

AL – HAQ

2010

ACTION PLAN

FRAMEWORK

AL-HAQ PROGRAMME PLANNING FRAMEWORK – 2010*

GOAL 1: INFLUENCE POLICY AT THE NATIONAL AND INTERNATIONAL LEVELS				
<i>OBJECTIVE</i>	<i>STRATEGIES</i>	<i>OUTPUTS</i>	<i>INDICATORS</i>	<i>ACTIVITIES</i>
OBJECTIVE 1 Capacity building and awareness raising in the areas of human rights and freedoms within civil society.	<i>1.1 Training</i> <i>1.2 Awareness building</i>	1.1 Study on the violations of rights of civil society organizations	1.1.1 Increased awareness of civil society organizations of their rights. 1.1.2 Feedback from recipients of study	1.1.1 Gathering field information 1.1.2. Meetings with stakeholders 1.1.3 Writing of study 1.1.4 Printing and Publication 1.1.5 Distribution 1.1.6 Follow-up activities
		1.2 Three one-day workshops throughout the West Bank for citizens, civil society organizations, and lawyers regarding violations of rights of civil society organizations to correspond with study	1.2.1 Increased awareness of civil society organizations of their rights. 1.2.2 Feedback from participants	1.2.1 Coordinate workshops (inclusive of transportation, hall rental, and hospitality). 1.2.2 Prepare agenda 1.2.3 Prepare material 1.2.4 Follow-up activities.
		1.3 Study on Arbitrary Dismissal from Employment	1.3.1 Increased awareness of public regarding violations of rights of employment 1.3.2 Feedback from recipients of study	1.3.1 Gathering field information 1.3.2. Meetings with stakeholders 1.3.3 Writing of study 1.3.4 Printing and Publication 1.3.5 Distribution 1.3.6 Follow-up activities
		1.4 Three one-day workshops throughout the West Bank for citizens, civil society organizations,	1.4.1 Increased awareness by citizens of their rights.	1.4.1 Coordinate workshops (inclusive of transportation, hall rental, and hospitality).

* 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.

		and lawyers regarding arbitrary dismissal from employment to correspond with study	1.4.2 Feedback from participants	1.4.2 Prepare agenda 1.4.3 Prepare material 1.4.4 Follow-up activities.
OBJECTIVE 2 To contribute towards the respect for the rule of law and independence of the judiciary in the OPT (West Bank and Gaza).	2.1 <i>Monitoring and documentation.</i> 2.2 <i>Accountability</i>	2.1 At least seven interventions to proper authorities on violations of the rule of law and independence of the judiciary. 2.2 Study on Military Judiciary and Arbitrary Detention 2.3 Three one-day workshops throughout the West Bank for citizens, civil society organizations, and lawyers regarding Military	2.1.1 Responses to our interventions. 2.1.2 Reduction in violations 2.2.1 Increased awareness of public regarding issue of military judiciary and arbitrary detention 2.3.2 Feedback from recipients of study 2.3.1 Increased awareness of violations occurring 2.3.2 Feedback from participants	2.1.1 Monitoring of presidential decrees, and other legislation as well as, the decisions of the judiciary. 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. 2.2.1 Gathering field information 2.2.2. Meetings with stakeholders 2.2.3 Writing of study 2.2.4 Printing and Publication 2.2.5 Distribution 2.2.6 Follow-up activities 2.3.1 Coordinate workshops (inclusive of transportation, hall rental, and hospitality). 2.3.2 Prepare agenda

