



2012 Action Plan

Introduction

Despite the recent positive changes in the region, the context within which Al-Haq's Action Plan for 2012 is framed is once again characterized by a lack of progress towards a just end to the occupation of the OPT, including East Jerusalem; ever expanding illegal Israeli settlements and worsening settler violence; and continued human rights violations by both the Occupying Power and the Palestinians authorities. Regrettably, Al-Haq does not anticipate an improvement in the situation over the next 12 months and is preparing for further Israeli recriminations as a result of the initiatives undertaken by the Palestinian Authority at the UN. Furthermore, although there have been encouraging signs regarding internal Palestinian reconciliation, recent prevarications by both sides reduce our optimism for positive steps during 2012 towards solving the current political crisis.

This year's Action Plan has been drafted with a deliberate effort to build on Al-Haq's previous work and learn from progress made and challenges faced during 2011. From the recent annual evaluation and planning phase Al-Haq identified a number of key lessons from last year that will be the focus of our learning and development for next year. They include the importance of taking advantage of external peer networks; the value of visual documentation and multimedia for advocacy; and the significance of defining and implementing a clear media and outreach strategy.

As usual it is essential to strike a balance between an adaptable plan that allows for adaptability with respect to shifting externalities and a plan that offers enough rigidity to aid prioritization and fulfilment of the objectives. Given the unpredictable external environment within which Al-Haq works and the expectations placed on us as a leader within the Palestinian human rights community it is important that we are not wholly constrained by our plans and that there is enough flexibility to allow us to react and adjust when necessary without losing focus on our objectives and priorities.

The Action Plan for 2012 also reflects the increasing obligation for all non-profit organizations to demonstrate how they are contributing to change. As such, the structure of the plan has been amended to articulate outcomes as well as outputs as a way of tackling the difficult task of determining progress within such an intransigent and complex context as the OPT. All human rights organisations face significant challenges in identifying and attributing 'successes', particularly with regard to international advocacy, while simultaneously finding the right balance between 'doing the work' and 'assessing the work'. However, it was felt that such an ambitious step was necessary in order to advance Al-Haq's own critical reflection and development as an organization that is striving to be more effective within an environment not conducive to achieving positive change.

Al-Haq remains committed to the four Goals as identified in our 2011-2015 strategic planning. This year's Action Plan continues to use these Goals as its foundations on which Al-Haq's core activities of monitoring, documentation, legal research and advocacy are built. Last year's strategic decision to develop Al-Haq's work as a centre for training and education has been pursued with enthusiasm and the position of the Center for Applied International Law as an important Palestinian institution will be cemented in the coming year as we consolidate the Center's programme and develop our current office space to provide the necessary facilities to carry out planned activities.

GOAL 1: Laws and policies at the national and international levels that respect and comply with international law are promoted			
OBJECTIVES	OUTCOMES	ACTIVITIES	INDICATORS
<p>Objective 1: To contribute towards the respect for the rule of law, access to justice, and the independence of the judiciary in the OPT (West Bank and Gaza).</p> <p>Tactics:</p> <ol style="list-style-type: none"> 1) Maintain dynamic relationship with PA advising when appropriate and intervening when necessary 2) Coordination with other human rights organisations 3) Monitor selected Palestinian Court cases. <p>Thematic focus areas:</p> <ol style="list-style-type: none"> 1) Transitional justice 2) Oslo Accords 3) Military orders <p>Outputs:</p> <ol style="list-style-type: none"> 1) A reports on rights and freedoms 2) Legal studies 3) Conference on transitional justice 	<ol style="list-style-type: none"> 1) A greater awareness of the nature and scope of Palestinian violations of national and international law in the OPT. 	<ol style="list-style-type: none"> 1) Monitor, document, and investigate Palestinian violations of national and international law in the OPT. 2) Maintain a database of Palestinian violations 3) Report on Palestinian violation by issuing regular statements and publishing in-depth legal studies. 4) Disseminate and publicize reports with the media, public officials and civil society. 	<ol style="list-style-type: none"> 1) The number of information requests by media, public officials and grassroots organization. 2) References to Al-Haq's data and research in public statements, media releases and civil society publications.
	<ol style="list-style-type: none"> 2) Complaints of internal Palestinian violations are given greater attention by officials and the media. 	<ol style="list-style-type: none"> 1) Accept selected complaints of a non-judicial nature from victims of human rights violations. 2) Follow up with relevant officials on complaints, including through sending letters and oral communication. 3) Coordinate with other human rights organisations for joint initiatives 	<ol style="list-style-type: none"> 1) The frequency of positive correspondence with officials. 2) The number of references to complaints in official statements and reports. 3) An increase in media requests.
	<ol style="list-style-type: none"> 3) Palestinian Authorities demonstrate a greater willingness to address Palestinian violations. 	<ol style="list-style-type: none"> 1) Interventions and meetings with relevant Palestinian Authorities 2) Maintain updated files of interventions and resulting actions taken by officials. 3) Organise a conference on transitional justice 	<ol style="list-style-type: none"> 1) More positive responses from Authorities with regard to interventions 2) Requests for information and follow up meetings from Palestinian Authorities 3) The frequency of official statements condemning violations.

