



Al-Haq's 2011 Action Plan

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Introduction

Al-Haq's 2011 Action Plan is framed by the human rights situation experienced by Palestinians in the OPT including East Jerusalem. During its recent strategic planning process, Al-Haq analysed the likely political scenarios that may arise in the next few years, how they may affect the organisation's work in the field of human rights, and how it might respond. Experience has taught us that Al-Haq is central reference point for many violations that are perpetrated throughout the year, and we must be ready to respond to any changes on the ground. This makes setting a rigid planning framework impractical. That is why Al-Haq has sought to develop a flexible Action Plan with focus areas where Al-Haq anticipates the majority of its work, while at the same time allowing for the flexibility necessary to react and respond. A strong, dominant political context emerges in all of the political scenarios considered by Al-Haq after examining the reality of the situation on the ground, official Israeli statements, continued internal division, and the actions (or lack thereof) of the international community.

The common denominator of Al-Haq's analyses is that there will be no significant change regarding the Israeli policies of unilateralism and imposing "facts on the ground." Such imposed "facts" are Israel's settlements, the siege of the Gaza Strip, and the annexation of East Jerusalem and the Jordan Valley. Israel's military occupation will continue in the same manner as it has for the last several years, perpetuating the conflict potentially leading to a renewed explosion of violence.

Internally, increased violations are also anticipated. Al-Haq foresees a continuation of the internal Palestinian division which will perpetuate violations in the West Bank by the Palestinian Authority and in the Gaza Strip by the de-facto Hamas government. Al-Haq is also concerned with the manner in which the international community addresses, or fails to address, these internal violations.

In order to address the anticipated continued human rights situation in the OPT, Al-Haq has identified Four Strategic Goals on which it has developed the 2011 Action Plan. A new goal was adopted in our recent strategic planning process to express Al-Haq’s developing work as a centre for applied international humanitarian and human rights law. Although Al-Haq has always had a training component, the adoption of this goal represents a very significantly increased priority for this part of its work in order to share Al-Haq’s experience and develop the capacity of others to address IHL and human rights violations.

Strategic Goals:

- I. Laws and policies at the national and international levels that respect and comply with international law are promoted
- II. Accountability of perpetrators and justice for victims of international human rights and humanitarian law violations in the OPT is pursued
- III. Develop Al-Haq’s work as a centre for applied international humanitarian and human rights law
- IV. Al-Haq’s organizational capacity, effectiveness and potential sustainability are improved

Goal 1: Laws and Policies at the national and international levels that respect and comply with international law are promoted			
OBJECTIVES	OUTPUTS	ACTIVITIES	INDICATORS
Objective 1: To contribute towards the respect for the rule of law, access to justice, and the independence of the judiciary in the OPT (West Bank and Gaza).	Output 1: Documentation of internal Palestinian violations	1. Monitoring, documenting, and investigating of Palestinian violations of Palestinian and international law in the	1. The degree to which trends of violations can be extracted from Al-Haq’s documentation;

<p>Strategies:</p> <ol style="list-style-type: none"> 1. Follow-up cases indicative of policy 2. Follow-up on implementation of the recommendations of the report of the Palestinian commission of investigations (Goldstone Report) 3. Maintain dynamic relationship with PA advising when appropriate and intervening when necessary 4. Media 5. Coordination with other human rights organisations <p>Focus areas:</p> <ol style="list-style-type: none"> 1. Torture 2. Arbitrary detention 3. Public service firing 4. Lack of enforcement of judicial decisions 5. Military Judiciary intervention 		<p>OPT</p> <ol style="list-style-type: none"> 2. Maintaining database of Palestinian violations 	<ol style="list-style-type: none"> 2. The degree to which Al-Haq's documentation is utilized
	<p>Output 2: Complaints of internal Palestinian violations accepted for follow-up</p>	<ol style="list-style-type: none"> 1. Accepting complaints of non-judicial nature from victims of human rights violations 2. Following up with relevant officials on complaints, including through sending letters and oral communication. 3. Coordination with other HRs organisations for joint initiatives and follow-up 	<ol style="list-style-type: none"> 1. Feedback on interventions 2. Media requests 3. Use of complaints in reports
	<p>Output 3: Interventions / meetings with relevant Palestinian Authorities</p>	<ol style="list-style-type: none"> 1. Intervening with relevant Palestinian authorities to address Palestinian violations 2. Advocating for the implementation of the recommendations of the Palestinian Commission of Investigation. 3. Maintaining updated files of interventions and resulting actions taken by officials. 	<ol style="list-style-type: none"> 1. Feedback on interventions 2. Media requests 3. Use of interventions in reports 4. Publication on website
	<p>Output 4: Reports on internal violations</p>	<ol style="list-style-type: none"> 1. Reporting on Palestinian violations by 	<ol style="list-style-type: none"> 1. Feedback on interventions

