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PARTICIPATORY ORGANIZATIONAL NEEDS ASSESSMENT TOOL (PONAT) REPORT

**ARKAN'S KEY FINDINGS WITH THE PALESTINIAN BAR
ASSOCIATION**

AUGUST 2007

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ASSOCIATION**

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Supporting Rule of Law Reform Project, Arkan

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency of International Development or the United States Government.

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EXECUTIVE SUMMARY

To implement USAID's Supporting Rule of Law Reform project, the Arkan project assigned a team of experts to conduct an organizational development assessment of the Palestinian Bar Association (PBA). Experts used the Participatory Organizational Needs Assessment Tool (PONAT) to assess organizational capacity. This report summarizes the most important results and recommendations derived through interviews with members of the Organizational Development Committee (ODC), a number of member lawyers, and PBA staff members between March 1, 2007 and April 15, 2007. It is important to note that for logistical reasons only the previous PBA Board members were interviewed; it was not feasible to interview the new Board members, who were just elected on April 15th.

During the interviews, members of the PBA, who were extremely open and transparent, expressed their desire to develop the PBA and its mechanisms. They addressed all of the questions and provided all of the required documents.

The report includes several important results:

- A number of the lawyers feel that the PBA, despite being established only a few years ago, has improved the status of the legal profession by regulating the profession and organizing programs and activities for its members.
- The PBA has the capacity to play a bigger role in meeting the local community's needs and expectations.
- Through its involvement with civil society organizations, the PBA has demonstrated its ability to advocate for and participate in national issues.
- In general, the PBA is respected by, appreciated by, and enjoys good relations with members of the Legislative Council, Judicial Authority, and Higher Judicial Council.

The report also highlights actions that need to be taken:

- Develop the PBA's administrative and planning capabilities; there are currently no written strategic, annual, quarterly, or monthly plans. In addition, there is no organizational plan that outlines the important units or positions in the PBA; nor are there clearly defined responsibilities and lines of authority for each unit.
- Hire technical and administrative staff (executive manager and programs manager) to address the current staffing shortage.
- Revamp the PBA's administrative and financial organizational structure.
- Develop a system for archiving and filing documents.
- Rejuvenate the Committees, which, with the exception of the Training, Professional Issues, and Complaints Committees, and the Discipline Councils, have been inactive.
- Improve the PBA's ability to support and implement its projects and programs.
- Support and encourage women and young lawyers to join the PBA's various Committees.
- Improve and use all communication tools to maintain contact with members, Committees and the local community.
- Develop investment plans for the PBA's funds.

In addition to the PONAT's most important findings and recommendations, the report lists a number of recommendations and priorities that need to be developed in the following areas: administration, services to members, programs, human resources, external relations and finance. The most important recommendations are the following:

- Develop a five-year strategic plan for the PBA and activate the Board's role in setting the necessary administrative policies so that the administrative staff can play a greater role in designing and implementing programs and projects.
- Activate the role of the PBA so that it can play a greater role in the Palestinian arena.
- Develop a communication strategy for the Association that includes a website and an electronic mail list to maintain contact with members and local committees.
- Activate the role and structure the work of the Committees at the regional level.

The PBA needs to develop and adopt a standard financial and administrative system that includes all administrative and financial procedures and regulations.

BACKGROUND ON PBA

On February 28, 1997, the Board of the Bar Association in Gaza, the Committee of Arab Lawyers in the West Bank, including Jerusalem, and the Office of the Committee of the Lawyers' Association (Jerusalem Center), met and agreed to establish a single association for all Palestinian lawyers, with its headquarters in Jerusalem. A founding committee comprised of representatives from the three organizations was established to write a draft PBA Law and submit it to the relevant parties.

On July 9, 1997, Presidential Decree No. 78/97 was issued, thereby emphasizing the lawyers' wish to appoint a founding Board for the PBA. Based on this decree, the founding Board was appointed until the PBA's law was passed by the Legislative Council. On June 24, 1999, law no. 3 for the year 1999, regarding the legal profession, was passed and was published in issue no. 30 in the official Gazette (30) and was amended by law no. 5 for the year 1999, which was published in issue no. (32) in the official Gazette.

The founding Board continued to function until elections were held on July 11, 2003, approximately five years after its establishment. Elections were subsequently held on April 2, 2005 and April 15, 2007.

OBJECTIVES

The PBA, in cooperation with governmental and non-governmental institutions in Palestine, works to achieve the following goals¹:

- Defend the interests of the PBA and its members, guarantee lawyers' rights in accordance with legal principles, and protect and defend the legal profession.
- Promote scholarly and legal research, produce magazines and publications, improve the educational and professional level of members, and establish legal libraries.
- Help improve laws and develop legal ideas to facilitate the legal process for litigants.
- Provide economic, health, social, and cultural services to its members by establishing a retirement, assistance, and colleagues' social fund to protect their rights, provide old age and disability assistance, as well as provide death, health, and emergency accident compensation.
- Provide professional assistance to members, facilitate joint work, encourage partnerships, and provide pro-bono services to citizens who are not able to pay.
- Organize and participate in conferences, meetings, and workshops both in Palestine and abroad.
- Promote the principles of separation of powers and independence of the judiciary.
- Cooperate with legal organizations and institutions, and Arab and international bar associations to promote Arab issues, improve the status of the legal profession, promote democracy and rule of law, and defend and preserve general rights.

¹ This is based on what was set in the amended PBA Bill for the year 2007 and the point of view of the Board that drafted its articles, which reflect the instructions expressed during the General Assembly meeting of April 15, 2006.

