

**AL – HAQ**

**2009**

**ACTION PLAN  
FRAMEWORK**

## AL-HAQ PROGRAMME PLANNING FRAMEWORK – 2009\*

<b>GOAL 1: INFLUENCE POLICY AT THE NATIONAL AND INTERNATIONAL LEVELS</b>				
<b>OBJECTIVE</b>	<b>STRATEGIES</b>	<b>OUTPUTS</b>	<b>INDICATORS</b>	<b>ACTIVITIES</b>
<p><b>OBJECTIVE 1</b>  <b>Capacity building and awareness raising in the areas of human rights and freedoms within law enforcement and civil society.</b></p>	<p>1.1 <i>Training</i>                      1.2 <i>Awareness building</i></p>	<p>1.1 Two one-day workshops for law enforcement officials where they gain knowledge in the area of human rights and freedoms.</p> <p>1.2 Two one-day workshops for citizens, civil society organizations, and lawyers regarding human rights and freedoms as well as advocacy</p>	<p>1.1.1 Decrease in the number of violations and deviations by law enforcement officials participating Al Haq training sessions.</p> <p>1.1.2 Increase in the providing of statistics and other information by law enforcement officials to Al Haq regarding individual crimes and violations.</p> <p>1.2 Increase in citizens calling on Al Haq to report violations from law enforcement and city officials.</p>	<p>1.1.1 Hold internal meetings to make detailed plan for workshops.                      1.1.2. Meeting with law enforcement officials to determine needs                      1.1.3 Coordinate workshops (inclusive of transportation, hall rental, and hospitality).                      1.1.4 Prepare material                      1.1.5 Coordinate with trainers                      1.1.6 Follow-up activities</p> <p>1.2.1 Decide on topics and target groups                      1.2.2 Visit targeted civil society organizations                      1.2.3 Coordinate workshops (inclusive of transportation, hall rental, and hospitality).                      1.2.4 Prepare agenda                      1.2.5 Prepare material                      1.2.6 Collection of reports by MDD                      1.2.7 Follow-up activities.</p>

\* Because of the ever-changing environment in which Al-Haq conducts its work, the following plan accounts for about 75 percent of Al-Haq's work, the remaining 25 percent of which will be reactive to developments as they happen.

		<p>1.3 One advanced seminar for civil society organizations</p> <p>1.4 Two workshops for target groups based on need.</p>	<p>1.3 Feedback from participants</p> <p>1.4 Feedback from participants</p>	<p>1.3.1 Coordinate seminar (Inclusive of transportation, hall rental, and hospitality). 1.3.2 Prepare material 1.3.3 Coordinate with trainers 1.3.4 Develop techniques for evaluation and follow-up.</p> <p>1.4.1 Determine target group for each workshop 1.4.2 Coordinate workshop (Inclusive of transportation, hall rental, and hospitality). 1.4.3 Prepare agenda 1.4.4 Prepare material 1.4.5 Coordinate with trainers 1.4.6 Develop techniques for evaluation and follow-up.</p>
<p><b>OBJECTIVE 2</b> <b>To contribute towards the respect for the rule of law and independence of the judiciary in the OPT (West Bank and Gaza).</b></p>	<p><i>2.1 Monitoring and documentation.</i> <i>2.2 Accountability</i></p>	<p>2.1 At least seven interventions to proper authorities on violations of the rule of law and independence of the judiciary.</p> <p>2.2 Two workshops on important issues impacting rights and freedoms in Palestine.</p>	<p>2.1.1 Responses to our interventions. 2.1.2 Reduction in violations</p> <p>2.2 Feedback from participants</p>	<p>2.1.1 Monitoring of presidential decrees, the PLC, the judiciary and other decisions. 2.2.1 Monitoring decisions and actions taken by authorities in Gaza. 2.1.2 Monitoring of the implementation and enforcement of decisions made by Judicial bodies. 2.1.5 Writing of interventions 2.1.6 Follow-up with the concerned authority regarding the intervention. 2.1.7 Advocate for implementations of suggestions and recommendations through public campaigns.</p> <p>2.2.1 The holding of an internal meeting to discuss the topics of the workshop. 2.2.2 Coordinate workshop (Inclusive of transportation, hall rental, and hospitality) 2.2.3 Prepare agenda 2.2.4 Prepare material</p>

