal environment analysis, the strategic issues and challenges that face the Bar Association were identified as follows:

1. The Establishment of the Training Institute and the development of the Continuing Education Program
2. The reinforcement of the sustainability of the Bar through strengthening the Bar funds and maximizing its investments.
3. The completion of institutional building and administrative and organizational development.
4. Coordination, cooperation and complementarity with the entities and institutions of the justice system, civil society and universities.
5. The development and enhancement of the legal practice system.
6. Amplifying the voice and societal and national role of the Bar association's with regard to reforming the justice system, respecting human and women's rights, protecting freedoms and defending the rights of Palestinian people.
7. Training and building the capacity of the Bar Association employee's and improving their work environment.



## 8. The general framework of the Strategic Plan:

In order to for its vision and mission to become a reality; the Bar Association has designed and accomplished the following:

1. The overall logical framework of the strategic plan essentially includes strategic programs, objectives and strategies.
2. The detailed logical framework of the strategic plan encompass the identification of detailed objectives (activities) for each program and strategic goal.
3. The logical framework for the operational plan for 2021 involves detailed objectives, outputs and key activities, as well as inputs, estimated cost, measurement indicators, verification sources and responsibilities.

### 8.1 The general logical framework of the strategic plan

Program1	Strategies	Performance indicators	Measurement tools	Key Assumptions
<p><b>Program:1</b> Organize the legal profession</p> <p><b>Strategic objective:</b> to develop and organize the legal profession in accordance with international best practices and standards.</p>	<ul style="list-style-type: none"> <li>- Working on developing and updating regulations and legislations governing the legal practice.</li> <li>- Working on improving image and status of lawyers among Palestinian society</li> <li>- Working on strengthening and developing the lawyers' capacity through the development and institutionalization of Training and continuing education programs and legal researches.</li> </ul>	<ul style="list-style-type: none"> <li>- The level of satisfaction among lawyers regarding their profession and the services provided by the Bar</li> <li>- The level of satisfaction of citizens regarding lawyers and law profession.</li> <li>- Partners' impressions regarding lawyers and law profession</li> <li>- Percentage of female lawyers compared to among male lawyers, and the percentage of females who are members in the Bar</li> </ul>	<ul style="list-style-type: none"> <li>- Reports (financial, administrative and technical).</li> <li>- Evaluation studies</li> <li>- Documents and records</li> <li>- Statistics</li> <li>- Polls</li> <li>- Complaints</li> <li>- Cooperation agreements and memorandums of understanding</li> </ul>	<ul style="list-style-type: none"> <li>- The effectiveness and commitment of the Bar Association Council.</li> <li>- Periodic elections.</li> <li>- Provision of practical and professional plans and programs</li> <li>- Availability of materialistic possibilities</li> <li>- Professional and specialized staff</li> <li>- Cooperation between lawyers and Bar Association members.</li> <li>- The Bar Association estrangement from political issues and maintaining its independency</li> </ul>



	<ul style="list-style-type: none"> <li>- Working on enhancing the quality and outcomes of legal education in Palestinian universities and institutes.</li> <li>- Developing and modernizing the Bar Association's legal library.</li> <li>- Providing support and protection to the Bar members.</li> <li>- Boosting and sustaining Bar Association services for its members such as pension fund, health insurance, housing programs, loans, etc.</li> <li>- Updating and activating the Code of Conduct, Ethics and Quality Control.</li> <li>- Developing the complaints mechanism between lawyers, and between lawyers and citizens.</li> <li>- Working to create solid networks with local, Arab and international institutions.</li> </ul>	<p>Association council and in the Bar Association committees</p> <ul style="list-style-type: none"> <li>- The existence of a Sustainable and effective training institute.</li> <li>- Number of the prepared legal researches.</li> <li>- Number of training programs, and number of lawyers benefiting from such programs.</li> <li>- Number of signed memorandums of understanding between the Bar Association and universities.</li> <li>- A modern and developed library.</li> <li>- Number of systems, regulations and policies developed and updated.</li> <li>- The size and quality of the Bar's assets and investments.</li> <li>- The level of sustainability of the pension fund.</li> <li>- An active complaint mechanism.</li> <li>- Number of partnership agreements and membership in local,</li> </ul>		
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Program 2	Strategies	Performance indicators	Measurement tools	Key Assumptions
<p><b>Program2:</b> Activate the developmental and rights-based role of the Bar Association in Palestinian society</p> <p><b>Strategic objective:</b> to improve the active role of the Bar in the development, enhancement and protection of the society; and to defend just causes of the Palestinian people.</p>	<ul style="list-style-type: none"> <li>- Working on developing awareness and legal culture of Palestinian official and community components.</li> <li>- Working on improving legal services provided to the community (e.g. legal aid).</li> <li>- Working on embracing and defending the just causes of Palestinian people locally and internationally.</li> <li>- Working on strengthening the national role of the Bar Association on issues of freedoms, human rights, women's rights and rule of law.</li> <li>- Working on activating Bar's pivotal role in reforming the judicial system and the justice sector.</li> </ul>	<ul style="list-style-type: none"> <li>- Arab and international relevant networks, coalitions and professional organizations</li> <li>- The level of citizen's awareness regarding human rights and legal issues.</li> <li>- Partners' impressions regarding the national and societal role of the Bar Association.</li> <li>- Number of community issues adopted and implemented by the Bar.</li> <li>- The level of beneficiaries' satisfaction regarding the role of the Bar Association and its community services.</li> <li>- Number of participations in events</li> <li>- Number of position papers</li> <li>- Number of awareness and educational leaflets and workshops</li> <li>- Number of memorandums of</li> </ul>	<ul style="list-style-type: none"> <li>- Reports (financial, administrative and technical).</li> <li>- Evaluation studies</li> <li>- Documents and records</li> <li>- Statistics</li> <li>- Polls</li> <li>- Complaints</li> <li>- Media coverage</li> </ul>	<ul style="list-style-type: none"> <li>- The effectiveness and commitment of the Bar Association Council.</li> <li>- Periodic elections.</li> <li>- Provision of practical and professional plans and programs</li> <li>- Availability of materialistic possibilities</li> <li>- Professional and specialized staff</li> <li>- Cooperation between lawyers and Bar members.</li> <li>- The Bar's estrangement from political issues and maintaining its independency</li> </ul>

