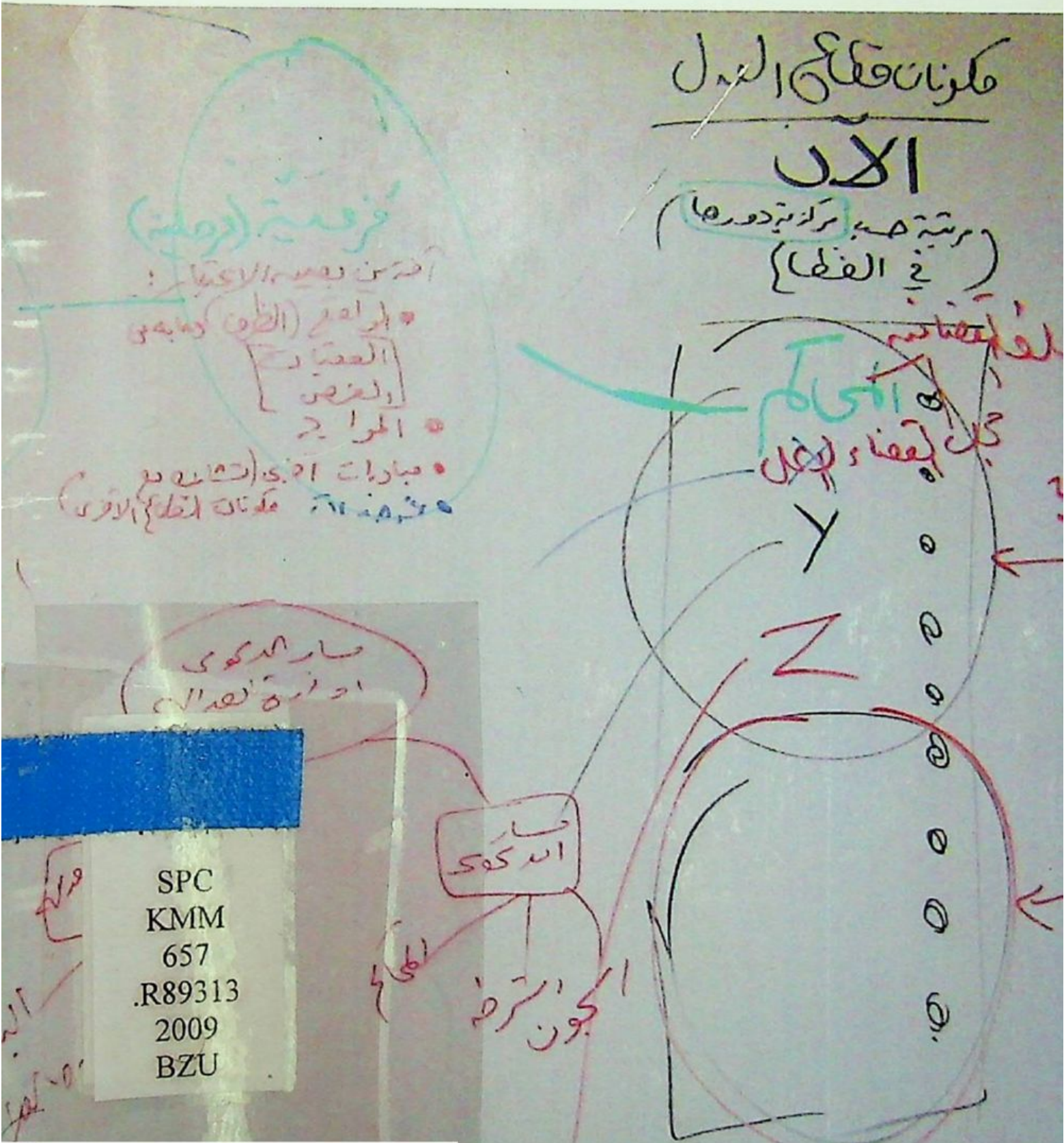


The Initiative on Judicial Independence and Human Dignity

مبادرة استقلال القضاء والكرامة الإنسانية


The View Point of Palestinian Civil Society on the Justice Sector



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The Initiative on Judicial Independence and Human Dignity  
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# The View Point of Palestinian Civil Society on the Justice Sector

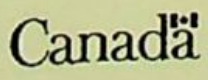
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## Background

This document presents a vision for the Palestinian justice sector as developed by a group of Palestinian institutions and individuals who have a stake in the sector and who understand its main characteristics and priorities. It is hoped that the vision articulated in this document will serve as a tool for overcoming the sector's challenges and establishing a comprehensive national plan for achieving the hopes and aspirations of the Palestinian people to secure a state where the rule of law serves citizens' interests, security and dignity.

KARAMAH, the facilitator of this collective effort, has undertaken this initiative in light of its mandate to promote judicial independence and human dignity and to support the institutionalization of judicial education. KARAMAH sees the judicial education process as integral to Palestinian nation-building and expects, that the judiciary shall have a leadership role in nation-building through the development of justice. Thus, it is important to connect discussions and plans focused on the

formal justice system with the community's vision of justice. It is only with an understanding of this community vision that the judiciary can be supported in carrying out its leadership, nation-building role. Moreover, this vision of an independent judiciary as a force supporting the dignity of the Palestinian people is intimately tied to a larger vision of the justice sector as a whole. By considering the judiciary in general and judicial education in particular within their larger social contexts, strategies can be developed to support the judiciary in establishing itself as a social institution that supports the dignity of the Palestinian people.

With these principles and basic assumptions in mind, KARAMAH works, whenever possible, in partnership with all the parties that form the direct environment of the judiciary. It reinforces the need to understand judicial education as a social process and not simply a technical one. Indeed, the main problem with the implementation of many so called reform initiatives, including those involving the judiciary, is that they tend to focus on purely technical aspects such as knowledge and skills without giving sufficient attention to the social context in which that knowledge and skill is to

be employed and without fully considering the impact of knowledge and skills on the people who seek justice.

KARAMAH emphasizes public dialogue about justice issues as one of its foundational pillars. It commenced its activities with the conviction that civil society organizations must be engaged in the justice sector as partners at all levels. This includes defining the problems facing the justice sector, suggesting methods for resolving them, and delineating the role of official and civil society or unofficial institutions in this regard. The KARAMAH facilitated meetings with civil society organizations began in 2007. These meetings happened to coincide with the official (but undeclared) process of sectoral planning. The official process produced a set of documents in May 2008 that contained plans for only three components of the justice sector, namely the Ministry of Justice, the General Prosecution and the Judiciary.

As the official plan produced in May 2008 did not result from a comprehensive planning process, did not deal with essential components of the justice sector (such as legal education, the legal profession and civil society

organizations interested in the justice sector), and as Palestinian civil society organizations did not participate in its development, KARAMAH undertook to facilitate this current vision document by a group of the civil society organizations and public figures with whom it had been working. This document provides a starting point for understanding the needs and direction required for the development of the justice sector from the point of view of those who participated in this consultation and drafting process. Now, that this vision document has been finalized, this document is published for society and its official and unofficial institutions to consider along with earlier studies and recommendations made for developing the justice sector, including, for example, the plan prepared by the Steering Committee of Justice and Judiciary Development in 2005, the development plan prepared by the Executive Authority in 2007 and the document known as "the Strategic Plan for Justice Sector."

## Introduction

Palestine's past political situation produced a judicial system that proved inappropriate for its future. The Israeli authorities' control over the Palestinian judiciary had deleterious effects which remain within the system today. Israeli occupation proved harmful in many ways but perhaps its most significant impact was that it resulted in disrespect for the law and thwarted the development of a rule of law culture in Palestine: law under occupation represented the occupier's rule which violated the rights and needs of the Palestinian people. The predominance of Israeli law helped entrench Palestinian reliance on informal<sup>1</sup> forms of conflict resolution as a "national" substitute to a formal judicial system that was controlled by occupation. This informal judicial system has

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<sup>1</sup> The term "informal judiciary" used for dispute resolution means, which are not governed by the enforced laws and regulation, unlike the "formal judiciary", which includes the official judiciary (normal courts) and all the dispute resolution tools governed by the law under one sovereign regime in the country.



since became a heavy burden on the national authority, acting as a parallel judiciary to the formal judiciary but lacking basic substantive norms such as non-discrimination and procedural guarantees such as the right to a fair trial guarantees.

Yet, the Palestinian National Authority (PNA) has not yet set out the conditions for a modern, transparent and effective judicial sector, commensurate with the modern standards of justice and rule of law as is desired in Palestine. In particular, the PNA has not been successful in establishing a powerful, effective and fully independent judiciary and has not nurtured the necessary legal and institutional environments to achieve these ends. Instead, it largely maintained the judicial system status quo despite the fact that a considerable period of time has passed since the PNA was established in 1994. Thus, the negative view of the judiciary by the society and its associations largely remains. For example, it was not until 2002, 8 years after the PNA was establishment, that the Judicial Authority Law was passed. This lag helped entrench some of the features of the judiciary during the occupation era and

makes the reform process harder because it helped entrench deep-rooted interests.

Any change process is essentially political; it's about fixing the problems of the current regime. Thus, a change process needs a powerful political will which will pursue its goals despite the inevitable effect on the distribution and relations between powers. Accordingly, resistance to change is expected and normal from people whose self-interest may be threatened and who may view change as the loss of their influence and sources of power. Accordingly, the reform process should move beyond technical matters and pay more attention to more important concerns, such as aspects of planning that focus on reconstructing and reorganizing sectoral institutions to ensure their integrity and to protect them from the influence of narrow interests. Reform must prove fruitful for and respond to the needs and wishes of citizens.

Bearing the need for citizen-focused reform in mind, the planning process to develop the justice sector should have two phases. The first is interim and transitional. It responds to the context of conflict. The second is more akin to

the building of the state. It is commonly known that one of the main problems for society during the first stage is the emergence of institutions other than the institutions of justice which impose themselves as the main players in dispute resolution. These institutions include the security services and the governorate offices which often arrest and detain persons without judicial warrants, without jurisdiction, and without regard for the consequences of their decisions on the general prosecution and courts affairs.