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<p>Objective 2: Integration of international human rights standards into Palestinian legislation and policies.</p> <p>Tactics:</p> <ol style="list-style-type: none"> 1) Work with local/regional coalitions and networks. 2) Regional pressure 3) Advising on selective legislation but monitoring all. <p>Focus areas:</p> <ol style="list-style-type: none"> 1) Palestinian Basic Law 2) Palestinian Sanctions Bill 3) NGO Regulation Law 4) Family Law 5) Military Judicial Law <p>Outputs:</p> <ol style="list-style-type: none"> 1) Releases and comments on legislation. 2) Legal analysis of the application of legal standards to domestic legislation. 	<ol style="list-style-type: none"> 1) Palestinian policymakers are more aware of the need to make Palestinian legislation more consistent with Palestinian and International Law 	<ol style="list-style-type: none"> 1) Interventions and meetings with policymakers regarding legislation 2) Publish a legal comment on legislation 3) Joint events with local and regional civil society coalitions to promote debate and discussion regarding Palestinian legislation 	<ol style="list-style-type: none"> 1) The number of positive responses from policymakers with regard to interventions. 2) Requests for information and follow up meetings from policymakers 3) The frequency of official statements using the language of human rights with regard to Palestinian legislation.
	<ol style="list-style-type: none"> 2) Greater level of participation by Al-Haq and other civil society organisations in the drafting of new legislation and policies. 	<ol style="list-style-type: none"> 1) Monitoring the drafting of legislation. 2) Issue legal advice to relevant Palestinian Authorities when appropriate. 3) Meet with relevant authorities to advocate the adoption of international legal standards. 4) Coordinate with other lawyers and organisations, including ICHR regionally, on joint initiatives or common positions. 	<ol style="list-style-type: none"> 1) Increase in the use of Al-Haq legal comments in items of legislation. 2) References made to Al-Haq's role in influencing the drafting process by public officials.
	<ol style="list-style-type: none"> 3) A greater awareness amongst Palestinian civil society of the important issues relating to Palestinian legislation and the independence of the judiciary. 	<ol style="list-style-type: none"> 1) Reports on developing legislation and policies. 2) Dissemination locally and regionally of legal analysis of international standards to be applied to domestic legislation. 3) Al-Haq staff capacity development in outreach, civil society engagement and planning. 	<ol style="list-style-type: none"> 1) The number of information requests by media, public officials and grassroots organizations. 2) References to Al-Haq's data and research in public statements, media releases and civil society publications.

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<p>Objective 3: Adherence by the international community to its international legal obligations regarding Israeli breaches of international law in the OPT</p> <p>Tactics:</p> <ol style="list-style-type: none"> 1) Coalitions 2) Visual documentation 3) Media engagement 4) Legal research and 5) Analysis 6) Lobbying and networking <p>Focus Areas:</p> <ol style="list-style-type: none"> 1) Natural resources 2) Right to life 3) Annexation and settlement expansion 4) Military legislation and jurisdiction in the OPT 5) Accountability <p>Geographic Focus Areas:</p> <ol style="list-style-type: none"> 1) East Jerusalem 2) Gaza Strip 3) Jordan Valley <p>Outputs:</p> <ol style="list-style-type: none"> 1) Legal and factual reports 	<ol style="list-style-type: none"> 1) Greater awareness of nature and scale of Israeli violations in the international community. 	<ol style="list-style-type: none"> 1) Monitor, document, investigate and collate Israeli violations of national and international law in the OPT. 2) Conduct research and legal analysis of violations of IHL and International Humanitarian Law. 3) Report on Palestinian violations by issuing regular statements and publishing in-depth legal studies. 4) Collect visual documentation to be used in multimedia advocacy tools and presentations. 5) Disseminate and publicize reports with the media, public officials and international civil society. 	<ol style="list-style-type: none"> 1. The number of information requests by media, public officials and international organisations. 2. References to Al-Haq's data and research in public statements, media releases and publications of other organisations, including international organisations. 3. Increase in visibility by participating in public events and in the media.
	<ol style="list-style-type: none"> 2) International community demonstrates a greater willingness to address Israeli violations. 	<ol style="list-style-type: none"> 1) Interventions and meetings with policy makers and relevant stakeholders including letters, legal briefings and position papers. 2) Prepare ad hoc advocacy material. 3) Follow-up on meetings 	<ol style="list-style-type: none"> 1) The frequency of information requests by media, public officials and international organizations. 2) References to Al-Haq's data and research in public statements, media and civil society publications.
	<ol style="list-style-type: none"> 3) Visiting delegations of policymakers and civil society are provided with relevant information and powerful stories in order for them to take action. 	<ol style="list-style-type: none"> 1) Field visits & presentations utilizing multimedia tools. 2) Preparation of information and advocacy materials. 3) Follow-up on request of further information. 4) Follow-up on initiatives resulting from the field visits when possible. 	<ol style="list-style-type: none"> 1) Level of feedback from participants. 2) Increase in request for field visits and presentations.