		<p>2.3 Eight televised programs on issues of the rule of law, independence of the judiciary, and individual freedoms.</p> <p>2.4 Documentation of violations regarding human rights and independence of the judiciary from the West Bank and Gaza.</p> <p>2.5 One-day workshop on Transitional Justice in Palestine</p> <p>2.6 Submit case to Palestinian judiciary in the West Bank and Gaza regarding violations by relevant authorities.</p> <p>2.7 Two legal memorandums on violations that arise</p>	<p>2.3 Feedback from viewers</p> <p>2.4 Collection of material for use in interventions</p> <p>2.5 Feedback from participants</p> <p>2.6.1 Decisions by judiciary. 2.6.2 Implementation of decisions</p> <p>2.7 Responses to our interventions.</p>	<p>2.2.5 Coordinate with participants</p> <p>2.3.1 Internal discussion on issues to address 2.3.2 Coordinate program with media outlets 2.3.3 Coordinate with participants</p> <p>2.4.1 Field research</p> <p>2.5.1 Coordinate workshop (Inclusive of transportation, hall rental, and hospitality) 2.5.2 Prepare agenda 2.5.3 Prepare material 2.5.4 Coordinate with participants</p> <p>2.6.1 Internal discussions on cases 2.6.2 Compiling and studying files 2.6.3 Register case before court 2.6.4 Follow-up cases</p> <p>2.7.1 Internal meetings 2.7.2 Distribute memorandums to stakeholders</p>
<p><b>OBJECTIVE 3</b> <b>Integration of international human rights standards into Palestinian legislation and presidential decisions by</b></p>	<p>2.1 <i>Monitoring and documentation.</i></p> <p>2.2 <i>Advocacy and organizing media campaigns.</i></p>	<p>3.1 At least six interventions addressed to proper authorities on legal issues that arise.</p>	<p>3.1.1 Use of Al-Haq legal comments in items of legislation. 3.1.2 Feedback from addressees.</p>	<p>3.1.1 Monitoring development of decisions taken by president and draft laws before the government 3.1.2 Internal meeting to discuss issues and possible actions. 3.1.3 Draft memorandums with AI</p>

<p><b>law.</b></p>		<p>3.2 Active coalition groups to advocate on issues of: (torture, personal status, the death penalty and the judiciary).</p> <p>3.3 Two one-day workshops on issues or events that arise.</p> <p>3.4 One-day follow-up workshop on death penalty.</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>3.2.3 Increase in legislative response to coalition activities.</p> <p>3.3 Feedback from workshop participants.</p> <p>3.4 Feedback from participants</p>	<p>Haq's concerns</p> <p>3.1.4 Invite coalitions to discuss ways to work</p> <p>3.1.5 Distribute memorandums to stakeholders</p> <p>3.2.1 Internal discussion on issues to address</p> <p>3.2.2 Invite coalition members to discuss issues.</p> <p>3.2.3 Distribute workload</p> <p>3.2.4 Coalition meeting to address comments of others</p> <p>3.2.5 Appoint one member from the coalition to incorporate all comments.</p> <p>3.2.6 Meet with and distribute memorandums to stakeholders</p> <p>3.2.7 Internal evaluation meeting and discussion of follow-up steps</p> <p>3.3.1 Internal discussion on issues to address</p> <p>3.3.2 Coordinate workshop (Inclusive of transportation, hall rental, and hospitality)</p> <p>3.3.3 Prepare agenda</p> <p>3.3.4 Prepare material</p> <p>3.3.5 Coordinate with participants and trainers</p> <p>3.3.6 Develop techniques for evaluation and follow-up</p> <p>3.4.1 Prepare material</p> <p>3.4.2 Coordinate workshop (Inclusive of transportation, hall rental, and hospitality)</p>
<p><b>OBJECTIVE 4</b> <b>Provisions of the ICJ AO regarding the Annexation Wall are implemented</b></p>	<p><i>4.1 Monitoring and documentation of the continued construction of the Wall and its effects.</i></p> <p><i>4.2 Monitoring and</i></p>	<p>4.1 One written intervention on the implementation of the ICJ AO (possibly 9 July 2009).</p>	<p>4.1 Feedback from its addressees.</p>	<p>4.1.1 Monitoring and documentation of violations regarding the Wall</p> <p>4.1.2 Hold internal Al-Haq meeting on issues to be raised and addressees.</p> <p>4.1.3 Draft intervention</p> <p>4.1.4 Distribute</p>