So, how do we move to the second stage and work towards serious and effective reform? Where to start? Concerned individuals should not simply wait for the transition but should facilitate and encourage the change process with a strategy in hand. Such a strategy would require organizing into lobby groups to pressure legislators to adopt ordinary laws and related regulations to organize the justice sector and eliminate both overlap and gaps between the judiciary and other justice-related bodies, particularly those identified in the Palestinian Basic Law. The strategic goal of any reform must be the improvement of the guarantees of justice, including promoting access to justice

for as wide a group as possible. The barriers to access to justice in Palestine must be also considered. These barriers include, among others, the occupation, the inertia within the current system, the high costs of seeking justice, the geographical remoteness of courts from the population. The process of developing this document was built on these two basic ideas.

## Methodology

KARAMAH's meetings with its partners resulted in clear consensus; the justice sector is not limited only to official institutions (the Judiciary, the Public Prosecution and the Ministry of Justice) but also includes other important parties which are: the Palestinian Bar Association, faculties of law, and civil society organizations. Any justice sector planning or initiatives that excludes these parties must be considered incomplete. Despite our deep understanding that the PNA has made significant efforts to develop the justice system, it is clear that these efforts need to be revised and finalized through the wider participation of interested and respected persons in this sector to produce a national and comprehensive vision for the justice sector and to develop plans and appropriate mechanisms to implement that vision in the Palestinian context.

Overcoming various obstacles, KARAMAH and its partners succeeded in organizing a set of activities, meetings and deliberations over approximately a two year period. It is worth noting that official institutions were invited to

these various activities, meetings and deliberations and that representatives from the Ministry of Justice and the Public Prosecution attended some of these meetings which resulted in the following:

- *Consensus about the crucial need to commence a comprehensive and genuine national vision plan, taking into consideration serious matters -- which garner insufficient attention in sectoral planning analysis -- like: the nature of the proposed state, the issue of geographical separation between West Bank and Gaza, the nature of the justice system which would be most suitable for the unique Palestinian context, the scope of the justice sector, its components, its possible resources and potentials, the quality of legal education for students, lawyers, judges and public prosecutors, the continuing education for all these groups, in addition of the importance of engaging all the justice system parties in planning and facilitating a social discussion about change and the need for change.*

- *Consensus about a process for developing a vision.* This process includes defining the problems of each component of the justice sector, the immediate transitional goals to empower each component in order to perform its functions, and the needed interventions and initiatives for achieving these transitional goals within each component for the purposes of securing the main strategic goal of that sector. In addition all parties agreed that the vision adopted would have to be national scope, holistic in approach, unanimous in its results and reflective of the perspectives of the various parts of the justice sector.
- *Agreement to hold a wider meeting at the Palestinian Independent Commission for Citizen's Rights on May 13, 2008.* This meeting brought together a large portion of the civil society justice sector from the West Bank and Gaza, including the Palestinian Bar Association, faculties of law, and key civil society organizations (see annex). Significantly, representatives of the official sector also participated in the meeting and provided

the other participants with an update on current developments, including the development of "the strategic plan for the justice sector." Participants at this meeting discussed the best ways to go over the deficiencies of that strategic plan.

- *Consensus on the need to create six technical committees:* This was reached during the May 13 meeting and resulted in the formation of the following technical committees: the Judicial Committee, the General Prosecution Committee, the Ministry of Justice Committee, the Bar Association Committee, the Legal Education Committee and the Civil Society Committee. Participants further agreed that each committee would work on their respective justice sector component and produce analysis and recommendations within the general framework established by the group as a whole (see point 2 above). In order to unify the methods and the approach of the committees, specific terms of reference, were developed. .



- *A plan to deal with the challenge of the current division between West Bank and Gaza.* Under this plan, civil society organizations from Gaza were engaged in the process. All participants and technical groups agreed to take the notes and points made by the Gaza participants into consideration in all the committees' meetings to help develop, as much as possible, a real national plan that would be suitable for the two parts.



## Role of the Justice Sector Palestine

The national, institutional, legal, political and economic development process has been

Photo of meeting held in Jericho on Feb 27, 2009

characterized by similar negative features since the PNA's establishment in 1994. The process lacks a clear statement of goals, credible and effective mechanisms to pursue those goals, a basic vision for the future, and plans for responding to Palestinians' expectations.

Instead, the PNA reform plans have proven too influenced by internal and external factors that

Photo of meeting held in Jericho on Feb 27, 2009 (PBA committee & CSOs committee)

have generated a process designed largely to fit agendas that are irrelevant to Palestinians' goals of independence and sovereignty.

These features clearly appear in the justice sector where the efforts of reform and development suffer from a lack of: a comprehensive vision; a strategic plan; clear

Photo of meeting held in Jericho on Feb 27, 2009 (Legal Education committee & Judiciary committee)

short and long term goals; and, effective and appropriate implementation strategies. Actual reform results have proven inconsistent with

Palestinian expectations. Indeed, Palestinian expectations are generally not considered in either the introduction or evaluation of reform

efforts. And, reform has been unstable because shifting internal and external agendas have prevented the accumulation and growth of results.

There is an urgent need to re-examine the question of reform and development in the justice sector and to put this re-examination process in the context of a clear vision that identifies specific goals and clear strategies which respond with the specific Palestinian context. To achieve these ends, we believe we should consciously and extensively consider and address the following matters as an integral part of justice sector reform:

**What should be the nature of the prospective Palestinian state?** This includes the defining features of the state that Palestinians desire and an articulation of its main components, the kind of the relations it will value, and an assessment of its ability to respond to the public interest. For example, do we need a state where the public sector and public values have an appropriate position as is the case in developing countries and those seeking to gain independence? Or do we need a state which is dominated by the values and concepts of the

private sector? In other words, do the Palestinians want a state governed by the people or do they prefer a market state? Furthermore, do the Palestinians want a state governed by international parties and institutions or a state directed by its peoples' needs, demands and priorities?

**What are the implications and proper response to the political and geographic separation between West Bank and Gaza?** this reality has, without a doubt, negatively affected the justice sector. The duplication of the legislative and executive authorities in West Bank and Gaza raises several questions: what role does the justice sector play in the context of the political divide? What are the best ways to enable the sector to fulfill its role with as little negative impact as possible from the political separation? What can be done in the present and the future to enable the justice sector to do its role after the Palestinian presidency dismantled(s) the security services responsible for protecting the public order in Gaza? How can the current vacuum in the justice sector in Gaza be filled to prevent it from being entrenched and regarded as natural? Moreover, how should society address

initiatives and substitutes in dispute resolutions such as the informal justice sector? How will developments in Gaza reflect on the Palestinian society as a whole in the future? What can be done to prevent further decline of the justice sector role and effectiveness? Is there a clear starting point for turning the negative tide within the sector and who should begin the process?

**What kind of justice system is suitable for the current Palestinian context?** Important questions regarding this issue are: what kind of judiciary we want? What is its nature and scope? Which parts of society should judicial independence serve? What is the criteria to determine the type of laws and their scope? What weight should attach to various laws, what priority to give various enactments, and how do we determine when an enactment should be permanent or temporary, partial or comprehensive? What kind of institutional and administrative preparations are needed for this sector? To what extent can we compromise the independence and integrity we want for this sector with the challenges of occupation and the current state of dependence and lack of Palestinian self-determination? Which internal

and external parties should the judiciary be independent from? What's its scope and on what basis does the judiciary claim its independence?

In practice, how do we distinguish between judicial independence and lack of accountability? What kind of norms can be developed to enhance judicial integrity and accountability in a way that is responsive to the people's needs?

**What are the boundaries of the justice sector?;** This requires defining the components of the justice system in terms of their relative importance and role to meet the developmental concerns that respond to Palestinian needs in light of the changing internal and external inputs. Important questions that arise are: should the state establishment start with reviewing and finalizing the applicable judicial laws such as the draft Law amending the Law of the Judicial Authority, the administrative courts law, the judicial training institute law, the constitutional court law? Or should it start with developing the administrative structure of the High Judicial Council, the Ministry of

Justice, Palestinian Bar Association or the Public Prosecution?

What level of attention should be paid to the role and performance of other parties related to the justice sector such as the Ministries of Interior and Health? How can the civil society and mass media contribute positively in influencing the justice sector? What is the people's/lay person's role in the justice sector and how can we engage them in justice sector concepts and enhance their confidence with the sector and its concepts? What kind of human and financial resources are needed to improve the judiciary, how can it be achieved and what standards should be set? What can be done to increase professionalism and merit and to decrease political concerns, improvisation and inconsistencies in judicial management?

**What is the significance and impact of actual and potential resources?** The justice sector is very sensitive because of impact upon individual and collective rights both in the abstract and in reality. Given its importance, the sector requires sufficient and stable resources to enable it to work sustainably and effectively. The questions rising are: how can this sector be



developed despite the lack of funds? How can it be responsive to Palestinian needs while Palestinians as a whole depend on foreign resources which we all know is conditional, instable, unreliable and does not always match with what we want? What can be done to make this sector less expensive, and thus less dependent on the conditional foreign resources? Is there a possibility for compromise between Palestinian wishes and the political priorities and narrow emphasis on security that attaches to foreign resources? Should actual and potential human and financial resources be spent equally on the various elements of the justice system or should priorities be established?

**What is the role and purpose of formal and public legal education?** It's clear that the justice sector needs appropriate social, and cultural value systems to achieve its present and future goals. The important questions here are: how can we encourage justice personnel and the population more generally to emphasize that the Palestinian people are the recipients of the justice sector services? What culture and values need to be enhanced in society to assist the justice sector and civil society organizations to

carry out their roles? What is the role of universities, faculties of law and the civil society organizations involved in this field? What kind of education and awareness is required? And what are the suitable mechanisms and methods to achieve them?