		<p>Judiciary and Arbitrary Detention to correspond with study</p> <p>2.4 Study focusing on violations in Gaza committed by de-facto authority</p> <p>2.5 Three one-day workshops throughout the West Bank for citizens, civil society organizations, and lawyers regarding violations committed by de-facto authority in Gaza</p> <p>2.6 Documentation of violations regarding human rights and independence of the judiciary from the West Bank and Gaza.</p> <p>2.7 Submit case to Palestinian judiciary in the West Bank and Gaza regarding violations by relevant authorities.</p>	<p>2.4.1 Increased awareness of violations being committed by de-facto authority in Gaza</p> <p>2.4.2 Feedback from recipients of study</p> <p>2.5.1 Increased awareness of violations being committed by de-facto authority in Gaza.</p> <p>2.5.2 Feedback from participants</p> <p>2.6 Collection of material for use in interventions</p> <p>2.7.1 Decisions by judiciary.</p> <p>2.7.2 Implementation of decisions</p>	<p>2.3.3 Prepare material</p> <p>2.3.4 Follow-up activities.</p> <p>2.4.1 Gathering field information</p> <p>2.4.2. Meetings with stakeholders</p> <p>2.4.3 Writing of study</p> <p>2.4.4 Printing and Publication</p> <p>2.4.5 Distribution</p> <p>2.4.6 Follow-up activities</p> <p>2.5.1 Coordinate workshops (inclusive of transportation, hall rental, and hospitality).</p> <p>2.5.2 Prepare agenda</p> <p>2.5.3 Prepare material</p> <p>2.5.4 Follow-up activities.</p> <p>2.6.1 Field research</p> <p>2.7.1 Internal discussions on cases</p> <p>2.7.2 Compiling and studying files</p> <p>2.7.3 Register case before court</p> <p>2.7.4 Follow-up cases</p>

<p>OBJECTIVE 3 Integration of international human rights standards into Palestinian legislation and presidential decisions by law.</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>3.2 Active coalition groups to advocate on issues of: (torture, personal status, the death penalty and the penal code).</p> <p>3.3 One-day follow-up workshop on death penalty.</p>	<p>3.1.1 Use of Al-Haq legal comments in items of legislation.</p> <p>3.1.2 Feedback from addressees.</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 participants</p>	<p>3.1.1 Monitoring development of decisions taken by president and draft laws before the government</p> <p>3.1.2 Internal meeting to discuss issues and possible actions.</p> <p>3.1.3 Draft memorandums with Al 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 Prepare material</p> <p>3.3.2 Coordinate workshop (Inclusive of transportation, hall rental, and hospitality)</p>
<p>OBJECTIVE 4 Provisions of the ICJ AO regarding the Annexation Wall are implemented</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>4.1 One written intervention on the implementation of the ICJ AO (possibly 9 July 2010).</p> <p>4.2 Follow-up on the UN Register of Damage</p>	<p>4.1 Feedback from its addressees.</p> <p>4.2 Contacts from Register.</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>4.2.1 Meet with fieldworkers to discuss Register</p> <p>4.2.2 MDD to document or assist the</p>

	<p>4.3 <i>Networking</i></p> <p>4.4 <i>Intervening</i></p>	<p>4.3 Field visits on Wall as necessary for visiting delegations and diplomats.</p> <p>4.5 Potential Case on corporate accountability for complicity in the building of the Wall</p>	<p>4.3 Feedback from participants</p> <p>4.5.1 Media responses</p> <p>4.5.2 Feedback from diplomats</p>	<p>population as necessary in case the Register is established and begins to function</p> <p>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</p> <p>4.3.2 Transportation and hospitality for 3 groups of ten.</p> <p>4.3.3 Distribute Wall Information Packet</p> <p>4.5.1 Coordinate with Lawyer and Victims</p> <p>4.5.2 Prepare presentation for case</p> <p>4.5.3 Travel to appropriate jurisdiction at least once.</p>
<p>OBJECTIVE 5 Adherence by the international community to its international legal obligations regarding East Jerusalem</p>	<p>5.1 <i>Network between international and local human rights organisations</i></p> <p>5.2 <i>Monitor and document violations taking place in East Jerusalem</i></p> <p>5.3 <i>Hold information-sharing and regular meetings to discuss areas of focus pertaining to Jerusalem and activities that can be carried out</i></p> <p>5.4 <i>Devise effective media and awareness-raising activities to highlight Israeli violations in East Jerusalem</i></p>	<p>5.1 At least two meetings with diplomats on East Jerusalem</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</p>	<p>5.1 Feedback from participants</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>5.1.1 Coordinate meeting (hall rental in Jerusalem)</p> <p>5.1.2 Collect material for presentations (including briefing paper)</p> <p>5.1.3 Translation</p> <p>5.1.4 Print material</p> <p>5.1.5 Field tours as necessary</p> <p>5.2.1 Translation of affidavit</p> <p>5.2.2 Printing and Publication</p> <p>5.2.3 Distribution</p> <p>5.3.1 Attend meetings</p> <p>5.3.2 Provide input when necessary</p> <p>5.4.1 Prepare presentations</p>

