

# **AL-HAQ**

## **PROGRAMME PLANNING FRAMEWORK – 2007 PLAN OF ACTION**

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## PLAN OF ACTION

### INTRODUCTION

The following Program Planning Framework represents a detailed Action Plan for Al-Haq's activities and programs in 2007. Developed by Al-Haq's senior management. This document is based on the organization's 5 year Strategic Plan (2006-2010), which seeks to provide a comprehensive assessment of Al-Haq's mission, values, goals and objectives, while keeping Al-Haq's work focused on what it does best.

This Action Plan seeks to provide a more detailed overview of the execution and management of the three major organisational goals for the following years, which Al-Haq has identified as: influencing policy at the national and international levels; holding accountable perpetrators of violations of international human rights and humanitarian law; and strengthening Al-Haq's organisational capacity.

Under each goal, Al-Haq's staff identified the main objectives of Al-Haq's upcoming activities and projects that will guide the execution and management of the organisation's tasks and staff, respectively. The monitoring and documentation department (MDD) acts as the foundation for the first two goals by providing affidavits and other documentation of violations on the ground.

In terms of the first goal of influencing policies at the national, and international levels, Al-Haq's efforts will be geared towards the objectives of having a Palestinian society where individual and collective security is maintained; respect for the rule of law is upheld; ensuring that Palestinian policies are in compliance with international legal standards; implementing the provisions of the ICJ Advisory Opinion regarding the Annexation Wall; and adherence by the international community to its international legal obligations regarding occupied East Jerusalem.

One of Al-Haq's fundamental values, the promotion of the rule of law, is embodied in this objective, and which is intrinsically linked to promoting the principles of justice, democracy, and the separation of powers, in order to ensure that Palestinians enjoy rights and freedoms according to the provisions of the Palestinian Basic Law and other legislation. In 2007 Al-Haq will add an additional objective focusing on the District of Salfit as a pilot project on law enforcement and the respect for the rule of law by developing the capacity of law enforcement officials while working in close cooperation with government and law enforcement officials.

Al-Haq does not neglect new political developments underway, and the ever-emerging phenomenon of vigilantism and the threat of the disintegration of law and order. In fact one of the greatest challenges facing Al-Haq in 2007 is to implement its objectives while dealing with the growing concerns of internal conflict among Palestinians. Al-Haq understands that the human rights situation in 2007 may be more dire than ever, considering the continued construction of the Annexation Wall, withholding of international aid and tax revenues placing the community under severe pressure, in addition to factional tensions. To achieve these objectives, Al-Haq envisions it will continue to keep a close eye on the activities and practices of the PNA's various bodies and representatives to monitor the extent to which their practices are compatible with these actors' obligations and responsibilities established by law. It will

also continue to influence Palestinian policies and legislation to comply with international legal standards, and incorporate principles of international human rights and humanitarian law, which will promote and protect the rights of Palestinian citizens, and enhance the rule of law.

In the case of the ICJ Advisory Opinion regarding the illegal construction of the Annexation Wall in the West Bank, Al-Haq will ensure that obligations incumbent on Israel and the international community will enjoy a prominent place in Al-Haq's advocacy at the national and international levels. Furthermore, Al-Haq will continue to monitor developments regarding the register of damages caused by the construction of the Wall. In the case of East Jerusalem, this objective's activities will focus violations of international human rights and humanitarian law occurring in East Jerusalem; ensuring that they are brought to the attention of the international community, and informing the international community of their obligations under international law in regard to Israel's unlawful annexation of East Jerusalem and its policies therein.

For the second goal of holding accountable perpetrators of violations of international human rights and humanitarian law committed in the OPT. Considering the fact that 2007 will mark 40 years under occupation, Al-Haq will seek to raise this issue in all of its work and continue to remind the world that justice can only be achieved by respecting human rights and international humanitarian law with the goal of ending the occupation. Al-Haq will develop a case-study focusing on three villages known as the Latron; the development of their tragedy over the last 40 years and the consequences of the forcible transfer of their population and destruction of their villages. Al-Haq's objectives will focus on building ready-to-be-used case files that meet evidentiary demands of civil and criminal trials, ready to be activated in the courts of a number of third-party states when the opportunity presents itself to prosecute Israeli war criminals and accomplices in selected countries across the world; and on holding Israel accountable before the UN for its violations and crimes committed in the OPT. To do so, Al-Haq will make extensive use of its Special Consultative UN Economic and Social Council, and its monitoring and documentation and legal analysis to bring the attention of these bodies to the human rights situation in the OPT, and the applicability of international law to this territory and to Israeli violations therein. A remaining objective under this goal is that Third-party states prioritise international law, including international human rights and humanitarian law, in their relations with Israel, and to strategically pressure these states to practically consider these obligations in their political, economic, and strategic relations with Israel. Finally Al-Haq will engage the issue of International Humanitarian Law (IHL) more deeply in order to increase respect for and awareness of international humanitarian law, which will hopefully further lead to implementation and enforcement of IHL.