PBA'S PROGRAMS

The PBA implements all of its activities and programs through the Board and its representative Committees:

- Legal Committee
- Training Committee
- Financial Committee
- Company's Committee
- Cultural Committee
- Human Rights and Freedom Committee
- Women's Issues Committee
- Anti-normalization Committee
- Social Committee
- Complaints Committee
- Discipline Councils

Two new Committees were established recently:

- Colleagues Social Fund Committee
- Retirement Committee

PONAT

The Participatory Organizational Needs Assessment Tool (PONAT) consists of three modules: (a) general survey, (b) climate survey, and (c) focus groups. The general survey assesses the capacity of the organization at the highest appropriate administration. The climate survey presents the points of view of the organization's staff. The focus groups present the beneficiaries' perceptions.

GENERAL SURVEY

The general survey is a diagnostic instrument that aims to gain a broad understanding of the organization and help determine its capacity in five areas: program delivery, human resources, management, finance, and external relations.

The survey data is collected through regular meetings with an ODC and the completion of a unified questionnaire. The meeting may last from two to four hours and is normally conducted by an external capacity-building specialist. The collected data is triangulated using a variety of techniques to acquire more accurate and reliable data. The external specialist conducts the triangulation, determines the scores, and analyzes the data. Each specialist requires 24 work hours to complete the general survey, triangulation, analysis, and preparation of the report.

CLIMATE SURVEY

The climate survey aims to identify the perceptions, attitudes, and opinions of the organization's staff on internal systems and procedures and the prevalent organizational culture. Normally staff members, board members, administrative personnel, and volunteers participate. The survey is comprised of 55 questions, the responses to which are given a value of 0 to 4 points. Each respondent delivers the questionnaire within one week of receipt in a sealed envelope to the external specialist. The respondent may address enquiries or questions directly to the specialist. Each specialist's level of effort for completing the climate survey and the report is 12 hours.

FOCUS GROUPS

Focus groups explore the satisfaction, perceptions, and attitudes regarding an organization's products and services and the way it relates to its beneficiaries. The focus group, made up of representatives of the organization's constituency, triangulates the survey results in general, particularly program delivery and external relations. To determine the number of group meetings needed, the specialist normally assesses the numbers of programs and beneficiaries and geographic coverage. Generally, two meetings are sufficient.

The three modules of PONAT may be applied individually, but use of the full package is preferable to achieve a comprehensive analysis of the capacity needs of the organization.

SCOPE OF WORK

Arkan assigned a consultant, Mr. Waddah Abed al Salam, to assess the organizational capacity needs of the PBA, located in Ramallah.

The scope of the assessment covered the following:

- Using the general survey module of PONAT to assess the organization's capacity in five areas: management, program delivery, human resources, external relations, and finance
- Using focus groups, made up of representatives of PBA's constituency, to assess satisfaction with its programs and services

METHODOLOGY

General Survey

The assessment expert collected the required data during meeting with the PBA ODC on March 14, 2007. The consultant presented an overview of the PONAT and the general survey questions; he recorded the relevant answers ("yes" or "no") to the questions upon discussion with the ODC, which included the following:

- Adv. Ahmad al Sayyad, chairman of PBA
- Adv. Ribhi Katamish, PBA board member
- Adv. Daoud Fouda, administrative manager
- Nour Maddah, public relations
- Mahmoud Suleiman Ahmad Nasser, accountant (he was unable to attend the general survey meeting due to travel; he was interviewed on April 4, 2007)

Triangulation

The main objective of triangulating data collected from PONAT's general survey is to provide objective evidence/proof to the "yes" answers. The proof is acquired using a variety of tools, including auditing of documents, observation, and in-depth interviews. Usually the ODC's answers to general survey questions are taken as the official answer of the organization with regard to its capacity issues. Therefore, it is reasonable to assume that the ODC is responsible for any answer and should be responsible for providing enough evidence to support those answers.

To triangulate the data, the assessment team used the following:

1. Direct observation during a visit to the PBA office
2. Review of documents and available files, including
 - PBA law no. 3 of 1999 and the amended PBA law no. 5 of 1999
 - *The Lawyers' Newsletter* (undated)
 - Administrative and financial reports of 2006
 - Proposed vision for programs and Board work plan, which was submitted by lawyers Walid Ardah and Ribhi Katamish
3. In-depth interviews, which were conducted to examine opinions regarding the PBA's programs and regulations. Those interviewed were
 - Mr. Daoud Foddah, administrative manager
 - Mahmoud Suleiman, accountant
 - Nour Maddah, public relations
 - Adv. Hussam al Tireh
 - Adv. Nael al Houh
 - Adv. Dalila Shomali

- Adv. Mousa al Kurdi
- Adv. Yasmeen Jarrad (interviewed via phone)
- Adv. Riyad al 'Assa
- Adv. Wasseem Barghal

4. Review of the qualifications of PBA staff (refer to Annex II)
5. Review of vital statistics (refer to Annex III)

Focus group meetings

The focus group meeting examined the views, perspectives, and vision of a sample of the beneficiaries of the PBA's programs. The focus group was comprised of five lawyers, who represented some of the subcommittees; it is worth noting that the representatives of all 12 subcommittees in the West Bank were invited to attend. The meeting, held in Arkan's Ramallah office on March 29, 2007, assessed the lawyers' opinions regarding the services provided by the PBA.

