

**AL-HAQ'S THREE-YEAR STRATEGIC PLAN  
2003-2005**

**in light of  
POLITICAL DEVELOPMENTS**

**Presented: September 2002**

**Introduction**

This strategic plan is designed to outline Al-Haq's developmental vision for the coming three-year period. This plan was assembled during several months of discussion, which were followed by a one week long strategic planning session at which Al-Haq board and current and past staff members led by an outside facilitator worked together to brainstorm ideas and to coordinate a cohesive vision for the coming years. This process involved an analysis of Al-Haq's strengths, weaknesses, opportunities and potential threats, a determination of organizational needs, discussions of organizational structures and efficiency, and a critical evaluation of the organizations capacities. Careful attention was also paid to the needs of Palestinian civil society, other Non-Governmental actors, and the international community. In discussing institutional and departmental directions Al-Haq attempted to build a careful balance between the needs of Al-Haq and the needs of our constituents and partners.

It must be kept in mind that the changing circumstances in the Occupied Territories, especially the current Intifada and resultant changes in political realities, will have a fundamental effect on the strategies of Al-Haq and on its activities and priorities. This strategic plan designs a program of action that will allow Al-Haq to meet the challenges it will face in its work combating human rights abuses arising from both the Palestinian and Israeli Authorities due to recent and future changes in the Occupied Territories.

This paper is structured so as to provide both an overview of Al-Haq as well as an overview of anticipated developments during the coming period. The paper begins with a brief introduction to Al-Haq's mission and vision for the future. This is followed by a brief background of Al-Haq; a look at the organizations strengths, weaknesses, potential opportunities and possible threats; and an overview of some of the factors that make Al-Haq unique. The paper then concludes with an overview of the main areas of focus Al-Haq plans to address during the coming period. Included at the end of the paper are a number of appendixes containing additional useful information.

**Al-Haq's Mission**

*Al-Haq works to protect and promote human rights and respect for the rule of law in the Occupied Palestinian Territories with a commitment to the uniform application of international humanitarian and human rights law regardless of the identity of the perpetrator or victim of abuse.*

Since its establishment Al-Haq has continually promoted the rule of law and documented and reported on Israeli violations of human rights in the Occupied Palestinian Territories. With the advent of the Palestinian Authority and the transfer of limited powers to its control, Al-Haq expanded its work and started to monitor and document violations committed by the Palestinian Authority in areas under its control. Al-Haq also developed activities which aim at upholding the rule of law and respect for human rights in Palestinian controlled areas. Through all of this period four demands made by Al-Haq have remained constant. First, Al-Haq has continually demanded that the Palestinian People's right to self-determination be recognized, and that Israel end its illegal occupation of the West Bank and Gaza Strip. Second, Al-Haq has continually stated that Israel, the Palestinian Authority and the international community must take action to both respect and ensure respect of all provisions of the Fourth Geneva Convention and international humanitarian and human rights law in the Occupied Territories. Third, Al-Haq has demanded that in light of ongoing Israeli violations of Palestinians' rights and its failure to respect international law, the international community should provide the Palestinian people living under occupation with protection. Last, Al-Haq has constantly demanded that Palestinian organizations and the Palestinian Authority take action to ensure that human rights are respected. As Al-Haq continues its work over the next three years these demands will remain a part of its focus.

**Al-Haq's Vision**

*Al-Haq endeavors to build a modern and efficient institution that seeks to develop a culture of respect for human rights by documenting human rights violations, working to influence policies, and pushing to hold accountable those responsible for committing or condoning human rights violations and international crimes. Al-Haq also aims at developing itself so as to become a basic reference source for those seeking information on human rights violations in the Occupied Territories. Furthermore, Al-Haq will continue to work to fortify both its presence and build awareness of human rights on the local, regional and international levels.*

**Al-Haq Values**

1. Al-Haq is an independent organization that carries out its work in an objective and professional manner
2. Al-Haq believes that all people are equal
3. Al-Haq works to develop respect for human rights
4. Al-Haq works to develop a democratic civil society with respect for the rule of law

## **Changes and Developments: The Bases of Strategy**

### *1. Overview*

Before considering the following plan, it is necessary to keep in mind that the political and human rights situation in the Occupied Palestinian Territories is fluid and fast changing. The Intifada raises new uncertainties every day that affect all relationships that are relevant to Al-Haq's work: Palestinian-Palestinian, Palestinian-Israeli, and Palestinian-international. Travel restrictions, incursions into cities and villages, and closures and curfews have all disrupted daily life for Palestinians and at times can necessitate changes in timing or focus. Political decisions are taken every day by both the Palestinian and Israeli authorities that violate human rights or have far reaching effects on their protection and on the rule of law. This situation necessitates a constant updating and review of Al-Haq's plan in order to meet any immediate or long-term challenges that these decisions and policies may present. In designing this plan Al-Haq has attempted to consider the possible implications of these changes on its work, and has tried to design a plan that will remain applicable in all situations. Below is a review of some of the points and concepts that have helped in the process of planning, and that will allow Al-Haq to maintain a certain margin of flexibility for adjustment and re-thinking as the situation evolves over the coming years.

### *2. Al-Haq, A Brief Background*

While looking towards the future, it is always important to remain aware of the past in order to learn the lessons taught by experience. For this reason Al-Haq has included here a summary of major developments during its history that includes a brief analysis of Al-Haq's impact, successes and failures over time. At the end of this report in Annex Four a chart listing key junctures in Al-Haq's history has also been included.

Al-Haq was established in 1979 by a group of Palestinian lawyers following extended debate over how best to address the lack of human rights protective mechanisms in the Occupied Palestinian Territories. When it was founded Al-Haq was the first human rights organization established in the Arab world. During its first years Al-Haq remained small, hiring only a few staff members in addition to its founding members.

Al-Haq's focus during these first years was largely limited in scope to analyzing the legal status of and legal structures imposed over the Occupied Territories. Al-Haq produced some of the first studies ever written using humanitarian law to analyze a situation of occupation. Al-Haq's early studies on topics such as administrative detention and Israel's usage of the British Defense Emergency Regulations were seminal in shaping debate on what is applicable law in the Occupied Palestinian Territories. Al-Haq's legal unit also developed during this period, working together with the research department to develop Al-Haq's positions and legal arguments.

By 1986 Al-Haq had developed to a point where it was ready to expand. It was in this year that the organization began taking on special projects on issues such as women's and labor rights. During this time Al-Haq's work and contributions in the field of human rights began to gain international recognition. When the Intifada erupted towards the end of 1987, Al-Haq again began expanding its staff to meet the challenge of addressing violations arising from the Intifada. Al-Haq started its fieldwork department in 1983 and the information gathered by Al-Haq's fieldworkers was at the heart of its work, but it wasn't until the Intifada and resultant demands for information that the fieldwork department grew to include staff all across the Occupied Territories. During the Intifada Al-Haq developed into the primary source of information on human rights violations in the Occupied Territories. Al-Haq's database remains the only systematized and carefully categorized catalogue of human rights violations that have been committed in the Occupied Territories.

The first Intifada was a peak period for Al-Haq. A number of important Al-Haq campaigns were started during this time and Al-Haq continued to grow, expanding into Gaza. By the early 1990's Al-Haq had approximately forty members on staff. Al-Haq's size and its increased capacity helped it to successfully raise awareness of human rights abuses in the Occupied Territories and gained Al-Haq international recognition. At the same time, the unrestrained growth of the organization was not matched by developments in the organization's administrative structure, at times causing a lack of cohesion between Al-Haq's departments.

The signing of the Oslo Accords in 1993 ushered in a new period in Palestinian history and greatly affected Al-Haq. The changes in the political situation required that Al-Haq reassess its mission. An outside facilitator was thus brought in and the organization began a careful process of self-evaluation and strategic planning. During the strategic planning process it became clear that two camps were emerging in the organization on the issue of how to address the Palestinian Authority. Despite this disagreement Al-Haq began to move forward in work with the PA, monitoring the PLC elections in 1996, analyzing legislation, providing training to PA officials, etc.

The outside facilitator's evaluation of Al-Haq warned that latent disagreement in relation to political changes and how to deal with the situation as it changed if not addressed could lead the organization to collapse. His warnings were taken seriously, and Al-Haq began to reduce its size by closing its office in Gaza and by shedding projects in areas in which other organizations were working. However, some disputes were never resolved and came to a head during late 1996 and early 1997. Al-Haq's board eventually intervened and terminated all staff contracts leaving the future of the organization in doubt.

In 1998 Al-Haq began to rebuild. The Al-Haq board of trustees hired a new staff and took over many of the organization's administrative responsibilities. The organization's focus was also changed, with the board taking the decision that Al-Haq should focus most of its attention on legal research and little attention on documentation activities. Al-Haq slowly began to rebuild itself, and work following up on draft PLC legislation and Israeli human rights violations moved forward.

Prior to 1997 Al-Haq had worked primarily on a core program basis, with most donors supporting Al-Haq's core departments. After 1997 funding difficulties made it necessary for Al-Haq to work on a project basis. During 1998 Al-Haq began to successfully work on a series of new projects, and this initial success assisted Al-Haq in rebuilding relations with several long-term partner organizations. By 1999 individuals both inside and outside of Palestine were again coming to regard Al-Haq as a credible source of information on human rights violations in the Occupied Territories. Towards the end of 1999 Al-Haq was granted special consultative status with ECOSOC and again began working on an international level. Moving into 2000 Al-Haq slowly began to rebuild its fieldwork and database units. Financially stable and with its departments rebuilt, by the time the second Intifada started in September 2000 Al-Haq was prepared to face the challenges that the Intifada brought.

In mid 2001 Al-Haq's general director resigned, and a new general director was found. With the new director came a new focus. Instead of working to rebuild, Al-Haq began working to solidify and consolidate its structure. In 2002 Al-Haq's board, pleased with Al-Haq's work, returned to being a policy rather than an administrative board. During 2002 renewed emphasis was also placed on returning to the ethics and activities that were Al-Haq's traditional strengths, and work was begun developing a long-term vision for the organization, leading to this plan.

3. *Strengths, Weaknesses, Opportunities and Threats*

As part of the strategic planning process Al-Haq carried out a SWOT analysis of its work, listing the organization’s strengths, weaknesses, opportunities for the future, and potential threats to its program. Below is a brief outline of Al-Haq’s findings in each of these four areas.