Last but not least of the goals is focused on strengthening Al-Haq's organisational capacity by focusing on the objectives of providing the institutional capacity of the organization to support and implement the work, and to ensure that Individual staff members acquire the skills and knowledge needed to effectively implement the work of the organisation. A third objective requires Al-Haq to create and sustain a transparent financial system that guarantees adequate financial controls.

Providing an overview of the assumptions made for each objective; strategies to be used; activities to be implemented; and indicators to be used, this Plan of Action is intended to serve as a management tool for Al-Haq's staff to guide them through the implementation of tasks, and evaluation of success and short-comings during 2007. The Plan of Action also identified and sets out the activities of

one special project for 2007, namely continuing an International Humanitarian Law Education and Monitoring with the partnership of Diakonia.

Because of the ever-changing political environment in which Al-Haq conducts its work, like the Strategic Plan, the Action Plan can only account for the majority of Al-Haq's work in 2007. Some time and effort has been left to emergency or reactive types of activities that will inevitably arise in the next year.

The Plan of Action has developed from Al-Haq's experience in 2006 and what has been learned in the evaluation process. Al-Haq has worked to measure the impact of its work and will continue to do so in 2007. It is also worth highlighting that internally, the Action Plan has been translated into a more detailed version, to provide an opportunity for staff to identify teams that will be responsible for each objective and its various activities. Detailed Action Plans will also indicate estimated costs for each of these activities, which is intended to help the organization maintain a realistic assessment of the financial implications for its work, and to contrast proposed budget items with its actual expenses.

## AL-HAQ PROGRAMME PLANNING FRAMEWORK – 2007<sup>1</sup>

GOAL 1: INFLUENCE POLICY AT THE NATIONAL AND INTERNATIONAL LEVELS				
<i>OBJECTIVE/ ASSUMPTIONS</i>	<i>STRATEGIES</i>	<i>OUTPUTS</i>	<i>INDICATORS</i>	<i>ACTIVITIES</i>
<p><b>OBJECTIVE 1</b>                      Raise awareness and develop capacity of law enforcement officials concerning individual rights and freedoms in the district of Salfit.</p> <p><u><i>Assumptions:</i></u>                      1. The law enforcement personnel will remain consistent in Salfit throughout 2007.</p>	<p><i>1.1 Training</i>  <i>1.2 Publications</i></p>	<p>1.1 Two training sessions for law enforcement officials.</p> <p>1.2 One workshop for citizens, civil society organizations, and lawyers of Salfit on human rights regarding the role of law enforcement and the Salfit executive authority for the purpose of monitoring.</p> <p>1.3 Three workshops for law enforcement officials in Salfit</p>	<p>1.1 Decrease in the number of violations and deviations by law enforcement officials participating Al Haq training sessions.</p> <p>1.2 Citizens calling on Al Haq to report violations from law enforcement and city officials.</p> <p>1.3 The providing of statistics and other information by law enforcement officials to Al Haq regarding individual crimes and violations.</p>	<p>1.1.1 Hold brainstorming session with Salfit law enforcement personnel regarding the subjects to be addressed in the workshops.                      1.1.2 Internal meeting to determine the agenda for the workshop.                      1.1.3 Develop techniques for evaluation and follow-up.</p> <p>1.2.1 Determine the specific target groups in civil society for the workshop.                      1.2.2 Creation of a group responsible for monitoring the activities of law enforcement personnel.                      1.2.3 Develop techniques for evaluation and follow-up.</p> <p>1.3.1 Meeting with law enforcement in order to assess subjects to be addressed in the workshop.                      1.3.2 Coordinating with law enforcement leadership to determine participants in the workshop.                      1.3.3 Develop techniques for</p>

<sup>1</sup> Because of the ever-changing environment in which Al-Haq conducts its work, the following plan accounts for about 80 percent of Al-Haq's work, the remaining 20 percent of which will be reactive to developments as they happen.

		<p>1.4 Guide on Palestinian laws regulating law enforcement.</p> <p>1.5 Draft of Manual on Law enforcement training.</p> <p>1.6 Six follow-up meetings.</p>	<p>1.4 Better understanding of laws by officials and citizens.</p> <p>1.6 Implementation of suggestions</p>	<p>evaluation and follow-up.</p> <p>1.4.1 Meetings to discuss which subjects to address.</p> <p>1.4.2 Printing of material coordinated by Admin.</p> <p>1.4.2 Evaluation of first printing.</p> <p>1.5.1 Internal meeting to discuss the subjects to be addressed in the manual.</p> <p>1.5.2 Preliminary planning on manual content.</p> <p>1.6.1 Arrange meetings with law enforcement leadership and Salfit officials.</p> <p>1.6.2 Record recommendations and suggestions.</p> <p>1.6.3 Follow-up to ensure suggestions are implemented.</p>
<p><b>OBJECTIVE 2</b>  <b>Increasing the respect by the Three Branches of the Palestinian Authority for the rule of law and independence of the judiciary.</b></p> <p><u>Assumptions:</u>  1. Stability of Palestinian political system.</p>	<p><i>2.1 Monitoring and documentation.</i></p> <p><i>2.2 Lobbying and organizing media campaigns.</i></p>	<p>2.1 Raising at least six interventions towards violations of the rule of law and independence of the judiciary by the PA.</p>	<p>2.1 PA responds to at least 60% of our interventions with feedback.</p>	<p>2.1.1 Monitoring of presidential decrees and decisions taken by the council of ministers and the PLC.</p> <p>2.1.2 Monitoring of the implementation and enforcement of decisions made by the High Judicial Council.</p> <p>2.1.3 Holding an internal session for the discussion of the content of decrees and the decisions to insure harmony with the basic law, national legislation and the judiciary.</p> <p>2.1.4 Follow-up with the concerned authority regarding the memorandum.</p>