	<p><i>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>4.2 Follow-up on the UN Register of Damage</p> <p>4.3 Field visits on Wall as necessary for visiting delegations and diplomats.</p> <p>4.4 Launch <b>Study</b> on the Jordan Valley</p> <p>4.5 Potential Case in UK concerning UK obligations with regard to the Wall following ICJ AO</p>	<p>4.2 Contacts from Register.</p> <p>4.3 Feedback from participants</p> <p>4.4 Feedback from recipients</p> <p>4.5.1 Media responses 4.5.2 Feedback from diplomats</p>	<p>4.2.1 Meet with fieldworkers to discuss Register 4.2.2 MDD to document or assist the population as necessary in case the Register is established and begins to function 4.2.3 Coordinate with local civil society organizations and National Committee</p> <p>4.3.1 Train staff to give tour on the Wall 4.3.2 Transportation and hospitality for 3 groups of ten. 4.3.3 Distribute Wall Information Packet</p> <p>4.4.1 Coordinate with writer 4.4.2 Publish and Distribute Study 4.4.3 Press conference to launch study 4.4.4 Conduct presentations on study</p> <p>4.5.1 Coordinate with Lawyer and Victims 4.5.2 Prepare presentation for case 4.5.3 Travel to UK at least once.</p>
<p><b>OBJECTIVE 5</b> <b>Adherence by the international community to its international legal obligations regarding East Jerusalem</b></p>	<p>5.1 <i>Network between international and local human rights organisations</i></p> <p>5.2 <i>Monitor and document violations</i></p>	<p>5.1 At least two meetings with diplomats on East Jerusalem</p>	<p>5.1 Feedback from participants</p>	<p>5.1.1 Coordinate meeting (hall rental in Jerusalem) 5.1.2 Collect material for presentations (including briefing paper) 5.1.3 Translation 5.1.4 Print material</p>

	<p><i>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 obligations of the international community vis-à-vis East Jerusalem</i></p>	<p>5.2 One Study on topical issue in East Jerusalem.</p> <p>5.3 Participation in Jerusalem Coalition</p> <p>5.4 Meetings with visiting delegations (students, unions, etc.) at least 12 per year.</p>	<p>5.2 Feedback from addressees</p> <p>5.3 Joint statements on different issues</p> <p>5.4 Feedback from attendees</p>	<p>5.1.5 Field tours as necessary</p> <p>5.2.1 Translation of affidavit 5.2.2 Printing and Publication 5.2.3 Distribution</p> <p>5.3.1 Attend meetings 5.3.2 Provide input when necessary</p> <p>5.4.1 Prepare presentations 5.4.2 Provide refreshments for meetings 5.4.3 Field visits with some delegations</p>
--	---	---	--	---

**GOAL 2: HOLD ACCOUNTABLE PERPETRATORS OF INTERNATIONAL HUMAN RIGHTS AND HUMANITARIAN LAW IN THE OPT**

<b>OBJECTIVE</b>	<b>STRATEGIES</b>	<b>OUTPUTS</b>	<b>INDICATORS</b>	<b>ACTIVITIES</b>
<b><u>OBJECTIVE # 1</u></b>	<p>1.1 Build databases</p> <p>1.2 Networking</p>	1.1. Continued development of network with partners in the region	1.1 Exchange of information	1.1.1 Maintain existing contacts and develop new ones