**Strengths:**

▶ Al-Haq’s long experience in the field and reputation for honestly and accurately reporting on human rights violations in the Occupied Territories is one of its most important strengths. Al-Haq enjoys a reputation both locally and internationally as a reliable source of information on the human rights situation in the Occupied Territories.

▶ Al-Haq’s highly regarded monitoring and documentation unit is at the heart of the organization’s success. Al-Haq is unique among organizations in the Occupied Territories in that it systematically documents violations using standardized affidavit and questionnaire forms, and then stores the gathered information in a database open to the public and to researchers.

▶ Al-Haq’s provision of assistance to the local community is another one of its strengths. Through its fieldworkers and legal unit Al-Haq remains in touch with the grassroots Palestinian community and provides free advice and assistance to Palestinians who have been victims of a human rights abuses.

▶ Al-Haq staff’s understanding of international humanitarian law and the organizations history working in the humanitarian law field is an organizational strength. Throughout its history Al-Haq has played a central role in shaping international discussion and debate regarding the application of international humanitarian law to situations of occupation, and its opinion is highly regarded by academics, politicians, and professionals around the world.

▶ Al-Haq’s legal analyses are another organizational strength. Whenever Al-Haq reports on a human rights violation that has occurred in the Occupied Territories the violation is analyzed in the context of applicable local and international law. The organization is turned to by other local and international organization as a reference for information on the applicability of law to the Occupied Territories.

▶ Al-Haq’s complete financial transparency is also an important strength.

**Weaknesses:**

▶ Fundraising is a weakness of Al-Haq. Several members of the administrative team currently work together on fundraising on an ad hoc basis. Fundraising work needs to be consolidated and centralized. Additionally, since 1997 Al-Haq has worked on a project rather than core program basis. This has weakened Al-Haq’s ability to consistently cover the costs of all of its core activities.

▶ Al-Haq’s international advocacy focus requires strengthening. While the organization participates in international forums and maintains contact with supporters

<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• <i>The Monitoring and Documentation Unit</i></li> <li>• <i>Honesty/accuracy in reporting</i></li> <li>• <i>Years of Experience</i></li> <li>• <i>Provision of services locally</i></li> <li>• <i>Knowledge and usage of humanitarian law</i></li> <li>• <i>Legal Analysis</i></li> <li>• <i>Transparency</i></li> </ul>	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• <i>Project based funding</i></li> <li>• <i>Fundraising coordination</i></li> <li>• <i>International advocacy</i></li> <li>• <i>Usage of the media</i></li> <li>• <i>Coordination with Gaza</i></li> <li>• <i>Integration of information gathering and usage</i></li> </ul>
<p style="text-align: center;"><i>Opportunities</i></p> <ul style="list-style-type: none"> <li>• <i>Advocacy and networking possibilities</i></li> <li>• <i>International crimes research</i></li> <li>• <i>Advocacy efforts aimed at the Palestinian Authority</i></li> <li>• <i>International interest in Israeli policies</i></li> <li>• <i>Pressure for reforms of the PA</i></li> <li>• <i>The Intifada</i></li> <li>• <i>Volunteers</i></li> </ul>	<p style="text-align: center;"><i>Threats</i></p> <ul style="list-style-type: none"> <li>• <i>Donor intervention</i></li> <li>• <i>The political situation</i></li> <li>• <i>International policy</i></li> <li>• <i>Funding stability</i></li> <li>• <i>International silence</i></li> <li>• <i>Interference by the Palestinian Authority</i></li> <li>• <i>Professionalism</i></li> </ul>

internationally, in recent years Al-Haq has not organized any long lasting and coordinated international campaigns. Attention needs to be focused in this area.

▶ Al-Haq's coordination with the media is another weakness. The organization has only recently added a media officer to its staff, and has not yet developed a coordinated and efficient system for sharing its information and findings with media sources.

▶ Al-Haq has no staff working in Gaza, which makes it necessary to coordinate all information gathering in Gaza with organizations working there. Al-Haq's inability to gather first hand information in Gaza is a weakness.

▶ Al-Haq's fieldworkers gather much more information than its researchers can make use of, and there is not always coordination between those who are gathering information and those who will be using it. This connection needs to be strengthened.

#### Opportunities:

▶ Advocacy possibilities both locally and internationally are opening up due to increased interest in the human rights violations occurring in the Occupied Territories. Additionally, increased work by Al-Haq on an international level has opened up new opportunities for Al-Haq to coordinate in human rights networks on a regional and international level.

▶ The advent of the International Criminal Court, international debate on the notion of universal jurisdiction, and international interest in human rights violations opens up possibilities for further work related to international crimes.

▶ Officials working with the Palestinian Authority are open to listening to Palestinian Civil Society organizations opening up opportunities for Al-Haq to work advocating and pushing the Palestinian Authority to respect human rights standards.

▶ International interest in Israeli policies in the Occupied Territories opens up opportunities for Al-Haq to highlight these policies and their deleterious effect on human rights.

▶ International pressure on the Palestinian Authority to carry out reforms of its institutions open up opportunities for Al-Haq to increase its work pushing for the adoption and enforcement of international human rights standards by all branches of the Palestinian Authority.

▶ Despite the difficulties that it brings, the Intifada has increased the need for Al-Haq's work. The Intifada has also increased attention focused on Occupied Territories, which has opened up new opportunities for Al-Haq to draw attention to its work.

▶ Making use of volunteers allows Al-Haq to add to its staff, for a limited time, individuals with particular specializations who can help build up Al-Haq's permanent staff's skills and help Al-Haq with its work, while building their own skills.

#### Threats:

▶ The intervention of donors and attempts to tie funding to particular donor agendas remains a threat to Al-Haq's work.

▶ The instability of the current political situation, continued incursions, closures, curfews, arrest campaigns, etc. make it difficult to function efficiently.

▶ Both policy decisions by the international community and how the international community chooses to address the human rights situation in the Occupied Territories pose a threat to Al-Haq's work. The conflict between Al-Haq's focus on law and the tendency of the international community to focus on politics can make it difficult for Al-Haq to achieve results. Additionally, the international community's occasional support for actions that contradict international law (i.e. international support for the deportation of Palestinian following the siege at the Church of the Nativity) can also threaten to legitimize human rights violations.

- ▶ Not having stable or guaranteed sources of funding threatens Al-Haq's ability to function.
- ▶ The failure of the international community to speak out and to act against ongoing human rights abuses is a threat to Al-Haq's work.
- ▶ Possible interference or attempts by the Palestinian Authority to control or silence civil society organizations poses a potential threat to Al-Haq's ability to function.
- ▶ A lack of professionalism, politicized reports or faulty information would undermine Al-Haq's credibility and hurt its work.

#### 4. *Scenarios*

During planning sessions several different scenarios outlining possible directional changes that Al-Haq may need to take depending on how the political situation develops were discussed. The four main scenarios analyzed by Al-Haq were: 1. an Israeli reassertion of full control in the Occupied Territories and the destruction of the Palestinian Authority 2. the establishment of a Palestinian state, 3. the end of the Intifada and return to negotiations, 4. the continuation of the current situation. All four scenarios are outlined briefly below, with more details about changes to Al-Haq's plans that might be necessitated should any of these situations arise outlined in Appendix Two attached to this report.

The first scenario discussed by Al-Haq explored the idea of deterioration in the present situation whereby the Palestinian Authority is completely destroyed, all agreements made between Israeli and the PLO/PA are declared null and void, and the Occupied Territories are again placed under full Israeli control. This scenario assumes that the situation would revert to what it was prior to Oslo, that Israeli violations of Palestinians' rights would continue unabated, and it allows for the possible suppression of Palestinian organizations by the Israeli Authorities. Specific violations that could affect Al-haq include the arrest of staff members, the confiscation of Al-Haq's documentation and files, and the closure of Al-Haq's offices.

Al-Haq also considered the possibility that the current Intifada could end, that negotiations would then resume, and that the situation in the Occupied Territories would return to being much as it was prior to September 2000. In this situation the Palestinian Authority would again take charge of most civil affairs affecting Palestinians while Israel would remain in control of most security affairs. Human rights violations would continue from both sides. The possibility of a full withdrawal from Gaza, but not from the West Bank and the subsequent "bantustanization" of the Occupied Territories was discussed in this context.

Third, in recent months both the American administration and European governments have come out in support of the establishment of an independent Palestinian State by 2005. In considering the implications of the establishment of an independent Palestinian state on Al-Haq's program, Al-Haq worked under the assumption that any emerging state will be democratic with at least a theoretical separation of powers between its executive, legislative and judicial branches. However, Al-Haq considered it unlikely that human rights violations currently attributed to the Palestinian Authority would end if a new state were formed. It is more likely that violations will increase and that restrictions on freedoms will be similar to those seen in neighboring states. Opposition groups would likely be suppressed and accusations of links to "terrorism" might be used to delegitimize political opposition. Additionally, there is a real possibility of internal conflict between factions vying for power.

Finally, Al-Haq considered how it will work if the current situation continues. This situation assumes that the Palestinian Authority will continue to exist, albeit in a weakened state. Israeli attacks throughout the Occupied Territories will also continue along with major arrest campaigns and assassinations. Closures and curfews will remain in place over most Palestinian towns and villages and freedom of movement will be limited. The economic



situation would likely continue to deteriorate in this situation. Human rights violations committed by both the Israeli and Palestinian Authorities would also likely continue unabated.

### *5. Al-Haq's Importance*

Reviewing Al-Haq's history, outlining its strengths and weaknesses, and looking at possibilities for the future helped Al-Haq develop a list of important activities carried out by the organization. These are unique areas of work in which Al-Haq is currently involved and in which it will remain involved during the coming three-year period.