		<p>2.2 Two workshops on important issues impacting the rights and freedoms of Palestinians for civil society organizations involved in lobbying.</p> <p>2.3 Documentation of violations by the PA regarding human rights and independence of the judiciary.</p> <p>2.4 Interventions on decisions taken by PA bodies in order to ensure compliance with rights, the basic law, independence of the judiciary and national legislation.</p> <p>2.5 Visit detention centres in Salfit and other Palestinian districts.</p>	<p>2.2 Feedback from 80% of workshop participants.</p> <p>2.4 Reactions to interventions</p>	<p>2.2.1 The holding of an internal meeting to discuss the topics of the workshop.</p> <p>2.2.2 Develop techniques for evaluation and follow-up</p> <p>2.3.1 Collecting affidavits</p> <p>2.3.2 Reporting to MDD</p> <p>2.3.3 Field visits</p> <p>2.4.1 Monitoring of decisions taken by PA bodies</p> <p>2.4.2 Drafting interventions</p> <p>2.5.1 Visit detention centres</p> <p>2.5.2 Internal workshop for fieldworkers, including questionnaire.</p>
<p><b>OBJECTIVE 3</b>  <b>Integration of international human rights standards into Palestinian legislation</b></p> <p><u>Assumptions:</u>                  1. Continuation of the legislative process regarding draft laws.</p>	<p><i>3.1 Raising awareness</i>  <i>3.2 Lobbying and media campaign</i></p>	<p>3.1 Five legal memorandums.</p>	<p>3.1.1 Use by the PLC of Al-Haq legal comments on draft laws.</p> <p>3.1.2 Feedback from PLC.</p>	<p>3.1.1 Work on five draft laws.</p> <p>3.1.2 Regular visits to PLC to monitor agenda developments regarding draft laws.</p> <p>3.1.3 Internal discussion regarding draft law and whether to work on it.</p> <p>3.1.4 Secondary discussion with national advocacy team on draft laws of Al Haq's interest.</p> <p>3.1.5 Meeting to discuss draft memorandum and changes raised by committee members.</p> <p>3.1.6 Distribute memorandum to the parliamentary committee</p>

		<p>3.2 Five coalition groups organized to lobby from civil society organizations.</p> <p>3.3 Two newsletters on proposed draft laws that Al Haq is working on.</p> <p>3.4 Two workshops for civil society organizations involved in</p>	<p>3.2.1 Release of memorandum in the name of the coalitions.</p> <p>3.2.2 Coalition members participate in PLC reading sessions.</p> <p>3.3 Citing of newsletter by other sources.</p> <p>3.4 Feedback from 80% of workshop participants.</p>	<p>members, and legal and human rights committee.</p> <p>3.1.7 Attend and follow discussion in PLC in order to gather information regarding Al Haq's comments and identify the various positions.</p> <p>3.1.8 Translation</p> <p>3.2.1 Meetings of existing coalitions and creations of new ones as necessary.</p> <p>3.2.2 Contact and meet interested civil society organizations.</p> <p>3.2.3 Second meeting to discuss comments of organizations on draft laws.</p> <p>3.2.4 Assign responsibility to one organization for dealing with comments raised by coalition and drafting memorandum.</p> <p>3.2.5 Session for dividing responsibilities, contacting legislative members and conducting follow-ups.</p> <p>3.3.1 Have internal discussion session in order to discuss subjects for newsletter.</p> <p>3.3.2 Develop initial plan for purposed newsletter.</p> <p>3.3.3 Request Admin. to follow-up printing issues.</p> <p>3.3.4 Have session on how to distribute newsletter.</p> <p>3.3.5 Translation</p> <p>3.4.1 Internal discussion on developing workshop according</p>
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		<p>the subject matter of the draft laws.</p> <p>3.5 Intervening to the President and Prime Minister on draft laws where Al Haq's recommendations are ignored.</p>		<p>to the needs.</p> <p>3.4.2 Coordinating workshops</p> <p>3.4.3 Develop techniques and mechanisms for follow-up.</p> <p>3.5.1 Internal discussion on subjects of intervention.</p> <p>3.5.2 Draft intervention and accept comments.</p> <p>3.5.3 Deliver intervention to President's office.</p> <p>3.5.4 Meeting to evaluate the impact of the intervention and discuss next steps.</p>
<p><b>OBJECTIVE 4</b>  <b>Provisions of the ICJ AO regarding the Annexation Wall are implemented</b></p> <p><u>Assumptions:</u></p> <p>1. Government's officials of third party states receptive to the illegality of the Wall are empowered in order to establish political will.</p>	<p>4.1 <i>Monitoring and documentation of the continued construction of the Wall and its effects.</i></p> <p>4.2 <i>Monitoring and documentation of third-party states involvement in the construction of the wall.</i></p> <p>4.3 <i>Networking</i></p> <p>4.4 <i>Intervening</i></p>	<p>4.1 One written intervention on the implementation of the ICJ AO (possibly 9 July 2007).</p> <p>4.2 Follow-up on the UN Register of Damage</p>	<p>4.1 Feedback from its addressees.</p> <p>4.2 The taking of Al-Haq's comments into consideration.</p>	<p>4.1.1 Hold internal Al-Haq debate on whether to begin pushing for a new ICJ AO, whether on the topic of the Wall or on another topic.</p> <p>4.1.2 Conduct field visits on Wall as necessary for journalists and diplomats.</p> <p>4.2.1 Internal workshop on Register</p> <p>4.2.2 MDD to document or assist the population as necessary in case the Register is established and begins to function</p> <p>4.2.3 Coordinate with local civil society organizations</p> <p>4.2.4 Press Briefing</p>