	5.5 <i>Develop advocacy material for various target groups regarding international legal obligations of the international community vis-à-vis East Jerusalem</i>	(students, unions, etc.) at least 12 per year.		5.4.2 Provide refreshments for meetings 5.4.3 Field visits with some delegations
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GOAL 2: HOLD ACCOUNTABLE PERPETRATORS OF INTERNATIONAL HUMAN RIGHTS AND HUMANITARIAN LAW IN THE OPT

OBJECTIVE	STRATEGIES	OUTPUTS	INDICATORS	ACTIVITIES
OBJECTIVE # 1 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.	1.1 <i>Build databases</i> 1.2 <i>Networking</i> 1.3 <i>Documentation</i> 1.4 <i>Capacity building</i>	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 1.1.2 Drafting material to present the project to potential partners (including guidelines on evidence gathering and excerpt of UJ-database) 1.1.3 Exchange information on cases, legislation, strategies and contacts. 1.1.4 Provide training and workshops on issues pertinent to the project. 1.1.5 Travel to meetings, conferences and workshops. 1.1.6 Translation and editing material.

		<p>1.2. Networking with foreign partners</p> <ul style="list-style-type: none"> • Lawyers, prosecutors and other organisations. • Focus on strategic jurisdictions and develop towards-non-European countries <p>1.3 Litigation in Israel and abroad</p> <ul style="list-style-type: none"> • Support in litigations pertinent to the project. • Decide case strategy with the lawyers. • Follow-up on current cases <p>1.4 Creation of Media Clip database</p> <p>1.5. Compilation of Case files</p>	<p>1.2 Exchange of information</p> <p>1.3 Cases taken by Israeli and foreign partners</p> <p>1.4.1 Amount of information gathered 1.4.2 Useful information used in compiling case files</p> <p>1.5 Case information available in a centralized location</p>	<p>1.2.1 Identification and contact potential partners (including organisation of meetings). 1.2.2 Exchange of information on domestic case law and legislation. 1.2.3 Translation and editing material. 1.2.4 Travel to meetings and conferences.</p> <p>1.3.1 Consultation internal and with lawyers to decide upon the case. 1.3.2 Hiring lawyers for the case(s). 1.3.3 Provide lawyers with evidence and research. 1.3.4 Co-ordination with possible other organizations involved (attending and hosting meetings, exchange and evaluation of material). 1.3.5 Co-ordination with victims and witnesses in case they need to attend meetings or court hearings. 1.3.6 Provide case management locally or travel to the country involved. 1.3.7 Travel to attend meetings for case management and to attend court hearings. 1.3.8 Translation and editing material.</p> <p>1.4.1 Software purchase 1.4.2 Training on software</p> <p>1.5.1 Gathering necessary evidence mainly by field workers and regular field visits of legal researchers. 1.5.2 Focus on specific violations (as per instructions given during workshops). 1.5.3 Drafting and sending letters and follow-up correspondence with Israeli</p>
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<p>OBJECTIVE # 2</p> <p>Israel is held accountable before the UN for its violations and crimes committed in the OPT.</p>	<p>1. Cooperation with international NGOs (AI, HRW, ICJ, ISHR, etc.) with UN representatives in New York and Geneva</p> <p>2. Cooperate with partner organisations locally to raise issues jointly when possible</p> <p>3. Develop and maintain an up-to-date documentation system that allows for information to be easily accessible.</p> <p>4. Reporting and</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 Participate in the meetings of UN Special Committee on Inalienable Rights of the Palestinian People.</p>	<p>2.1 Updated information on UN developments</p> <p>2.2 Feedback from intervention</p> <p>2.3 Feedback from interventions</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. Trip to determined location for conference held by the UN Special Committee on the Inalienable rights of the Palestinian People</p>