<p><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>1.3 Documentation 1.4 Capacity building</p>	<p>1.2. Networking with foreign partners</p> <ul style="list-style-type: none"> <li>• Lawyers, prosecutors and other organisations.</li> <li>• Focus on strategic jurisdictions and develop towards-non-European countries</li> </ul> <p>1.3 Litigation in Israel and abroad</p> <ul style="list-style-type: none"> <li>• Support in litigations pertinent to the project.</li> <li>• Decide case strategy with the lawyers.</li> <li>• Follow-up on current cases</li> </ul> <p>1.4. Chart of Israeli military structure –</p>	<p>1.2 Exchange of information</p> <p>1.3 Cases taken by Israeli and foreign partners</p>	<p>1.1.2 Drafting material to present the project to potential partners (including guidelines on evidence gathering and excerpt of UJ-database)</p> <p>1.1.3 Exchange information on cases, legislation, strategies and contacts.</p> <p>1.1.4 Provide training and workshops on issues pertinent to the project.</p> <p>1.1.5 Travel to meetings, conferences and workshops.</p> <p>1.1.6 Translation and editing material.</p> <p>1.2.1 Identification and contact potential partners (including organisation of meetings).</p> <p>1.2.2 Exchange of information on domestic case law and legislation.</p> <p>1.2.3 Translation and editing material.</p> <p>1.2.4 Travel to meetings and conferences.</p> <p>1.3.1 Consultation internal and with lawyers to decide upon the case.</p> <p>1.3.2 Hiring lawyers for the case(s).</p> <p>1.3.3 Provide lawyers with evidence and research.</p> <p>1.3.4 Co-ordination with possible other organizations involved (attending and hosting meetings, exchange and evaluation of material).</p> <p>1.3.5 Co-ordination with victims and witnesses in case they need to attend meetings or court hearings.</p> <p>1.3.6 Provide case management locally or travel to the country involved.</p> <p>1.3.7 Travel to attend meetings for case management and to attend court hearings.</p> <p>1.3.8 Translation and editing material.</p> <p>1.4.1 Gathering relevant information</p>
--	--	---	---	--



		<p>focus on deployment of units</p> <ul style="list-style-type: none"> <li>• Specific language skills (Hebrew) needed to gather information.</li> <li>• Support in terms of human resources through Al-Quds human rights clinic or Birzeit Law Dept.</li> </ul> <p>1.5. Compilation of Case files</p> <p>1.6 Response to ad hoc cases/incidents</p> <p>1.7 Acquisition of Resources on International Criminal and Humanitarian Law</p>	<p>1.4 Ready reference chart</p> <p>1.5 Case information available in a centralized location</p> <p>1.6 Interventions as necessary</p> <p>1.7 Increased number of resources</p>	<p>on units and names of commanders and high ranking officers</p> <p>1.4.2 Maintaining and updating existing database.</p> <p>1.4.3 Translation of the material.</p> <p>1.4.4 Re-organizing the information available into a systematic database with the support of necessary information technology software (example: Excel)</p> <p>1.5.1 Gathering necessary evidence mainly by field workers and regular field visits of legal researchers.</p> <p>1.5.2 Focus on specific violations (as per instructions given during workshops).</p> <p>1.5.3 Drafting and sending letters and follow-up correspondence with Israeli military/judiciary bodies (previous consent of victims and witnesses needed).</p> <p>1.5.4 Assessing needs for secure and accessible storage of the information</p> <p>1.5.5 Adoption of necessary information technology software to store evidence and case files.</p> <p>1.5.6 Monitoring and management of the case files.</p> <p>1.6.1 Field visits, attending meetings and gathering information for ad hoc cases.</p> <p>1.6.2 Conduct research and drafting material on issues pertinent to the project for purposes different than litigation.</p> <p>1.7.1 Research material necessary.</p> <p>1.7.2 Purchase of material resources.</p> <p>1.7.3 Obtaining necessary subscriptions/memberships in necessary databases</p>
--	--	--	---	---