Once the general framework for the questions to be addressed by each committee was adopted, the considerations that needed to be taken into account were identified. These include:

- Defining the axis and fields of developments of the justice sector in Palestine and putting it in priority scale and timelines.
- Defining the kind of development needed for the financial and human resources and the possible improvements in each field of the justice sector.
- Developing an effective due process system based on the principle of human dignity.
- Developing specific methods and mechanisms to enhance desired values throughout the justice sector.

- Developing mechanisms to enable the justice sector to effectively perform and response to the internal and external changes.
- Developing mechanisms and launching initiatives to reduce the justice sector's expenses without affecting its performance.
- Developing mechanisms to regulate the relation between the parties related to the justice sector such as the Ministry of Justice, Police, the Judiciary, the Bar, the Ministry of Interior etc.
- Taking practical and field initiatives to protect the justice system from the negative effects of the current political divide, especially in Gaza.
- Finding specific mechanisms to enhance the role of people, media and civil society in positively affecting the justice sector.

## **Working Committees Prepared this Vision**

The six technical committees (Judicial Committee, the General Prosecution Committee, the Ministry of Justice Committee, the Bar Association Committee, the Legal Education Committee and the Civil Society Committee) worked to finalize and make more concrete the points arrived at through general consensus. In order for each committee to execute its tasks, the members drew upon diverse sources of information including official and unofficial literature and consultations with experts. The foundation upon which the national vision was prepared included agreements:

- To take into consideration the nature of the proposed or prospective state, including its desired values and institutions and emphasizing its ability to respond to Palestinians' wishes and interests.
- To create a national process of planning for the justice sector by deriving the vision from Palestinian needs and focusing on values and

principles stemming from concept of human dignity.

- To develop specific mechanisms and means to enhance the values meant to be instilled in the justice sector.

- To have this process developed through coherent means having regard for short, medium and long term needs and strategies.

- To specify the needed development for the human and financial resources' potentials and the needed and possible improvement in every field of the justice sector.

- To deal with and cover all the components of the justice system, which are the Judiciary, Public Prosecution, Police, Bar Association, the law faculties, the civil society organizations, the Palestinian Independent Commission for Human Rights, in addition to associated ministries such as the Ministries of Interior and Health.

- To consider the shortage of resources and to economize the justice sector expenses without compromising its performance.

- To define specific fields in the justice sector and define its priorities as well as place them in applicable timetables.
- To include specific suggestions about education -- general and legal-- for the justice sector personnel and people.
- To present specific suggestions to enhance the role of citizens, media and civil society in making positive effect on the justice sector.
- To give significance to technical matters in conjunction with organizational and policy matters.
- To have organization (consequently the institutions formed from it) specialized and experienced in the field it will work on.
- To produce strong, applicable, effective, lasting and sound outputs.
- To present committees achievements in a large meeting.

## Photos of different meetings

☞ Photo of Human Rights Committee meeting held on November 25, 2008



☞ Photo of Bar Association Committee meeting held on November 27, 2008

☞ Photo of Ministry of Justice Committee meeting held on November 13, 2008



Working methods followed by the committees were:

**First:** definition of the most important issues and challenges facing every component of the justice sector.

**Second:** definition of the transitional goals of every component in the short, medium terms.

**Third:** definition of the cooperation, activities, initiatives and programs, necessary to achieve the transitional goal.

**Forth:** definition of the partial strategic goal of every component, which comprise a part of the general strategic goals of the whole sector.

The general strategic goal for the justice sector was defined as "establishing a state where institutions functions within the confines of the law, where freedoms and rights and dignity are respected.." Participants agreed that this can be achieved by:

- Empowering the justice system with the legal tools, which improves its performance and brings back the Palestinian people's trust.



- Developing a complete national strategic plan for justice to institutionalize the justice system in accordance with the international standards.
- Stressing fair trial guarantees before the judiciary and provide the needed the law, human and financial resources for this end.
- Developing the legal education institutions, spreading the culture of rule of law, the independence of judiciary and protection of human dignity.
- Enhancing the principles of transparency and integrity in the justice sector, its personnel and providing effective accountability.

## **The Committees' Results**

The six committees came up with preliminary suggestions which were then presented at a general meeting held on February 26 and 27, 2009. After intense discussions about the six technical committee reports, the participants came up with the following vision which they are making public to urge the authorities and Palestinian society more generally to adopt a national plan to develop justice sector institutions with an eye in particular to enhancing judicial independence, and improving the performance of the different justice sector branches in Palestine.

The recommendations are divided into two main categories: those aimed at the justice sector as a whole and those aimed at one of the six components identified and discussed within each technical group.

## **1. Interventions for the Justice Sector as a Whole**

General problems affecting the justice sector as whole were diagnosed and interventions were suggested to address these problems. The main problem of course is the colonial occupation with its heavy burden and the uncounted obstacles it presents to sector development. The partners agreed that this problem is larger than civil society capabilities because ending the occupation and removing its traces needs mainly political intervention aimed at securing independence and freedom for Palestinians.

The partners recognized the need to form a national professional body to work on defining and rationalizing the jurisdiction of the various institutions, addressing the practicalities of separating out the jurisdictional lines and finding creative mechanisms for inter-institutional communication. They identified the need to solve the infrastructure problems for justice institutions, including buildings, equipment, software, furniture and supplies. This requires finding financial resources from the Palestinian authority budget, taking into consideration the importance of budgeting and

managing expenditure and reducing dependence on foreign, direct funding.

They also stressed the need to build and enhance human resource potentials by developing national preliminary and continuing education programs according to needs and specialization of those working within the sector. Moreover, they recognized the need to develop a system to receive and act upon citizens' complaints regarding the sector and the need for a committee mandated to improve public relations and communications.

The above recommendations point to the need to adopt and develop laws and bylaws/regulations to clarify the relations between the essential components of the justice sector and to remove any confusion between the different branches. The establishment of a constitutional court may present an opportunity to facilitate strategic, comprehensive and national planning process; engaging the entire justice sector in this process will contribute to developing the status of the justice sector.

All of these recommendations rely for their effectiveness on a political decision to require the security bodies to respect the law, end their

own infringements of it, and enforce court decisions or risk punishment. These recommendations also rely the establishment of well planned and properly/legally mandated oversight bodies to enhance accountability and control favoritism and cronyism.

Finally, plans are needed to engage and bring in the criminal facilities and their staff and to also to ensure that all reforms aim at promoting human dignity which can help secure the path to justice. The following table summarizes the suggested interventions in the justice sector as entire.

**Table (1): interventions on the sector as a whole**

No.	Main issues	Required for short term	Required for long term
1.	Israeli belligerent occupation	<ul style="list-style-type: none"> <li>• Provide the justice system with its various components the steadfastness to face the daily negative effects of the decades-long Israeli belligerent occupation.</li> <li>• Link between the justice sector status and the people's ability to remain steadfast in their homeland.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a strategy for the future.</li> <li>• Use the justice sector to serve the liberation process/ national independence and to contribute to nation building.</li> </ul>

Main issues	Required for short term	Required for long term
Unclear vision of the desired state	<ul style="list-style-type: none"> <li>• To form a national body by specialists to identify the possible visions for the desired state.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt and harmonize justice sector activities to compliment the nature of the proposed state.</li> <li>• Ensure justice sector participation in defining the proposed state's features.</li> </ul>
The West Bank – Gaza geographic and political divide	<ul style="list-style-type: none"> <li>• Establish a professional national body representing official and civil society sectors to address the consequences of separation and to finding creative mechanisms to communicate between the two parts.</li> <li>• End every unilateral decision and decrees, which deepen the separation</li> </ul>	<ul style="list-style-type: none"> <li>• Institutionalize the justice sector in order to protect it from the political effects (especially parties) in the future.</li> <li>• Adopt strategic and continuing investment in popular and state unity.</li> </ul>
Lack of clarity as to the Justice System desired for Palestine	<ul style="list-style-type: none"> <li>• Specify and classify the weaknesses of the justice sector.</li> <li>• Accurately define the justice sector components and elements.</li> <li>• Establish clear mechanisms, systems and procedures to guarantee the people participation in defining the challenges and obstacles facing the justice sector.</li> <li>• Incorporate human dignity and rule of law values into the various</li> </ul>	<ul style="list-style-type: none"> <li>• Address the weaknesses.</li> <li>• Link the sector's components with clear visions and goals.</li> <li>• Engaging the population and enabling it to</li> </ul>

No.	Main issues	Required for short term	Required for long term
		justice sector components. <ul style="list-style-type: none"> <li>• Raise people's level of awareness of the justice sector and its social role.</li> </ul>	participate in defining the needs and obstacles and finding appropriate solutions for justice sector problems. <ul style="list-style-type: none"> <li>• Promote popular trust in the judiciary as the corner stone of future developments and improvements.</li> </ul>
5.	Unclear scope of the justice sector	<ul style="list-style-type: none"> <li>• Adopt and develop legislation, regulations and bylaws to clarify the relation between the essential components of the justice system so as to remove uncertainty or conflict within jurisdictions.</li> <li>• Promote full coordination between the different branches.</li> <li>• Establish the Constitutional Court to address the vagueness of some laws and help solve jurisdictional conflicts.</li> <li>• Enhance the national strategic planning process by engaging the sector's official and unofficial components..</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring the societal component i represented in the Justice Sector.</li> </ul>
6.	Weak technical and financial	<ul style="list-style-type: none"> <li>• Enhance capabilities of employees in all levels by developing introductory,</li> </ul>	<ul style="list-style-type: none"> <li>• Provide the needed financial resources from the PNA.</li> </ul>

Main issues	Required for short term	Required for long term
resources in quality and quantity.	preliminary, and continuing programs according to need and specialization. <ul style="list-style-type: none"> <li>• Secure infrastructure for justice institutions, including buildings, equipment, software, furniture and supplies and modern, effective administrative systems.</li> <li>• Economize expenditures and rationalize departments.</li> <li>• Develop systems for receiving public complaints and activate public relations and social communication units.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce dependence on foreign funds.</li> <li>• Prepare well-qualified employees and emphasize quality over quantity. .</li> </ul>
Legal education	<ul style="list-style-type: none"> <li>• Change the pedagogical approach from one that stresses rote learning to one that supports critical thinking in the social context.</li> </ul>	<ul style="list-style-type: none"> <li>• Focusing on critical thinking, establish sub specialization in legal education, and consider continuing education in designing educational programs.</li> </ul>

## 1. Interventions on the level of the six components of the sector

The following tables show the agreed upon problems, the goals and the required interventions in each six component of the justice sector.