**Monitoring and documenting human rights violations** is of central importance to Al-Haq's work, and the organization's work in this area is one of its most unique features. First hand documentation gathered by Al-Haq's fieldwork department and categorized in the Al-Haq databank is used in producing reports, in deciding upon areas in which legal aid and advice is needed, in carrying out interventions both locally and internationally, in developing the organization as a major information resource, and is central to Al-Haq's efforts to maintain a record of international crimes (i.e. grave breaches of the Geneva Conventions, war crimes, crimes against humanity) committed in the Occupied Territories. Al-Haq's contacts both locally and internationally have repeatedly stressed to Al-Haq how important this area of work is, saying that without first hand evidence of violations carefully documented from witnesses it is impossible to pursue cases either in courts, with the public and media, or internationally with governments or other bodies. The increased numbers of violations, difficulties in movement, and restrictions on access to many areas of the Occupied Territories in the current situation have also increased the importance of careful fieldwork. Information on violations is important as Al-Haq works to identify trends and attempts to build awareness of human rights issues. Al-Haq is the one of the only Palestinian human rights organization that systematically collects information on human rights violations using standardized procedures and forms. It is also the one of the few human rights organization in either Israel or Palestine with a comprehensive databank of systematically compiled information on human rights violations that have occurred in the Occupied Territories.

Al-Haq's **provision of free legal services to the Palestinian community** is another core area of work. While it should be clear that Al-Haq does not take cases to court and that its primary focus is advocacy, the provision of legal assistance and advice is central to Al-Haq's program. The provision of services helps to keep Al-Haq in touch with the grassroots Palestinian community, which keeps the organization relevant locally. Al-Haq offers advice and assistance to those who have been victims of human rights abuses. However, Al-Haq cannot take on every case of abuse. Al-Haq therefore only works on cases related to its core program and its traditional areas of specialization such as travel permit and family reunification cases. When possible Al-Haq refers individuals seeking help to specialized organizations working on such issues as prisoners rights, land rights, women's rights, etc. in order not to duplicate the work of these organizations. Al-Haq's work in this area is much needed, especially in these times of economic hardship when many of those most affected by human rights violations cannot afford the expense of a lawyer.

**Producing reports and analyses on human rights issues** has always been a central part of Al-Haq's work. Attention continues to be focused on the Occupied Territories, and the local and international communities continue to look to Al-Haq as an important source of information and legal analysis to shed light on the emerging political and human rights situation. Al-Haq has a responsibility to continue to put its analysis based in law and on the facts at the disposal of interested parties such as the international public, governments, international human rights organizations and NGOs, Palestinian solidarity groups, the media, etc.

Since it was founded Al-Haq has continually produced detailed legal studies and analyses in order to raise awareness of the legal and human rights situation in the Occupied Territories. This area of work remains important in part because, despite the peace process, the Israeli authorities have retained complete control over security matters and have kept administrative and judicial powers that gave them virtually complete control over almost every aspect of Palestinian life. The framework created by the Israeli authorities under which Israel's violations of human rights were made "lawful" also remains in place. During recent months this framework has been vigorously reinforced as the use of such measures as administrative detention, home demolitions and assassinations have increased. Al-Haq's years of experience analyzing Israeli policy and keeping track of developments in the Israeli control structures in the Occupied Territories places the organization in a unique position to carry out work analyzing this system of control and reporting on developments in this system and the effect they have on Palestinians' human rights.

**Advocating and pushing for the development of legislation by the Palestinian Legislative council that meets international human rights standards** is an activity undertaken by both Al-Haq's research and legal units. Al-Haq works in this area by analyzing draft legislation and laws and attempting to ensure that both conform to international human rights standards. Al-Haq also holds workshops that aim at educating PLC members, specific segments of the population, and the general public regarding Palestinian laws and legislation. Al-Haq began undertaking this work in 1996 soon after the PLC was elected and began to function. Al-Haq's years of experience working in this field, its extensive knowledge of human rights law, and the reputation the organization has built among Palestinian legislators places the organization in a unique position to critique and influence the shape of legislation. The PLC human rights committee regularly consults Al-Haq regarding human rights issues, and individual PLC members often look to Al-Haq's analyses before making decisions on important rights related legislation.

Al-Haq continues to **work raising awareness of violations, disseminating information on human rights principles and building structures that ensure respect for human rights and the rule of law.** This work is carried out locally, regionally and internationally to ensure that Palestinian's human rights are protected and respected and to work for the development of a culture of human rights. On a local level, systematic violations of Palestinians' rights by both the Palestinian Authority and Israel have left many Palestinians disillusioned and unsure of what their rights are. On the international level, awareness of the conflict in the Occupied Territories is high, but often details and legal analysis are missing from discussions, leaving much of the international community unaware of what Palestinian's rights are and of the complexities of the current situation. This lack of information and awareness necessitates Al-Haq's work in this area. Activities in these areas are directly connected to Al-Haq's mission and involve working to defend those whose rights have been violated, carrying out advocacy campaigns locally and internationally, working with the media, building up a network of support, publishing research papers, and developing the organizations human resources to more effectively carry out these tasks. More detailed specifics on each of these areas are included below.

During the last year Al-Haq also began working to **document and prepare materials related to international crimes.** Al-Haq has always worked documenting such violations, but only recently began methodically following up on these types of crimes and putting together files on specific incidents in the hope that further follow up with responsible legal bodies can be carried out in the future. While other organizations also focus attention in this area, Al-Haq's unique database system makes it the only organization able to trace trends in violations through legal affidavits and reports to events that occurred prior to the current Intifada. Regardless of the political situation, international crimes should continue to be an area of focus, and those who have either committed or condoned such crimes should be held responsible.

**Al-Haq's Library remains the only public human rights resource center in the Occupied Territories.** When Al-Haq was founded it began compiling a collection of books and materials on human rights. This collection was soon turned into the Al-Haq library, which remains a central part of Al-Haq today. Al-Haq's library is a unique source of publicly available books, periodicals, legal documents and reference materials concerning both the Occupied Territories and human rights. It is a vital information source for many students, academics, researchers and journalists, providing information and resources that are otherwise unavailable in the Occupied Territories.

Al-Haq always works to **develop a modern and efficient organization.** In terms of the structure of Al-Haq it is clear that no matter what the situation Al-Haq will be able to respond without needing to radically expand, contract or restructure itself. Al-Haq's internal departments are however in the process of more closely integrating their relations with one another. The research and legal units are working to coordinate more closely and will continue to cooperate with Al-Haq's other units. The fieldwork and databank units will be collectively referred to as the "Monitoring and Documentation Unit", and will increase their coordination with Al-Haq's library. All work is coordinated with Al-Haq's administrative unit. These developments are not designed to alter the work of these units, but are rather designed to increase internal cohesion and to facilitate the work of the various units. As the situation progresses, additions or changes may need to be made to Al-Haq's staff. However, no major staffing changes are foreseen during the period covered by this plan.

### **Al-Haq's Strategies For the Future: Towards 2005**

In accordance with Al-Haq's vision, by 2005 Al-Haq hopes to have developed itself into a modern and efficient institution that seeks to develop a culture of respect for human rights by documenting human rights violations, working to influence policies, and pushing to hold accountable those responsible for committing or condoning human rights violations and international crimes. Al-Haq also aims at developing itself so as to become a basic reference source for those seeking information on human rights violations in the Occupied Territories. Furthermore, Al-Haq will continue to work to fortify both its presence and build awareness of human rights on the local, regional and international levels.

Considering Al-Haq's vision, and in response to the scenarios and needs detailed above, Al-Haq decided upon a set of organizational and programmatic strategic areas of focus for the coming period. These areas of focus, which are detailed below, include: 1. monitoring and documenting violations, 2. defending against human right violations, 3. influencing policies on the local, regional and international level, 4. developing Al-Haq's presence in and use of the media, 5. networking on the local, regional and international levels, 6. institutional development, organization development, human resources development. Additionally, Al-Haq decided to begin working on a new and detailed emergency plan that will help the organization function should the situation in the Occupied Territories rapidly deteriorate.

As Al-Haq works in each of these areas, its **geographical focus** will not change. Al-Haq will continue to monitor and document violations of human rights committed by either the Palestinian Authority or Israel in all of the areas under Israeli Occupation. No change is envisaged in Al-Haq's strategies in this regard. While Al-Haq's work focuses on all of the Occupied Territories, its staff is limited to the West Bank, and no further expansion into Gaza is envisaged at this time. However, Al-Haq will continue to cooperate closely with other human rights organizations in Gaza by exchanging information and may at times send staff members to Gaza to carry out targeted research.

#### *1. Monitoring and Documenting Violations*

**Goal:** To become a primary reference source for documentation and information in Palestine on human rights abuses committed by the Israeli and Palestinian Authorities

### **Objectives**

1. Gather primary source evidence from witnesses to human rights violations committed by the Israeli and Palestinian Authorities
2. Develop a “Friends of Al-Haq” network among supporters of Al-Haq’s work in local communities who can assist Al-Haq in gathering and spreading information on human rights
3. Compile, categorize, file and make publicly available through Al-Haq’s database all information gathered by Al-Haq during the period covered by this plan.
4. Maintain an up to date public library that provides access to specific primary and secondary resources concerning human rights, local, regional and international laws, legislation, history, Israeli military orders, etc.

In this area Al-Haq will continue to maintain an up to date databank and will continue to try to expand its resource base of materials on human rights. This will be accomplished through Al-Haq’s Monitoring and Documentation Unit, which is comprised of the fieldwork and database units. Information on Al-Haq’s library, which is attached to Al-Haq’s administrative support team, is also included in this section. Al-Haq’s fieldwork and database units provide systematically documented and carefully categorized information on human rights violations in the Occupied Territories.

Al-Haq will continue **gathering primary source evidence** from witnesses to human rights violations committed by the Israeli and Palestinian Authorities. Al-Haq has always sought in its documentation and intervention strategies to discover patterns and identify practices and policies resulting in human rights violations. By maintaining this approach, Al-Haq’s documentation will not be comprehensive but will be sufficient to identify these policies and practices, and to allow Al-Haq to undertake the necessary legal analysis to determine legal responsibility for preventing abusive practices. In other words, Al-Haq will not operate as a statistical information center or clearinghouse of human rights violations, but will rather gather targeted information representative of violations in the Occupied Territories. Sources of violations may be unlawful regulations, an arbitrary or illegal policy, or an illegal practice by an individual. Once the source of a violation is identified, the practice or violation can be put in its proper legal context, and lawful methods and procedures for eliminating the violation or gaining redress can be suggested. Al-Haq’s work has always been more effective as a result of its focus on the policy rather than on each particular incident in isolation from its context and cause.