	<ul style="list-style-type: none"> <li>- Working on actively participate in official events and activities</li> <li>- Working on partnership-based coordination and cooperation with governmental and non-governmental justice system.</li> </ul>	<p>understanding and joint activities with various components of the justice system</p>		
Program 3	Strategies	Performance indicators	Measurement tools	Key Assumptions
<p><b>Program3:</b> Institutionalization of the Bar Association</p> <p><b>Strategic objective:</b> to build and develop the Bar's institutional status in a way that serves its strategic objectives and the legal profession .</p>	<ul style="list-style-type: none"> <li>- Working on reviewing, developing and updating work systems and regulations in different areas.</li> <li>- Working on reviewing and developing the Bar's emergency policies and procedures (e.g. the Corona pandemic)</li> <li>- Working on reinforcing and improving capacity of employees through continuous development of organizational structure, management systems, incentive system, professional development programmes ... etc</li> <li>- Working on automating the Bar Association in order to keep up with</li> </ul>	<ul style="list-style-type: none"> <li>- The performance of the employees</li> <li>- The level of satisfaction among Bar's employees regarding working in the Bar and its provided services</li> <li>- Number of prepared and updated. procedures and policies</li> <li>- Number of training programs available to Bar's employees</li> <li>- The level of prevalence and presence of the Bar through media.</li> <li>- The percentage of implementation of the Bar Association's strategic plan.</li> <li>- The percentage of completion in automating and</li> </ul>	<ul style="list-style-type: none"> <li>- All kinds of Reports</li> <li>- Evaluation studies</li> <li>- Documents and records</li> <li>- Statistics</li> <li>- Polls</li> <li>- Complaints</li> <li>- Performance appraisal system</li> <li>- Enterprise evaluation system</li> <li>- Funding agreements</li> <li>- Partnership agreements</li> </ul>	<ul style="list-style-type: none"> <li>- The effectiveness and commitment of the Bar Association Council.</li> <li>- Provision of practical and professional plans and programs</li> <li>- Funders' trust in the institution</li> <li>- Availability of material possibilities</li> <li>- Professional and specialized staff</li> </ul>



	<p>technological and virtual developments.</p> <ul style="list-style-type: none"> <li>- Working on adopting systematic and professional methods of strategic and administrative planning and promoting the culture of institutional work in the Bar.</li> <li>- Working on developing a policy and system to invest in the Bar's funds and maximize its revenues.</li> <li>- The continuous development of project management mechanisms, fundraising, and monitoring and evaluation</li> <li>- Working on strengthening and sustaining relationships with funders and working on attracting new funders.</li> <li>- Working on adopting media policies that help enhancing the institution's image with community and funders</li> </ul>	<p>updating the Bar's systems</p> <ul style="list-style-type: none"> <li>- The size of the investment and Bar assets.</li> <li>- The variation in terms of Bar facilities</li> <li>- Size and number of projects</li> <li>- Funding size</li> <li>- Number of funders</li> </ul>		
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## 8.2 Detailed logical framework for strategic plan:

Program	Activities	year			Notes /
		7/2021-2022	2023	2024	
Organize the legal profession	Review and update the system of practicing the legal profession	✓	✓	✓	
	Review and update the Code of Conduct and Ethics	✓	-	✓	Update and review the code in 2024
	Development of the complaints system (Grievance Redress Mechanism (GRM) Manual) " which is an integrated system Combines all stakeholders, citizen, lawyer, judiciary, prosecution, police ... Etc.	✓	-	✓	Update and review the GRM in 2024
	Communication with the Ministry of Higher Education for the purpose of obligating universities to abide coordinating for admission to law schools.	✓	✓	✓	
	Coordination and cooperation with the justice system (Public Prosecutor's Office - Police - high judicial council - Ministry of Justice) to achieve and serve the interests of lawyers and facilitate their work	✓	✓	✓	
	Start preparing the necessary studies to establish Training and Continuing Education Institute for Lawyers, including all administrative, technical and financial studies.	✓	✓	✓	Establishing Legal incubator in 2023 Providing land for the Training and Continuing Education Institute and starting construction in 2024
	Formation of the Legal Advisory Committee for New Lawyers	✓	-	-	
	Development of continuing education and training system for lawyers	✓	✓	✓	

Creating a lawyer's forum in partnership with women's institutions	✓	✓	✓	Activating the forum role and expanding its activities in 2023 Create Gender Lab in 2024
Specialized training for lawyers on women's and human rights issues	✓	✓	✓	
Developing the library and adding new electronic sources and databases				Preparing an action plan and system for the Center of Legal Studies in 2023 Establishing the Legal Studies center in 2024
The development of a moot court	✓	✓	✓	Development of the Virtual moot court (electronic) in 2023
Preparing and implementing a program of visits and exchange of external experiences (Study Tours) and attending external and international conferences.	✓	✓	✓	
Designing and conducting of employment and job creation programs for lawyers.	✓	✓	✓	
Activating media activities to protect the legal profession and enhance the image of lawyers among community by issuing fact sheets - position papers - research - infographic reports related to the reality and challenges that the legal profession faces	✓	✓	✓	
Issuing Bar Association Magazine	✓	✓	✓	Increase the number of releases - electronic version in 2023
Developing the judicial bond system and the expanding in Bar Association's framework and financial, technical legal systems	✓	-	✓	System update and review in 2024
Developing investment possibilities for Bar funds (preparing a financial/investment study to regulate and enhance the sustainability of the pension fund)	✓	✓	✓	Update and review the study in 2023 Develop an investment system in partnership with other Bars in 2024.
persisting work for the purpose of joining the Insurance and Pension Fund	✓	✓	✓	