## 1. Judiciary

The specific strategic goal defined in relation to the judiciary was: the need to secure a fully independent judicial sector to promote justice and protect human dignity.

Legislation to create specialized courts is needed. There is also a need to form a High Judicial Council built on a representative system which includes representatives from the civil society with criteria for choosing the representatives and the tenure.

There is also a need to identify and establish clear criteria to address infringements taking place in the judiciary for the purposes of institutionalizing the judiciary. Judicial overload, case management, the judicial police and law enforcement, ensuring independence and creating a transparent system to choose judges, and publication of judicial decisions all represent priorities.

**Table (2): Judiciary**

No.	Problems	Transitional goals	Initiatives
1.	Geographic and political separation	<ul style="list-style-type: none"> <li>• Ending the division and crafting creative communication solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Form a professional national body including public officials and civil society representatives to work on solving the effects of separation and re-institutionalization of justice sector.</li> </ul>
2.	Lack of specialized judges and courts	<ul style="list-style-type: none"> <li>• Establish specialized courts (e.g. commercial, labor, juveniles).</li> </ul>	<ul style="list-style-type: none"> <li>• Appoint and educate specialized judges.</li> <li>• Provide required funds.</li> <li>• Adopt necessary legislation on an on-going basis.</li> </ul>
3.	Alienation from the judiciary.	<ul style="list-style-type: none"> <li>• Support and independent neutral and effective judiciary</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance legislative oversight.</li> <li>• Promote self accountability within the judiciary.</li> <li>• Issue periodic reports</li> <li>• Enhance transparency in appointing and promoting judges</li> <li>• Enhance transparency in the delivery of justice, including ensuring hearings are open to the public.</li> <li>• Publish court decision</li> <li>• Establish a system to receive complains.</li> </ul>
4.	Weak infrastructure	<ul style="list-style-type: none"> <li>• Improve the infrastructure for</li> </ul>	<ul style="list-style-type: none"> <li>• Construct or provide appropriate buildings for the</li> </ul>

No.	Problems	Transitional goals	Initiatives
	of the courts.	the courts	courts including furniture, equipment and supplies
5.	Lack of quality and quantity of human resources.	<ul style="list-style-type: none"> <li>• Enhance the judiciary to enable it to function properly.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider the population a court serves when deciding on human resources made available to it.</li> <li>• Appoint and promote based on the merits, using objective criteria.</li> <li>• Develop and carry out preliminary, introductory and continuing training programs to respond to the actual needs of the sector.</li> </ul>
6.	Weak administration of courts.	<ul style="list-style-type: none"> <li>• Activating the administration of courts.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide mechanisms to separate the authorities of the High Judicial Council and the Courts Administrator of the courts, with the first being the general policy supervisor and the second, according to law, being responsible for updating systems and procedures to deal with the judicial institutional development plan.</li> </ul>
7.	Lack of comprehensive coordination between the various justice sector components.	<ul style="list-style-type: none"> <li>• Clarifying and specifying the relation jurisdiction between the Minister of Justice, the Public Prosecution and</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt and develop legislation, bylaws and regulations to clarify the overlap in justice management between the three parties</li> <li>• Create a system and environment of financial control which doesn't need the executive</li> </ul>

No.	Problems	Transitional goals	Initiatives
		the Chief of the High Judicial Council.	and legislative authorities.
3.	Criteria of appointing judges.	<ul style="list-style-type: none"> <li>• Establish and announce transparent criteria for appointing judges.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue posting vacant judicial positions in the media.</li> <li>• Ensure pre-publication of the qualifications needed and the used criteria for appointments</li> <li>• Distribute responsibility of appointing judges to two separate committees, one recommends and the other appoints.</li> <li>• Enable external parties to give professional views on matters relating to appointment</li> </ul>
9.	Weakness of judicial training programs. Programs are not indigenous.	<ul style="list-style-type: none"> <li>• Support and institutionalize the judicial training process in all its stages including assisting the judicial institute in performing its tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Approve a unified, well prepared Palestinian training system, based on objective national needs</li> <li>• Focusing on practical skills and matters</li> <li>• Enhance collegial mentoring and supervision.</li> <li>• Direct judicial education at enabling the judge to take a leading role in social development.</li> </ul>

No.	Problems	Transitional goals	Initiatives
10.	Absence of social representation in the Higher Judicial Council (HJC).	<ul style="list-style-type: none"> <li>• Form a Higher Judicial Council represented by all relevant authorities and civil society</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt a legal amendment stating that the HJC shall include representation of the three branches of government, while ensuring the judiciary holds the majority. The HJC shall also include civil society representation (i.e. the Bar Association, faculties of law, public figures).</li> <li>• The High Court maybe given the authority to nominate representatives from above mentioned categories for HJC membership.</li> </ul>
11.	ineligibility for Higher Judicial Council membership.	<ul style="list-style-type: none"> <li>• Form a High Judicial Council in accordance with law</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-announce the criteria relied upon for selection</li> <li>• Ensure that the judicial council member shall be elected by the judiciary itself.</li> </ul>
12.	Politicization of the judiciary.	<ul style="list-style-type: none"> <li>• Support a professional, just and neutral judiciary.</li> </ul>	<ul style="list-style-type: none"> <li>• Draft legislation to criminalize any attempt or intervention with the judiciary or impede justice</li> <li>• Enhance tools of judicial accountability, including improved media reporting and access to information.</li> </ul>
13.	Strikes, suspension of work, and short working hours.	<ul style="list-style-type: none"> <li>• Support a solemn and effective judiciary.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop clear and specified instructions for employers to confirm commitment to working hours and ensure effective mechanisms for precise</li> </ul>



No.	Problems	Transitional goals	Initiatives
			implementation <ul style="list-style-type: none"> <li>• Develop tools to improve the function of courts</li> <li>• Develop tools to increase the effectiveness of courts</li> </ul>
14.	Case backlog.	<ul style="list-style-type: none"> <li>• Ensure judicial decision-making within a reasonable time frame</li> </ul>	<ul style="list-style-type: none"> <li>• Legislative intervention to limit all phases of hearings (eg. interrogation, indictment, and appeals).</li> <li>• Use a priority management system for cases.</li> <li>• Make use of specialized courts.</li> <li>• Establish effective and efficient small claims courts based on rational criteria and train magistrate court judges to use their vested mediation authority to resolve cases</li> <li>• Simplify procedures</li> <li>• Computerize courts and cases management.</li> <li>• Provide trained for all staff and ensure adequate infrastructure.</li> <li>• Activate judicial inspections and include mechanisms to receive citizens' complaints.</li> </ul>
15.	Lack of financial resources	<ul style="list-style-type: none"> <li>• Provide sufficient government funds.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare periodic studies about the financial needs of the Judicial Authority and assign each year's budget.</li> </ul>

No.	Problems	Transitional goals	Initiatives
16.	Weak citizen confidence in the judiciary's ability to serve social justice which increases resort to informal justice mechanisms.	<ul style="list-style-type: none"> <li>• Enhance citizen confidence in the judiciary.</li> </ul>	<ul style="list-style-type: none"> <li>• Speed up sentencing of cases without infringing the fair trial guarantees.</li> <li>• Ensure execution of courts decisions.</li> <li>• Prepare a plan of social outreach.</li> <li>• Activate the public relations and social communication department.</li> <li>• Issue brochures about the role and of judiciary and its tasks to serving justice, focusing on its strengths and achievements.</li> </ul>
17.	Weak judgments, in terms of content, and lack of uniformity	<ul style="list-style-type: none"> <li>• Develop and adopt standard structure for court judgments.</li> </ul>	<ul style="list-style-type: none"> <li>• Propose laws</li> <li>• Provide relevant preliminary and continuing education.</li> </ul>
18.	Non-inclusion of the concepts and applications of human dignity and human rights in the judicial work.	<ul style="list-style-type: none"> <li>• Include the concepts and applications of human dignity and human rights in the judicial work</li> </ul>	<ul style="list-style-type: none"> <li>• Promote legislative intervention.</li> <li>• Provide education</li> <li>• Improve access to relevant resources</li> </ul>
19.	Personalizing the institution and its	<ul style="list-style-type: none"> <li>• Distribute authority clearly and rationally across judicial</li> </ul>	<ul style="list-style-type: none"> <li>• Enact relevant legislation</li> <li>• Contribute to institutionalization and</li> </ul>



No.	Problems	Transitional goals	Initiatives
	affiliation to one person.	institutions and ensure monitoring and accountability in relation to the distribution	accountability.
20.	Interference of security services in the jurisdiction of the judicial authority, failure to respect the law and failure to execute court decisions	<ul style="list-style-type: none"> <li>• Ensure independent justice and enforcement of judicial decisions</li> </ul>	<ul style="list-style-type: none"> <li>• Force the security bodies to apply the law and end their infringements of it</li> </ul>
21.	Weak authority of the courts, and weak execution of court decisions.	<ul style="list-style-type: none"> <li>• Entrench the authority of the courts and strengthen the enforcement of their decisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish the role of judicial police, case management and judicial inspection.</li> </ul>
22.	Lack of legislation and some legislative differences between Gaza and West Bank.	<ul style="list-style-type: none"> <li>• Bridge the gap in legislation and unifying it between West Bank and Gaza.</li> </ul>	<ul style="list-style-type: none"> <li>• Activate the Legislative Authority.</li> </ul>



## 2. Public Prosecution

The strategic goal for the Public Prosecution was: entrenching a Public Prosecution body governed and organized by law and capable of effectively representing the public interest.

Legislative interventions are needed to introduce laws that support the Public Prosecution's independence and help it in identifying and articulating the positions, tasks and duties of its various sections. It also needs to create specialized Public Prosecution agencies and administrations. Suitable protection for the Public Prosecution is also needed to enable its staff to feel safe and tranquil.