Limitations of assessment

- The assessment was limited to the West Bank branch of the PBA; the general survey and interviews were conducted at only the main branch in Ramallah and with the members from Jenin, Nablus, Tulkarem, Ramallah, Bethlehem, and Jerusalem.
- It was difficult to establish a meeting time with the ODC to perform the General Survey. There was a lack of coordination between members of the ODC and the consultant; the meeting time was changed more than five times.
- It was difficult to collect information because of the low number of staff, who were unable to dedicate time to collect the required information.
- The period of the assessment coincided with the preparations for the Board election and the exams of the training lawyers at the PBA, which hindered the collection of information and vital statistics.
- A number of lawyers did not participate in the focus group — only 5 out of 12 lawyers attended the meeting; in addition, those who were not present did not offer any reasons for their absence.

KEY FINDINGS OF THE PONAT GENERAL SURVEY

MANAGEMENT

The final score in management was 3/10. The chart below details the results.

INDICATOR	SCORE	RESULT
Management and leadership	8	Suitable, needs to be sustained
Planning	0	Poor, needs significant improvement
Administration issues	5	Reasonable, needs some improvement
IT system	0	Poor, needs significant improvement
Constant improvement	0	Poor, needs significant improvement

Comments and recommendations

- The PBA is entirely managed by the Board, which is elected in accordance with PBA law no. 3 of 1999. The previous Board (2005/2006), with the authorization of the General Assembly that met on April 14, 2006, has proposed several amendments to law no. 3 of 1999, including amendments to existing articles and the addition of 53 new articles, which would raise the total number of articles to 95. The Palestinian Legislative Council had yet to pass the law at the time of writing this report; the bill is considered to be one of the Board's most important achievements for 2005/2006.
- The administration of the PBA is centralized; the Board is the primary decision maker. The administrative staff are not consulted; nor are they given their share of responsibility. The staff are not encouraged to take on responsibilities, which would improve their performance and the services that they provide to the target beneficiaries.
- The general survey and interviews conducted with the Board and staff as well as the review of files and documents reveal a clear need for capacity building in management and planning. In addition, the PBA currently has no written strategic, yearly, quarterly, or monthly plan. There is a plan for specific programs, but it is not being implemented for financial reasons.
- The current PBA offices are adequately equipped. However, the library, which is still under development, lacks updated references and a staff member who has experience in library organization and administration.
- The ODC decided the library doesn't need to be improved because it is not being used by lawyers as each lawyer has his own library. However, it is essential to develop the library as it is an important resource for new lawyers and training lawyers who do not have adequate resources of their own to carry out research projects. It can also serve as a general meeting place for PBA members, which will improve relations among lawyers. Some of the lawyers interviewed noted the need for an improved library with internet access and links to electronic libraries.

- Everyone interviewed noted the staff shortage and indicated the need to hire more technical and administrative staff to develop and activate the PBA.
- There is no standardized archiving and documenting system; the administrative manager is responsible for the filing, and no other staff member is able fulfill this task on his behalf. One system should be adopted and all staff trained in its use.
- The PBA does not have its own website; a number of those interviewed emphasized the need to establish a website that meets the needs of the members and target audience and enables the PBA to maintain contact with its members and update them on its events and news.

PROGRAM DELIVERY

The final score in program delivery was 3/10. The chart below details the results.

INDICATOR	SCORE	RESULT
Technical expertise	2	Poor, needs significant improvement
Relative advantage (niche)	10	Suitable, needs to be sustained
Program development	0	Poor, needs significant improvement
Evaluation and follow up	0	Poor, needs significant improvement
Sustainability	2.5	Poor, needs significant improvement

Comments and recommendations

- Members of the ODC and a number of the lawyers interviewed noted that the PBA has established itself as a respected institution that has organized and improved the legal profession. They also indicated that the PBA has earned the confidence and respect of all parties; whether it is the government, judiciary, civil society, or legislature. It has also gained the respect of the Ministry of Justice, Judicial Authority, High Judicial Council, members of past Legislative Councils and civil society organizations.
- Members of ODC noted that the PBA has an important role to play in the Palestinian arena and national issues such as the campaign against the Annexation Wall and the lawlessness in Gaza. In fact, the PBA has worked with legal and other civil society organizations on some of these public interest issues, but it has not initiated any of these activities as it is focused primarily on meeting the needs of its own members.
- The PBA implements all of its activities and programs through the following Committees: Legal, Training, Financial, Company's, Human Rights and Freedom, Women's Issues, Anti-normalization, and Social. It has also set up two other Committees: Colleagues Social Fund and Retirement. With the exception of Training, Professional Issues, and Complaints Committees, and the Discipline Councils, the rest of the Committees are inactive.

- The PBA has improved the status of the legal and judicial professions by regulating the profession and introducing programs and activities that assist its members. However, it has not implemented any programs or activities to serve the general public, such as discussing laws that are being debated and passed by the Legislative Council or issues related to the disruption of the judiciary. While the PBA is clearly not actively engaged in public issues, there is no consensus as to whether it should focus only on its members or if it should be more involved in public issues. Those interviewed felt that the PBA should be involved in public debates and discussions as well as provide services and programs that meet the needs of its members.
- During the election period, the PBA held a series of lectures on contesting elections; this program was funded by the UN Development Programme and was the result of the initiative of the manager and one of the employees. In the past, the PBA obtained some funding for furniture, equipment, legal references, and resources from the USAID-funded Supporting the Legal Profession project implemented by Amideast.
- PBA must secure a stable source of funding to support its programs and projects, establish itself as a resource for its members, and become an influential civil society organization that represents an important sector in society and plays a role in decision making on issues of importance to Palestinian society.