	Forming Joint committee of the Bar Association and the Ministry of Economy to review the proposed corporate law	✓	-	-	
	Allocating land to lawyers as housing associations	✓	✓	✓	land allocation in 2023 Lawyers' housing projects to begin in 2024
	Strengthening relations with local, Arab and international institutions through networking and memberships	✓	✓	✓	
Activate the developmental and rights-based role of the Bar Association in Palestinian society	Issuing educational and awareness leaflets and holding seminars and workshops on issues and legal opinion	✓	✓	✓	
	Participating in relevant community and national events and activities	✓	✓	✓	
	Issuing fact sheets, position papers, research, infographic reports on community and national issues (rule of law, freedom issues, human rights, women's issues)	✓	✓	✓	
	Issuing an annual report in order to discuss and assess the conditions and challenges of the justice system and the development of laws in Palestine	✓	✓	✓	
	Networking and mobilization in terms of partnership with legal networks and groups (e.g. legal task force, Aoun Legal Network, Independent Human Rights Commission ... Etc.) and civil society institutions working in the legal field, human beings and freedoms ... etc	✓	✓	✓	Development of referral system in 2023
	Dealing with the file of free legal services / Legal Clinic	✓	✓	✓	Bar perception of legal clinic in 2021 The formation of a committee of the Bar and stakeholders from the sector to reach an understanding in this regard in 2022
	Submitting legal memoranda And provide legal support for human rights issues of the Palestinian people in international forums (e.g. the International Criminal Court)	✓	✓	✓	
	Activating the Bar's participation in Justice Sector Working Group and the high Coordinating Council for the Justice Sector	✓	✓	✓	



Strategic Plan of the Palestinian Bar Association (2021-2024)



<b>Institutionalization of the Bar Association</b>	Updating and developing the strategic plan (next year's operational plan)	✓	✓	✓	
	Updating and developing of organizational structure and functional analysis	✓	✓	✓	Update and review - Preparation of a guide to Bar governance in 2024
	Updating and developing the administrative system and personnel affairs	✓	✓	✓	System update and review in 2024
	Updating and developing the financial system	✓	✓	✓	System update and review in 2024
	Updating and developing the information system and completing the work on the Bar automation	✓	✓	✓	Completing working on automating the Bar in 2023 System update and review in 2024
	Developing the employees performance assessment system	✓	✓	✓	System update and review in 2024
	Developing Emergency Preparedness Plan "EPP for the Bar Association	✓	✓	✓	System update and review in 2024
	Developing an investment plan for the Bar Association 's funds and maximizing its resources	✓	✓	✓	
	Developing the bar association facilities and buildings in all governorates and constructing, equipping and furnishing buildings	✓	✓	✓	
	Establishing and activating the International Cooperation and Projects Unit	✓	✓	✓	Unit development in 2023 - 2024
	Activating and developing a well specialized and professional media unit	✓	✓	✓	Unit development in 2023 - 2024
	Updating and developing its website and activate the Bar's pages and platform on social media	✓	✓	✓	
	Developing capabilities of the Bar's employees	✓	✓	✓	
Reviewing and developing a package of services and benefits for Bar employees such as participation in health insurance, insurance and retirement fund, housing association ... etc	✓	✓	✓		

### 8.3 The logical framework for the operational plan for the year 7-2021/2022:

Program	Activity	Outcomes		measuring indicator	Sources of verification	Input	Responsibility	Cost (USD)	
		Northern governorates	Southern Governorates					Northern Governorates	Southern Governorates
Organize the legal profession	Review and update the system of practicing the legal profession	System document is updated and approved		<ul style="list-style-type: none"> <li>Actual and practical use of the system</li> <li>The level of suitability and adequacy</li> <li>Level of lawyers' satisfaction with the system</li> <li>Improving the performance level of lawyers</li> <li>Improving the quality of services provided</li> </ul>	<ul style="list-style-type: none"> <li>Bar Association committee</li> </ul>	Bar Association Council (competent committee) - Technical Office	1000	1000	
	Review and update the Code of Conduct and Ethics	Code document is updated and approved		<ul style="list-style-type: none"> <li>Actual and practical use of the code</li> <li>The level of suitability and adequacy</li> <li>Level of lawyers' satisfaction</li> </ul>	<ul style="list-style-type: none"> <li>Records</li> <li>Follow-up and workflow reports</li> <li>Final Reports</li> <li>Documents</li> </ul>	Consultancy (firms / individuals) - Bar Association committee	Bar Association Council (competent committee) - Technical Office	3000	3000

			<p>regarding the adherence to professional ethics</p> <ul style="list-style-type: none"> <li>• The level of satisfaction of citizens regarding lawyers and law profession</li> <li>• Improvements in the level of performance of lawyers</li> <li>• Improving the quality of services provided</li> </ul>	<ul style="list-style-type: none"> <li>• Complaints</li> <li>• Questionnaires and opinion polls</li> </ul>				
Development of the complaints system (Grievance Redress Mechanism (GRM) Manual) " which is an integrated system Combines all stakeholders, citizen, lawyer, judiciary, prosecution, police ... Etc.	GRM system is Approved and activated	<ul style="list-style-type: none"> <li>• The level of citizens' satisfaction regarding lawyers and the law profession</li> <li>• Partners' impressions regarding lawyers and law profession</li> <li>• Improvements in the level of performance of lawyers</li> <li>• Improving the quality of services provided</li> </ul>	<ul style="list-style-type: none"> <li>• Records</li> <li>• Follow-up and workflow reports</li> <li>• Final Reports</li> <li>• Documents</li> <li>• Complaints</li> <li>• Questionnaires and opinion polls</li> </ul>	Consultancy ( firms / individuals) - Bar Association committee	Bar Association Council (competent committee)	4000	4000	

Strategic Plan of the Palestinian Bar Association (2021-2024)