<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>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 (GA, SC, SG Special Envoy to Middle East Peace Process etc...)</p> <p>2.2 Participate in the yearly meeting of UN Special Committee to Investigate Israeli Practices.</p> <p>2.3 Update AI-Haq's Internal UN Advocacy guide.</p> <p>2.4 Intervene with UN Special Rapporteurs as necessary.</p> <p>2.5 Intervene as necessary for Plenary and Emergency Sessions of Human Rights Council (HRC)</p>	<p>2.1 Updated information on UN developments</p> <p>2.2 Feedback from intervention</p> <p>2.3 Referenced by AI-Haq staff and others</p> <p>2.4.1 Inclusion of AI-Haq concerns, information, or statistics in discussion or concluding observations</p> <p>2.4.3 Feedback from addressees</p> <p>2.5 Feedback from interventions</p> <p>2.6.1 Reference to AI-Haq's</p>	<p>2.1.1 Prepare and send interventions to relevant actors as necessary.</p> <p>2.1.2 Translate affidavits</p> <p>2.2.1 Identify human rights concerns to be addressed.</p> <p>2.2.3 Translate affidavits as necessary.</p> <p>2.2.4 Intervene in appropriate format (written or oral)</p> <p>2.3 Research and write updates.</p> <p>2.4.1 Prepare material for Special Rapporteur country visits as necessary.</p> <p>2.4.2 Organize meetings with Special Rapporteurs in Geneva and the OPT as necessary..</p> <p>2.4.3 Communicate with other Special Rapporteurs as necessary.</p> <p>2.4.4 Translate affidavits</p> <p>2.5.1 Prepare annual registration form for participation in UN proceedings in NY, Geneva and Vienna.</p> <p>2.5.2 Monitor developments at HRC including UPR</p> <p>2.5.3 Coordinate with other NGOs as necessary</p> <p>2.5.4 Prepare written interventions for Plenary sessions as necessary.</p> <p>2.5.5 Prepare oral interventions for Plenary sessions as necessary.</p> <p>2.5.6 Prepare for other peripheral advocacy activities in Geneva as necessary.</p> <p>2.5.7 Two trips for participation in Plenary</p>
---	---	--	---	---

		<p>2.6 Shadow Report for ICCPR Review</p> <p>2.7 Background paper on fair trial rights in Israeli military courts (in cooperation with Israeli Lawyer)</p> <p>2.8 Report on lack of Independence and Impartiality of the Israeli High Court of Justice</p> <p>2.9 Participate in Committee Against Torture review of Israel's compliance under CAT.</p> <p>2.10 Acquisition of relevant UN / international law library resources</p> <p>2.11 Participation in Second World Conference on Racism</p>	<p>submission</p> <p>2.7.1 Requests for material 2.7.2 Reference to paper in ICCPR report</p> <p>2.8.1 Requests for material 2.8.2 Reference to paper in ICCPR report</p> <p>2.9 Feedback from Committee</p> <p>2.10 Additional resources</p> <p>2.11 Update to organization</p>	<p>2.6.1 Collection of Documentation for Report 2.6.2 Translate affidavits 2.6.1 Prepare brief for Review 2.6.2 Advocacy trip to Geneva prior to Review</p> <p>2.7.1 Meetings with Israeli counterpart 2.7.2 Translation of necessary material 2.7.3 Publication and Distribution 2.7.4 Send to Special Rapporteur on the independence of Judges and Lawyers</p> <p>2.8.1 Publication and Distribution 2.8.2 Send to Special Rapporteur on the independence of Judges and Lawyers</p> <p>2.9.1 Attend meetings with coordinating NGOs 2.9.3 Prepare Report for CAT Secretariat 2.9.4 Prepare presentation</p> <p>2.10.1 Research material necessary. 2.10.2 Purchase of material resources</p> <p>2.11.1 Trip to Geneva for Conference.</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 and the PA</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 Active Participation in Euro-Mediterranean Human Rights Network (EMHRN) .</p> <p>3.2 Four MDD quarterly reports to all partner civil society organisations and actors at the national and international levels.</p> <p>3.3 Meetings with diplomatic missions and parliamentarians highlighting their inter-state responsibilities and issues arising in the OPT</p> <p>3.4 Advocacy Campaign addressing Israeli High Court of Justice</p>	<p>3.1.1 Effective support of advocacy tours</p> <p>3.1.2 Number of responses received from target groups regarding the briefs and meetings held.</p> <p>3.2 Requests of information from: -journalists -academics -national and international NGOS -civil society</p> <p>3.3.1 Feedback from missions</p> <p>3.3.2 The number of communication with and requests for information from missions.</p>	<p>3.1.1 Provide input on EMHRN documents</p> <p>3.1.2 Travel to two PIP working group meetings</p> <p>3.1.3 Travel to two Executive Committee meetings</p> <p>3.1.4 Translation of affidavits</p> <p>3.1.5 Networking</p> <p>3.2.1 Compile statistics and affidavits collected by fieldworkers into an accessible narrative format every three months</p> <p>3.2.2 Update MDD report writing guide</p> <p>3.2.3 Press Briefings</p> <p>3.2.4 Translation of affidavits</p> <p>3.3.1 Maintain updated list of diplomatic missions</p> <p>3.3.2 Identify key Israeli violations to be raised with each mission</p> <p>3.3.3 Focus on third states role during any future negotiations between the Palestinians and Israelis and ensuring the respect of their obligations under international law</p> <p>3.3.4 Prepare materials to be given to diplomatic representatives</p> <p>3.3.5 Participate in meeting with representatives</p> <p>3.3.6 Following up and responding to communications with diplomatic missions</p> <p>3.3.7 Translation</p> <p>3.3.8 Transportation</p> <p>3.4.1 Networking meetings</p> <p>3.4.2 Speaking engagements to highlight Israeli HCJ (additional days to scheduled trips)</p> <p>3.4.3 Translation for High Court cases.</p>
--	--	--	--	---