		<p>4.3 Reach out to mobilise foreign bar associations including the UK, for action against the Wall on the basis of the ICJ AO.</p> <p>4.4 Follow-up of UK case with Phil Shiner</p>	<p>4.3 Regular exchange of information with foreign partners.</p> <p>4.4 Regular contacts with clients and lawyer</p>	<p>4.3.1 Compile mailing list of Bar Associations</p> <p>4.3.2 Identify potential partners</p> <p>4.3.3 Network with chosen partners.</p> <p>4.4.1 Maintain contact with lawyer (Phil Shiner)</p> <p>4.4.2 Coordinate Phil's visit to Palestine</p> <p>4.4.3 Travel for client and one Al Haq staff member to UK.</p>
<p><b>OBJECTIVE 5</b>  <b>Adherence by the international community to its international legal obligations regarding East Jerusalem</b></p> <p><u>Assumptions:</u></p> <p>1. Sustained political interest of the international community in Israeli violations in East Jerusalem, and the will to work towards ensuring respect for international law.</p>	<p><i>5.1 Network between international and local human rights organisations</i></p> <p><i>5.2 Monitor and document violations taking place in East Jerusalem</i></p> <p><i>5.3 Hold information-sharing and regular meetings to discuss areas of focus pertaining to Jerusalem and activities that can be carried out</i></p> <p><i>5.4 Devise effective media and awareness-raising activities to highlight Israeli violations in East Jerusalem</i></p> <p><i>5.5 Develop advocacy material for various target groups regarding international legal</i></p>	<p>5.1 Documentation of Israeli violations in East Jerusalem</p> <p>5.2 Two legal studies on specific trends of violations of international law in East Jerusalem, with the purpose of informing consulates and permanent representative offices in the OPT.</p>	<p>5.1 Various affidavits and field reports regarding violations on a monthly basis.</p> <p>5.2.1 Published and distributed studies.</p> <p>5.2.2 Feedback on studies and interventions.</p>	<p>5.1.1 Use focused fieldwork to identify and gather in-depth information on violations of international law relevant to East Jerusalem</p> <p>5.2.1 Identify topics, giving special consideration to the old city and the light railway.</p> <p>5.2.3 Maintain regular contact with various consular and permanent representative staff</p> <p>5.2.4 Print studies</p> <p>5.2.5 Distribute the studies to selected members of consulates and representative offices</p> <p>5.2.6 Possible briefing with consulates</p> <p>5.2.7 Conduct tours for journalists and diplomats of East Jerusalem as necessary</p>