Central to this work will be Al-Haq’s fieldworkers who are responsible for gathering affidavits and eyewitness testimonies, filing autopsy and/or injury reports, keeping the organization updated on current developments and building up Al-Haq’s grassroots support base. The information gathered by the fieldworkers is at the core of Al-Haq’s responses. It is used as the organization writes press releases and reports, is distributed to academics, researchers and journalists, and is central to our local and international campaigns. The fieldworkers also work to gather information on cases being followed up in court and act as legal representatives for Al-Haq in the field, approaching victims of abuse so as to relieve them of the burden of searching out help on their own. This area of work is of added significance during the current situation as restrictions on movement limit citizens’ ability to seek assistance and advice. The fieldworkers also assist other organizations by gathering requested information for them and by assisting foreign delegations and researchers working in the Occupied Territories.

One new development in this area that Al-Haq will implement during the coming period is the **establishment of a local “Friends of Al-Haq” network**. This network will consist of individuals scattered throughout the Occupied Territories who are interested in human rights, are familiar with Al-Haq’s work, and who are willing to assist Al-Haq. Al-Haq hopes to utilize these friends in both gathering and distributing information, and they could help in developing a culture of human rights. Al-Haq’s fieldworkers would act as the primary link between Al-Haq’s staff in Ramallah and this group. They would help to pass on information, reports, etc. from Al-Haq to this group and in turn gather information from them.

**The database unit will compile, categorize, file and make publicly available all information on human rights abuses in the Occupied Territories gathered from the field, taken from visitors to Al-Haq, or gathered from the media.** The information compiled by the database is at the heart of Al-Haq’s work whether advocating internationally, offering training locally, or producing reports. As one of the only sources of carefully catalogued and accurate information on the status of human rights in the Occupied Territories, Al-Haq’s database is indispensable, not only for Al-Haq, but for all those with an interest in human rights in Palestine.

Increased emphasis will also be placed on utilizing new information sources and coordinating with other groups to gather documentation. There is currently a lacuna in Al-Haq’s work regarding information obtained from Israel and Gaza, and more coordination with organizations in both areas will need to be realized during the coming period. Additional modes of documentation, such as audio and visual documentation will also need to be utilized in order to keep up with changing technologies. Finally, steps need to be taken to completely computerized Al-Haq’s information in the database to provide easy access to the information, and to then find a storage location for this information abroad in order to secure the information and prevent its possible confiscation or destruction.

During the coming period Al-Haq will focus on **expanding the libraries resources** in order to continually improve the services it provides to the public. Al-Haq’s library complements the work of the other two units in this department. Al-Haq’s library was the first public law library specialized in human rights and international law in the West Bank and the Gaza Strip and maintains one of the most extensive collections of materials on these subjects in the region. The libraries holdings include copies of Jordanian, Israeli and Palestinian laws, legislation from other Arab countries, Israeli military orders, and primary and secondary resources on international law and human rights many of which are otherwise publicly unavailable in Palestine. This material and the services provided by the library are targeted at researchers, lawyers, students, academics, human rights activists, journalists and any other member of the public interested in human rights.

## *2. Defending Against Human Right Violations*

**Goal:** To work on the local and international levels to bring human rights abuses to an end in the Occupied Palestinian Territories, and to increase respect among the Palestinian and Israeli Authorities for human rights and the rule of law.

### **Objectives**

1. Provide free legal services and training to the Palestinian community in order to develop awareness of international human rights standards, to provide individuals with the skills and knowledge necessary to work for the protection of human rights, and to bring a halt to ongoing human rights abuses
2. Identifying and then raise public awareness about trends and patterns in violations of human rights and international law by analyzing these trends and producing reports, papers and interventions placing them within their legal contexts

3. Work to document and put together files on violations that constitute international crimes, and to push for further follow up on these cases with international bodies either immediately or in the future
4. Push States to fulfill their obligation to enforce international law and hold those responsible for human rights abuses accountable
5. Demand that opposition groups adhere to human rights and humanitarian law principles and to call them to account for their human rights violations

Defending victims of human rights abuses has always been a central part of Al-Haq's effort to protect and promote human rights. Al-Haq's work in this direction is focused in three primary areas, providing legal services to the local community, preparing reports on trends in human rights violations and violations of international law, and pushing both locally and internationally for the enforcement of international law. This last area often crosses over with Al-Haq's efforts to influence policies on the local, regional and international levels.

Al-Haq's legal services unit offers **free legal services and training** to the grassroots Palestinian community in order to develop awareness of international human rights standards, to provide individuals with the skills and knowledge necessary to work for the protection of human rights, and to bring a halt to ongoing human rights abuses. Given the lack of clarity of the law due to the complex relationship between international law, Israeli rule and Palestinian law, providing advice to the community and clarifying legal points is extremely important. The importance of this area of work is further necessitated by the political, legal and judicial instability in Palestinian Authority areas and the continuing violations of Palestinians' human rights by the Israeli authorities. At the same time it should be made clear that the services provided by Al-Haq are primarily focused on clarifying legal questions, providing advice and analyzing policy. Al-Haq does not usually follow up on individual violations with the courts or authorities. This work is left for specialized organizations and private lawyers. When individuals come to Al-Haq for help Al-Haq provides advice and assistance, but often refers specific cases to outside parties who can provide more specialized help. However, this does not preclude Al-Haq taking cases to court. Al-Haq is committed to taking up special test cases on particular issues and or violations resulting from a demonstrable pattern of abuse before the courts. Al-Haq will continue this work, with cases brought before the Israeli courts coordinated together with Israeli human rights organizations. Al-Haq's work in this area is much needed, especially in these times of economic hardship when many of those most affected by human rights violations cannot afford the expense of a lawyer.

Al-Haq also defends against human rights abuses by **identifying and raising public awareness about trends or patterns in the violations of human rights and international law**, analyzing these trends and patterns and producing reports and papers placing them within their legal contexts. Al-Haq's fieldworkers, database, legal unit and researchers will all continue to work together to produce legal based reports on trends that demonstrate systematic abuses of human rights and international humanitarian law. These reports are distributed locally and internationally and are an attempt to raise awareness about and bring an end to abuses. As a result of its papers and analyses Al-Haq has for many years been looked to for information regarding international humanitarian law. Al-Haq will continue to work to develop international humanitarian law and arguments regarding its applicability as part of its effort to become one of the primary reference points regarding human rights and humanitarian law in the Occupied Territories.

In this context work **to document and put together files on violations that constitute international crimes** and pushing to hold those responsible for these crimes accountable will continue. Al-Haq is firmly convinced that no just and lasting peace can be achieved even after the end of military occupation if the legacy of this occupation is not properly dealt with. A central part of this task will involve bring injustices to light and holding accountable those responsible for human rights abuses. There is no statute of limitations on certain international

crimes, such as war crimes and grave breaches of the Fourth Geneva Convention. Al-Haq will continue working to document and put together files on specific violations, and will push for further follow up on these cases with international bodies either immediately or in the future. This will be a necessary step in providing a proper basis for the future, consistent with the principle of "truth first" being followed in many other parts of the world that are also undergoing transition from conflict to peace, from occupation to independence, or from dictatorship to democracy.

Al-Haq will also continue to **push States to fulfill their obligation to enforce international law and hold those responsible for violations of human rights abuses accountable**. Al-Haq works with NGOs, individuals, governments and international bodies in its push to ensure that law is enforced and human rights are protected. Pushing for the enforcement of international law is one of the central activities of Al-Haq that underlies most of the organizations work. Many of the specifics of this area of work are addressed in the sections below on influencing policies, garnering media attention and building networks, but it should be noted here that the continuing international attention focused on the Occupied Palestinian Territories and on the fast changing political situation give the organization hope regarding work pushing states to intervene for the protection of Palestinians' human rights. Al-Haq's efforts must continue towards garnering such interventions, based on the international legal responsibilities of those concerned, both locally and internationally, under human rights and humanitarian law.

Al-Haq must also **begin work focused on violations carried out by opposition groups and demand that these groups adhere to human rights and humanitarian law principles**. The organization must take a consistence stance against violence, such as attacks on civilians, that is used for the purpose of pressuring governments to adopt or renounce policies. In Palestine such groups include political and Islamic/political groups. Internal debate and discussion in this area is starting to turn public opinion against actions by such groups that violate human rights principles, and Al-Haq should take advantage of this opportunity to help put forward human rights arguments in this area. Most Arab and international human rights organizations have already moved towards an appraisal of the activities of these groups from a human rights perspective, and towards calling them to account and demanding that they adhere to human rights and humanitarian law principles. It is time that Al-Haq begins work in this vein. This of course does not negate Al-Haq's obligation to continue to defend political organizations' rights to peaceful assembly and expression whenever those rights are under threat from either the Israeli or Palestinian authorities.

### *3. Influencing Policies on the Local, Regional and International Level*

**Goal:** To work for the protection of Palestinians' human and national collective rights by highlighting policies and actions that lead to abuses of Palestinians' human rights, and by pushing to ensure that new resolutions, treaties, legislation, and agreements comply with international law.

#### **Objectives**

1. Produce reports, papers and legal analyses on issues that affect human rights in the Occupied Territories to increase awareness of the situation in the Occupied Territories and to help promote legal/political mechanisms that work to reinforce and protect human rights and the rule of law
2. Work to reinforce the rule of law in areas under Palestinian jurisdiction and to push for the inclusion of human rights principles in Palestinian laws and legislation
3. Ensure that Palestinians' collective and national rights are respected during future negotiations and in agreements

4. Increase Al-Haq's use of the legal mechanisms available for the protection of economic, social and cultural rights
5. Continue to work to raise awareness of human rights issues arising in the Occupied Territories and to influence public opinion as part of an effort to bring abuses of human rights to an end

Once violations have been documented and victims of abuse assisted, Al-Haq begins working to change the practices and policies that lead to human rights violations. Al-Haq does this through its program of advocacy aimed at the local, regional and international levels, which focuses on developing policies, advocating and pushing for the enforcement of human rights, and working to influence public opinion. This area of work involves many different activities including policy research, networking and coalition building, constituency building, and media strategy. All of these activities work together to push forward Al-Haq's program.