Goal 2: Accountability of perpetrators and justice for victims of international human rights and humanitarian law violations in the OPT is pursued.

OBJECTIVES	OUTCOMES	ACTIVITIES	INDICATORS
<p>Objective 1: Pursue cases against individuals and corporations through local and international judicial mechanisms, including the International Criminal Court.</p> <p>Tactics:</p> <ol style="list-style-type: none"> 1) Selective cases 2) Networking and fundraising 3) Participating in events 4) Awareness raising in appropriate countries 5) Media engagement <p>Focus areas:</p> <ol style="list-style-type: none"> 1) Killings and ill-treatment 2) Settlements and settlers 3) Property rights 4) Natural resources 	<p>1) Sufficient and relevant information is collected and collated for case files to be used before local and international judicial mechanisms.</p>	<ol style="list-style-type: none"> 1) Identification of potential cases and assessment of the legal merits. 2) Preparation of case files and briefing, including primary (principally affidavits) and secondary research and translation of material from Arabic and Hebrew. 3) Instruct and coordinate with foreign lawyers. 4) Build capacity of Al-Haq staff including field researchers. 5) Maintaining up-to-date record of legal proceedings and coordinate Al-Haq internal information management. 	<ol style="list-style-type: none"> 1) Submission of complete case files. 2) Feedback from lawyers involved in the case. 3) Requests from media and other stakeholders for information relating to cases.
	<p>2) Greater public attention on individual and corporate violations.</p>	<ol style="list-style-type: none"> 1) Compile written and visual material for public information and advocacy once the case is public. 2) Publicise the case through the media and other public events. 3) Network with relevant stakeholders, including media outlets and potential donors at the international level. 4) Communicate updates on legal proceedings on Al-Haq's website and through social media. 	<p>1) Increase in the number of information requests by media, public officials and international organisations, lawyers, students and other stakeholders.</p>
	<p>3) Greater awareness of the issues relating to accountability in the OPT and better access to available international mechanisms, including the ICC.</p>	<ol style="list-style-type: none"> 1) Participate in conferences / meetings regarding individual and corporate violations. 2) Network with local and international stakeholders. 3) Travel to relevant international events. 4) Al-Haq staff training. 	<ol style="list-style-type: none"> 1. Increase in active contribution to events. 2. Increase in contacts amongst legal professionals. 3. Meeting with organisations and ICC officials to promote the exercise of the court's jurisdiction.