	<p><i>obligations of the international community vis-à-vis East Jerusalem</i></p> <p><i>5.6 Organise visiting tours by various delegations of concerned human rights activists and representatives of international civil society organisations</i></p>	<p>5.3 At least one intervention to the international community and/or the EU, on violations in East Jerusalem.</p>	<p>5.3 Feedback from addressees</p>	<p>5.2.8 Follow-up</p> <p>5.3.1 Maintain a consistent overview of the situation in East Jerusalem so that urgent actions can be identified</p> <p>5.3.2 Provide legal analysis and input regarding awareness raising and advocacy material on East Jerusalem targeting the international community.</p>
<p><b>GOAL 2: HOLD ACCOUNTABLE PERPETRATORS OF INTERNATIONAL HUMAN RIGHTS AND HUMANITARIAN LAW IN THE OPT</b></p>				
<i>OBJECTIVE/ ASSUMPTIONS</i>	<i>STRATEGIES</i>	<i>OUTPUTS</i>	<i>INDICATORS</i>	<i>ACTIVITIES</i>
<p><b><u>OBJECTIVE # 1</u></b>  <b>Perpetrators and accomplices of crimes committed in the Occupied Palestinian Territory (including Gaza and East Jerusalem) are held accountable before any viable judge, including civil courts.</b></p> <p><u>Assumptions:</u>                      1. Perpetrators travel to appropriate jurisdictions.                      2. Victims are willing to pursue their cases.</p>	<p><i>1.1 Build databases</i>  <i>1.2 Networking</i>  <i>1.3 Documentation</i>  <i>1.4 Capacity building</i></p>	<p>1.1 Networking with Appropriate Local partners (Israeli and Palestinian)</p> <p>1.2 Networking with Appropriate Foreign partners – organisations, and attorneys in country with viable laws on universal jurisdiction</p> <p>1.3 Networking with Palestinians Abroad- Palestinian organizations and solidarity groups</p>	<p>1.1 Exchange of information</p> <p>1.2.1 Exchange of information                      1.2.2 Cases taken by foreign partners</p> <p>1.3 Exchange of information on victims and perpetrators.</p>	<p>1.1.1 Exchange of information on cases, legislation, strategies.                      1.1.2 Travel to meetings and conferences</p> <p>1.2.1 Exchange of information on domestic case law and legislation                      1.2.2 Compilation of relevant material for lawyers/prosecutors                      1.2.3 Provide local attorneys/prosecutors with evidence.                      1.2.4 Travel to meetings and conferences</p> <p>1.3.1 Contact victims abroad                      1.3.2 Visit relatives in OPT                      1.3.3 Provide materials on Al-Haq including legal documents (ex. Power of attorney)</p>

		<p>1.4 Training workshop on Visual Equipment/ Video Training</p> <p>1.5 Training Workshop on investigative skills for the MDD and researchers</p> <p>1.6 Brochure and forms for medical personnel on essential information</p> <p>1.7 Chart of Israeli military structure</p> <p>1.8 File of incriminating statements</p> <p>1.9 Victim leaflets</p> <p>1.10 Templates for medical personnel.</p> <p>1.11 Efficient database and chain of custody</p>	<p>1.4 Video Evidence</p> <p>1.5 Improved quality of documentation for litigation purposes.</p> <p>1.6 Information received from medical personnel</p> <p>1.7 Ready reference chart</p> <p>1.8 Updateable file of statements</p> <p>1.9 Contact by victims</p> <p>1.10 Use by medical personnel</p> <p>1.11 Evidence easily used</p>	<p>1.4.1 Acquiring equipment 1.4.2 Workshop organization</p> <p>1.5.1 Contacting Speakers 1.5.2 Coordinating workshop</p> <p>1.6.1 Identify appropriate counterparts 1.6.2 Arranging meetings at medical facilities 1.6.3 Printing brochures 1.6.4 Field visits and distribution 1.6.5 Follow-up visits</p> <p>1.7.1 Research on Israeli military structure</p> <p>1.8.1 Collection of incriminating statements given by Israeli authorities</p> <p>1.9.1 Research and draft of material on particular violations and evidence 1.9.2 Printing of leaflets 1.9.3 Distribution of leaflets</p> <p>1.10.1 Research and draft of material 1.10.2 Printing of forms 1.10.3 Distribution of leaflets</p> <p>1.11.1 Evaluation of actual management and storage of material and apply necessary improvement</p>
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		1.16 Documentary on 40 <sup>th</sup> year of occupation. (possibly three villages)	1.16 Audience reaction	1.16.1 Meeting to discuss content of documentary. 1.16.2 Production of documentary. 1.16.3 Distribution.
<p><b><u>OBJECTIVE # 2</u></b></p> <p><b>Israel is held accountable before the UN for its violations and crimes committed in the OPT.</b></p> <p><b><u>Assumptions:</u></b></p> <p>1 Resolutions against Israel are not vetoed. 2 Israel submits reports to shadow.</p>	<p>1. <i>Cooperation with international NGOs (AI, HRW, ICJ, ISHR, etc.) with UN representatives in New York and Geneva</i></p> <p>2. <i>Cooperate with partner organisations locally to raise issues jointly when possible</i></p> <p>3. <i>Develop and maintain an up-to-date documentation system that allows for information to be easily accessible.</i></p> <p>4. <i>Reporting and intervening when necessary.</i></p>	<p>2.1 Report on UN developments and intervene as necessary.</p> <p>2.2 UN / international law library resources</p> <p>2.3 Participation in CERD meeting at which Israel is considered a party</p> <p>2.4. Submittal of one shadow report to CAT (if Israel submits periodic report before mid-2006)</p>	<p>2.1 Reactions by addressees of interventions</p> <p>2.2 Increased number of resources</p> <p>2.4.1 Inclusion of Al-Haq concerns, information, or statistics in discussion or</p>	<p>2.1.1 Monitor developments on UN reform. 2.1.2 Monitor UNSCO's monthly briefings to the UN Security Council. 2.1.3 Hold an internal debate within Al-Haq and with other relevant Palestinian NGOs on the idea of whether to set up a permanent NGO representative in Geneva. 2.1.4 Conduct information gathering trip to New York in order to build strategic alliances for UN advocacy work.</p> <p>2.2.1 Research material necessary 2.2.2 Purchase material</p> <p>2.3.1 Register for participation 2.3.2 Attend CERD session 2.3.3 Present oral intervention 2.3.4 Disseminate Concluding Observations (notably posting on website)</p> <p>2.4.0 MDD gathering of Torture Affidavits 2.4.1 Monitor CAT schedule</p>