Al-Haq's lawyers and researchers will continue to cooperate to **produce reports, papers and legal analyses on issues that affect human rights in the Occupied Territories**. This work is a central part of Al-Haq's efforts to influence policy. Al-Haq can play an important role at this stage in helping both the Palestinian public and the international community to understand the existing legal situation and the effect of agreements and political decisions on human rights. Over the years Al-Haq has produced detailed legal reports on such issues as the status of Jerusalem, settlements, the interim agreements, and the Palestinian election laws. There are very few such studies and analyses undertaken from a legal perspective in the Occupied Palestinian Territories. Al-Haq's legal experience places it in a very good position to raise public understanding in this area by providing needed legal analysis. This work helps to both formulate and promote legal/political mechanisms that work to reinforce and protect human rights and the rule of law.

In analyzing Israeli practices, policies and legislation Al-Haq will continue to base its analyses on international humanitarian and human rights law. Al-Haq will also utilize agreements that include clauses calling for an end to human rights abuses that have been signed or agreed to by Israel as it has developed its relations with other states and with international bodies.

As it is not a state, the Palestinian Authority is prevented from signing human rights treaties. However, in defining Palestinian responsibility for respect of human rights and in analyzing PA policies and practices Al-Haq will refer to international human rights standards as well as the legal principles that constitute customary international law, such as the prohibition of torture, sound judicial procedures, etc. If Al-Haq is going to call or respect for these laws by Israel, it must demand equal respect for applicable law from the Palestinian Authority.

Al-Haq will therefore continue providing assistance to the Palestinian Authority through efforts to **reinforce the rule of law** in Palestinian controlled areas and by working to **ensure the inclusion of international human rights principles in Palestinian laws and legislation**. Al-Haq's concern for this issue cannot be understated. Al-Haq carries out work in this area by helping to draft new legislation, by suggesting amendments for new legislation that conforms to international human rights standards, and by working with other organizations, individual experts and government officials in an attempt to ensure that policies, legislation and practices conform to human rights norms. At the same time, Al-Haq is careful to place limits upon its work with the PA in order to ensure that the organization remains independent of the Authority and political parties and agendas. Work towards reinforcing the principles and structures of an independent Palestinian judiciary will also remain an important area of focus for Al-Haq, given that human rights cannot be guaranteed in law without an independent judiciary that can operate completely free of the influence of political authorities and considerations.



Additionally, Al-Haq works to ensure that **Palestinians' collective and national rights are protected** during negotiations and in agreements between the Palestinian Authority and Israel. Although the peace process never fully addressed most important issues in this area, negotiations aimed at ending certain collective violations will be key to any future agreements. Al-Haq is of the view that these rights constitute the proper basis for a just and comprehensive peace in the region. The most important of these rights is the fundamental right to self-determination, which is closely followed by such issues as the rights of refugees, housing rights, the right to development and water rights. Al-Haq will continue to put forward its legal analyses regarding these rights and push Palestinian negotiators and the international community to work within a framework that ensures the protection of these rights.

Furthermore, Al-Haq will **increase its use of mechanisms designed for the protection of economic, social and cultural rights** in its research and advocacy work. Analyzing violations from a context that sees them as a violation of economic, social and cultural rights is often a task that is overlooked by the international human rights community, and is an area of work that has not been a primary focus of Palestinian human rights organizations up to this point. Much of Al-Haq's focus in particular has been on humanitarian law and violations of civil and political rights. However, the current Intifada has led to unprecedented violations of economic, social and cultural rights. Restrictions on movement, freedom of worship, trade, curfews, etc. are all violations that fit within the scope of economic, social and cultural rights. These violations are being carried out systematically and are the result of official Israeli government policies that aim at maintaining Israeli control in the Occupied Territories. It is essential that Al-Haq use its resources to make sure that these violations are given proper attention.

The lack of attention afforded this field of human rights is not only a local shortcoming. On the international level economic, social and cultural rights also receive much less attention than civil and political rights. However, an international movement is beginning to develop that is calling for respect for economic, social and cultural rights. A group of organizations involved in this movement has organized a conference that will be held during the first quarter of 2003 with the goal of organizing an international network that can coordinate on economic, social and cultural rights, and Al-Haq plans to join this network.

In all of its work Al-Haq makes an **effort to raise awareness and influence public opinion**. Al-Haq cannot change state policies and practices on its own. The most effective advocates for human rights are private citizens who speak out against abuses. It is therefore essential that both the local and international publics remain informed of human rights issues, as no action can be taken without information. Al-Haq makes all possible efforts to disseminate its reports and information on its work to the widest possible audience. Some of this work is carried out on an ad hoc basis, while at other times Al-Haq provides more structured educational programs.

#### *4. Developing Al-Haq's Presence in and Use of the Media*

**Goal:** To raise awareness about Palestinian's human rights by facilitating Al-Haq's advocacy work and campaigns through the building of contacts and sharing of information with the media, public and friends of Al-Haq.

#### **Objectives**

1. Fully utilize the media by distributing information, holding press conferences, giving interviews and taking all available opportunities to proactively utilize media networks
2. Develop new mechanisms for distributing information to the media and interested parties

3. Continually develop Al-Haq's technological capacities in order to fully utilize opportunities to electronically distribute information

Fully **utilizing the media** is one of Al-Haq's weak points, and must receive increased attention during the next three years. The local and international media provide Al-Haq with a window through which to increase focus on Palestinian human rights and through which to educate the public about their rights. During 2001 and 2002 Al-Haq increased its focus on this area by adding a media coordinator to its staff. However, Al-Haq still needs to work to increase its visibility and the use of its information in the media.

To overcome this shortcoming Al-Haq will need to **develop new mechanisms for distributing information to the media and interested parties**. With so much information available and so many stories to cover, Al-Haq needs to make its work and information attractive and attention grabbing. Al-Haq needs to develop itself as a recognized primary source of reliable information on human rights violations in the Occupied Territories. Traditional Al-Haq releases such as press releases, newsletters and statements must be more effectively distributed to the media, and new formats for releasing information should be developed including case studies, human rights in focus papers, background and packets on particular issues, and Al-Haq should make more use of press conferences.

However, work with the media cannot only be limited to what Al-Haq can give to the media, but must also involve proactively taking advantage of media networks. The peace process allowed for a proliferation of local media sources, regional media networks such as Al-Jazeera also have grown in importance in recent years, and international media sources have maintained their traditionally prominent role. Al-Haq needs to continue to work with news services on each of these three levels by appearing on talk shows, giving interviews, participating in panel discussions, and providing statements to the media on human rights issues.

Finally, Al-Haq will continue to develop its ability to **distribute information electronically** through its website and over email. Technological advances have opened up new modes of communication that Al-Haq must utilize. The Internet provides an awareness-raising tool through which the whole world can be reached with minimal effort. Email and discussion groups also provide forums for networking and sharing information. In addition to these two modes of communication Al-Haq also needs to begin looking into how it can better utilize other new technologies such as video to distribute information on human rights in Palestine.

#### 5. *Networking on the Local, Regional and International Levels*

**Goal:** To coordinate Al-Haq's work and maintain open lines of communication with NGOs, Governments, International Organizations and individuals on the local, regional and International Levels

#### **Objectives**

1. Work to strengthen lines of communication and coordination with other human rights organizations locally, regionally, and internationally
2. Continue working in cooperation with local civil society organizations that operate in fields related to Al-Haq's mission
3. Maintain connections to individuals and organizations working in the legal and human rights communities internationally
4. Develop an international "Friends of Al-Haq" network whose members can use Al-Haq's information to take action or organize local campaigns in coordination with Al-Haq's own advocacy efforts

5. Take advantage of Al-Haq's position as an organization in consultative status with ECOSOC to fully utilize the various UN mechanisms that have been established for the purpose of protecting human right and enforcing international law

No institution can promote all societal issues on its own, and it is therefore incumbent upon Al-Haq to work together with both organizations and individuals locally and internationally. Networking as a form of human rights advocacy must be further developed and strengthened in response to emerging social needs. This will help to reinforce Al-Haq's relationships with important elements of Palestinian and international society. Developed networks assist Al-Haq by allowing the organization to exchange information and expertise, build contacts, carry out advocacy campaigns, and keep up on new developments in the field of human rights.

On the local level Al-Haq must **strengthen lines of communication and coordination with other human rights organizations locally, regionally, and internationally** for the purpose of defending Palestinian human rights. During the incursions of the last year Israeli forces have raided and attacked many Palestinian civil society organizations, including Al-Haq. The strains caused by these attacks have increased the need for solidarity amongst human rights NGOs. The aims of cooperation and coordination include the need:

1. to avoid duplication;
2. to increase professionalism;
3. to protect one another from verbal and possibly physical attack from any source;
4. to discuss and exchange views and strategies and to coordinate priorities and focus attention and interventions;
5. to reinforce and strengthen the Palestinian human rights movement as an effective force in society.

In addition to local human rights organizations, Al-Haq will also continue working together with and providing assistance to local special interest groups. These organizations help to provide information to Al-Haq on specialized areas such as women, children, prisoners etc., and in turn Al-Haq assists them by giving advice and assistance in regards to the utilization of the law and human rights principles as tools for change and for the achievement of their goals. Some of the areas of focus covered by specialized organizations, such as the status of prisoners, are also areas of focus for Al-Haq. Cooperation is important in order to avoid duplication and harmonize activities, and allows all organizations involved to draw from each other's bases of support which makes it possible to push projects beyond boundaries that might otherwise be their limits.

Al-Haq will also **continue working in cooperation with local civil society organizations that operate in fields related to Al-Haq's mission**. Al-Haq played a leading role in 1994 in organizing the Palestinian NGO Network (PNGO). Al-Haq has remained active in PNGO, which has gradually grown to include nearly 100 Palestinian civil society organizations. PNGO works to strengthen the role of the institutions of civil society and is a forum through which organizations can coordinate their work. When it was founded at the start of the peace process, PNGO aimed to assist organizations as they worked to change from a focus on the "development of resistance" prevalent throughout the years of occupation, to one of sustainable development under self-government. However, during the current conflict PNGO has been able to adapt to changes in the political and security situations, and now plays an important role in coordinating responses to the Intifada, while at the same time it still provides a meeting point to discuss internal Palestinian issues. Working together with PNGO is important to Al-Haq's success locally.

Cooperation and coordination is a two way street. It must be noted that although Al-Haq will attempt to cooperate with organizations locally whenever the chance arises, competition and rivalry between organizations are an unfortunate reality that at times make cooperation

impossible. Al-Haq will make a conscious attempt during the coming three years to overcome these rivalries and encourage cooperation, but cannot always guarantee success.