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<p>Objective 2: Engage with UN mechanisms to highlight Israeli violations and hold Israel accountable</p> <p>Tactics:</p> <ol style="list-style-type: none"> 1) Researcher dedicate for UN work 2) Early advocacy of treaty bodies to influence their list of issues 3) Coalitions and joint submission 4) Establish direct contact with mandate holders or relevant UN offices <p>Focus Areas:</p> <ol style="list-style-type: none"> 1) Preparation Universal Periodic Review 2) Follow-up Covenant on Economic 3) Social and Cultural Rights 4) CERD and CEDAW 5) UN FFM Mission Report follow-up 6) Natural resources, settlements and settler 7) Geographic focus: <ol style="list-style-type: none"> a. East Jerusalem b. Jordan Valley c. Gaza Strip 	<ol style="list-style-type: none"> 1) Stronger relationship with relevant UN mechanisms. 	<ol style="list-style-type: none"> 1) Collecting and organising information for reports. 2) Coordination with local and international organisations for joint submissions. 3) Prepare reports for treaty bodies and special procedures. 4) Dissemination of the reports. 5) Internal online outreach capacity development including technical training. 	<ol style="list-style-type: none"> 1) Improved attention and/or response to Al-Haq's advocacy activities at the UN level. 2) Degree to which the human rights violations in the OPT are adequately highlighted. 3) Increased traffic to the relevant pages of Al-Haq's website.
	<ol style="list-style-type: none"> 2) UN mechanisms demonstrate greater willingness to address Israeli violations in the OPT. 	<ol style="list-style-type: none"> 1) Coordination with local and international organisations. 2) Research and drafting relevant material. 3) Responding to requests from UN bodies for information. 4) Dissemination of UN interventions. 5) Interventions to relevant UN mechanisms. 	<ol style="list-style-type: none"> 1. References to Al-Haq's interventions in public statements, media releases and publications of other organisations. 2. Increased participation in public events and media coverage. 3. Increased traffic to the relevant pages of Al-Haq's website.
	<ol style="list-style-type: none"> 3) Greater participation by Al-Haq and other Palestinian civil society organisations in relevant meetings. 	<ol style="list-style-type: none"> 1) Travel to relevant sessions of UN bodies, including the HRC and the GA. 2) Coordinate with relevant partners, including international organisations. 3) Meeting with relevant UN bodies and state representatives. 4) Organising side-events when appropriate. 	<ol style="list-style-type: none"> 1. Improved attention and/or response to Al-Haq's advocacy activities at the UN level, including through media. 2. Frequency and nature of references to Israeli violations in the statements by UN officials. 3. Increased traffic to the relevant pages of Al-Haq's website.

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<p>Objective 3: Advocate third party states to prioritise international law, including international human rights and humanitarian law, in their relationships with Israeli and Palestinian Authorities</p> <p>Tactics:</p> <ol style="list-style-type: none"> 1) Develop and utilize existing Networks, including Euro-Mediterranean Human Rights (EMHRN). 2) Specialist EU advocacy officer. 3) Media engagement 4) Internal capacity development <p>Focus Areas:</p> <ol style="list-style-type: none"> 1) EU-Israel and EU-PA agreements (follow-up) and general EU neighbourhood policies 2) EU External Action Service (EEAS) 3) EU Guidelines 4) Obligations under Fourth Geneva Convention and IHRL 5) Human rights defenders 	<ol style="list-style-type: none"> 1) Targeted third-party states demonstrate a greater willingness to address Israeli violations. 	<ol style="list-style-type: none"> 1) Coordination with relevant networks, including attending EMHRN working groups meetings and executive committee meetings. 2) Drafting advocacy material encompassing the legal analysis of factual information available through our field documentation. 3) Dissemination of material through our website and utilising social and mainstream media. 	<ol style="list-style-type: none"> 1) References to Al-Haq's interventions in public statements, media releases and publications. 2) Increase in participation in public events and appearances in the media. 3) Increased traffic to the relevant pages of Al-Haq's website.
	<ol style="list-style-type: none"> 2) Policymakers and diplomats have a greater knowledge and understanding of the situation in the OPT. 	<ol style="list-style-type: none"> 1) Travelling to meetings with foreign policy makers, including participation to missions in EU capitals organised by EMHRN. 2) Providing first hand information and legal analysis to EU officials and international networks. 3) Follow-up on our advocacy efforts. 4) Follow-up on any request presented after the meetings. 	<ol style="list-style-type: none"> 1) Positive feedback from participants and more information requests. 2) Increased attention or response to Al-Haq's advocacy in the EU and in third-party states. 3) Stronger language used by EU policymakers when referring to the OPT.
	<ol style="list-style-type: none"> 3) Greater participation by Al-Haq and other Palestinian civil society organisations in relevant meetings. 	<ol style="list-style-type: none"> 1) Travel to relevant international events 2) Networking with local and international stakeholders 3) Maintaining contacts with relevant stakeholders. 4) Training of Al-Haq staff and partners. 	<ol style="list-style-type: none"> 1) Improvement in frequency and nature of references to Israeli violations in the statements by EU officials. 2) Increased media coverage and participation in public events.
	<ol style="list-style-type: none"> 4) Visiting delegations of policymakers are provided with more relevant information and powerful stories. 	<ol style="list-style-type: none"> 1) Drafting ad hoc advocacy material encompassing the legal analysis of factual information available through our field documentation. 2) Presentations and distribution of printed materials 3) Follow-up on meetings and maintaining contacts. 	<ol style="list-style-type: none"> 1. Feedback from participants and increased requests for information. 2. Able to achieve secondary contact in order to follow-up how the information was used.