	<i>intervening when necessary.</i>	<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>2.6 Follow-up interventions ICCPR Review with the Human Rights Committee in preparation of the review</p> <p>2.7 Intervene as necessary with review of Israel's compliance with treaty-bodies as seen fit</p>	<p>2.4.1 Inclusion of Al-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 Al-Haq's submission</p> <p>2.7.1 Feedback on interventions</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>2.6.1 Collection of Documentation for Report</p> <p>2.6.2 Translate affidavits</p> <p>2.6.1 Prepare brief for Review</p> <p>2.6.2 Advocacy trip to Geneva prior to Review</p> <p>2.7.1 Meetings with Israeli counterpart</p> <p>2.7.2 Translation of necessary material</p> <p>2.7.3 Publication and Distribution</p> <p>2.7.4 Send to Special Rapporteur on the independence of Judges and Lawyers</p>
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		<p>2.8 Report on Israeli Judicial system</p> <p>2.9 Follow up 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 Intervene as necessary for the implementation of the report by the Fact Finding Mission on the Gaza Conflict</p> <p>2.12. Examine avenue of Complaint Procedure of the Human Rights Council</p>	<p>2.8.1 Requests for report 2.8.2 Reference to paper in ICCPR report</p> <p>2.9 Feedback from Committee</p> <p>2.10 Additional resources</p> <p>2.12. 1 Update to organisation 2.12.2 Response from possible complaint submitted</p>	<p>2.8.1 Meeting with Israeli Counterparts 2.8.2 Publication and Distribution 2.8.3 Send to Special Rapporteur on the independence of Judges and Lawyers</p> <p>2.9.1 Attend meetings with coordinating NGOs as needed</p> <p>2.10.1 Research material necessary. 2.10.2 Purchase of material resources</p> <p>2.11.1 Trip to Geneva for HRC 13th session 2.11.2 Trip to New York for advocacy at the General Assembly 2.11.3 Convene strategic planning meeting with the Palestinian human rights community</p> <p>2.12.1 Possibly submit complaint to the Complaint Procedure 2.12.2 Trip to Geneva to follow-up on submitted complaint and advocacy of Reviewing working group.</p>
<p>OBJECTIVE # 3</p> <p>Compel third-party states to prioritise international law, including international human rights and humanitarian law, in their relationships with Israel and the PA</p>	<p>3.1 <i>Explore media venues in collaboration with national groups within respective target countries to ensure suitability and accessibility of op-eds</i></p> <p>3.2 <i>Network with all</i></p>	<p>3.1 Active Participation in the Euro-Mediterranean Human Rights Network (EMHRN).</p>	<p>3.1.1 Effective support of advocacy 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 documents 3.1.2 Travel to two PIP working group meetings 3.1.3 Participate in three advocacy missions 3.1.4 Travel to three Executive Committee meetings 3.1.5. Take active part in EMHRN</p>

	<p><i>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>3.2 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>3.2 Requests of information from: -journalists -academics -national and international NGOS -civil society</p> <p>3.3.1 Feedback from missions 3.3.2 The number of communication with and requests for information from missions.</p>	<p>decision-making processes 3.1.6 Translation of affidavits 3.1.7 Networking</p> <p>3.2.1 Compile statistics and affidavits collected by fieldworkers into an accessible narrative format every three months 3.2.2 Update MDD report writing guide 3.2.3 Press Briefings 3.2.4 Translation of affidavits</p> <p>3.3.1 Maintain updated list of diplomatic missions 3.3.2 Identify key Israeli violations to be raised with each mission 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 3.3.4 Prepare materials to be given to diplomatic representatives 3.3.5 Participate in meeting with representatives 3.3.6 Following up and responding to communications with diplomatic missions 3.3.7 Translation 3.3.8 Transportation</p> <p>3.4.1 Networking meetings 3.4.2 Speaking engagements to highlight Israeli HCJ (additional days to scheduled trips) 3.4.3 Translation for High Court cases.</p> <p>3.5.1 Two trips to Canada/US 3.5.2 Material posting</p>
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		3.12 Maintain close contacts with civil society organisations in Brussels	<p>3.11.3 Maintain close contact to the target countries (including through advocacy missions and regular updating of the human rights situation in the OPT)</p> <p>3.11.4 Reflect on the value of advocating the EU institutions as opposed to individual member states</p> <p>3.12.1 Participate in meetings of the informal coalition of NGOs working on the OPT (which are based in Brussels)</p> <p>3.12.2 Provide input to joint documents of the informal coalition</p> <p>3.12.3 Networking activities</p>
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GOAL 3: IMPROVE AND ENHANCE AL-HAQ'S ORGANISATIONAL CAPACITY