<p>Communication with the Ministry of Higher Education for the purpose of obligating universities to abide coordinating for admission to law schools.</p>	<p>Memorandum of Understanding approved and activated</p>	<ul style="list-style-type: none"> <li>Universities' commitment to abide coordinating for admission to law schools.</li> <li>Rationing Number of lawyers</li> <li>the high level of graduates from law schools</li> </ul>	<ul style="list-style-type: none"> <li>Records</li> <li>Follow-up and workflow reports</li> <li>Final Reports</li> <li>Documents</li> </ul>	<p>Bar Association committee</p>	<p>Bar Association Council (competent committee)</p>	<p>1000</p>	<p>1000</p>
<p>Coordination and cooperation with the justice system (Public Prosecutor's Office - Police - high judicial council - Ministry of Justice) to achieve and serve the interests of lawyers and facilitate their work</p>	<p>Memorandums of understanding approved and activated</p>	<ul style="list-style-type: none"> <li>Number of memoranda of understanding signed with justice sector institutions</li> <li>level of suitability and adequacy</li> <li>Level of lawyers' satisfaction regarding the memoranda</li> <li>Partners' impressions regarding lawyers and the law profession</li> </ul>	<ul style="list-style-type: none"> <li>Records</li> <li>Follow-up and workflow reports</li> <li>Final Reports</li> <li>Documents</li> </ul>	<p>Bar Association committee</p>	<p>Bar Association Council (competent committee) - Technical Office</p>	<p>2000</p>	<p>2000</p>
<p>Formation of the Legal Advisory Committee for New Lawyers</p>	<p>-</p>	<p>An activated working committee</p>	<ul style="list-style-type: none"> <li>Improved performance of the new lawyer</li> <li>Decreased number of complaints filed with lawyers</li> </ul>	<ul style="list-style-type: none"> <li>Records</li> <li>Follow-up and workflow reports</li> <li>Final Reports</li> </ul>	<p>Bar Association committee</p>	<p>Bar Association Council (competent committee)</p>	<p>0</p>

Strategic Plan of the Palestinian Bar Association (2021-2024)



				Decreased number of cases of disciplinary boards	• Documents				
Start preparing the necessary studies to establish Training and Continuing Education Institute for Lawyers, including all administrative, technical and financial studies	Study document updated and approved			<ul style="list-style-type: none"> <li>• Practical use of the system</li> <li>• Starting the establishment of the Institute</li> </ul>	<ul style="list-style-type: none"> <li>• Final Reports</li> <li>• Documents</li> </ul>	Consultancy (firms / individuals) - Bar Association committee	Bar Association Council (competent committee) - Technical Office	12500	
Development of continuing education and training system for lawyers Including courses in specialized international laws and international arbitration	30 training course	20 training Course		<ul style="list-style-type: none"> <li>• prepared and approved system</li> <li>• Number of trained lawyers</li> <li>• Number of available training programs</li> </ul>	<ul style="list-style-type: none"> <li>• Final Reports</li> <li>• Documents</li> </ul>	Consultancy (firms / individuals) - Bar Association committee	Bar Association Council (competent committee) - Technical Office	30000	20000
Creating a lawyer's forum in partnership with women's institutions	Establishment document			<ul style="list-style-type: none"> <li>• The percentage of women in lawyers, and the percentage of women members of the Bar Council and the Bar committees.</li> <li>• Active Forum</li> </ul>	<ul style="list-style-type: none"> <li>• Records</li> <li>• Follow-up and workflow reports</li> <li>• Final Reports</li> </ul>	Bar Association committee	Bar Association Council (competent committee)	2500	2500

Strategic Plan of the Palestinian Bar Association (2021-2024)



			<ul style="list-style-type: none"> <li>• Number of meetings</li> <li>• Number of forum members</li> </ul>	<ul style="list-style-type: none"> <li>• Documents</li> </ul>				
Specialized training for lawyers on women's and human rights issues	5 training courses	5 training courses	<ul style="list-style-type: none"> <li>• Specialized Training Program</li> <li>• Number of trained lawyers</li> <li>• The level of awareness regarding women's issues and human rights</li> </ul>	<ul style="list-style-type: none"> <li>• Records</li> <li>• Follow-up and workflow reports</li> <li>• Final Reports</li> <li>• Documents</li> </ul>	Trainers - Bar Association Council (competent committee) Training materials - Training kits		5000	5000
Developing the library and adding new electronic sources and databases	2000 source – 2 databases- Legal Research Archive		<ul style="list-style-type: none"> <li>• The number of paper resources ( paper library) available in the library</li> <li>• The number of electronic resources ( electronic library) available in the library</li> <li>• Number of library users</li> </ul>	<ul style="list-style-type: none"> <li>• Records</li> <li>• Follow-up and workflow reports</li> <li>• Final Reports</li> <li>• Documents</li> </ul>	Suppliers	Bar Association Council (competent committee) - Library Department - Technical Office	30000	
The development of a moot court	A developed moot court		<ul style="list-style-type: none"> <li>• Moot Court System</li> <li>• Number of cases referred to the Moot Court</li> </ul>	<ul style="list-style-type: none"> <li>• Records</li> <li>• Follow-up and workflow reports</li> </ul>	Bar Association committee	Bar Association Council (competent committee) - Training Department	2500	2500



				<ul style="list-style-type: none"> <li>Record cases in Moot Court</li> <li>Final Reports</li> <li>Documents</li> </ul>				
Preparing and implementing a program of visits and exchange of external experiences (Study Tours) and attending external and international conferences.	2 study tour visits - 2 international conferences		<ul style="list-style-type: none"> <li>Number and Activities</li> <li>Number of participants in conferences and visits</li> <li>Number of presentations presented at conferences</li> </ul>	<ul style="list-style-type: none"> <li>Records</li> <li>Follow-up and workflow reports</li> <li>Reports of visits and conferences</li> <li>Final Reports</li> <li>Documents</li> </ul>	Bar Association committee	Bar Association Council (competent committee)	20000	20000
Designing and conducting of employment and job creation programs for lawyers.	100 job opportunities	200 job opportunities	<ul style="list-style-type: none"> <li>Number of lawyers benefiting from employment programs</li> </ul>	<ul style="list-style-type: none"> <li>Records</li> <li>Follow-up and workflow reports</li> <li>Reports of visits and conferences</li> <li>Final Reports</li> <li>Documents</li> </ul>	Bar Association committee	Bar Association Council - International Cooperation and Projects Unit	40000	80000