The Public Prosecution also needs to develop professional procedures to protect the Public Prosecution from internal conflicts, personal influences in part through monitoring and inspection and establishing timelines for interrogation, indictments, follow up and execution.



**Table (3): Public Prosecution**

No.	Problems	Transitional goals	Initiatives
1.	Political and geographic division.	<ul style="list-style-type: none"> <li>• Ending the division and crafting creative communication solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Form a national professional body including official and civil parties to deal with the consequences of division.</li> </ul>
2.	Absence of a national strategic plan and a comprehensive vision.	<ul style="list-style-type: none"> <li>• Enhance the planning by participation of related components.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare a national plan to improve the Prosecution's role by through participation of various justice components.</li> </ul>
3.	Lack of specialty.	<ul style="list-style-type: none"> <li>• Create and activate the necessary specialization to meet contemporary needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Create specialized administrations and agencies.</li> </ul>
4.	Weakness of Public Prosecution structure and infrastructure.	<ul style="list-style-type: none"> <li>• Improve the infrastructure and providing the faculties.</li> </ul>	<ul style="list-style-type: none"> <li>• Create or provide buildings for the Public Prosecution in the Districts, forensic centers, criminal labs and provide equipment, furniture and supplies.</li> </ul>
5.	Lack of financial and human resources.	<ul style="list-style-type: none"> <li>• Enhance the Public Prosecution and enable it to actively perform its tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider the size of the directorate, where the Public Prosecution exists.</li> <li>• Promote professionalism and</li> </ul>

No.	Problems	Transitional goals	Initiatives
			<p>excellence.</p> <ul style="list-style-type: none"> <li>• Provide suitable staff.</li> <li>• Develop and execute preliminary and continuing education designed for the Public Prosecution employees.</li> </ul>
6.	Absence of clear legal framework for the Public Prosecution to discharge its duties.	<ul style="list-style-type: none"> <li>• Address the legislative gap</li> </ul>	<ul style="list-style-type: none"> <li>• Enact new laws to enhance the technical independence of the Public Prosecution.</li> <li>• Amend the law to assist in describing and identifying the jurisdiction, tasks and duties of the different units within the Public Prosecution.</li> <li>• Address the issue of lack of laws dealing with Public Prosecution authority and which has the right to represent the society in different situations.</li> </ul>
7.	Vague relations between the Public Prosecution and the other Justice Sector components	<ul style="list-style-type: none"> <li>• Create clear and comprehensive jurisdictional relations within the public sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt and/or develop or amend legislation to identify the independent jurisdiction and areas for cooperation between the Public Prosecution the Ministry of Justice and the High Judicial council</li> </ul>
8.	Weak financial resources	<ul style="list-style-type: none"> <li>• Secure sustainable resources</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in high quality staff through education, economize expenditures and rationalize departments.</li> </ul>

No.	Problems	Transitional goals	Initiatives
9.	Attacks against Public Prosecutors	<ul style="list-style-type: none"> <li>• Enable the Prosecution staff to feel safe and secure.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide the required protection for the Public Prosecution.</li> <li>• Create understandings between the security agencies and the Public Prosecution.</li> <li>• Develop the potential of those in charge to enforce the law to enable them to protect the Public Prosecution.</li> </ul>
10.	Citizens lack of confidence in the Public Prosecution's ability to serve justice.	<ul style="list-style-type: none"> <li>• Establish citizen's trust in the Public Prosecution's ability to serve justice.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare a public communication plan.</li> <li>• Establish center for receiving citizen's complains and create mechanisms for effective follow up.</li> <li>• Issue brochures highlighting the Public Prosecution's responsibility to serve justice, focusing on its' achievements and strong points.</li> </ul>
11.	Slow investigations, indictment, follow up and execution.	<ul style="list-style-type: none"> <li>• Improve procedures relating to investigations, indictment, follow up and execution</li> </ul>	<ul style="list-style-type: none"> <li>• Create specific timelines for investigations, indictment, follow up and execution and create accountability mechanisms, including sanctions where necessary, for failure to follow them</li> <li>• Activate internal monitoring and inspection.</li> </ul>
12.	Declining fair trial guarantees.	<ul style="list-style-type: none"> <li>• Enhance fair trial guarantees.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase staff's legal awareness of the staff and direct continuing education toward this end.</li> </ul>
13.	Personalizing the institution	<ul style="list-style-type: none"> <li>• Institutionalization built on clear</li> </ul>	<ul style="list-style-type: none"> <li>• Enact legislation and enhance accountability and supervision.</li> </ul>

No.	Problems	Transitional goals	Initiatives
	and its association to one person	distributed authorities, monitoring and accountability.	
14.	Interference of security services in the Public Prosecution's jurisdiction and failure to abide by the law and/or execute courts' decisions.	<ul style="list-style-type: none"> <li>• Independent and enforced justice</li> </ul>	<ul style="list-style-type: none"> <li>• Forcing the security services to apply the law and stop their own infringements of it.</li> </ul>

### 3. Ministry of Justice

The strategic goals for the Ministry of Justice are: to develop its planning and the legislative policies; to unify the legislation system; and, to empower the Ministry to assist in achieving justice.

The Ministry of Justice suffers from attempts by some actors to marginalize the Ministry. It also suffers from problems generated by conflict of interest. It needs backup and support from the highest political levels to enable it to carry out its responsibilities according to the authority vested in it by the law. It also needs to continually develop its plans and future vision with an eye to preventing imposition of external priorities and visions.

The Ministry of Justice itself must introduce more initiatives to coordinate and increase cooperation between justice sector components on the basis of public interest, establishing a Palestinian state and playing a role in monitoring human rights violations committed by executive authority institutions.

**Table (4): Ministry of Justice**

No.	Problems	Transitional goals	Initiatives
1.	Political and geographic division	<ul style="list-style-type: none"> <li>• Ending the division and crafting creative communication solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Form a national professional body which includes official and civil parties to address the consequences of division and re-institutionalize the justice sector.</li> </ul>
2.	The Ministry is not doing its duties according to the law	<ul style="list-style-type: none"> <li>• Enabling the Ministry to perform its duties.</li> </ul>	<ul style="list-style-type: none"> <li>• Lobby by the civil organizations and decision-makers to enforce the law.</li> <li>• Establish the political will to enforce law.</li> <li>• Enable and empower the Ministry to perform its role in accordance with the separation and cooperation of powers principle.</li> </ul>
3.	Jurisdictional overlap and a lack of comprehensive cooperation between sector justice components and institutions.	<ul style="list-style-type: none"> <li>• Clarify any vagueness in jurisdictional limits.</li> </ul>	<ul style="list-style-type: none"> <li>• Enact relevant laws and activate the Constitutional Court.</li> </ul>
4.	Personalization of the Ministry and its affiliates to one person	<ul style="list-style-type: none"> <li>• Institutionalization built on clear distributed authorities, monitoring and accountability.</li> </ul>	<ul style="list-style-type: none"> <li>• Enacting legislation, contributing to enhanced institutionalization and accountability.</li> </ul>

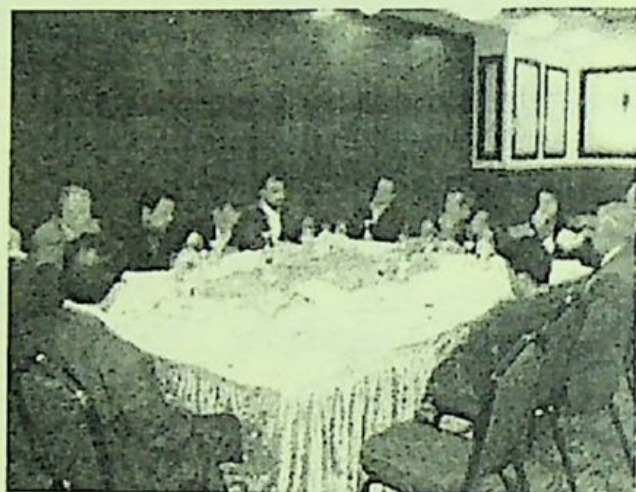
No.	Problems	Transitional goals	Initiatives
5.	Foreign interference aimed at imposing alien attitudes and visions on the Palestinian context.	<ul style="list-style-type: none"> <li>• Create a movement against foreign interference.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuous planning for the Ministry and its future needs with an eye to clarifying Palestinian expectations and plans for donors so that those genuinely interested in extending their assistance to meet Palestinian needs may do so.</li> </ul>
6.	Absence of coordination and planning, and lack of a national comprehensive vision regarding the Justice Sector.	<ul style="list-style-type: none"> <li>• Enhance the collaboration and complementarity within the justice sector on the bases of acting in the public interest and establishing an independent Palestinian state.</li> </ul>	<ul style="list-style-type: none"> <li>• Create initiatives for collaborative work</li> </ul>
7.	Weak human resources management	<ul style="list-style-type: none"> <li>• Ensure maximum utilization of the available resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Identifying the weaknesses within current staff needs and develop specialized training materials and redistribution of staff</li> </ul>
8.	Weak infrastructure.	<ul style="list-style-type: none"> <li>• Provide the essential infrastructure and using it rationally and effectively</li> </ul>	<ul style="list-style-type: none"> <li>• Identify needs</li> <li>• Prepare proposals to provide for needs</li> </ul>
9.	Weakness in citizen trust.	<ul style="list-style-type: none"> <li>• Enhance citizen confidence in the Ministry and related public institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Provide high quality services.</li> <li>• Activate the complaints' unit.</li> <li>• Establish a communication and media plan.</li> </ul>