		<p>3.5 North America Advocacy Speaking Engagements</p> <p>3.6 Advocacy Campaign following study on “Occupation, Colonialism, and Apartheid” in cooperation with South Africa Human Sciences Research Council (HSRC).</p> <p>3.7 Constantly update Al-Haq’s English website as necessary, including with translations of selected Arabic materials (Presidential decrees, decisions, Al Haq interventions and memorandums)</p> <p>3.8 Library resources on bi-lateral agreements and international law.</p> <p>3.9 Training on EU law for staff capacity development</p> <p>3.10 Present Legal Volume of Papers “From Theory to Practice”</p>	<p>3.7 Reference to website in correspondence</p> <p>3.8 Additional resources</p> <p>3.9 Increased use of EU law</p>	<p>3.5.1 Two trips to Canada/US 3.5.2 Material posting</p> <p>3.6.1 Networking meetings 3.6.2 Trip to London for launch of Study 3.6.3. Follow-up trip to South Africa for HSRC conference</p> <p>3.7.1 Uploading material to website 3.7.2 Translation of selected materials</p> <p>3.8.1 Research material necessary 3.8.2 Purchase material</p> <p>3.9.1 Attend Training Course(Fees)</p> <p>3.10 Submit papers to publishing house</p>
--	--	--	--	--

**GOAL 3: IMPROVE AND ENHANCE AL-HAQ’S ORGANISATIONAL CAPACITY**

<b>OBJECTIVES</b>	<b>Strategies</b>	<b>OUTPUTS</b>	<b>Indicators</b>	<b>ACTIVITIES</b>
<p><b>OBJECTIVE #1</b> <b>Improve Al-Haq’s institutional capacity to support, implement, and publicize its work in the most effective manner</b></p>	<p>1. Applying/following clear policies and regulations.</p> <p>2. Upgrading the organization’s assets.</p> <p>3. Supporting other department’s activities.</p> <p>4. Integrating an</p>	<p>1.1 Clear management policies are applied in Al- Haq.</p> <p>1.2 Strong technical/ information system.</p>	<p>1.1.1. The staff is satisfied with the support of the administrative department.</p> <p>1.1.2. Less complains coming from the staff side.</p> <p>1.1.3. Interns</p>	<p>1.1.1. Applying transparent polices.</p> <p>1.2.1. Assist the requirements for new devices (PCs, laptops, flash disks, scanners, printers, Cameras,...).</p> <p>1.2.2. Proceed with the purchasing process</p> <p>1.2.3. Follow up the needed office’s maintenance work.</p> <p>1.2.4. Update the technical s</p>