Goal 3: Develop Al-Haq's work as a centre for applied international humanitarian and human rights law

OBJECTIVES	OUTCOMES	ACTIVITIES	INDICATORS
<p>Objective 1: To Transfer, deepen and exchange the applied knowledge and experience of Al-Haq in IHL and human rights law locally regionally and internationally.</p> <p>Tactics:</p> <ul style="list-style-type: none"> 1) Training and education 2) Visiting experts <p>Focus Areas:</p> <ul style="list-style-type: none"> 1) Lawyers 2) Civil Society Organisations <p>Outputs:</p> <ul style="list-style-type: none"> 1) Training Materials 2) Seminars and workshops 3) Training facilities 	<p>1) Higher level of understanding of IHL and human rights amongst relevant stakeholders.</p>	<ul style="list-style-type: none"> 1) Coordination of trainings 2) Preparation of material 3) Follow-up and support. 4) Internal training and capacity development. 	<ul style="list-style-type: none"> 1) Feedback from participants 2) Secondary engagement by participants demonstrating use of knowledge 3) Media coverage
	<p>2) More awareness of issues concerning internal Palestinian violations and legislation.</p>	<ul style="list-style-type: none"> 1) Coordination of workshops 2) Preparation of material 3) Follow-up and support. 	<ul style="list-style-type: none"> 1) Feedback from participants 2) Secondary engagement by participants demonstrating use of knowledge 3) Media coverage
	<p>3) Better access for stakeholders in the OPT to experts in the areas of IHL and human rights.</p>	<ul style="list-style-type: none"> 1) Coordination of seminars 2) Networking with experts and institutions 3) Follow-up and support. 	<ul style="list-style-type: none"> 1) Feedback from participants and experts 2) Secondary engagement by participants demonstrating use of knowledge 3) Media coverage
	<p>4) A fully equipped facility for the Centre's training activities.</p>	<ul style="list-style-type: none"> 1) Development of Al-Haq's office space and training capacity. 	<ul style="list-style-type: none"> 1) The facilities and equipment are in full use by the end of the year.

Goal 4: Strengthen Al-Haq's Organizational Capacity			
OBJECTIVES	OUTCOMES	ACTIVITIES	INDICATORS
<p>Objective 1: Secure appropriate support for the organisation's activities.</p> <p>Focus areas:</p> <ol style="list-style-type: none"> 1) Robust evaluation & planning 2) Reliable IT systems 3) Effective file management 4) In-house support bodies 	<ol style="list-style-type: none"> 1) The work environment is more suitable to staff needs. 2) Al-Haq's documents are more accessible. 3) Technical support is provided in an appropriate manner. 	<ol style="list-style-type: none"> 1) Facilitate the procurement of required equipments and software. 2) Maintain consistent internet connectivity. 3) Secure maintenance service. 4) Update/circulate Al-Haq's regulation manual. 5) Facilitate annual evaluation and planning. 	<ol style="list-style-type: none"> 1) Fewer staff complaints relating to technological facilities 2) Al-Haq's work is well documented and easy to retrieve. 3) Staff members are aware of the organization polices & regulation and committed to them. 4) Al-Haq's staff are able to access an up to date service providers' list.
<p>Objective 2: Individual staff members acquire the necessary knowledge and skills to effectively implement the organization's activities.</p> <p>Focus areas:</p> <ol style="list-style-type: none"> 1) Staff capacity building 2) Working relationships 	<ol style="list-style-type: none"> 1) Staff capacity is developed to meet both the needs of the individual and the organization. 2) Staff recognise the work context as a constructive learning environment. 	<ol style="list-style-type: none"> 1) Assist in assigning staff members for adequate training programs. 2) Arrange for monthly staff meeting and social activities. 3) Secure intern's financial and accommodation requirements according to the organizations polices. 	<ol style="list-style-type: none"> 1) Admin staff are able to fulfil their roles and managing their tasks within normal working hours. 2) Staff and interns are satisfied with the support they are receiving to learn and develop their own capacity.
<p>Objective 3: Sustain a transparent financial system that guarantees professional financial control.</p> <p>Focus areas:</p> <ol style="list-style-type: none"> 1) Financial policies 2) Financial regulations 3) Response to funders' reporting requirements 	<ol style="list-style-type: none"> 1) Transparent and effective financial management. 2) Partners & Board of Directors are kept up to date regarding the organization financial positions. 	<ol style="list-style-type: none"> 1) Update Al Haq's financial manual 2) Prepare financial reports for internal control, board, partners and auditing purposes. 3) Monitor cash flow and income and respond to requests for information from partners. 4) Prepare manual for all financial operations. 	<ol style="list-style-type: none"> 1) Organization's financial position is clear to Al-Haq's partners. 2) Partners are satisfied with the organization financial reports. 3) Auditor's recommendations are positive.