OBJECTIVES	Strategies	OUTPUTS	Indicators	ACTIVITIES
<p>OBJECTIVE #1 Improve Al-Haq's institutional capacity to implement, and publicize its work in the most effective manner</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 adequate database.</p> <p>5.Improving the documentation system.</p> <p>6. Insure consistent</p>	<p>1.1 Clear management policies are applied in Al- Haq.</p> <p>1.2 Strong technical/ information management system.</p> <p>1.3 . Easily accessing Al- Haq information</p>	<p>1.1.1.The staff is sincere about the organization regulation</p> <p>1.1.2. . Al- Haq managing adequate internal management system which facilitate.</p> <p>1.1.3. No technical troubles</p>	<p>1.1.1. Announce and 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 purchasing process .</p> <p>1.2.3. facilitate the maintenance service provision.</p> <p>1.2.4. Renew the technical service's contracts upon the organization's need.</p> <p>1.2.5. secure prober internet connection adequate e.mail</p>

<p>communication among the staff and with those who are interested in Al- Haq's work..</p> <p>7.. Applying internal monitoring system.</p>	<p>1.4. Al- Haq's mission is widely spread .</p> <p>1.5. continous monitoring for Al- Haq's work development</p> <p>1.6 Staff performance appraisal</p> <p>1.7. Comfortable / safe work environment.</p> <p>1.8. Emergency needs are addressed..</p>	<p>1.3.1. Accessing Al- Haq's documents easily</p> <p>1.4.1. more people know about Al - Haq</p> <p>1.5.1. the staff is aware of the success and back words of work.</p> <p>1.5.2.The staff is working according to the annual plan and depending on in-depth evaluation process.</p> <p>1.6.1. Staff member recognizing the strength and weakness in their performance.</p> <p>1.7 . Less complains.</p> <p>1.8. Staff members are not worried about minor issues.</p>	<p>connection.</p> <p>1.2.6. Using adequate archiving system.</p> <p>1.3.1 Update Al – Haq's contact list. am</p> <p>1.3.2. contract for archiving progr</p> <p>1.4.1. Disseminate Al- Haq's publications on the local and international levels upon the request of the staff members.</p> <p>1.4.2. Provide local libraries with Al– Haq's publications upon their request.</p> <p>1..4.3. support the production of Al- Haq's news letter.</p> <p>1.5.1 conducting work evaluation twice a year.</p> <p>1.6.1 conduct staff performance appraisal once a year.</p> <p>1.7.1. Provide logistic support for other departments activities, such as: translation services, needed material. Printing/ photocopying services , hospitality. Advertising, stationery, hotel/hall booking, arrangements for local and international trips.</p> <p>1.8.1. Physical management for Al-</p>
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		1.9. the staff members are acknowledged of the nature of work of each other.	1.9. interaction between the staff members is going smoothly.	<p>Haq's offices</p> <p>1.8.2. Office maintenance.</p> <p>1.8.3. Regular utilities provision.</p> <p>1.8.4. Secure offices cleanness.</p> <p>1.8.5. Provide fire , employee and health insurance</p> <p>1.8.6. Follow up with the new office and land purchase for Al-Haq &the other NGOs</p> <p>1.8.1. provide budget & logistics.</p> <p>1.9.1. have monthly staff meeting</p>
<p>OBJECTIVE #2</p> <p>Ensure staff acquirement of the needed skills and knowledge to effectively implement the assigned tasks and conducting activities aiming to enhance positive work relation .</p>	<p>2.1. Involve AL- Haq staff and Interns in various activities/trainings to enhance their personal and professional skills.</p> <p>2.2. Conduct social activities.</p>	<p>2.1. the staff performance is more effective and efficient ..</p> <p>2.3. Positive work relationships.</p> <p>2.4. Staff members show enthusiasm</p> <p>2.5. Personnel issues are addressed</p> <p>2.7. Interns' residency requirements are addressed,</p>	<p>2.1.1. More success stories</p> <p>2.1.2. the staff is more relax and cooperative.</p> <p>2.4.1 . tasks are accomplished according to the plans.</p> <p>2.5.1. friendly work environment.</p> <p>2.6.1. less complains</p> <p>2.8.1. relax staff</p>	<p>2.1.2. Nominate Administrative staff to trainings& facilitate the participation of other staff members in different trainings or conferences.</p> <p>2.3.1. Three social events are planned for 2008 (Trip, Ifar Ramadan, Christmas).</p> <p>2.4.1. awarding the special staff members</p> <p>2.3.2. Address the special staff occasions and /or needs.</p> <p>2.7.1. Arrange for at least one field trip for every interns during their internship in Al-Haq.</p> <p>2.7.2. arrange for interns receiving and travelling.</p>