	<p>adequate database.</p> <p>5.Improving the documentation system.</p> <p>6. Insure consistent communication among the staff and with those who are interested in Al- Haq's work.</p>	<p>1.3. Al- Haq's mission is widely spread</p> <p>1.4. Department's activities are fully supported</p> <p>1.5. Comfortable / safe work environment.</p> <p>1.6. Emergency needs are addressed.</p>	<p>accommodation in the area is cared for</p>	<p>service's contracts</p> <p>1.3.1. Update Al – Haq's contact list. 1.3.2. Disseminate Al- Haq's publications to, local/ International organizations, upon the request of the staff members. 1.3.3. Provide local libraries with Al– Haq's publications upon their request. 1.3.4. Print materials (envelops, headed papers, brochure..... 1.3.5. Follow up the Al- Haq website updating.</p> <p>1.4.1. Provide logistics' support for other departments activities, such as: translation services, needed material., printing/ photocopying , hospitality. Advertising, stationery, hotel/hall reservations, arrangements for local and international trips.</p> <p>1.5.1. Purchase the needed furniture 1.5.2. Secure office maintenance. 1.5.3. Secure regular utilities provision. 1.5.4. Insure work place cleanness. 1.5.5. Provide fire employee and health insurance 1.5.6. Follow up with the process to own Al- Haq place. 1.5.7. Secure coverage for office rent. 1.5.8. provide supplies</p> <p>1.6.1. Allocate budget to deal with emergency needs and issue the needed checks.</p>
<p><b>OBJECTIVE #2</b> <b>Ensure that individual staff and interns acquire the skills and knowledge to effectively</b></p>	<p>2.1 Involve the staff and Interns in different kinds of activities to enhance their personal</p>	<p>2.1. Al- Haq staff/ interns conduct their tasks in effective, efficient and positive manner.</p>	<p>2.1.1. Al- Haq staff is more efficient and effective in doing the work.</p>	<p>2.1.2. Nominate staff members to participate in conferences, workshops and in e trainings. 2.1.1. Arrange for at least one</p>

<p><b>implement the organization's work and do activities aiming to enhance positive work relation among the staff.</b></p>	<p>and professional skills.</p> <p>2.2. Conduct social activities.</p> <p>2.3. have regular staff meetings.</p> <p>2.4. Apply performance appraisal.</p>	<p>2.2. Work revision/evaluation meetings.</p> <p>2.3. Positive work relationships.</p> <p>2.4. Staff experiences and information are effectively circulated among the staff</p> <p>2.5. staff performance is as effective, efficient and professional as the organization aspires.</p> <p>2.6. Personnel issues are addressed</p> <p>2.7. Interns' residency requirements are addressed,</p>	<p>2.2.2 Positive work relationships spread among the staff.</p> <p>2.2.3 Staff performance indicators are available through the yearly appraisal.</p> <p>2.2.4. The organization work is moving forward according to clear plan and depending on in-depth evaluation process.</p>	<p>field trip for every interns during their internship in Al-Haq.</p> <p>2.2.1. Arrange midyear program's work evaluation.</p> <p>2.2.2. Arrange for overall organization's work revision in November.</p> <p>2.3.1. Organize 4 communications skills sessions.</p> <p>2.3.2. Stress management sessions for the staff</p> <p>2.3.3. Three social events are planned for 2008 (Trip, Iftar Ramadan, Christmas).</p> <p>2.3.4. Address the special staff occasions.</p> <p>2.4.1. Organize Monthly staff meetings a year.</p> <p>2.5.1. Conduct yearly performance appraisal (November).</p> <p>2.6.1. Submit monthly vacations / sick leaves' report to staff members.</p> <p>2.6.2. Review/renew the staff contracts.</p> <p>2.7.1. Flowing the financial and administrative issues regarding the interns (local transportation for field trips, stipend, farewell meetings, follow the interns requirement for better living conditions; rent, tel., heat, utilities)</p>
<p><b>OBJECTIVE #3 Obligation to transparent financial management</b></p>	<p>3.1. Apply clear financial regulations and policies.</p>	<p>3.1. Clear financial policies and regulations are followed in Al- Haq.</p>	<p>3.3.1. Al- Haq's partners are satisfied and have clear scene at the organization's</p>	<p>3.1.1. Review the financial policies/ regulations when there is a need.</p> <p>3.1.2. Assure the implementation of</p>