On the Arab regional level, work to strengthen ties and contacts is also increasingly important, especially with the human rights movement in the region as a whole. Arab human rights solidarity and strengthening the human rights movement as a whole must be prioritized, as human rights violations increase during the ongoing conflict. Contacts with human rights organizations, and with research centers and institutions working to promote common goals must increase towards our shared goals.

Al-Haq will also work to **maintain connections to individuals and organizations working in the legal and human rights communities internationally** to share information on and push for the protection of Palestinians human rights. Both sharing and expressing a particularly Palestinian point of view in international forums is necessary in order to ensure that groups and decision makers from outside of the Occupied Territories take Palestinians' interests into account when carrying out their work. Al-Haq has played an important role in this regard over the years. Al-Haq must also continue cooperating with particular international organizations that focus attention on Palestinian rights. These organizations rely on local contacts such as Al-Haq to supply them with information, and in return often distribute information into forums often closed to Palestinian organizations.

One activity Al-Haq would like undertake as part of its efforts to strengthen its cooperation with its supporters abroad during the coming period is **the development of a "Friends of Al-Haq" network**. Al-Haq currently communicates with members of the international public only through its press releases and reports. However, Al-Haq plans to use its contacts developed over the years to build a new network of supporters abroad who can use Al-Haq's information to take action or organize local campaigns in coordination with Al-Haq's own advocacy efforts. Al-Haq will provide this network with more detailed information than is typically available in Al-Haq's releases and will send out suggestions on activities that might be undertaken or violations that need attention. Al-Haq does not expect to actually coordinate the activities of this group, but hopes that this activity might help to unify the work of solidarity organizations abroad and Palestinian organizations in the Occupied Territories.

Additionally, Al-Haq will **take advantage of its position as an organization in consultative status with ECOSOC to fully utilize the various UN mechanisms that have been established for the purpose of protecting human rights and enforcing international law**. These include the Human Rights Commission and Sub-Commission, the multilateral treaty mechanisms such as the Human Rights Committee and the Committee Against Torture, and the Committee on the Rights of the Child, as well as the special thematic mechanisms such as the working groups and special rapporteurs established by the Commission and other bodies. These UN bodies provide a forum for Al-Haq to speak directly to governments and international NGOs about the plight of Palestinians living under occupation. Al-Haq's position as an organization in special consultative status with ECOSOC places it in a position to take full advantage of the various UN forums.

Finally, 2004 will mark Al-Haq's 25<sup>th</sup> anniversary and Al-Haq plans to organize a conference or meeting to mark this celebration. Although no finalized plans have yet been made, Al-Haq is considering holding an event that will include friends of Al-Haq and specialists in the fields of human rights and humanitarian law at which Al-Haq's work and the human rights situation in the Occupied Territories can be discussed and debated.

*6. Institutional Development, Organization Development, Human Resources Development*

**Goal:** To build and maintain a modern and efficient institution

## Objectives

1. Develop institutional structures that clarify positions and the relationships between different units, as well as the relationship between Al-Haq's administration and the board of trustees
2. Clarify the decision making process within the organization
3. Review and finalize amendments to Al-Haq's manual procedures and institutional policies
4. Develop staff skills and expertise by encouraging staff participation in training programs and seminars both locally and internationally
5. Administer the organization through the improvement and maintenance of transparent and efficient financial, technical and human resources management systems

A strategic plan would not be complete without taking into consideration the development of organizational structures and personnel. Many of the specific developments that Al-Haq plans to undertake during the coming three years period are outlined in the above sections. However, a few general comments should also be included here.

While Al-Haq does not plan to radically change its basic structure during the coming period, it will continue to work to advance staff skills and internal cohesion. However, no matter what changes are made to Al-Haq's structure, the ideals of equality and democracy will remain at the heart of Al-Haq's value system. Al-Haq works under the assumption that all staff members are equal, that each staff member can make valuable contributions to Al-Haq's program, and that every staff member should be heard. Al-Haq functions as a single team, in which each person forms an equally important part of the whole.

Over the last year Al-Haq has carried out a process of internal evaluation in an effort to identify various organizational strengths and weaknesses. This process has allowed Al-Haq to identify institutional shortcomings and to design plans for addressing these shortcomings. The most important shortcoming identified by Al-Haq was a lack of internal systems and structures that lay out institutional procedures and specified checks and balances. This shortcoming is largely a result of the difficulties experienced by Al-Haq during 1997-8. At that time internal structures were either frozen or disbanded, and not all of these structures have been reactivated.

Al-Haq is planning now to **review and finalize amendments to the organization's administrative and financial procedures and clarify or develop policies** before the start of 2003. Included in the documents that will be finalized as a part of this process are new financial regulations, revised internal regulations, and a new pay scale. These regulations will serve to strengthen Al-Haq's administrative system. A new administrative/financial officer will also be added to Al-Haq's staff before the end of 2003 in an effort to further strengthen Al-Haq's administrative unit.

Emphasis should always be put on **developing staff skills and expertise**. All activities in the end depend on having staff members who are capable of carrying them out. Al-Haq plans on continuing to encourage its staff to gain relevant training in the field of human rights. Al-Haq will participate in educational programs and seminars both locally and abroad to advance their knowledge. In the past Al-Haq staff have taken part in programs at Columbia University in New York, with the UN in Geneva and New York, with human rights centers in Morocco, at Essex University in England and locally in Israel and Palestine. As Al-Haq continues to encourage training it will use the institutional diagnosis to identify specific staff needs and will then put together a plan for staff development. Training might be basic, such as training in English, or advanced, such as study at Essex towards a legal masters degree in human rights.

### *7. Developing an Emergency Plan*

In response to the Intifada Al-Haq put together an emergency committee composed of several staff members to coordinate Al-Haq's response to the Intifada. However, as conflict has expanded it has become apparent that Al-Haq is in need of a detailed emergency plan that will help the organization function in all contingencies. Issues that need to be worked out in detail include such issues as how the organization will function if its offices are closed, how to better protect Al-Haq's database, how Al-Haq staff can most effectively work from their homes under curfew, etc. During the coming months Al-Haq plans to develop a detailed emergency plan for dealing with changes that will effect the organizations functioning that may arise from the political situation. This plan will be updated and changed periodically as the situation on the ground changes. This plan will not affect Al-Haq's program plans or strategy, but will try to lay out structures to allow Al-Haq to implement its programs and strategy in all situations.

### **Conclusion**

The Occupied Palestinian Territories have entered a new and uncertain stage in their political and legal developments. The human rights situation has severely deteriorated, and what the future may hold is extremely uncertain. What is certain is that the legal situation has become more unclear and dangerous than at any other time in the past.

Al-Haq, with its proven record and its professional and sober approach to the problems at hand is well positioned to translate the above broad strategies into specific and effective program plans on a year-to-year basis. Specific changes to Al-Haq's 2002 Work Plan that have been necessitated by this plan are listed in the action plan attached below in Appendix One. Guided by the above Strategic Action Plan, the organization hopes to be as effective as possible in continuing to implement its mandate; that of the protection and promotion of human rights and the rule of law. Al-Haq remains convinced developing respect for human rights and a democratic civil society are the only guarantees of a stable future, and of a long, lasting and just peace in our area.

**-END-**

Al-Haq  
September 2002.

## Appendix One - Al-Haq Action Plan: September to December 2002

<b>Activity</b>	<b>How</b>	<b>When</b>	<b>Responsible Party</b>
Develop a new Emergency plan	Form an emergency committee to put the plan together	Draft completed by 30/9/02	Human Rights Officer
Advance monitoring and documentation work	Type and computerize all incoming statements and affidavits	On going	Databank unit and administrative support staff
Begin documenting violations using audio and visual equipment	Buy cameras and equipment and provide it and training to the fieldwork unit	Purchased by 30/10/02	Coordinator of fieldwork unit
Develop Al-Haq's organizational structure and internal mechanisms	Hire an outside consultant to carry out this task	October to December 2002	General Director
Appoint a new administrative officer	Draw up a final list of and interview applicants	Appointed by the end of October 2002	General Director
Develop a plan for staff development	Identify training needs	Completed before 2003	Administrative officer, human rights officer, and General Director
Update and develop Al-Haq's homepage	Employ an outside expert to train Al-Haq staff and to update the site	September to December	Media coordinator
Develop Al-Haq's 2003 Action Plan	Hold planning sessions and draft a plan	Completed in November 2002	Programming Committee

**Appendix Two - Scenarios*****Scenario One – Israel reasserts full control in the Occupied Territories***

The first scenario discussed by Al-Haq explored the idea of deterioration in the present situation whereby the Palestinian Authority was completely destroyed, all agreements made between Israeli and the PLO/PA were declared null and void, and the Occupied Territories were again placed under full Israeli control. This scenario assumes that the situation would revert to what it was prior to Oslo, that Israeli violations of Palestinians' rights would continue unabated, and allows for the possible suppression of Palestinian organizations by the Israeli Authorities. Specific violations that could affect the organization include the arrest of staff members, the confiscation of resources or files, or the closure of Al-Haq's offices.

If this scenario were to become reality the major change engendered in Al-Haq's program would be the reassignment and retraining of staff previously working on issues related to the Palestinian Authority. However, Al-Haq envisages that any reassertion of full control over the Occupied Territories by Israel would be accompanied by an increase in and systemization of specific Israeli human rights violations that would maintain the usefulness of all of Al-Haq's staff. Necessary shifts in focus might include increasing emphasis on local and international advocacy efforts. Local efforts might focus on building up a support base that could allow Al-Haq to function even if its offices were closed, that could help in gathering information on violations, and that could help to raise awareness of human rights among the grassroots community. Internationally Al-Haq's efforts might focus on increasing awareness through networks and the media of Palestinians' rights and encouraging active involvement by the international community in working for the enforcement of international law.

***Scenario Two – The end of the Intifada and a return to Negotiations***

Al-Haq also considered the possibility that the current Intifada could end, that negotiations would then resume, and that the situation in the Occupied Territories would return to being much as it was prior to September 2000. In this situation the Palestinian Authority would again take charge of most civil affairs affecting Palestinians while Israel would remain in control of most security affairs. Human rights violations would continue from both sides. The possibility of a full withdrawal from Gaza, but not from the West Bank and the subsequent "bantustanization" of the Occupied Territories was discussed in this context.