	<p>Activating media activities to protect the legal profession and enhance the image of the lawyer among community by issuing fact sheets - position papers - research - infographic reports related to the reality and challenges that the legal profession faces</p>	<p>5 fact sheets - 5 position papers - 2 research papers - 2 graphic reports</p>	<ul style="list-style-type: none"> <li>• Number of publications</li> <li>• Number of prepared legal researches.</li> <li>• Number of people that the posts reached to</li> <li>• level of citizens' satisfaction regarding lawyers and the law profession.</li> <li>• Partners' impressions regarding lawyers and the profession</li> </ul>	<ul style="list-style-type: none"> <li>• Records</li> <li>• Follow-up and workflow reports</li> <li>• Questionnaires and opinion polls</li> <li>• Publications and media materials</li> <li>• Final Reports</li> <li>• Documents</li> </ul>	<p>Bar Association committee Media Consultant (Company / Individuals )</p>	<p>Bar Association Council (competent committee)</p>	<p>15000</p>	
	<p>Issuing Bar Association Magazine</p>	<p>periodical and regular magazine</p>	<ul style="list-style-type: none"> <li>• Published Magazine</li> <li>• Numbers of issued publications / copies</li> </ul>	<ul style="list-style-type: none"> <li>• Records</li> <li>• Follow-up reports and workflow</li> <li>• Magazine (paper/electronic)</li> <li>• Final reports</li> <li>• Documents</li> </ul>	<p>Bar Association committee Media Consultant (Company / Individuals)</p>	<p>Council of the Bar Association (Competent Committee)</p>	<p>8000</p>	<p>6000</p>



<p>Developing the judicial bond system and the expansion of Bar Association's framework and financial, technical legal systems</p>	<p>The system document is updated and approved</p>	<p>the system needs to be activated</p>	<ul style="list-style-type: none"> <li>• A legal bond system developed and approved</li> </ul>	<ul style="list-style-type: none"> <li>• Final reports</li> <li>• Documents</li> </ul>	<p>Consultant (Company / Individuals)</p>	<p>Council of the Bar association (Competent Committee) - Financial Department - Technical Office</p>	<p>5000</p>	<p>2000</p>
<p>Developing investment possibilities for Bar funds (preparing a financial/investment study to regulate and enhance the sustainability of the pension fund)</p>	<p>The study document is approved</p>		<ul style="list-style-type: none"> <li>• Prepared financial study</li> <li>• The rate of increase in the income of the retirement fund</li> <li>• The size and quality of the assets and investments belonging to the Bar.</li> <li>• The level of sustainability of the pension fund.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Records</li> <li>• Follow-up reports and workflow</li> <li>• Financial reports</li> <li>• Final reports</li> <li>• Documents</li> </ul>	<p>Consultant (Company / Individuals)</p>	<p>Council of the Bar association (Competent Committee) - Financial Department</p>	<p>15000</p>	



	persisting work for the purpose of joining the Insurance and Pension Fund	Agreement with the Palestinian Pension Agency -PPA		<ul style="list-style-type: none"> <li>• Memorandum of Understanding/Agreement between the Bar Association and the Palestinian Pension Agency</li> <li>• The number of lawyers covered by the insurance and pension fund</li> </ul>	<ul style="list-style-type: none"> <li>• Final reports</li> <li>• Documents</li> </ul>	Bar Association committee	Council of the Bar association (Competent Committee)	1000	1000
	Forming Joint committee of the Bar Association and the Ministry of Economy to review the proposed corporate law	The law document is updated and approved	-	<ul style="list-style-type: none"> <li>• Revised and approved corporates law</li> </ul>	<ul style="list-style-type: none"> <li>• Final reports</li> <li>• Documents</li> </ul>	Bar Association committee	Council of the Bar association (Competent Committee)	2000	0
	Allocating land to lawyers as housing associations	4 associations	4 associations	<ul style="list-style-type: none"> <li>• Number of housing projects available to lawyers</li> <li>• Number of lawyers benefiting from housing projects</li> </ul>	<ul style="list-style-type: none"> <li>• Final reports</li> <li>• Documents</li> </ul>	Bar Association committee	Council of the Bar association (Competent Committee)	1000	1000
	Strengthening relations with local, Arab and international institutions through	2 new memberships		<ul style="list-style-type: none"> <li>• Number of partnership agreements and membership with Arab and</li> </ul>	<ul style="list-style-type: none"> <li>• Final reports</li> <li>• Documents</li> </ul>	Bar Association committee	Council of the Bar association (Competent Committee)	5000	



	networking and memberships			international professional organizations and coalitions.					
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Activate the developmental and rights-based role of the Bar Association in Palestinian society</p>	Issuing educational and awareness leaflets and holding seminars and workshops on issues and legal opinion	2 leaflets – 5 workshops	2 leaflets – 5 workshops	<ul style="list-style-type: none"> <li>• Number of issued leaflets</li> <li>• Number of workshops and seminars</li> <li>• Number of participants in workshops and seminars</li> <li>• The level of citizen's awareness regarding human rights and legal issues</li> </ul>	<ul style="list-style-type: none"> <li>• leaflets and publications</li> <li>• Lectures, workshops and seminars</li> <li>• Administrative reports</li> <li>• The results of the citizens' satisfaction and level of awareness survey</li> </ul>	Bar Association committee Media Consultant (Company / Individuals)	Council of the Bar association (Competent Committee) - Public Relations Department - Technical Office	5000	5000
	Participating in relevant community and national events and activities	6 activities	6 activities	<ul style="list-style-type: none"> <li>• Number of participants in events</li> <li>• Partners' impressions regarding the Bar's impressions</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative reports</li> <li>• The results of the impressio</li> </ul>	Bar Association committee	Council of the Bar association (Competent Committee) - Public Relations Department -	2000	2000