		<p>2.4b. Submittal of one shadow report to ICCPR (if Israel submits periodic report before mid-2006)</p>	<p>concluding observations                  2.4.2 Follow-up contact from committee members or OHCHR representatives                  2.4.3 Feedback from OHCHR and committee members</p>	<p>2.4.2 Review Israel's report                  2.4.3 Identify partner organisations with whom to prepare report                  2.4.4 Identify key issues to be raised in initial shadow report                  2.4.5 Monitor CAT website for List of Issues for Israel                  2.4.6 Review List of Issues to determine if additional information need be submitted                  2.4.7 Draft second shadow report in response to List of Issues                  2.4.8 Translation of affidavits</p>
		<p>2.5. One submittal to the UN Special Rapporteur on the OPT (possibly intervention if necessary)</p>	<p>2.5.1 Inclusion of Al-Haq concerns, information or statistics in report                  2.5.2 Follow-up from Special Rapporteur or OHCHR representatives                  2.5.3 Feedback from Special Rapporteur or OHCHR representatives</p>	<p>2.5.1 Identify issues to be considered in forthcoming report                  2.5.2 Participate in meeting with Special Rapporteur                  2.5.3 Carry out follow-up activities as necessary                  2.5.4 Translation of affidavits</p>
		<p>2.6 Intervention to the UN Special Committee to Investigate Israeli Practices (oral or written)</p>	<p>2.6.1 Inclusion of Al-Haq concerns, information or statistics in report                  2.6.2 Follow-up from committee or UN representatives                  2.6.3 Positive feedback from committee or UN representatives</p>	<p>2.6.1 Identify human rights concerns to be addressed                  2.6.2 Follow-up with Committee and staff as necessary.                  2.6.3 Translation of affidavits</p>
		<p>2.7 At least one intervention to</p>		<p>2.7.1 Draft</p>

		<p>the UN Security Council.</p> <p>2.8 Intervene as necessary to the Human Rights Council.</p> <p>2.9 Coalition for the establishment of a Palestinian Human Rights Council</p>		<p>2.7.2 Distribution</p> <p>2.8.1 Follow-up with Human Rights Council agenda 2.8.2 Prepare written intervention 2.8.3 Two trips to Geneva</p> <p>2.9.1 Invite interested organizations for discussion sessions. 2.9.2 Submit draft of by-laws for council. 2.9.3 Elect coordinating body</p>
<p><b><u>OBJECTIVE # 3</u></b></p> <p><b>Compel third-party states to prioritise international law, including international human rights and humanitarian law, in their relationships with Israel</b></p> <p><b><u>Assumptions:</u></b></p> <p><b>1. Government's officials of third party states receptive to the enforcement of international law are empowered in order to establish political will.</b></p>	<p><i>3.1 Explore media venues in collaboration with national groups within respective target countries to ensure suitability and accessibility of op-eds</i></p> <p><i>3.2 Network with all partners (civil society NGOs, human rights orgs., solidarity groups, and human rights activists) on both the national and international levels</i></p> <p><i>3.3 Use the media to effectively raise awareness of third-party states on issues relevant to Al-Haq's work</i></p>	<p>3.1 Provide support for EMHRN's efforts to raise EC country states obligations under international law and EC law vis-à-vis Israeli violations in the OPT</p> <p>3.2 The 40<sup>th</sup> anniversary of the occupation of the OPT raised in all of Al-Haq's work.</p>	<p>3.1.1 Effective support of the speaking tours 3.1.2 Number of responses received from target groups regarding the briefs and meetings held.</p>	<p>3.1.1 Provide input on EMHRN HR Review 2006 3.1.2 Draft brief on implementation of the ICJ AO and East Jerusalem for the EU Human Rights Review 2007. 3.1.3 Research bi-lateral agreements with Israel. 3.1.4 Organize training workshop for EMHRN visit regarding European Neighbourhood Policy (ENP) 3.1.5 Organize EMHRN visit regarding lobbying and advocacy of PA 3.1.6 Translation of affidavits 3.1.7 Strengthen network</p> <p>3.2.1 Hold internal Al-Haq meeting regarding 40<sup>th</sup> campaign (including website,</p>