HUMAN RESOURCES

The final score in human resources was 0/10. The chart below details the results.

INDICATOR	SCORE	RESULT
Organizational structure	0	Poor, needs significant improvement
Organizational culture	0	Poor, needs significant improvement
Cadre	0	Poor, needs significant improvement
Diversity	0	Poor, needs significant improvement
Human resources management	0	Poor, needs significant improvement

Comments and recommendations

- Despite having been established nearly a decade ago, the PBA has yet to develop a clear organizational structure for its administration. In addition, there are no clear lines of authority, definitions of responsibility, coordination procedures among the various positions, conflict resolution mechanism, or set job descriptions. It is recommended the PBA establish a clear organizational structure that sets out lines of authority and responsibilities for each employee and organizes the coordination mechanism among positions.
- The PBA does not have any plans for increasing its staffing level because of budget limitations.

- The Board does not perform evaluations on a regular basis; however, staff evaluations promote professional development and improve performance.
- The staff expressed frustration with the lack of clear definitions of authority and incentives in the work environment, which contributed to a diminished desire to invest effort into their work.
- The ODC noted concern about the rights of marginalized groups, such as women and those with special needs, but there were no women on the previous Board. However, during the recent Board elections in April 2007, one woman in Gaza was elected, which is an important development.
- Staff members have not signed contracts because the hiring was done through appointments. There is a need to have contracts for the employees; however, all of the Palestinian Labor Law rules and regulations, such as hiring, benefits, rights, complaints, hours of work, and other standards, apply to the staff.
- The PBA does not have anyone developing its programs and activities; hence, it is recommended that two positions, an executive manager and program manager, be established.
- There are no clear, written job descriptions for the current positions. Such descriptions are essential for setting the responsibilities and authorities of each person and facilitating communication and interaction among employees.

EXTERNAL RELATIONS

The final score in external relations was 1/10. The chart below details the results.

INDICATOR	SCORE	RESULT
Relation with the community, audience, and beneficiaries	0	Poor, needs significant improvement
Relation with the government	0	Poor, needs significant improvement
Coordination and networking	2	Poor, needs significant improvement
Relation with the media	0	Poor, needs significant improvement
Advocacy	3.3	Poor, needs significant improvement

Comments and recommendations

- The PBA, in cooperation with civil society organizations, has participated in advocacy campaigns on national issues, such as the recent national campaign against the Annexation Wall; however, it lacks a clear advocacy strategy.
- The PBA's programs are primarily focused on serving its members.
- The PBA does not have a regular publication or a website; nor does it use modern communication tools, such as email. However, PBA published one issue of a magazine recently.
- Those who were interviewed noted that while the PBA enjoys good relations with and is respected and appreciated by members of the Legislative Council, Judicial Authority, and High Judicial Council, this is mainly the result of individuals' personal relations. This is especially the case with members of the High Judicial Council. Furthermore, the institutions cooperate only when the personal relations are good.

FINANCE

The final score in finance was 3/10. The chart below details the results.

INDICATOR	SCORE	RESULT
Budgeting	0	Poor, needs significant improvement
Fund raising	2.5	Poor, needs significant improvement
Purchases	5	Reasonable, needs some improvement
Accountability	2	Poor, needs significant improvement
Compliance	6.7	Reasonable, needs some improvement

Comments and recommendations

- The PONAT General Survey revealed that PBA does not have any future budgetary projections. The Board makes all financial, expenditure, and purchasing decisions, regardless of amount.
- There are no investment plans for the PBA's savings.
- The PBA relies mainly on annual fees it collects from its members (70 dinars covers fees for membership, retirement, cooperation, Colleagues' Social Fund, and certification) to cover all of its activities and programs. The PBA does not rely on external funds, even though it has succeeded in raising funds for specific projects as a result of the initiative of individuals in the administrative staff. The PBA needs a strategic plan and vision for the projects and programs that it can implement.
- The administrative staff know the procedures for obtaining price offers and purchasing, but there is no written procedure.
- The PBA maintains files of its financial assets and carries out an inventory of its possessions on a regular basis.
- The PBA does not have a standard financial system that includes detailed financial statements. During the interview, the account highlighted the need to link the financial and administrative systems electronically.

SYNOPSIS OF RESULTS OF THE IN-DEPTH INTERVIEWS AND FOCUS-GROUPS MEETINGS

The results of the workshop were not satisfactory because a number of the sub-committee representatives did not attend. The workshop began with three representatives and ended with five; there were representatives from five Regional Committees from Nablus, Jenin, Tulkarem, Jerusalem, and Ramallah.

- Most of the participants indicated that the Regional Committees are not consulted by the Board in relation to any decisions; these Regional Committees perform formalities, such as raising the recommendations from all of the regions to the Board. The Ramallah representative noted that the Regional Committees can play a more active role in Committees, as was the case with the Ramallah Region's Committee's involvement in the Training Committee. However, it was noted that this may be because the Ramallah Regional Committee is located in the same place as the Board.
- Members of the Regional Committees are unhappy that the Board issues decisions without notifying them.
- The reliance on traditional communication tools, such as telephone and faxes, does not promote interaction between the Regional Committees and the Board. In addition, the Board does not monitor the Committees and has never requested regular reports from them.
- The participants noted that the Regional Committees lack basic furniture and equipment, such as computers and photocopiers. In fact, some of the offices only have chairs.
- The participants felt that the Regional Committees have little authority.
- The participants indicated that the PBA does not communicate with its branches.
- The participants noted that the PBA West Bank branch, unlike the Gaza branch, has not taken an active role in discussions of public issues, such as the prevailing lawlessness. However, in terms of programs, they noted that training and lecture series were the most important ones carried out by the PBA.
- One of the lawyers requested that more attention be dedicated to the Jerusalem branch, which currently does not have an office.
- The participants felt that the Board does not support the decisions of the Regional Committees; for example, it did not support their call for a strike.