		<p>2.8. staff members feeling the organization care on the humanitarian level</p> <p>2.9. Managing personnel issues</p>		<p>2.8.1. Organize 3-4 communications skills sessions.</p> <p>2.3.2. Organize two stress management sessions</p> <p>2.9.1. Submit monthly vacations / sick leaves' report to staff members.</p> <p>2.9.2. Review/renew the staff contracts.</p> <p>2.9.3. Follow up with the financial and administrative staff issues .</p>
<p>OBJECTIVE #3 Obligation to transparent financial management system and enhancement the organization's relation with its partners.</p>	<p>3.1. Apply transparent financial regulations and policies.</p> <p>3.2. Issuing 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</p>	<p>3.1. Clear financial policies and regulations are followed in Al- Haq.</p> <p>3.2. Regular reports are submitted according to the needs of the organization's partners.</p> <p>3.3. Check's issuing and double check money transactions.</p> <p>3.4. Al – Haq's board and general assembly are updated of Al-Haq's</p>	<p>3.3.1. Al- Haq's partners are satisfied and have clear scene at the organization's 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</p>	<p>3.1.1. Review/ update the financial policies/ regulations when there is a need.</p> <p>3.1.2. Assure the implementation of the approved policies and regulations.</p> <p>3.1.3. Hiring external in depended auditor</p> <p>3.1.4. Inviting partners to meetings and workshops</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 audited reports to the EED project.</p> <p>. Issuing IHL reports according to the contract.</p> <p>3.3.1. Reviewing and issuing the payment requests.</p> <p>3.3.2. Conduct internal auditing for financial transaction.</p> <p>3.3.3. Recheck the financial payments and posting them</p>

	<p>members.</p> <p>3.6. Addressing the partners requirements.</p>	<p>activities.</p> <p>3.6. Trustworthy relationship with the organization funders.</p> <p>3.7. Staff members are updated with their financial situation.</p>	<p>3.3.4. Issue and regularly reviewing all staff loans.</p> <p>3.4.1. Submit the annual audited report to the Board and General Assembly for approval.</p> <p>3.4.2. Update Al- Haq Board with the organization financial situation and activities.</p> <p>3.4.3. Involve Al-Haq's Board in payments' decision/revision.</p> <p>3.4.4. 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 are in the area or meeting their representative.</p> <p>3.7.1. Submit monthly financial statement for every staff member representative.</p> <p>3.7.1. Submit monthly financial statement for every staff member.</p>
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