No.	Problems	Transitional goals	Initiatives
10.	Lack of clear mechanisms to distribute authorities between the political and bureaucratic levels in the ministry.	<ul style="list-style-type: none"> <li>• Decentralize and delegate authority as necessary and possible</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage the issuance of regulations governing work based on the delegation of powers to clarify functions and responsibilities</li> </ul>
11.	Absence and weakness of mechanisms relating to criminal justice (e.g. Forensics and criminal labs)	<ul style="list-style-type: none"> <li>• Secure criminal justice facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify needs.</li> <li>• Prepare plans and projects to meet the shortfall and to follow up on implementation to ensure service quality, accountability, transparency and enhance public confidence in these components.</li> </ul>
12.	Inconsistent justice sector laws in Gaza and the West Bank (i.e. the law on the Notary Public).	<ul style="list-style-type: none"> <li>• Unify legislation.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify the differences and draft suitable legislative responses.</li> </ul>
13.	Lack of clarity and consistency in relation with the Diwan al-Fatwa wal Tashree').	<ul style="list-style-type: none"> <li>• Clarify relations with the Diwan.</li> </ul>	<ul style="list-style-type: none"> <li>• Draft legislative amendments to remove any ambiguity in this regard.</li> </ul>
14.	Lack of monitoring over the violations of citizen's rights and dignity.	<ul style="list-style-type: none"> <li>• Activate the Ministry's oversight role concerning citizen's rights and dignity.</li> </ul>	<ul style="list-style-type: none"> <li>• Activate the citizens' complaints unit.</li> <li>• Build ties with civil organization, monitoring human rights issues.</li> </ul>
15.	Low quality of public services provided by the Ministry (e.g.	<ul style="list-style-type: none"> <li>• Upgrade and improve the services.</li> </ul>	<ul style="list-style-type: none"> <li>• Re-evaluating the services provided and develop proposals to improve performance.</li> </ul>

No.	Problems	Transitional goals	Initiatives
	accreditation of arbitration and legal translation service providers, authentication services, Notary Public, complaints).		
16.	Absence of a legislative agenda for the justice sector.	<ul style="list-style-type: none"> <li>• Adopt a legislative agenda with comprehensive justice sector participation.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a plan for Palestinian legislative priorities.</li> </ul>
17.	Absence of automated information systems and modern legal information.	<ul style="list-style-type: none"> <li>• Move towards automation and the use of modern information systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify needs.</li> <li>• Prepare plans and projects to meet the shortfall and to ensure implementation.</li> </ul>
18.	Weak links with civil society institutions.	<ul style="list-style-type: none"> <li>• Openness to civil society institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a plan and mechanisms to communicate with the civil society institutions.</li> </ul>
19.	Lack of communication activities directed at the public.	<ul style="list-style-type: none"> <li>• Communicate with the public.</li> </ul>	<ul style="list-style-type: none"> <li>• Build a website.</li> <li>• Coordinate with the media.</li> <li>• Create public outreach and community communication strategies.</li> </ul>

☞ Photo of meeting held in Jericho on Feb 27, 2009



☞ Photo of meeting held in Jericho on Feb 26, 2009 (first day)

#### **4. Lawyer and law profession**

The specified strategic goal for the Legal Profession was: to improve the profession and enable lawyers to play the role of effective partners in the justice sector to enhance the rule of law, liberties, rights and human dignity.

During deliberations, the participants emphasized the importance of enhancing the professional status and conditions of practicing law. This would require, among other things, comparative studies about the profession, studying the Palestinian market future needs and publishing a report with the results. The profession's improvement also requires clarification of the roles and privileges of the Bar Association's Board and its executive staff, and encouraging volunteerism and social service by its members. As one of the most important civil society organizations, the Bar must become truly national in scope and influence. Participants affirmed the value of a comprehensive continuing legal education programme to enhance practicing lawyers' performance.

The Bar must adopt a system that reflects its dual (and sometimes conflicting) social roles:

supporting judicial performance while protecting citizens; protecting its members interests while also protecting the rights and interests of the public at the same time.

**Table (5): Lawyers and Law Profession**

No.	problems	Transitional goals	Initiatives
1.	Political and geographic division.	<ul style="list-style-type: none"> <li>• Ending the division and crafting creative communication solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Form a national professional body which includes official and civil parties to deal with the consequences of division and re-institutionalize the justice sector.</li> </ul>
2.	Absence of a clear, stable vision and lack of a developmental plan.	<ul style="list-style-type: none"> <li>• Empower the process of developing and monitoring the Bar's development plans; review and affirms its foundation and the tools available to fulfill its role in the justice sector.</li> <li>• Enable the Bar to keep pace with community, the profession and its members' needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt a planning process with participation of sub-committees and the widest possible segment of its members and to use this plan as the main accountability instrument for the profession.</li> <li>• Evaluate the Bar and its bodies performance according to its ability to implement its plan and achieve its goals.</li> </ul>
3.	Weak Bar	<ul style="list-style-type: none"> <li>• Establish and</li> </ul>	<ul style="list-style-type: none"> <li>• Study the criteria for Bar</li> </ul>

No.	problems	Transitional goals	Initiatives
	admission criteria.	declare detailed criteria for licensing lawyers articulated and administered by committees inside the Bar that have clear features, structure and authorities, in accordance with law and regulations. This should be a product of strategic planning for the justice sector (including the Bar's plans and anticipated social needs).	<p>admission in other countries.</p> <ul style="list-style-type: none"> <li>• Study the lawyers' situation in the market through the income tax files, analyzing the number of who are "formally" members in the bar, study the anticipated future needs of the profession and disseminate the results as well as use them in the planning process for the Bar and the legal profession's future.</li> <li>• Engage the different institutions of the justice sector -- the private and public sectors institutions and lawyer--s in the planning process though committees with specific goals and timeline.</li> <li>• Includes in the Bar's plan, its needs for executive and supervising staff to assist the Bar in executing its plans, projects, programs and activities, define its shortfalls and respond with the proper solutions.</li> </ul>
4.	Weak relations between the Bar and other justice sector institutions (Judiciary, the Public Prosecution, Ministry of Justice, civil society	<ul style="list-style-type: none"> <li>• Enhance the Bar's relations with the different justice sector institutions to enable to achieve its goals activities and results in line with anticipated local needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a Bar plan within a year to enhance communication and networking with different parties.</li> <li>• Establish a communication and networking officer for the Bar who will handle all the requirements for this role.</li> <li>• Engage the General Assembly as much as possible in addition to sub-committees in all the Bar's</li> </ul>

No.	problems	Transitional goals	Initiatives
	organizations).		<p>plans including the sector communicating plan.</p> <ul style="list-style-type: none"> <li>• Present proposals and lobbying.</li> </ul>
5.	Lack of differentiation between the Palestinian and foreign countries' graduates in terms of Bar admission requirements.	<ul style="list-style-type: none"> <li>• Consider the quality and nature of the legal education received by the trainee lawyer in the admission process to the Bar.</li> </ul>	<ul style="list-style-type: none"> <li>• Study how other countries solved this problem.</li> <li>• Undertake a feasibility study about developing remedial courses for foreign country graduates free or with fee.</li> <li>• If the Bar cannot take this burden, the law schools in Palestine should study how to establish special study programs with this end in mind, in exchange for cutting down the training period.</li> </ul>
6.	The trainee lawyer's program is generally theoretical and repeats the law school curricula instead of complimenting it.	<ul style="list-style-type: none"> <li>• Establish a lawyer's training programme that compliments law school education.</li> </ul>	<ul style="list-style-type: none"> <li>• Use judges, public prosecutors and practicing lawyers in training lawyers.</li> <li>• Create a comprehensive study plan designed to enhance the graduates' skills and knowledge through courses and activities, including using technology, to serve justice.</li> <li>• Develop training material about the professional ethics.</li> <li>• Require commitment to teaching plans (including setting out training objectives).</li> <li>• Train trainers to use interactive methods in training and focus on applied , practical training that</li> </ul>

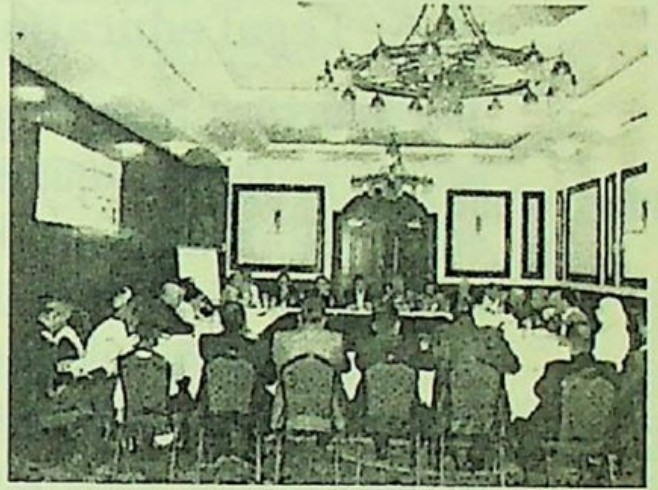
No.	problems	Transitional goals	Initiatives
			completes rather than repeats the law faculties' roles.
7.	The district offices lack necessary facilities (including essential libraries) to be centers for lawyers and a place where they discuss and enhance their profession.	<ul style="list-style-type: none"> <li>• Make the district offices a place for lawyers to meet, each in their area, to discuss their profession's affairs and exchanging views, experiences and connections.</li> </ul>	<ul style="list-style-type: none"> <li>• Include within the Bar developmental plans the minimum requirements to enable the district offices to achieve their objectives.</li> <li>• Establish offices in districts which lack them.</li> <li>• Provide a nucleus of a law library in each district office.</li> </ul>
8.	Lack of capability to plan and execute activities.	<ul style="list-style-type: none"> <li>• Enhance the Bar's capability to plan, execute and evaluate.</li> </ul>	<ul style="list-style-type: none"> <li>• Clarify the tasks, responsibilities and authorities of both the Bar Board and its Executive Staff.</li> <li>• Add a staffing plan with clear description of roles and responsibilities according to clear and deliberates priorities to the Bar's development plan.</li> <li>• Study the possibility of paying allowances to Bar members and the sub committees in return for their contributions and as encouragement to do their best for their profession and society.</li> <li>• Check the possibility requiring a minimum number of hours of pro bono work or creating incentives to do such work such as granting exemptions from a</li> </ul>