		<p>3.3 Four MDD quarterly reports to all partner civil society organisations and actors at the national and international levels.</p> <p>3.4 Meetings with diplomatic missions highlighting their inter-state responsibilities, (e.g. under common article 1, the ICJ AO, ) in relation to Israeli violations in the OPT</p> <p>3.5 Legal volume of papers presented at "From Theory to Practice"</p>	<p>3.3 Requests of information from: -journalists -academics -national and international NGOS -civil society</p> <p>3.4.1 Feedback from missions 3.4.2 The number of communication with and requests for information from missions.</p> <p>3.5 Edited papers ready for publication</p>	<p>posters, logos, cooperation with external initiatives, and general mention in all releases.</p> <p>3.3.1 Compile statistics and affidavits collected by fieldworkers into an accessible narrative format every three months 3.3.2 Write MDD report writing guide 3.3.3 Press Briefings 3.3.4 Translation of affidavits</p> <p>3.4.1 Maintain updated list of diplomatic missions 3.4.2 Identify key human rights issues to be raised with each mission 3.4.3 Prepare materials to be given to diplomatic representatives 3.4.4 Participate in meeting with representatives 3.4.5 Carry out follow-up activities as needed</p> <p>3.5.1 Obtain papers from presenters 3.5.2 Translate Arabic papers to English 3.5.3 Work with presenters to edit papers 3.5.3 Pursue/finalise contract with legal publishing house 3.5.4 Draft missing chapter(s) 3.5.5 Submit to publishing house</p>
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		<p>3.9 Commissioned study on 40 years of occupation anniversary.</p> <p>3.10 Provide legal support for the Right to Enter Campaign.</p> <p>3.11 Prepare first draft of an internal Al-Haq guide of fundamental legal positions, including the legal argumentation supporting them (eventually the guide should be available in both English and Arabic).</p> <p>3.12 Constantly update Al-Haq's English website as necessary, including with translations of selected Arabic materials (N.B. discuss how much translation is necessary).</p> <p>3.13 Letter on convening Fourth Geneva Convention to High Contracting Parties.</p> <p>3.14 Library resources on bi-lateral agreements and international law.</p>		<p>3.9.1 Sign agreement with external author for study 3.9.2 Translation support 3.9.3 Transportation</p> <p>3.10.1 Monitor entry issues</p> <p>3.11.1 Research previous material and draft</p> <p>3.12.1 Uploading material to website 3.12.2 Translation of selected materials</p> <p>3.13.1 Identify parties for delivery 3.13.2 Draft letter 3.13.3 Distribution</p> <p>3.14.1 Research material necessary 3.14.2 Purchase material</p>
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<b>GOAL 3: IMPROVE AND ENHANCE AL-HAQ'S ORGANISATIONAL CAPACITY</b>				
<i>OBJECTIVE/ASSUMPTIONS</i>	<i>STRATEGIES</i>	<i>OUTPUTS</i>	<i>INDICATORS</i>	<i>ACTIVITIES</i>
<p><b>OBJECTIVE #1</b>  <b>Improve Al-Haq's institutional capacity to support, implement, and publicize the work of the organisation</b></p>	<p><i>1.1 Improving policies</i>  <i>1.2 System for follow up and monitoring</i>  <i>1.3 Facilitation of organization's work</i>  <i>1.4 Staff development</i></p>	<p>1.1 Updated and approved administrative and financial regulation and policies manual</p> <p>1.2 Stronger information system.</p> <p>1.3 Reliable technical system</p> <p>1.4 Al-Haq has an updated/accessible website</p> <p>1.5 Quarterly newsletter (Arabic and English, print and electronic)</p> <p>1.6 Library electronic system for staff circulation.</p> <p>1.7 Facilitated Al Haq Activities</p>	<p>1.1.1 A revised/edited manual approved and applied                      1.1.2 Every staff member is aware of the policies and regulations in Al- Haq</p> <p>1.2.1 All staff members are using the information system</p> <p>1.3.1 Operational and utilized technical information system (equipments and software)</p> <p>1.4.1 New material added easily                      1.4.2 Feedback from users</p> <p>1.5 Feedback from readers</p> <p>1.6 Efficient circulation</p> <p>1.7. Staff is satisfied with the received support from the admin.</p>	<p>1.1.1 Circulate the approved manual to the staff                      1.1.2. Put the policies and procedures into practice                      1.1.3 Monitor implementation of Manual                      1.1.4 Translation</p> <p>1.2.1. Using an expert's work to develop a information system for Al-Haq.</p> <p>1.3.1. Assist the requirements for new devices (PCs, laptops, flash disks, scanners, printers, photocopier)                      1.3.2. Ensure the installation of the software that facilitates Al-Haq's work (library, databank)</p> <p>1.4.1Update the website in Arabic and English                      1.4.2 Translation</p> <p>1.5.1 Publication                      1.5.2 Distribution</p> <p>1.6.1 Research systems                      1.6.2 Integrate appropriate system</p> <p>1.7.1. Define the needs for the other departments to accomplish</p>