				<p>regarding the Bar's national and societal role.</p> <ul style="list-style-type: none"> <li>• Number of community issues adopted and implemented by the Bar.</li> <li>• .</li> </ul>	<p>n measurement form.</p> <ul style="list-style-type: none"> <li>• Media reports and the Bar's website</li> </ul>		Technical Office		
Issuing fact sheets, position papers, research, infographic reports on community and national issues (rule of law, freedom issues, human rights, women's issues)	2 fact sheets, 2 position papers, 1 research, 2 infographics			<ul style="list-style-type: none"> <li>• Number of position papers and researches</li> <li>• Partners' impressions regarding the Bar's national and societal role</li> <li>• The level of citizen's awareness regarding to human rights and legal issues.</li> <li>• Number of community issues adopted and implemented by the Bar.</li> </ul>	<ul style="list-style-type: none"> <li>• Leaflets and publications (position papers, research, etc.)</li> <li>• Administrative reports</li> <li>• The results of the impression measurement form.</li> <li>• The results of the citizens' satisfaction and level of awareness survey</li> <li>• Media reports and the Bar's website</li> </ul>	Bar Association committee Media Consultant (Company / Individuals)	Council of the Bar association (Competent Committee) - Public Relations Department - Technical Office	5000	5000

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Issuing an annual report in order to discuss and assess the conditions and challenges of the justice system and the development of laws in Palestine	The report document		<ul style="list-style-type: none"> <li>• Approved and published annual report</li> <li>•</li> </ul>	Annual report	Bar Association committee Media Consultant (Company / Individuals)	Council of the Bar association (Competent Committee) - Public Relations Department - Technical Office	5000	
Networking and mobilization in terms of partnership with legal networks and groups (e.g. legal task force, Aoun Legal Network, Independent Human Rights Commission ... Etc.) and civil society institutions working in the legal field, human beings and freedoms ... etc	4 Memorandums of Understanding		<ul style="list-style-type: none"> <li>• Number of joint activities with legal networks and groups</li> <li>• Number of memorandums of understanding signed with legal networks and groups</li> <li>• Partners' impressions regarding lawyers and the profession</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Memorandums of Understanding</li> <li>• Media reports and the Bar's website</li> <li>• Administrative reports</li> <li>• Results of the impression measurement form</li> </ul>	Bar Association committee	Council of the Bar association (Competent Committee)	2000	2000
Dealing with the file of free legal services / Legal Clinic	Position paper	-	<ul style="list-style-type: none"> <li>• Position paper on the legal clinic</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Position paper on the legal clinic</li> <li>• Administrative reports</li> <li>•</li> </ul>	Bar Association committee	Council of the Bar association (Competent Committee)	2000	0

Institutionalization of the Bar Association	Submitting legal memoranda Legal submissions and legal support for the human rights issues of the Palestinian people in international forums (e.g. the International Criminal Court)	4 Memorandums	<ul style="list-style-type: none"> <li>• The Number of legal memoranda submitted in global forums</li> <li>• Partners' impressions regarding the Bar's societal and national role.</li> </ul>	<ul style="list-style-type: none"> <li>• legal memoranda</li> <li>• Administrative reports</li> <li>• Results of the impression measurement form.</li> <li>• Media reports and the Bar association's website</li> </ul>	Bar Association committee	Council of the Bar association (Competent Committee)	4000
	Activating the Bar's participation in the Justice Sector Working Group and the high Coordinating Council for the Justice Sector	Meetings - Memorandums of Understanding	<ul style="list-style-type: none"> <li>• Number of meetings attended by the Bar</li> <li>• Number of Memorandums of understanding and joint activities with components of the justice system</li> <li>• Partners' impressions regarding the Bar's societal and national role.</li> </ul>	<ul style="list-style-type: none"> <li>• Minutes of meetings</li> <li>• Administrative Reports</li> <li>• Results of the impression measurement form</li> </ul>	Bar Association committee	Council of the Bar association (Competent Committee)	2000
	Updating and developing the strategic plan (next year's operational plan)	Updated plan	<ul style="list-style-type: none"> <li>• Updated approved strategic plan</li> <li>• The percentage of implementing the</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic plan</li> <li>• Administrative reports</li> </ul>	Consultant Company	Council of the Bar association (Competent Committee)	5000

Strategic Plan of the Palestinian Bar Association (2021-2024)



			Bar's strategic plan.					
Updating and developing of organizational structure and functional analysis	Structured and updated functional analysis	Structured and updated functional analysis	<ul style="list-style-type: none"> <li>Updated and adopted organizational structure</li> <li>The level of Employees' performance</li> <li>The level of satisfaction of employees regarding working in the Bar and the services provided by the Bar.</li> </ul>	<ul style="list-style-type: none"> <li>Organizational structure</li> <li>Administrative reports</li> <li>Performance appraisal system</li> <li>institution evaluation system</li> </ul>	Consultant Company	Council of the Bar association (Competent Committee) - Financial Department	2000	2000
Updating and developing the administrative system and personnel affairs	Updated and developed administrative system and personnel affairs	Updated and developed administrative system and personnel affairs	<ul style="list-style-type: none"> <li>Updated and developed administrative system and personnel affairs</li> <li>The level of Employees' performance</li> <li>The level of satisfaction of employees regarding the work in the Bar and the services provided by the Bar.</li> </ul>	<ul style="list-style-type: none"> <li>Administrative System</li> <li>Administrative reports</li> <li>Performance appraisal system</li> <li>institution evaluation system</li> </ul>	Consultant Company	Council of the Bar association (Competent Committee)	2000	2000

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Updating and developing the financial system	Updated and developed financial system	Updated and developed financial system	<ul style="list-style-type: none"> <li>Updated financial system</li> <li>The level of employee satisfaction regarding the work in the Bar and the services provided by the Bar.</li> </ul>	<ul style="list-style-type: none"> <li>Administrative System</li> <li>Administrative Reports</li> <li>Level of lawyers' satisfaction regarding the system</li> <li></li> <li></li> <li></li> <li></li> </ul>	Consultant Company	Council of the Bar association (Competent Committee) - Financial Department	2000	2000
Updating and developing the information system and completing the work on Bar automation	Updated information system		<ul style="list-style-type: none"> <li>The percentage of completion in automating and updating the Bar's systems</li> </ul>	<ul style="list-style-type: none"> <li>Administrative reports</li> <li>Performance appraisal system</li> <li>institution evaluation system</li> </ul>	Consultant Company	Council of the Bar association (Competent Committee) Personnel Affairs Department	80000	
enhancing the employees performance assessment system	employees performance assessment system	employees performance assessment system	<ul style="list-style-type: none"> <li>The level of Employees' performance</li> <li>The level of satisfaction of employees regarding the work in the Bar and the services provided by the Bar.</li> </ul>	<ul style="list-style-type: none"> <li>Administrative reports</li> <li>Performance appraisal system</li> <li>institution evaluation system</li> </ul>	Consultant Company	Council of the Bar association (Competent Committee) Personnel Affairs Department	2500	2500
Developing Emergency	Emergency Preparedness Plan "EPP		A ready to be used Emergency	<ul style="list-style-type: none"> <li>Emergency Plan</li> </ul>	Bar Association	Council of the Bar association	3500	3500