A change in this direction would require that Al-Haq begin to more finely tune its work. The "emergency responses" (following up on immediate gross human rights violations) that have characterized work throughout the Intifada would no longer be relevant. Al-Haq's fieldworkers, researchers and lawyers would need to closely coordinate their work in order to follow up on such violations as torture, restrictions on free speech, etc. that are less obvious than current violations and that may require intensive, careful investigations. Al-Haq would also need to increase its work within Palestinian society shaping policy and developing a culture of human rights. Work in this area would fill much of the time currently allotted to emergency responses. Additionally, international advocacy focused on maintaining awareness of continued violations of Palestinians' rights and demanding that a just solution be found that allows for Palestinian self-determination would need to be organized. In the current situation the gross human rights abuses arising from the daily conflict keep the plight of Palestinians at the fore of media and international attention. However, as obvious abuses decrease so will media and international attention, thus necessitating increased efforts to maintain international pressure on Israel to end its occupation.



### *Scenario Three – The Establishment of a Palestinian State*

In recent months both the American administration and European governments have come out in support of the establishment of an independent Palestinian State by 2005. In looking at the possibility of the establishment of an independent Palestinian state, Al-Haq worked under the assumption that any emerging state will be democratic with at least a theoretical separation of powers between its executive, legislative and judicial branches. However, Al-Haq considered it unlikely that human rights violations currently attributed to the Palestinian Authority would end if a new state were formed. It is more likely that violations will increase and that restrictions on freedoms will be similar to those seen in neighboring states. Opposition groups would likely be suppressed and accusations of links to “terrorism” might be used to delegitimize political opposition. Additionally, there is a real possibility of internal conflict between factions vying for power.

This situation would require a radical shift in Al-Haq’s program and would require a full reevaluation of organizational plans. However, Al-Haq’s mission to protect and promote human rights and the rule of law would remain relevant. The organization would continue to monitor and document human rights abuses in the field and would advocate locally and internationally on policy issues related to human rights. Increased focus would be placed on encouraging respect for the rule of law and responsibility among the new government branches. Efforts to follow up on international crimes committed under occupation would continue.

### **Scenario Four – The Current Situation Continues**

Starting with the Madrid Peace Talks in 1992 and continuing with the Oslo Accords, the declaration of principles and various other agreements signed by the PLO/PA and Israel, hopes for progress and peace in the Occupied Territories began to grow. However, as the peace process gradually stagnated, frustrations among Palestinians also grew. With the outbreak of the Intifada and the subsequent increase in human rights violations Palestinians once again found themselves facing a situation similar to, if not worse than what had existed before the peace process started. The Intifada has wrought fundamental changes affecting all aspects of the legal and political situation in the Occupied Palestinian Territories. The details of these changes are complicated and leave the situation on the ground in a constant state of flux.

The Palestinian Authority continues to exist and theoretically controls civil affairs in much of the Occupied Territories. However, the functions of government have been severely disrupted as Palestinian civil and political infrastructures have been systematically destroyed during incursions. The Palestinian police and security services are the branches of government that have been most affected by the Intifada. Their offices have been destroyed, weapons confiscated and members detained. Also affected have been Palestinian Authority ministries and institutions, which have been attacked and vandalized and have had their records and files confiscated. The Palestinian Legislative Council has been able to meet, but only rarely due to travel restrictions and closures, and the Judiciary has virtually halted its work because of a lack of resources and due to problems experienced by court staff in reaching their work. The Authority is currently unable to deal fully with civil society and its various needs, interests and rights. Intense international pressure for reform of the Palestinian Authority has also affected its functioning and might further affect its structure in the near future. One of the effects of this pressure is that new elections have been scheduled. These elections are likely to affect current balances of power, although what type of long-term impact they will have remains uncertain. Despite the difficulties faced by the Palestinian Authority, it is important for Al-Haq to continue to work for the reform of the Palestinian Authority to combat corruption, to promote the rule of law, and to push for respect for human

rights. Al-Haq will also work to monitor the upcoming elections and will work to ensure that the elections are free and fair.

Despite the difficulties experienced by the Palestinian Authority, human rights violations committed by it have continued. Some of these violations have included denials of the right to a fair trial, the use of security courts, the abuse of accused collaborators, arbitrary detentions, and the use of capital punishment. Most disturbing have been recent violations of individuals' rights that were condoned by the international community including the deportation of thirteen Palestinians from Bethlehem to end the siege at the Church of the Nativity and the imprisonment of five men in Jericho under international guard following show trials. The Palestinian Legislative Council also continues to work on new legislation despite restrictions on its ability to meet. Some of these pieces of legislation will have an impact upon Palestinians' human rights. Working to ensure that new policies and legislation meet international human rights standards and pushing the Palestinian Authority to respect Human Rights will need to remain an important focus during the coming period, as will working to combat ongoing violations by the Palestinian Authority.

On the other hand, Israel has strengthened its hold over the Occupied Territories during the last two years. Israeli forces have, among other things, reoccupied Palestinian cities, confiscated property, carried out widespread arrest campaigns, continued expanding settlements, and transferred Palestinians from the West Bank to the Gaza Strip. The restrictions upon Palestinians' freedom of movement and the curfews and closures imposed over most areas of the Occupied Territories are also important in the extent that they have destroyed Palestinian social and economic life. Israel's response to the Intifada and actions in the Occupied Territories over the last two years have been characterized by blatant disregard for international human rights and humanitarian law and have led to systematic violations of Palestinians human rights.

Despite having given up certain civil administrative duties to the Palestinian Authority, throughout the peace process the Israeli authorities retained complete control over security matters and kept administrative and judicial powers that gave them virtually complete control over almost every aspect of Palestinian life. The framework created by the Israeli authorities under which Israel's violations of human rights were made "lawful" also remains in place. During recent months this framework has been vigorously reinforced as the use of such measures as administrative detention, home demolitions and assassinations have increased. This institutionalization of violations and the official sanctioning of breaches of international law by the Israeli administration and courts requires renewed work advocating for an end to Israeli abuses during the coming period on the local, regional and international levels.

**Appendix Three – Background on the Current Political Situation**

Since the Palestinian Authority was established, abuses committed by it have continually increased. Some of the abuses committed by the Authority that have been documented and reported upon by Al-Haq have included, arbitrary arrest, torture, restrictions on the freedom of assembly, restrictions on free expression, and the use of the death penalty against individuals convicted of collaborating with Israel. Most of these violations are in some way connected with the activities of the various Palestinian security services. Al-Haq has also documented and responded to human rights abuses committed by organizations that are not connected to the Palestinian Authority, such as the killing of accused collaborators and attacks on civilians by armed groups.

As a result of the incursions carried out by Israeli forces over the last months much of the infrastructure of the Palestinian Authority has been destroyed. Police officers and security forces have been rounded up and arrested, offices have been closed, and the judiciary and legislative council have been unable to function. Despite these limitations, Al-Haq has continued to focus efforts on building up a culture of human rights within Palestinian society and the Palestinian Authority, and will continue to work in this area.

Most of the human rights violations committed by Israel and documented by Al-Haq during the last years are connected to the current Intifada. The intifada began on 29 September 2000, when then Likud leader, and current Israeli Prime Minister Ariel Sharon visited the al-Aqsa compound accompanied by over 1,000 Israeli police officers. Despite warnings prior to Sharon's visit that Palestinians would likely view the visit as a purposeful act of provocation, and that it was likely to be met by protests, the Israeli police and government allowed the visit to go forward. As predicted, Palestinians took to the streets to protest, and Israeli police and military forces responded by firing both rubber and live bullets into crowds of unarmed demonstrators killing five Palestinians. A second day of demonstrations followed in which another ten Palestinians were killed. By the end of the first week of protests Israeli forces had killed 62 Palestinians including 13 children, and hundreds more had been injured. This excessive and indiscriminate response by Israeli police and military forces to Palestinian protests exacerbated anger and spurred on the intifada. Now, almost two years later, the number of Palestinians killed has reached nearly 1,800, and approximately 25,000 Palestinians have been injured.

During the current intifada, violations of Palestinians' human rights by Israel have reached unprecedented levels. Both local and international human rights organizations have documented hundreds of serious violations of Palestinians' rights including: the reoccupation of Palestinian areas, the denial of medical care, the clearing of agricultural land, the destruction of property, restrictions on Palestinians' freedom of movement, curfews, beatings, torture, willful killings, assassinations and the shelling and bombing of residential areas, hospitals (including ICRC offices) and schools. These abuses are all a part of a demonstrable pattern of abuse of Palestinians by Israel. Recently Israeli violations have been most starkly manifest in the incursions into Palestinian cities and villages across the Occupied Territories and the resultant closures and curfews that these incursions have entailed. Al-Haq continues to work to publicize and bring these abuses to an end.

However, the Israeli violations of the last two years cannot be viewed in isolation, but must be seen within the context of the continued Israeli occupation of the Palestinian Territories. While Sharon's visit served as the catalyst that sparked the intifada, in and of itself the visit was of limited importance. The primary cause of the intifada was the ongoing, systematic, and institutionalized violations of Palestinians' basic rights that affected every aspect of daily life for Palestinian residents of the Occupied Territories during the years of negotiations leading up to the outbreak of the intifada. Therefore, in order to truly understand the intifada and move forward, the intifada must be viewed within the contexts of Israel's 34-year

occupation of the Palestinian Territories, and of the political atmosphere at the time of its outbreak.

Since taking control of the West Bank and Gaza Strip in 1967 Israel has ruled the Occupied Territories with an iron fist. For Palestinians, every facet of daily life has been affected by the occupation. Travel restrictions and pass laws, extended curfews, the use of administrative detention, assassinations and torture are only some of the human rights violations that have been systematically carried out by Israel against Palestinians throughout this period. Israeli policies have left the Palestinian infrastructure severely underdeveloped and have destroyed the Palestinian economy while increasing dependence upon Israel. Military orders issued by the Occupation Authorities control Palestinians' lives down to the smallest detail, at times limiting such actions as the picking of wild thyme and the planting of flowers. Israel's settlement policy is also central to its maintenance of the occupation. Settlements have been used as a justification for limiting Palestinians' freedom of movement, and have been placed in strategic locations so as to effectively divide the Occupied Territories into a series of noncontiguous areas. Additionally, settlements are inextricably linked to the blatant discrimination faced by Palestinian residents of the Occupied Territories. Part of Al-Haq's work focuses on analyzing these policies in an attempt to bring about change and respect for human rights.