RECOMMENDATIONS OF THE IN-DEPTH INTERVIEWS AND FOCUS-GROUPS MEETINGS

The PBA should do the following:

1. Develop a strategic plan that identifies its programs and priorities for the next five years; the plan should be developed in consultation with current members, previous Board members, and some of the staff members.
2. Activate the role of the Committees' members and develop their capacities, especially administrative skills.
3. Establish a budget for the Committees so they can implement their activities and programs, and meet their obligations.
4. Hold meetings for all the Committees so their members can communicate with one another.
5. Authorize Committees to make decisions.
6. Enhance the role of the Committees at the regional level as the link between members of the Board and members of the General Assembly; the Committees should be given broad responsibilities and encouraged to be the communication bridge between the Board and General Assembly.
7. Activate the Professional Issues Committee as well as the Complaints and Discipline Committees to protect the legal profession.
8. Activate the Company's Committee.
9. Establish a website to facilitate communication between itself and its members.
10. Activate communication through e-mail and Regional Committees.
11. Set clear plans and tangible programs for the Board upon election.
12. Enhance its role in increasing citizens' awareness through regular publications and special programs.
13. Develop new programs to meet the needs of lawyers, such as health insurance.
14. Develop its current programs, including Continuing Legal Education and Training, and establish new programs, such as Legal Corner and Professional Ethics.
15. Provide Training of Trainers programs to select lawyers who have a great deal of knowledge and information but lack the communication skills.

16. Set administrative policies; the policies should provide the administrative staff with the authority to implement programs and projects under the supervision of the Board.
17. Improve the administrative and financial system and structure.
18. Improve the administrative and leadership skills of Board members and staff.
19. Play a more active role in public discussions and national issues.
20. Enhance current staffing levels by establishing two new positions, executive director and programs and fundraising manager, and improve the skills of the current staff to meet the needs of each position.
21. Utilize the skills of young male and female members by opening membership in the Committees to new lawyers; Committees should not be limited to senior lawyers only.
22. Establish a technical office of expert lawyers to record courts' decisions, carry out legal research, and disseminate information to the members.
23. Develop a strategy to improve the communication among the Board, General Assembly, and Committees, including holding Board meetings in the various regions, and establishing an e-mail for every member to facilitate communication.
24. Publish a professional magazine on a regular basis.

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ANNEX A

MEMBERS OF THE ORGANIZATIONAL DEVELOPMENT COMMITTEE

Name of the CSO: The Palestinian Center for the Independence of the Judiciary and the Legal Profession

Members of the Organizational Development Committee:

1. Adv. Ahmed al-Sayyad,
2. Adv. Ribhi Katamish,
3. Adv. Daoud Foad,
4. Mohamed Suleiman Ahmed Nasser, accountant
5. Noura Medah, Public Relations

Name of interviewer: Waddah Abd Salam

Date of interview: 3/14/2007

ANNEX B
STAFF QUALIFICATIONS MATRIX

NAME	JOB TITLE	SPECIALTY	HIGHEST LEVEL OF EDUCATION	YEARS of EXPERIENCE	HIRE DATE
Daoud Foddah	HR and Administrative Manager	Law	BA	9 yeas	September 1, 1998
Mohamad Suleiman Nasser	Accountant	Accounting	BA		May 1, 1999
Nour Maddah	Public Relations	Economics	MA	3 years	January 1, 2004
Amani al Shayeb	Committees	Sociology	BA	3 years	January 1, 2006
Yassin al Kilani	Secretary/ Jenin		Diploma		
Yusra Jaber al Wara	Secretary/ Hebron		Tawjihi	10 years	1997
Kefayah Amer al Shajai	Secretary/ Ramallah		Less than tawjihi	10 years	1997
Mohamad Hamad al Rimawi	Messenger		Less than tawjihi	6 years	2001

ANNEX C

VITAL STATISTICS MATRIX

ITEM	2002	2003	2004	2005	2006
Members of the Board of Directors	6	9	9	9	9
Staff	5	6	7	8	9
Consultants	0	0	0	0	0
Staff ----	3	3	4	4	5
Newly Approved Staff	0	0	0	0	0
BOD Meetings	29	26	29	32	12
Staff Meetings	0	0	0	0	0
Computers (hardware)	10	10	10	10	10
Telephones	9	9	9	9	9
Official Internet Accounts					1
Publications	1	1	1	2	2
Announcements (ads)	34	43	42	44	4
Press Releases	28	57	31	29	3
Press Conferences	0	1	1	4	0
Radio Programs	0	0	0	0	0
Television Reports	0	0	0	0	0
Articles/reports/newspaper news	0	0	0	0	0
Proposals	0	1	1	0	1
Awarded Proposals	0	1	1	0	1
Contracts Signed	0	0	1	0	0
Ongoing projects	0	0	1	0	0
Beneficiaries (organizations)					
Beneficiaries (individuals)	1200	1400	1600	1800	2000
Beneficiaries (sectors, locations)					
Signed Partnership Agreements	0	0	1	0	0
Joint Projects w/ Governmental Dep.	0	0	0	0	0
Joints Projects with other CSOs	0	0	0	0	0
Joint Projects with Foreign Org.	0	0	0	0	0
Foreign Guests		20	15	10	7
Invitations Received from Foreign Entities	0	0	1	1	1
International Conferences Attended	0	5	4	4	0
Donations (gifts) Acquired	15000				
Grants Received					
Donors	1	0	0	3	1
Books	0	0	0	1	0
Magazines and Periodic	0	0	0	0	2
Annual Subscriptions					