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Preparedness Plan "EPP for the Bar Association			Preparedness Plan "EPP	<ul style="list-style-type: none"> <li>• Administrative reports</li> <li>•</li> </ul>	committee Media Consultant (Company / Individuals	(Competent Committee		
Developing an investment plan for the Bar Association 's funds and maximizing its resources	investment plan	investment plan	<ul style="list-style-type: none"> <li>• Approved investment plan</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• investment plan</li> <li>• Administrative and Financial Reports</li> </ul>	Bar Association committee Media Consultant (Company / Individuals	Council of the Bar Association (Competent Committee	5000	5000
Developing the bar association facilities and buildings in all governorates and constructing, equipping and furnishing buildings	Preserved and maintained main office	Main office – on the southern	<ul style="list-style-type: none"> <li>• Number and variety of the Bar Association's facilities</li> <li>• The level of employee satisfaction regarding work in the Bar Association and its provided services</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative report</li> <li>• institution evaluation system</li> </ul>	Bar Association committee-engineering office - a contracting company	Council of the Bar Association (Competent Committee	20000	150000
Establishing and activating the International Cooperation and Projects Unit	Activated unit		<ul style="list-style-type: none"> <li>• Effective project and fundraising unit</li> <li>• Size and number of projects</li> <li>• Amount of Funding</li> <li>• Number of funders</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative and Financial Reports</li> </ul>	Qualified staff	Council of the Bar Association (Competent Committee	30000	
Activating and developing a well specialized and professional media unit	Activated unit		<ul style="list-style-type: none"> <li>• Effective media unit</li> <li>• The level of Bar Association's</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative and Financial Reports</li> </ul>	Qualified staff	Council of the Bar Association (Competent Committee	16000	



			<ul style="list-style-type: none"> <li>media spread and presence</li> <li>Partners Impressions regarding the Bar Association's societal and national role.</li> <li>The results of the impression measurement form</li> </ul>	<ul style="list-style-type: none"> <li>Media reports and the Bar Association's website</li> </ul>			
Updating and developing its website and activate the Bar's pages and platform on social media	Updated website and pages social media		<ul style="list-style-type: none"> <li>Updated and developed website</li> <li>The level of Bar Association's media spread and presence</li> <li>Number of website's visitors</li> </ul>	<ul style="list-style-type: none"> <li>Website</li> <li>Administrative Reports</li> <li>Media reports and the Bar Association's website</li> </ul>	Bar Association committee-Website and web designer (company/individuals)	Council of the Bar Association (Competent Committee Public Relations Department)	10000
Developing capabilities of the Bar's employees	10 training courses	5 training courses	<ul style="list-style-type: none"> <li>An effective continuing education and training program</li> <li>Number of training programs available to employees</li> <li>The level of employees performance of the</li> <li>The level of employee satisfaction regarding the work</li> </ul>	<ul style="list-style-type: none"> <li>Administrative Reports</li> <li>Training Reports</li> <li>Performance Appraisal System</li> <li>Institution evaluation system</li> </ul>			

Strategic Plan of the Palestinian Bar Association (2021-2024)



				in the Bar Association and its provided services					
	Reviewing and developing a package of services and benefits for Bar employees such as participation in health insurance, insurance and retirement fund, housing association ... etc	1 housing association	3 housing association	<ul style="list-style-type: none"> <li>• Number and quality of service packages provided to employees</li> <li>• The level of employee satisfaction regarding the work in the Bar Association and its provided services.</li> </ul>	<ul style="list-style-type: none"> <li>• Administrative Reports</li> <li>• Institution evaluation system</li> </ul>	coordinating committee	Council of the Bar association (Competent Committee) Personnel Affairs Department	1500	1500
Total								1845500	

## 9. Budget:

The budget for the full implementation of the strategic plan for 2021/2022 is illustrated in the following tables:

Program	Northern governorates	Southern Governorates	Companied	Total cost (USD)
P1. Organize the legal profession	488,000	873,000	77,500	1,438,500
P2. Activate the developmental and rights-based role of the Bar Association in Palestinian society	18,000	16,000	9000	43,000
P3. Institutionalization of the Bar Association	48,500	137,500	141,000	363,000
<b>Total</b>	<b>554,500</b>	<b>1,062,500</b>	<b>227500</b>	<b>1,844,500</b>

## 10. Expected obstacles and risks and ways to address them

The following is a presentation of the most important obstacles and risks that may be encountered while working on the implementation of the strategic plan. In this context a conception of some potential possibilities that may occur has been presented; in order to be able to deal with them in a professional manner. This will lead to minimizing their undesirable effects which will lead eventually to achieve the objectives of the plan:

#	Potential obstacles and risks	Ways to cope with the constraints and risks
1.	The unstable political situation and the Measures of Israeli Occupation	<ul style="list-style-type: none"> <li>Promoting the culture strategic planning</li> <li>Activating contingency plans</li> <li>Maintaining contact with the international community and partners to deal with the occupation measures</li> </ul>
2.	Non-compliance with the periodicity of the Bar Association's council elections	<ul style="list-style-type: none"> <li>Institutionalizing work in the Bar and adopting the principles of good governance</li> </ul>
3.	The fluctuation in the relationship between the Bar Association and international partners	<ul style="list-style-type: none"> <li>Marinating good communication and relationship with partners</li> <li>Benefiting from the Bar's presence in various coordinating committees and frameworks</li> </ul>
4.	The Lack of coordination between the Bar Association and the components of the justice sector	<ul style="list-style-type: none"> <li>Marinating good communication and relationship with the components of the justice sector</li> <li>Benefiting from the Bar's presence in various coordinating committees and frameworks</li> </ul>
5.	The continuation of the split between the West Bank and the Gaza Strip, which affects the communication and unification of the Bar Association's procedures	<ul style="list-style-type: none"> <li>Institutionalizing work in the Bar and adopting the principles of good governance</li> <li>Strengthening and diversify communication and coordination mechanisms between West Bank and Gaza.</li> </ul>
6.	The instability of the size and sources of funding and the decreasing financial resources available to the Bar Association to implement the strategic plan	<ul style="list-style-type: none"> <li>Finding new sources of funding</li> <li>Reducing expenses</li> <li>Downsizing, merging or relying some activities</li> <li>Activating reliance on workers to carry out some activities instead of depending on external sources</li> <li>Activating the role of volunteers in the implementation of projects and activities</li> </ul>

		<ul style="list-style-type: none"> <li>• Activating investment policy and mechanisms</li> <li>• Activating projects and raise funds unit</li> </ul>
7.	Financial instability and fluctuation in material prices, currency exchange rates and exchange rate differences	<ul style="list-style-type: none"> <li>• Identifying an item in the budget for currency and price differences</li> <li>• Identifying an item in the budget for emergency expenses</li> </ul>
8.	The inability of the Bar Association's Council to deal with the required changes and the lack of commitment to implementing the strategic plan	<ul style="list-style-type: none"> <li>• Institutionalizing work in the Bar Association and adopting the principles of good governance</li> <li>• Forming a crisis unit to deal with the changes and activate emergency plans</li> <li>• Holding workshops and training courses to activate the ability to deal with the required changes</li> <li>• Raising the efficiency of the current employees to deal with the required activities</li> <li>• Use of external advice/ consultancies</li> </ul>

## 11. Recommendations and General Guidelines:

- The strategic planning process must remain a continuous and continuous process.
- The planning period can cover more than three years if the vision is clearer and the possibilities are available; it can be over a period of five years or more. In general, the purpose of such proposed idea is to maintain the planning process as a mechanism that is relied upon and used continuously by the Bar Association.
- To facilitate the process of obtaining funding, it is possible to group similar parts of the plan to obtain funding for three years (for example, grouping capacity-building activities in one funding proposal, this can also be applied to community activities, as well as for activities related to networking and activating the site and forums. .etc..)
- Forming a committee to evaluate the strategic plan., hold its work meetings every 4 months and issues a report to the Board of Directors to determine the level of progress in implementing the strategic plan and work to remedy any problems that hinder implementation

## 12. Annexes

### Interviews and Workshops:

The process of developing the strategic plan was consultative and participatory. The consulting team tried to involve as many stakeholders as possible in the process. The following table list the people who were interviewed and the workshops conducted to achieve the strategic plan:

#### West Bank:

##### Interviews:

#	Name	Title	Date
1	Dr. Firas Milhim	Office of the Quartet	6/12/2020
2	Yasir Hamad	Public Prosecution	6/12/2020
3	Nasir Alshaikh Ali	Supreme Judicial Council	10/12/2020
4	Dr. Amar Aldwaik	The Independent Commission for Human Rights	13/12/2020
5	Dawod Alwary	Lawyer	6/1/2021
6	Dr. Motaz Qufaisha	Hebron University	6/1/2021
7	Moh'd Jarar	BAR Board Member – General Secretary	6/1/2021
8	Jawad Abiedat	BAR Board Chairman	20/2/2021

##### Workshops:

#	Name	Title	Date
1	Lawyers - WB	20 Lawyers	16/12/2020
2	Employees - WB	30 Employees	4/2/2021
3	Board Members - WB	All members	6/2/2021

#### Gaza Strip:

##### Interviews:

#	Name	Title	Date
1	Mona Abid	Child protection officer - UNICEF	15/11/2020
2	Hiba Zayan	Head of UN Women Gaza Sub-Office	15/11/2020
	Arej Alashhab	Programme Associate, UN Women	
3	Wafa Alkafarna	SWASIA Project Analyst - UNDP	17/11/2020
	Hiba Murtaja	Civil society organizations coordinator - UNDP	
4	Ala'a Aldien Alfara	General Director - BAR	26/11/2020
5	Amal Syam	Executive Director – Women's Affai Center - WAC	8/12/2021
	Sohier Albaba	Legal Clinic - WAC	
	Hala Nabhan		
6	Eyad Abu Hejair	Deputy Director – Palestinian Center for Democracy and Conflict Resolution	17/12/2020
	Ahmad Almoghrabi	Legal Advisor - – Palestinian Center for Democracy and Conflict Resolution	
7	Esam Younis	Commissioner General - The Independent Commission for Human Rights General Director – Almezan Center for Human Rights	30/12/2020

8	Rana Alhadad	BAR Board Member – Head of Women and Training Committee	21/1/2021
9	Ziad Alnajjar	BAR Board Member - Secretary	24/1/2021
10	Ali Aldin	BAR Board Member – Treasury – Head of projects unit	25/1/2021
11	Abdelaziez Alghalayeni	BAR Board Member – Vice chairman	26/1/2021
12	Shaban Aljarjeir	BAR Board Member – Human rights and public liberties committee	26/1/2021
13	Ziad Thabit	Supreme Judicial Council – Technical Office President	7/2/2021
	Mahir ALrafati	Supreme Judicial Council – Director General	
14	Salam Bsiso	BAR Board Member – Deputy Chairman for Arab Lawyers Union	15/2/2021

### Workshops:

#	Name	Title	Date
1	Board Members – Gaza Strip	All members + General Director + Project Staff	10/11/2020
2	Lawyers - WB	22 Lawyers	3/12/2020
3	Employees - WB	14 Employees	9/12/2020
4	Board Members – Gaza Strip	All members + General Director + Project Staff (Final review for the strategic plan)	6/6/2021