No.	problems	Transitional goals	Initiatives
			portion of the annual fee.
9.	Weak communication between the Bar and its members.	<ul style="list-style-type: none"> <li>• Strengthen the relationship between Bar and its members, directly and through sub-committees.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a communication plan and implement it carefully.</li> <li>• Create and update a website for the Bar which includes a members only section.</li> </ul>
10.	Lack of a plan to invest the Bar's resources, regardless of their source and methods of expenditure.	<ul style="list-style-type: none"> <li>• Enable the Bar to invest its financial resources, where possible, including the retirement fund according to a carefully developed plan, approved according to the law and established for all the Bar's members.</li> </ul>	<ul style="list-style-type: none"> <li>• Search for possible alternatives to invest the possible resources and develop a plan in this regard.</li> <li>• Constantly provide sufficient information to the General Assembly, as transparency mechanism.</li> </ul>
11.	Lack of projects and activities directed towards society.	<ul style="list-style-type: none"> <li>• Enhance the Bar's relation with Palestinian society through the justice sector directly and through sub committees.</li> </ul>	<ul style="list-style-type: none"> <li>• Include within the Bar's plans a section focused on enhancing the Bar's social role.</li> <li>• Deliberate and clarify the Bar's function and role as well as that of its employees, sub committees, the General Assembly.</li> </ul>
12.	Low internal and	<ul style="list-style-type: none"> <li>• Activate the</li> </ul>	<ul style="list-style-type: none"> <li>• Discuss and clarify the role of</li> </ul>

No.	problems	Transitional goals	Initiatives
	external oversight mechanisms, weak institutional culture, and lack of institutionalized accountability mechanisms.	regulatory role of the Bar.	<p>the Bar, its employees, its sub committees and its General Assembly.</p> <ul style="list-style-type: none"> <li>• Form consensus on the Bar's role as being the main civil society institution for the legal profession.</li> <li>• Establish a regulatory and accountability plan.</li> <li>• Enhance the voluntary side (by adopting public interest or probono litigation and taking them to the courts and volunteering for applied and practical lectures in faculties of law).</li> <li>• Establish and enhance the media and communication unit within the Bar.</li> </ul>
13.	Funding and its impact on the independence of the Bar.	<ul style="list-style-type: none"> <li>• Enhance the Bar's independence by using internal local resources as possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Accept projects and outsider fund according to the needs and the anticipated benefits without hindering the Bar's independence.</li> <li>• Develop the Bar's investments and ensure diversification of its resources.</li> </ul>
14.	Confusion between the Bar's role as a union and its role as an active institution in the justice sector.	<ul style="list-style-type: none"> <li>• Clarification of both roles of PBA.</li> </ul>	<ul style="list-style-type: none"> <li>• Modify the structure of the Bar commensurate with its two different roles.</li> </ul>
15.	Weak monitoring	<ul style="list-style-type: none"> <li>• Improve the</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a continuing education</li> </ul>

No.	problems	Transitional goals	Initiatives
	of lawyers' performance.	quality of legal services in terms of services for clients.	<p>program for the practicing lawyers and put a plan in place to gradually make continuing education mandatory.</p> <ul style="list-style-type: none"> <li>• Enhance mechanisms to accept and review clients complaints about their lawyer's performance and respect for client's rights.</li> </ul>



## 5. Legal education

Photo of the meeting held at ICHR on June 9 2008

The specific strategic goal for Legal Education is: to raise the quality of Palestinian legal education institutions to enable them to provide society in general and the justice sector in particular with qualified persons, able to fill current and anticipated vacancies, and capable of performing their tasks with excellence and professionalism so as to promote respect for rights, laws and freedoms.

Photo of the meeting held at ICHR on June 3 2008

Legal education institutions need voluntary initiatives that enhance citizen's trust in the law and its institutions and which provides feedback that contributes in updating the education system. Legal education institutions must provide sufficient attention to applied learning/teaching methods and improve professional skills through the education process in part by focusing on legal thinking and improving analytical, critical and research skills. Legal education institutions must also seek to benefit from information technology and provide specialized legal libraries and support in how to use them.

Participants from Gaza

Legal education, must take into consideration the special features of the judicial profession in building its programs and in creating admission and evaluation criteria in these programs. It must also take into consideration that its graduates are expected to carry the responsibility to protect private and public interests and that the legal education process is the start of continuing education in different legal and judicial professions. These require that sufficient care and attention be paid to ensuring diversity in knowledge and skills.

**Table (6): Legal Education**

No.	Problems	Transitional goal	Initiatives
1.	Political and geographic division.	<ul style="list-style-type: none"> <li>• Ending the division and crafting creative communication solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Form a national professional body including official and civil parties to deal with the consequences of division and re-institutionalize the justice sector.</li> </ul>
2.	Absence of a comprehensive national plan and the weak contribution of the law	<ul style="list-style-type: none"> <li>• Develop a national comprehensive plan based to promote interaction among the sector including education.</li> </ul>	<ul style="list-style-type: none"> <li>• A brainstorming session, bringing together law professors, deans and university management to adopt a national plan.</li> <li>• Coordinate and participate in vision planning processes regarding the justice sector and its</li> </ul>

No.	Problems	Transitional goal	Initiatives
	schools and the education sector in crystallizing a national vision to serve the justice sector.		components in ongoing forum for legal education providers in Palestine.
3.	Weak relations between law schools and other justice sector components (the Bar, Judiciary, Public Prosecution, Ministry of Justice and civil organizations interested in the Justice field).	<ul style="list-style-type: none"> <li>• Develop active relations between the faculties of law, other elements of the justice sector and society to enable the faculties to plan for outputs that meet anticipated local needs and enable students to receive relevant and effective training during their legal education.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage communications between faculties' members with the society they serve and the society institutions, by workshops, voluntary work or providing some services, the thing, which will enhance the citizen's trust in the law and its institutions.</li> <li>• A feasibility study of forming an organization for legal teachers to motivate the communication between them.</li> </ul>
4.	Student admission standards.	<ul style="list-style-type: none"> <li>• Establish a consensus on admission policies based on strategic planning for the justice sector and</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake a comparative study of the admission standards for the faculties of law in Palestine and compare them with the standards of admissions to other faculties in Palestine as well as regional and</li> </ul>

No.	Problems	Transitional goal	Initiatives
		<p>anticipated societal needs.</p>	<p>international law faculties.</p> <ul style="list-style-type: none"> <li>• Study the status of law graduates across sectors, and compare with unemployment in other sectors, and seek indications about the various aspects of the problem, its causes and the possible solutions.</li> </ul>
5.	<p>Teaching techniques and methods and most courses do not support the development of the students' practical skills.</p>	<ul style="list-style-type: none"> <li>• Use modern teaching methods and develop courses to both correspond to the practical side of legal education and to entrench critical thinking and creativity.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore the status of legal graduates within the justice sector and other organizations with emphasis on areas in which shortcomings have been identified to understand aspects of knowledge and skills that need to be developed.</li> <li>• Use practical and other courses with activities, tools and techniques to facilitate form and develop the skillful thinking and provide graduates the necessary knowledge they need (focusing on the Palestinian court decisions on the practical side).</li> <li>• Using simulation in teaching as much as possible.</li> <li>• Create moot courts and mooting competitions between and inside law faculties under a professor's supervision.</li> <li>• Turn to lawyers, judges and public prosecutors when needed.</li> </ul>



No.	Problems	Transitional goal	Initiatives
			<ul style="list-style-type: none"> <li>• Training teachers to use modern methods supervised by specialists in adult education.</li> </ul>
6.	Lack of attention to developing students' research skills and capabilities.	<ul style="list-style-type: none"> <li>• Pay attention to developing students' analytical, research and critical thinking skills through plans, activities, teaching techniques and evaluation methods.</li> </ul>	<ul style="list-style-type: none"> <li>• Incorporate plans for courses, activities and techniques which enhance the graduate's knowledge and skills in using the technology to serve justice.</li> <li>• Review the teaching methods related to research to allow students to experience what they have learned.</li> </ul>
7.	Absence of carefully-designed processes for approval of text books.	<ul style="list-style-type: none"> <li>• Make text book selection process part of larger faculty education plans, instead of leaving this task to the teacher alone without any agreed objectives and guidance or parameters.</li> </ul>	<ul style="list-style-type: none"> <li>• Include courses with activities, tasks and other techniques to enhance the analytical, research and critical thinking skills .</li> <li>• Providing training opportunities to teachers in preparing curricula.</li> <li>• Provide opportunities and encourage collaborative development of teaching curricula.</li> <li>• Identify possibilities to create an award for best prepared curricula for legal students in Palestine, as decided by a committee of academics, legal practitioners and specialists in teaching methods to guarantee integrity and transparency.</li> </ul>
8.	Faculty subject-	<ul style="list-style-type: none"> <li>• Ensure availability of teaching faculty</li> </ul>	<ul style="list-style-type: none"> <li>• Include in faculty plans investments for developing</li> </ul>

No.	Problems	Transitional goal	Initiatives
	matter weakness.	in variety of fields, as required.	<p>faculty quality and diversity.</p> <ul style="list-style-type: none"> <li>• Create contacts with judges, the Public Prosecution and the Bar Association to benefit from their knowledge and experiences.</li> <li>• Consider the unique Palestinian situation and encourage administrative policies that facilitate the exchange of teachers between faculties (e.g. the difficulty of moving between cities makes it hard for a teacher to move from Ramallah to Jenin 3 times a week, but reducing class meetings to once or twice a week through flexible course scheduling can facilitate exchanges).</li> <li>• Make objective productivity an essential criteria for promotion and tenure.</li> </ul>
9.	Weak research and analytical skills.	<ul style="list-style-type: none"> <li>• Enhance faculty research skills which in turn enhances the teacher's role as leader and guide for students in researching, analyzing and critical thinking.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide opportunities to publish through specialized legal periodicals.</li> <li>• Provide incentive awards.</li> <li>• Stressing the importance of the annual production and make promotions contingent upon it.</li> <li>• Provide training opportunities about various teaching methods and monitor the difference in implementing them.</li> </ul>

No.	Problems	Transitional goal	Initiatives
10.	Some law faculties lack specialized legal librarians.	<ul style="list-style-type: none"> <li>• Have legal librarians play the important role in assisting students and faculty in the education process including training about the research processes and techniques.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide legal service offices, either by public or private libraries, which include in their mandate educating the public about the law library, its usage, including, for example, how to find legal information, citation standards and quotation standards, through brochures and electronic sources.</li> <li>• Include the library and practical exercises in teaching legal research.</li> </ul>
11.	Lack of teaching tools, lecture halls, books and resources.	<ul style="list-style-type: none"> <li>• Include essential items in faculty plans with a focus on real needs, quality and priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Consult students, teachers and all the faculty staff about faculty needs for tools and law library assets/acquisitions.</li> <li>• Create a table of every faculty need and how these will be provided to enable it to perform its mission.</li> </ul>

## **6. Civil Society Organizations (NGOs)**

The specified strategic goals for Civil Society Organizations are: crystallizing a permanent coordination frame with clear membership and structure a program to help raise the voice of civil society, enhance public trust in the judiciary and entrench a rule of law culture in the education process.