Number of Access to the Internet	--	--	--	--	--
Conferences / Workshops					
Occasions and Public Events	1	1	1	0	0
Projects Review					
Monitoring and Assessment Activities	0	0	0	0	0
Meetings with the Targeted Groups					
Needs Assessment Activities					
Impact Assessment Activities	0	0	0	0	0
Training Activities					
Advocacy Activities	0	0	3	5	4
Financial Audit	1	1	2	1	1

ANNEX D

LIST OF PARTICIPANTS

Arkan, Ramallah

March 29, 2007

	NAME OF PARTICIPANT	BRANCH
1.	Mr. Rashad Abed al Riziq	Tulkarem
2.	Mr. Imad Abedal-Rahman Awad	Ramallah
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4.	Mr. Rifa't Jaber	Jerusalem
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**ANNEX D
PONAT GENERAL SURVEY SCORING SHEET**

Name of CSO: Palestinian Bar Association

Location: Ramallah

COMPONENT	INDICATOR	WEIGHT	INDICATOR SCORE	ADJUSTED INDICATOR SCORE	NORMALIZED ADJUSTED INDICATOR SCORE	COMPONENT SCORE	NORMALIZED COMPONENT SCORE	INDICATOR CAPACITY SCORE
Management								
	Governance	5	5	4	8.0	6	3	Suitable, needs to be sustained
	Planning	5	0	0	0.0			Poor, needs big improvement
	Administration	4	2	2	5.0			Reasonable, needs some improvement
	Information system	4	1	0	0.0			Poor, needs big improvement
	Continuous improvement	2	0	0	0.0			Poor, needs big improvement
		20	8	6				

Program delivery								
	Technical expertise	5	2	1	2.0	3	1.5	Poor, needs big improvement
	Comparative advantage	1	1	1	10.0			Reasonable, needs some improvement
	Program development	4	0	0	0.0			Poor, needs big improvement
	Monitoring and evaluation	6	0	0	0.0			Poor, needs big improvement
	Sustainability	4	1	1	2.5			Poor, needs big improvement
		20	4	3				
Human resources								
	Organizational structure	5	1	0	0.0	0	0	Poor, needs big improvement
	Organizational culture	4	1	0	0.0			Poor, needs big improvement onable
	Personnel	4	2	0	0.0			Poor, needs big improvement
	Diversity	2	2	0	0.0			Poor, needs big improvement
	HR administration	5	3	0	0.0			Poor, needs big improvement uate
		20	9	0				

External relations

Community /constituency relations	5	5	0	0.0	2	1	Poor, needs big improvement
Government relations	4	3	0	0.0			Poor, needs big improvement
Networking & coordination	5	2	1	2.0			Poor, needs big improvement
Media relations	3	3	0	0.0			Poor, needs big improvement
Advocacy	3	2	1	3.3			Poor, needs big improvement
	20	15	2				

Finance

Budgeting	4	1	0	0.0	6	3	Poor, needs big improvement
Fundraising	4	1	1	2.5			Poor, needs big improvement
Procurement	4	4	2	5.0			Reasonable, needs some improvement
Accounting	5	3	1	2.0			Poor, needs big improvement quate
Compliance	3	2	2	6.7			Reasonable, needs some improvement
	20	11	6				

ANNEX E

PONAT GENERAL SURVEY QUESTIONNAIRE

MANAGEMENT				
Governance				
		Score	Modified Score	Availability
1	Does the organization have a board or a similar independent governing body with a well-defined and written mandate?	1	1	The Association's Board is elected every two years
2	Does the board provide the organization with Oversight and accountability Policy definition	1	1	
3	Does the Board regularly keep business records?	1	1	
4	Does the organization have a written mission statement?	1	1	In accordance with the Palestinian Bar Association Law no. 3 for year 1999.
5	Do mechanisms & structures exist for ensuring participatory management by the CSO's top management?	1	1	The Association's management is centralized at the Association's Board.
		5	4	
Planning				
		Score	Modified Score	Availability
1	Does the organization routinely engage in planning activities concerning its various programs and projects?	0	0	There is no planning for specific activities
2	Are concerned staff involved in the organization's planning exercises?	0	0	
3	Does the planning process benefit from reviews of previous plans?	0	0	
4	Does the organization have written implementation plans (annual, semi-annual, ...etc.)?	0	0	There is no strategic, annual or quarterly plan.
5	Are implementation plans updated or adjusted as a result of the monitoring process?	0	0	
		0	0	
Administration				
		Score	Modified Score	Availability
1	Does the organization have adequate office space to properly conduct its main functions?	1	1	It is suitable for now.
2	Does the organization have enough furniture, office equipment, and tools to support its main functions?	1	1	In general, the Association's equipment is sufficient.
3	Does the organization have enough administrative support services	0	0	The association currently has 5 staff, which is not sufficient.