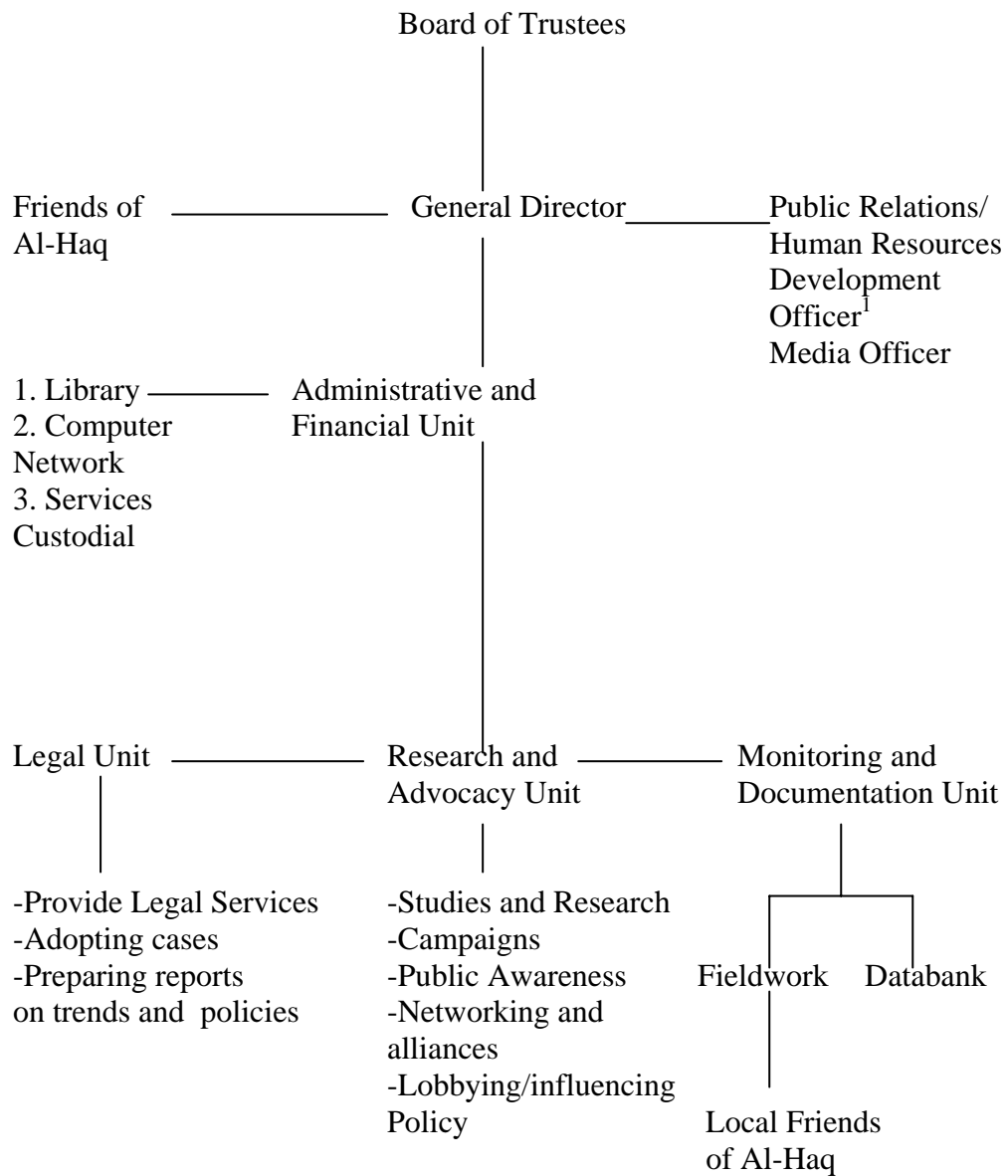
Palestinians hoped that during the "peace process" Israel's violations of their rights would end. Unfortunately, these hopes were never realized as violations of Palestinian's human rights continued unabated. Closures and travel restrictions continued to dictate daily life, despite promised settlement freezes the settler population more than doubled between 1993 and 2000, house demolitions persisted, Palestinian's continued to face daily harassment and abuse at the hands of Israeli soldiers, and the confiscation of land increased. Israel's refusal to acknowledge UN Resolutions and international law as the foundation upon which the "peace process" should have been built, and its failure to carry out agreed upon withdrawals also exacerbated tensions.

Israel's continued occupation is at the crux of the Palestinian-Israeli conflict. Israel's human rights violations in the Occupied Territories are directly connected to its continued occupation of the Palestinian Territories and the denial of Palestinians' right to self-determination. Palestinians' freedom to develop and control their national resources, both human and natural, forms the foundation upon which the realization of all of their economic, social, cultural, civil, and political rights are based. Israel's denial of Palestinian's right to self-determination has stopped Palestinians from developing and controlling their resources, effectively blocking Palestinians' realization of their rights.

### Appendix Four - Al-Haq Milestones

<p><b>1979</b> – Al-Haq established</p> <p><b>1983</b> – First fieldworker hired</p> <p><b>1986</b> – Research focus expands; seminal papers on the issues of administrative detention and the British Defense Emergency Regulations are produced, opening debate locally and internationally on Israeli policies in the Occupied Territories</p> <ul style="list-style-type: none"> <li>- The British and Jordanian authorities deny the applicability of the Emergency Regulations in the Occupied Territories</li> <li>- Al-Haq initiates work on special projects focused on Issues such as women’s rights and labor rights.</li> </ul> <p><b>1987</b> – The first Intifada begins; Al-Haq’s staff begins to expand to meet the challenge of addressing violations arising from the Intifada.</p> <ul style="list-style-type: none"> <li>- Al-Haq moves offices</li> </ul> <p><b>1988</b> – Al-Haq hosts an international conference on the administration of the Occupied Territories</p> <ul style="list-style-type: none"> <li>- The “Enforcement Project” focused on calling upon the International Community to uphold international law begins</li> <li>- Al-Haq publishes its first annual report</li> <li>- Al-Haq’s lawyers establish the right of a Palestinian representative to be present at Autopsies performed on people killed in unclear circumstances</li> <li>- Five Al-Haq fieldworkers are administratively detained</li> </ul> <p><b>1989</b> – Evaluations of Al-Haq’s structure are carried out, discussions of administrative mechanisms and salary scales are begun</p> <ul style="list-style-type: none"> <li>- Al-Haq’s director leaves opening conflict regarding who should take over the position</li> <li>- Al-Haq and B’tselem are given a joint human rights award</li> </ul> <p><b>1990</b> – Al-Haq fieldwork results in renewed Israeli investigations into the Al-Aqsa Massacre</p> <ul style="list-style-type: none"> <li>- Al-Haq receives the Carter Human Rights Award</li> </ul> <p><b>1991</b> – Al-Haq’s family reunification campaign is initiated</p> <p><b>1992</b> – Al-Haq’s house demolition campaign is initiated</p> <ul style="list-style-type: none"> <li>- One of Al-Haq’s founding members leaves the organization</li> </ul> <p><b>1993</b> – The Oslo Accords are signed</p> <ul style="list-style-type: none"> <li>- Al-Haq participates in the Vienna Conference on Human Rights</li> </ul> <p><b>1994</b> – An outside facilitator evaluates Al-Haq’s program and management structures</p> <ul style="list-style-type: none"> <li>- Al-Haq holds internal discussion on how it will regard the emerging Palestinian Authority and on offering training for Palestinian officials</li> </ul> <p><b>1994</b> – Al-Haq reduces its presence in Gaza</p>	<ul style="list-style-type: none"> <li>- The Women, Justice and Law Campaign is initiated</li> </ul> <p><b>1996</b> – Al-Haq monitors the Palestinian elections.</p> <ul style="list-style-type: none"> <li>- Internal debates &amp; conflict continue to grow</li> <li>- The tunnel clashes occur</li> </ul> <p><b>1997</b> – The internal conflicts at Al-Haq continue to grow causing the board to terminate all staff contracts</p> <p><b>1998</b> – Board changes from a policy to an administrative board and makes most important decisions; internal structures and mechanisms are frozen</p> <ul style="list-style-type: none"> <li>- A new staff plus one previous staff member are hired, and focus is placed on legal research.</li> <li>- Al-Haq’s fieldwork and database units are frozen</li> <li>- The organization moves from project to core funding</li> <li>- Work on developing Palestinian legislation and influencing the PLC becomes an area of focus.</li> </ul> <p><b>1999</b> – Al-Haq continues to work on a project basis</p> <ul style="list-style-type: none"> <li>- Emphasis is placed on increasing Al-Haq’s sources of funds, several long term donor organizations renew their relationships with Al-Haq</li> <li>- Al-Haq’s fieldwork and database units remain frozen</li> <li>- Al-Haq is granted special consultative status with ECOSOC</li> </ul> <p><b>2000</b> – Al-Haq’s fieldwork and database units are revived</p> <ul style="list-style-type: none"> <li>- The second Intifada begins</li> </ul> <p><b>2001</b> – Al-Haq’s general director resigns during August, and a new director is chosen before the end of the year.</p> <ul style="list-style-type: none"> <li>- Renewed emphasis is placed on Al-Haq’s traditional areas of strength: legal research, fieldwork, and documentation. Al-Haq’s fieldwork department is completely reactivated and becomes Al-Haq’s backbone.</li> <li>- Work at the beginning of the year is carried out on an ad hoc basis in response to the Intifada. With the new director a process of program planning begins</li> <li>- Emphasis is placed on integrating Al-Haq’s various departments</li> </ul> <p><b>2002</b> – The Intifada continues and human rights violations increase as incursions into Palestinian areas begin</p> <ul style="list-style-type: none"> <li>- Incursions require the development of an emergency plan</li> <li>- Al-Haq begins a move away from working on a project basis to working on a core program basis</li> <li>- Al-Haq’s board returns to being a policy board</li> </ul>
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Appendix Five – Proposed Organizational Structure



<sup>1</sup> Proposed new administrative Position. This administrator would be in charge of overseeing work related to fundraising, networking, and media relations. This position was suggested to Al-Haq, but has not been added. Currently Al-Haq’s media officer works as a support person in the organization and is under the direct supervision of the Director.