In order for the NGOs to play a pioneering role in this sector, it needs to establish a coordination nucleus and create specialized coalitions to strengthen the complementary relations of and between various organizations. It also needs to organize conferences, activities and awareness programs through coordination between NGOs and official parties of the justice sector to entrench a rule of law culture. Establishing specialized and permanent units for monitoring and evaluation inside the NGOs to follow up on the justice status and to free them from reliance on projects and temporary funding will also enhance NGOs role and status as an active partner in the Justice sector.

**Table (7): Civil Society Organizations**

No.	Problems	Transitional goal	initiatives
1.	Political and geographic division.	<ul style="list-style-type: none"> <li>• End the division and establish creative communications mechanisms.</li> </ul>	<ul style="list-style-type: none"> <li>• Form a national professional body which includes official and civil parties to deal with the consequences of division and re-institutionalize the justice sector.</li> </ul>
2.	Weak level of strategic coordination between the various institutions.	<ul style="list-style-type: none"> <li>• Enhance coordination and complementarity between the institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a coordination nucleus and create specialized coalitions.</li> <li>• Develop a consensus on a vision and strategic plan.</li> <li>• Review the Human Rights Council and the Liberties Coalition experience.</li> <li>• Propose regulatory and programmatic papers.</li> </ul>
3.	Extra institutional practices of justice.	<ul style="list-style-type: none"> <li>• Promote a rule of law culture.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a specialized coalition.</li> <li>• Organize awareness programs among the NGOs and the justice</li> </ul>

No.	Problems	Transitional goal	initiatives
			sector parties.
4.	Lack of self-funding, scarcity of local funding and total dependence on temporary and volatile sources of foreign funding which do not necessarily reflect Palestinian society priorities.	<ul style="list-style-type: none"> <li>• Diversify sources of income.</li> </ul>	<ul style="list-style-type: none"> <li>• Search for local funding resources especially from the private sector.</li> </ul>
5.	Lack of trained and qualified staff.	<ul style="list-style-type: none"> <li>• Develop human resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide sources for capacity building programs.</li> </ul>
6.	Weak ties between the various civil society components (the Bar, law faculties and NGOs).	<ul style="list-style-type: none"> <li>• Activate coordination, collaboration and networking.</li> </ul>	<ul style="list-style-type: none"> <li>• Organize conferences and joint activities.</li> <li>• Develop a position paper or partnership charter.</li> </ul>
7.	Absence of permanent specialized monitoring on justice sector institutions.	<ul style="list-style-type: none"> <li>• Develop a monitoring plan related to the justice institution performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish monitoring and supervision units inside specialized NGOs.</li> <li>• Create agreements between individual NGOs and between the NGO sector as a whole and the other justice institutions to enhance monitoring.</li> </ul>
8.	Small numbers of	<ul style="list-style-type: none"> <li>• Develop</li> </ul>	<ul style="list-style-type: none"> <li>• Propose initiatives</li> </ul>

No.	Problems	Transitional goal	initiatives
	initiatives concerning justice affairs.	specialized initiatives.	for the study of justice sector status and needs.
9.	Lack of specialized, permanent revision, follow up mechanisms and evaluation.	<ul style="list-style-type: none"> <li>• Develop monitoring and follow up mechanisms.</li> </ul>	<ul style="list-style-type: none"> <li>• Set up mechanisms for evaluation and follow up by stakeholders.</li> </ul>
10.	Absence of voluntary work and the spread of employee culture.	<ul style="list-style-type: none"> <li>• Rehabilitate volunteerism.</li> </ul>	<ul style="list-style-type: none"> <li>• Joint programs to encourage voluntary work with universities and clubs.</li> </ul>
11.	Increased focus on theoretical matters at the expense of practical issues.	<ul style="list-style-type: none"> <li>• Increased attention to current issues and challenges.</li> </ul>	<ul style="list-style-type: none"> <li>• Devise initiatives to promote and highlight the role of NGOs in addressing current issues.</li> </ul>
12.	Selectivity in dealing with issues and lack of continuity.	<ul style="list-style-type: none"> <li>• Clear goals, specializations and continuity.</li> </ul>	<ul style="list-style-type: none"> <li>• Create special units for follow up and evaluation.</li> </ul>
13.	The Executive targeting of NGOs.	<ul style="list-style-type: none"> <li>• Guarantee the right and freedoms for NGOs to work according to their missions independently as one of the justice sector components.</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance respect for the law.</li> <li>• Create large coalitions between NGOs to prevent interference in their individual missions.</li> </ul>

Appendix 1: Participants in the meeting held at  
Birzeit on 25 & 27 February 2009

Organization

Name

UNRWA

Yasser Abu-Hadi

MSF (Médecins Sans Frontières)

Ahmad Al-Dabbas

Ahmad Nasser al-Fakhry

Samir Samara

## Appendixes





**Appendix 1: participants in the meeting held at  
Jericho on 26 & 27 February 2009**

No.	Organization	Name
1.	Al-Haq	Naser Ar-Rayyes
2.	Al-Quds University	Abdullah Najajra
		Abdul-Malek Ar-Rimawi
		Bassam Sawalha
		Jihad Kiswani
		Mohammed Shalaldeh
		Yaser Zbeidat
3.	An-Najah National University	Akram Dawoud
		Ali Sartawi
4.	Arab American University	Ahmad Abu Zainah
		Ahmad Dabak
		Amin Dawwas
		Ghassan Olayyan
		Tareq Camille
5.	Birzeit University	Ahmad Khaled
		Ahmad Nasra
		Basem Ezbeidi
		Ghassan Faramnd
		Ismat Sawalha
		Khaled Talahmeh

		Majdi Abu Zaid
		Mohammad al-Ahmad
		Mudar Kassis
		Mustafa Abdel-Baqi
		Mustafa Mari
		Reem Bahdi (UoW- Canada)
		Yasir Amouri
		Yousif Shandi
		Zeina Jallad
6.	Defense for Children International	Khaled Quzmar
7.	Former Minister of Justice	Farid Jallad
8.	Jerusalem Legal Aid & Human Rights Center (JLAHC)	Bassam Karajah
		Isam Arouri
		Khaled Batrawi
9.	Palestinian Bar Association	Ali Muhana
10.	Palestinian Center for Human	Samih Muhsen
11.	The Independent Commission for Human Rights (ICHR)	Aya Omran
		Maen Duies
12.	The Palestinian Center for the Independence of the Judiciary and the Legal Profession (Musawa)	Eman Radwan
		Ibrahim Barghouthi
13.	The Palestinian Institute for the	Taleb Awad
14.	Woman Center for Legal Aid and Counseling	Maha Abu Dayya Shamas

## Appendix 2: participants in other preparatory meetings

No.	Organization	Name
1.	Al-Azhar University	Abdel-Rahman Abu An-Naser
2.	Al-Dameer Association for Human Rights	Khalil Abu Shamaleh
3.	Al-Haq	Sha'wan Jabarin
4.	Al-Mezan Center for Human Rights	Isam Younis
5.	Birzeit University	Camille Mansour
		Ghassan Al-Khatib
6.	Coalition for Integrity and Accountability (AMAN)	Azmi Al-Shuibi
7.	General Prosecution	Najat Al-Breiki
		Salem Jarrar
8.	Ministry of Justice	Ali Abu Dyak
9.	Palestinian Bar Association	Ribhi Qatamish
10.	Palestinian Center for Human rights (PCHR)	Jabr Wshah
11.	The Independent Commission for Human Rights (ICHR)	Randa Siniora
		Khadija Hussein
12.	The Palestinian Institute for the Study of Democracy (Muwatin)	George Giacaman

### Appendix 3: list of meetings held

Activity	Date	Place
First meeting for Civil Society organizations who have a stake in the justice sector	17/9/2007	Karamah Liaison office in Ramallah
Second meeting	24/9/2007	Karamah Liaison office in Ramallah
Third meeting	1/10/2007	Karamah Liaison office in Ramallah
Forth meeting	20/11/2007	Karamah Liaison office in Ramallah
Fifth meeting	13/2/2008	Karamah Liaison office in Ramallah
Sixth meeting	13/5/2008	The Independent Commission for Human Rights (ICHR)
Seventh meeting	3/6/2008	The Independent Commission for Human Rights (ICHR)- Ramallah & Gaza
Eighth meeting	13/11/2008	Karamah Liaison office in Ramallah
Ninth meeting	25/11/2008	Karamah Liaison office in Ramallah
Tenth meeting	26/11/2008	Karamah Liaison office in Ramallah
Eleventh meeting	27/11/2008	Karamah Liaison office in Ramallah
Twelfth meeting	27/11/2008	Karamah Liaison office in Ramallah
Thirteenth meeting	4/2/2009	Jerusalem Legal Aid & Human Rights Center (JLAHC)
Fourteenth meeting	26 & 27/2/2009	Jericho

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