<p><b>system and enhancement the organization's relation with its partners.</b></p>	<p>3.2. Issue regular annual financial reports.</p> <p>3.3 Strengthen relation with Al- Haq partners.</p> <p>3.4 . Updating Al- Haq's board with work development.</p> <p>3.5. Submit personal historical financial reports to Al Haq staff members.</p>	<p>3.2. Regular reports are submitted according to the needs of the organization partners.</p> <p>3.3. Check's issuing and double check for money transactions.</p> <p>3.4. Fixed assets management.</p> <p>3.5. Al – Haq's board and general assembly are updated with Al- Haq's plans and activities.</p> <p>3.6. Trustworthy relationship with the organization funders.</p>	<p>work and position.</p> <p>3.3.2. The Board of Director and General Assembly are aware and following the organization activities.</p> <p>3.3.3. No complaints from the partners, clients or the staff.</p>	<p>the approved policies and regulations.</p> <p>3.2.1. Issuing quarterly internal financial reports.</p> <p>3.2.2. Issuing yearly audited report</p> <p>3.2.3. Issuing 2 audited reports to the EED project.</p> <p>3.2.4. Issuing IHL reports according to the contract.</p> <p>3.3.1. Review and issue the payment requests.</p> <p>3.3.2. Conduct internal auditing for financial transaction.</p> <p>3.3.3. Recheck the financial payment and post it.</p> <p>3.3.4. Issue and regularly reviewing all staff loans.</p> <p>3.4.1. Register the new assets.</p> <p>3.4.2. check assets' fixed registration assets twice a year.</p> <p>3.5.1. Submit the annual audited report to the Board and General Assembly for approval.</p> <p>3.5.2. Update Al- Haq Board with the organization financial situation and activities.</p> <p>3.5.3. Involve Al-Haq's Board in payments' decision/revision.</p> <p>3.5.4. Al- Haq's Board meeting 4 times a year</p> <p>3.6.1 Keep the partners Updated with the latest activities/ position of the organization.</p> <p>3.6.2. Provide financial reports/statements in response to partners request.</p> <p>3.6.3. Provide yearly audited report for partners</p> <p>3.6.4. Meet with partners when they</p>
---	--	---	--	--



		3.7. Staff members are updated with their financial situation.		are in the area or meeting their representative. 3.7.1. Submit monthly financial statement for every staff member.
<b>OBJECTIVE #4</b> <b>Commemorate Al-Haq's 30<sup>th</sup> Anniversary .</b>		4.1 Evaluation Study of Al-Haq's 30-year experience.  4.2 Two-day Conference marking anniversary  4.3 Media Campaign marking anniversary (short film, posters, gifts.)	4.1 Feedback from recipients  4.2 Feedback from participants  4.3 Feedback from recipients	4.1.1 Commission Writer/Evaluator 4.1.2 Translation to Arabic/English 4.1.3 Publish Study 4.1.4 Distribute Study  4.2.1 Coordinate Conference(inclusive of hall rental and hospitality) 4.2.2 Facilitate 10 international guest visitors for conference 4.2.3 Translation of presented papers 4.2.4 Publish papers presented at Conference  4.3.1 Commission production company for film 4.3.2 Commission Design company for posters/gifts 4.3.3. Distribution of posters/gifts

### SPECIAL PROJECTS FOR 2009

<b>OBJECTIVE # 1</b> <b>Increase respect for and awareness of</b>	<i>1.1 Develop Palestinian understanding of</i>	1.1 Workshop for IHL Trainers	1.1 25-30 Trained IHL Trainers	1.1.1 Coordinate with experts 1.1.2 Coordinate workshop 1.1.3 Follow up with trainers
--	---	-------------------------------	--------------------------------	---

<b>international humanitarian law (IHL)</b>	<i>what humanitarian law is and enable recognition of its violation</i>	1.2 Education Awareness raising workshops  1.3 Participation in Al-Quds Legal Clinic  1.4 Provide legal support for Jerusalem Coalition  1.5 Workshop for fieldworkers video use  1.6 Training workshop on documentation skills for fieldworkers  1.7 Monitoring awareness workshops	1.2 Feedback from participants  1.3 Feedback from students  1.4 Use of Al-Haq advice  1.5 Evidence in video format  1.6 Use of documentation by partners  1.7 Feedback from participants	1.2.1 Identify locations for workshops (East Jerusalem) 1.2.2 Research for workshops 1.2.3 Prepare materials 1.2.4 Coordinate workshops  1.3.1 Prepare material for clinic 1.3.2 Conduct lectures as necessary  1.4.1 Attend Coalition meetings  1.5.1 Identify expert for workshop 1.5.2 Coordinate workshop  1.6.1 Identify expert for workshop 1.6.2 Coordinate workshop  1.7.1 Identify locations for workshops 1.7.2 Prepare material for workshops 1.7.3 Coordinate workshops
---	---	--	--	---