	(secretariat work, reception, pc maintenance, cleaning, ...etc.)?			
4	Is there a documented procedure for recording, filing, and intra-office communications?	0	0	There is no filing procedure; this is the responsibility of the office manager.
		2	2	

INFORMATION SYSTEMS

		Score	Modified score	Availability
1	Does the organization have adequate and updated information resources (books, magazines, films, CDs, databases, etc.) to implement its programs and deliver its services in an appropriate fashion?	1	0	The Association has the beginnings of a library, but it needs to be developed.
2	Does the organization have a system to manage its information resources?	0	0	
3	Does the organization have an in house capacity (human and systems) to manage its information system?	0	0	
4	Does the organization effectively use relevant available information in its various activities (planning, implementation, evaluation, ...etc.)?	0	0	
		1	0	

Continuous improvement

		Score	Modified Score	Availability
1	Does the organization routinely upgrade its technical procedures and practices?	0	0	There are no technical procedures or practices.
2	Does the organization review and if necessary modify its administrative procedures?	0	0	
		0	0	

PROGRAM DELIVERY

Technical expertise

		Score	Modified Score	Availability
1	Does the organization possess the necessary internal technical competencies (knowledge, skills, and attitudes) in its main service areas?	0	0	The Association does not have sufficient technical competencies in its services or programs.
2	Does the organization have documented technical procedures and practices in its main service areas?	0	0	
3	Does the organization have in-house quality assurance systems?	0	0	
4	Is the organization able to acquire additional technical knowledge and expertise if need arises?	1	1	The Association is able to acquire assistance if needed, but the problem is the lack of funding.

5	Does the organization effectively employ its technical skills in its main services?	1	0	Most of the services and programs are to serve the lawyers, but the Association does not use its skills for general public issues.
		2	1	

Comparative Advantage

		Indica tor Score	Modified Score	Availability
1	Does the organization believe that it can consistently deliver its product or services more effectively relative to other organizations?	1	1	The Association does provide services effectively to its members, the lawyers. However, it is not active in public issues.
		1	1	

Program Development

		Score	Modified Score	Availability
1	Does the organization regularly conduct needs assessment exercises?	0	0	PBA has not assessed the needs of its members.
2	Are needs assessment exercises participatory?	0	0	
3	Are the organizations programs generally need driven?	0	0	
4	Does the organization regularly seek feedback of project beneficiaries in its program design?	0	0	Not in an organized manner.
		0	0	

Monitoring and Evaluation

		Score	Modified Score	Availability
1	Does the organization have an operational and documented project management system?	0	0	
2	Does the organization collect baseline information prior to project implementation?	0	0	
3	Does the organization develop measurable objectives and clear indicators of the success of its programs?	0	0	
4	Does the organization regularly conduct impact assessment exercises?	0	0	
5	Does the organization involve project beneficiaries in its monitoring and impact assessment exercises?	0	0	
6	Are results of monitoring and evaluation/impact assessment exercises shared with staff?	0	0	
		0	0	

Sustainability				
		Score	Modified Score	Availability
1	Does the organization have operational direction to ensure that its services are responsive to constituency needs?	1	1	Only for programs aimed at its members. Fellowship fund was created in response to demand of the members.
2	Does the organization have plans for enabling its constituency to assume management responsibilities in its service delivery?	0	0	
3	Has the organization developed systems for the continuation of its program in the medium and long term?	0	0	
4	Does the organization have programmatic phasing-out strategies?	0	0	
		1	1	

HUMAN RESOURCES

Organizational Structure

		Score	Modified Score	Availability
1	Does the organization have an organizational chart that shows the most significant units and functions of the organization?	0	0	There is no clear organizational structure for the staff.
2	Are the lines of authority and communication well defined in writing?	1	0	In general, the lines of communication seem to exist, but they are not written and not clear to the staff.
3	Are there defined mechanisms for coordinating the work of the different functions of the organization?	0	0	There is no clear and defined job for the staff.
4	Are there policies & mechanisms to resolve conflicts between units or colleagues?	0	0	There is nothing written with regards to this.
5	Do staff have clearly defined and documented job descriptions?	0	0	There is no clear and defined job for the staff.
		1	0	

Personnel

		Score	Modified Score	Availability
1	Are staff members appraised periodically according to transparent performance based criteria (results discussed with the concerned staff members for example)?	0	0	There has been no appraisal of staff.
2	Is there an updated human resources development plan?	0	0	There is not enough staff in the Association.
3	Is there a budget allocation for staff training and development?	0	0	No budget has been allocated for the development of the staff.

4	Does the organization encourage its staff to continuously train and upgrade their knowledge and skills?	1	0	The Association does not object as long as it is at the expense of the employee.
		1	0	

Organizational culture

		Score	Modified Score	Availability
1	Are their operational policies to strengthen the staff's understanding and commitment to the organizations mission and societal role?	0	0	There seems to be an understanding, but there is no written proof of this.
2	Is staff encouraged to actively participate in the design, implementation, and review of the organization's various projects?	1	0	
3	Is staff encouraged to ascribe to a particular set of ethical standards, values, beliefs or practices such as to express their opinion freely, take initiative, team work, diligence, minimizing the use of paper, ...etc.?	0	0	There is no written proof.
4	Is the organization gender sensitive in its various internal practices?	1	0	Yes, but there is nothing written with regard to gender policy. There are no women on the Board, which is an indication that women are not encouraged to run for elections.
		2	0	