		<p>1.8. Al- Haq has recreation activities</p> <p>1.9 Updated mailing list to serve its organisational needs</p> <p>1.10. Al-Haq has a comfortable work environment</p> <p>1.11. Qualified staff in the administrative department are able to carry out their assigned tasks, and the administrative department efficiently and appropriately conducts its work</p>	<p>department</p> <p>1.8. Work pressure is affordable and people are willing to give time and effort to the organization work</p> <p>1.9.1 The mailing list serves the needs of the organization</p> <p>1.10.1 Al-Haq's staff is satisfied with the work environment</p> <p>1.11 Al-Haq's staff is satisfied with the support of the administrative department</p>	<p>the tasks.</p> <p>1.7.2. Provide different kinds of support depending daily needs</p> <p>1.7.3. Facilitate and organize the translation work in Al- Haq</p> <p>1.8.1. Four session for stress management and</p> <p>1.8.2 Three entertainment activities will be organized during the year 2007</p> <p>1.9.1. Continuous updating to the mailing list</p> <p>1.10.1 Study the different possibilities to enlarge the workplace</p> <p>1.10.2 Purchase new furniture and maintain the offices</p> <p>1.10.3 Provide health and accident insurance.</p> <p>1.10.4 Provide other facilities that ease the workers life</p> <p>1.10.5 Financially support international staff travel expenses</p> <p>1.10.6 Stipend for interns</p> <p>1.10.7 Provide monthly documents for staff (salary slips and vacation)</p> <p>1.10.8 Legal fees for staff in their performance of Al Haqs work</p> <p>1.11.1. Study the needs for staff development in the administrative department</p> <p>1.11.2 Plan for administrative staff training</p> <p>1.11.3 Put into place an effective communication system at Al-Haq</p>
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<p><b>OBJECTIVE #2</b>  <b>Ensure that individual staff and interns acquire the skills and knowledge to effectively implement the organisation's work</b></p>	<p><i>2.1 Weakness recognition and requirements assessment for staff development and efficient task performance</i></p> <p><i>2.2. Optimal use of interns' work capacity to cover Al-Haq's needs; their work should include both necessary routine tasks and more challenging tasks; ideally strong interns should be given small projects in addition to running tasks</i></p>	<p>2.1 Arabic lessons to international staff.</p> <p>2.2 Yearly performance evaluation that assess staff strengths and weaknesses</p> <p>2.3 Intern work includes tasks that are professionally challenging and rewarding for interns</p>	<p>2.1 Better communication in Arabic</p> <p>2.2.1 Al-Haq's staff is involved in the evaluation process</p> <p>2.2.2 A comprehensive report reflects staff performance</p> <p>2.3.1 Intern's idle periods are kept to a minimum; they are not given too much simultaneous work</p> <p>2.3.2 Interns feel fulfilled in their internship experience</p>	<p>2.1.1 Identify program for lessons</p> <p>2.1.2 Integrate lessons into work schedule</p> <p>2.2.1 Design performance evaluation forms to be used once per year for evaluation</p> <p>2.2.2 Define the gaps that need to be addressed in the following year</p> <p>2.3.1 The members of the unit of the intern liaise with each other to assure that the interns' work is balanced</p>

<p><b>OBJECTIVE #3</b>  <b>Create and sustain a transparent financial system that guarantees adequate financial controls</b></p>	<p><i>3.1 Continue to financial system that supports Al-Haq's work in the most appropriate and transparent way</i></p> <p><i>3.2 Develop a system to ensure continuous review of budgets and expenditures</i></p> <p><i>3.3. Provide appropriate reports to funders</i></p>	<p>3.1 An approved and adequate financial policies and procedures manual is used at Al-Haq</p> <p>3.2. Regular reports reflecting expenditures vs. budget</p> <p>3.3 Adequate financial reports</p>	<p>3.1. Consistent steps are applied to Al-Haq's financial issues</p> <p>3.2. Heads of departments and the general director can regularly check the departments' budget</p> <p>3.3 Funders are satisfied with Al-Haq's financial reports</p>	<p>3.1.1 Update financial regulations as needed  3.1.2 Apply efficient system for accepting bids.</p> <p>3.2.1 Issue quarterly financial reports with combined expenditures vs. budget per department  3.2.2 Follow-up daily financial transactions</p> <p>3.3.1 Issue financial reports corresponding to funders' requirements  3.3.2 Issue two audit reports  3.3.3 Board of Directors/general assembly approve reports.</p>
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<p><b>SPECIAL PROJECTS FOR 2007</b></p>
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<p><b>OBJECTIVE # 1</b>  <b>Increase respect for and awareness of international humanitarian law (IHL)</b></p>	<p><i>1.1 Develop Palestinian understanding of what humanitarian law is and enable recognition of its violation</i></p>	<p><b>1. Education</b></p> <p>1.1 Workshop for New IHL Trainers</p> <p>1.2 Workshop for new and existing IHL Trainers</p> <p>1.3 Seven one-day awareness raising workshops</p>	<p>1.1 15 New Trained IHL Trainers</p> <p>1.2 25-30 Trained Trainers</p> <p>1.3 Feedback from participants</p>	<p>1.1.1 Identify new trainers  1.1.2 Coordinate with trainer of trainers  1.1.3 Prepare materials  1.1.4 Follow up with trainers</p> <p>1.2.1 Coordinate with experts  1.2.2 Coordinate workshop  1.2.3 Follow up with trainers</p> <p>1.3.1 Identify locations for workshops (East Jerusalem)  1.3.2 Research for workshops</p>
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\*In 2007 Al Haq will launch its annual Award for Work in Human Rights. The award will recognize a figure in the Palestinian community who as struggled to advance the cause for human rights recognition in the OPT.