Diversity

		Score	Modified Score	Availability
1	Does the organization provide equal job opportunities for all qualified candidates?	1	0	Yes, but there is nothing written with regards to this.
2	Do traditionally under-represented stakeholder groups have equitable access to, and equal benefit from project activities?	1	0	Yes, but there is nothing written with regards to this, but there is nothing to prove the opposite either.
		2	0	

HR Administration

		Indicator Score	Modified Indicator Score	Availability
1	Does the organization have documented policies and procedures for:			
2	<ul style="list-style-type: none"> o Recruitment, contractual terms, and conditions of employment (rights & privileges) 			There are no contracts with the employees. There are only appointments of staff. The Association adheres to the Palestinian Labour Law.
3	<ul style="list-style-type: none"> o Compensation and benefits 	1	0	In accordance with Palestinian Labour Law.

	o Grievances	1	0	In accordance with Palestinian Labour Law.
4	o Working hours and standards	1	0	In accordance with Palestinian Labour Law.
5	Do these systems encourage good performance, low turnover, and high staff morale?	0	0	
		3	0	

EXTERNAL RELATIONS

Community/constituency relations

		Score	Modified Score	Availability
1	Do you believe that there are adequate channels for the community / constituency to access to the organization?	1	0	
2	Are the organization's programs actively marketed to its constituency?	1	0	Not sufficient
3	Does the organization actively educate and build awareness among its constituency?	1	0	Not sufficient.
4	Does the organization have adequate materials (books, reports, website, etc.) that reflect its mission, goals and objectives and various activities?	1	0	The Association has only one publication.
5	Has the organization been successful in gaining the acceptance and support of its constituency?	1	0	
		5	0	

Government relations

		Score	Modified Score	Availability
1	Does the organization generally maintain good working relation with relevant government institutions?	1	0	The relationship is established by the Chairman of the PBA on a personal level and not at the institutional level; for instance, it depends on the relationship of the Chairman with the Chair of the Higher Judiciary.
2	Do relevant government institutions show appreciation for the organization's developmental role?	1	0	
3	Are the organization activities and recommendations integrated into governments' development plans?	1	0	
4	Do relevant government institutions seriously involve the organization in the design or implementation of programs or services?	0		
		3	0	

Networking and coordination				
		Score	Modified Score	Availability
	Does the organization has an operational policy to:			
1	Build alliances with other members of its cohort?	0	0	
2	Create effective programmatic collaborate linkages with relevant organizations?	0	0	
3	Share resources with other members of the cohort?	0	0	
4	Coordinate its programs with other organizations in order to minimize duplication and maximize complementarity?	1	0	
5	Is the organization an active member of a federation / network?	1	1	
		2	1	
Media				
		Score	Modified Score	Availability
1	Does the organization use media (newspapers, radio, TV) effectively to reach its constituency, expose and promote its work, and to influence the public and decision makers (advocacy)?	1	0	Other.
2	Does the organization attract positive media attention?	1	0	Other.
3	Does the media consult the organization on relevant issues?	1	0	Not in the way that it should.
		3	0	
Advocacy				
		Score	Modified Score	Availability
1	Does the organization have an advocacy strategy in its main program areas?	1	0	Not organized.
2	Does the organization work with other organizations on advocacy issues?	1	1	
3	Has the organization developed adequate in-house skills and resources to carry out advocacy campaigns?	0	0	Very poorly.
		2	1	

FINANCE				
Budgeting				
		Score	Modified Score	Availability
1	Are financial projections made?	0	0	
2	Are financial projections usually accurate?	0	0	
3	Do established procedures exist to regularly maintain revenues and expenses in balance?	1	0	All of expenditures require the decision of the Association Board; there are no procedures.
4	Are there financial contingency plans?	0	0	
		1	0	
Fundraising				
		Score	Modified Score	Available or not
1	Does the organization have an effective fund raising strategy?	0	0	
2	Has the organization succeeded in accessing diversified resources to contribute to its activities during the past three years?	0	0	The organization has neglected to put any effort into diversifying its resources.
3	Does the organization have the capacity to develop proposals and respond to tenders?	0	0	
4	Does the organization have a fee for services and/or other cost recovery mechanisms built into service delivery where appropriate?	1	1	
		1	1	
Procurement				
		Score	Modified score	Availability
1	Is there a procurement system in operation?	1	0	There is no written procedure.
2	Are procedures followed to ensure that procurement is effected at competitive prices (multiple bids)?	1	0	There is an understood procedure that is followed, but there is no written policy.
3	Are detailed records of capital assets / property/equipment maintained?	1	1	
4	Are physical inventories of property / equipment conducted regularly?	1	1	
		4	2	
Accounting				
		Score	Modified Score	Available or not
	Does the organization maintain a policy manual or documented procedures covering:			
1	General organizational accounting	0	0	

	procedures			
2	Approval authority for financial transactions	1	0	Not written, tradition in the Association.
3	Guidelines for controlling expenditures, such as purchasing requirements and travel	1	0	Everything requires a decision from the Board.
4	Payroll and petty cash	0	0	
5	Does the organization maintain cash book/check register/cash disbursement journal/general ledger of expenses, etc?	1	1	PBA uses ----- accounting program.
		3	1	

Compliance				
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		Score	Modified Score	Availability
1	Is the organization registered according to relevant government legislation?	1	1	
2	Does the organization conform to standard tax and labor regulations and requirements?	1	1	PBA has not paid taxes in the past, but since March it has been paying its taxes.
3	Are there annual financial reports prepared by a registered auditor?	1	1	
		3	3	