		<p>issuing statements and reports with legal analysis</p> <ol style="list-style-type: none"> 2. Follow-up with relevant officials. 3. Dissemination with the support of the media, including press statements and press conferences 	<ol style="list-style-type: none"> 2. Media requests 3. Publication on website
	<p>Output 5: Selected public interest or test case</p>	<ol style="list-style-type: none"> 1. Legal research and analysis combined with compilation of factual elements. 2. Drafting the complaints 3. Defending one case, before the relevant judiciary bodies. 4. Dissemination of information on the case and advocacy on the legal elements of the case. 5. Maintaining updated case files. 	<ol style="list-style-type: none"> 1. Decisions by judiciary 2. Implementation of decisions 3. Media requests 4. Publication on website
<p>Objective 2: Integration of international human rights standards into Palestinian legislation and policies</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Coalition work 2. Regional pressure 3. Advising on selective legislation but 	<p>Output 1: Contribution to Coalitions addressing Palestinian legislation and policies</p>	<ol style="list-style-type: none"> 1. Information sharing on violations and legal analysis 2. Participating in coalitions to jointly address violations of human rights and international humanitarian law 3. Organise discussions to 	<ol style="list-style-type: none"> 1. Response to coalition positions

<p>monitoring all</p> <p>Focus areas:</p> <ol style="list-style-type: none"> 1. Penal code 2. Personal status/family law 3. Extradition law 4. Juvenile justice and legislation. 		<p>strategise on joint initiatives.</p>	
	<p>Output 2: Participation in the drafting process for new legislation and policies adopted by the Palestinian authorities</p>	<ol style="list-style-type: none"> 1. Monitoring drafting legislation 2. Drafting legal advice to relevant Palestinian Authorities when appropriate 3. Meeting with relevant authorities to advocate the adoption of international legal standards. 4. Coordinating with other lawyers and organisations, including ICHR, on joint initiatives or common positions. 	<ol style="list-style-type: none"> 1. Use of Al-Haq legal comments in items of legislation 2. Feedback from other stakeholders
	<p>Output 3: Reports on developing legislation and policies</p>	<ol style="list-style-type: none"> 1. Drafting material on legal advice on drafting legislation 2. Dissemination of legal analysis of international standards to be applied to domestic legislation. 	<ol style="list-style-type: none"> 1. Publication on website 2. Media requests
	<p>Output 4: Selected public interest or test cases</p>	<ol style="list-style-type: none"> 1. Legal research and analysis combined with compilation of factual elements. 2. Drafting the complaints 3. Defending one case, before the relevant judiciary bodies. 4. Dissemination of 	<ol style="list-style-type: none"> 1. Decisions by judiciary 2. Implementation of decisions 3. Media requests 4. Publication on website

		information on the case and advocacy on the legal elements of the case. 5. Maintaining updated case files.	
<p>Objective 3: Adherence by the international community to its international legal obligations regarding Israeli breaches of international law in the OPT</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Coalitions 2. Use of Visual Documentation when possible 3. Awareness Raising 4. Media 5. Legal research and analysis 6. Networking <p>Focus on:</p> <p>Geographic Areas:</p> <ol style="list-style-type: none"> 1. East Jerusalem 2. Gaza 3. Jordan Valley <p>Topics;</p> <ol style="list-style-type: none"> 1. Settlement policies 2. Right to life 3. Annexation 4. UN FFM report 	<p>Output 1: Documentation of Israeli violations</p>	<ol style="list-style-type: none"> 1. Monitoring, documenting, and investigating violations of international human rights and humanitarian law committed by Israeli Occupying Forces in the OPT 2. Maintaining database of Israeli violations 	<ol style="list-style-type: none"> 1. The degree to which trends of violations can be extracted from Al-Haq's documentation; 2. The degree to which Al-Haq's documentation is utilized
	<p>Output 2: Written and visual material on Israeli violations</p>	<ol style="list-style-type: none"> 1. Conducting research and legal analysis of violations of IHL and IHRL 2. Drafting material for advocacy purposes 3. Preparing visual material for advocacy purposes 4. Dissemination through media and our contacts, including international organizations. 5. Organise follow-up events. 	<ol style="list-style-type: none"> 1. Feedback on material 2. Media requests 3. Publication on website
	<p>Output 3: Interventions / meetings with policy makers</p>	<ol style="list-style-type: none"> 1. Preparing ad hoc advocacy material, 	<ol style="list-style-type: none"> 1. Feedback on interventions

	and relevant stakeholders	including letters, position papers. 2. Meeting with relevant stakeholders. 3. Follow-up on meetings	2. Media requests 3. Publication on website
	Output 4: Field Visits for visiting delegations of policy makers and civil society	1. Preparing ad hoc advocacy material, including presentations 2. Selecting relevant destinations and cases. 3. Conducting field visits 4. Giving presentations 5. Follow-up on request of further information 6. Follow-up on initiatives resulting from the field visits when possible.	1. Feedback from participants 2. Use of information and knowledge obtained
Goal 2: Accountability of perpetrators and justice for victims of international human rights and humanitarian law violations in the OPT is pursued.			
OBJECTIVES	OUTPUTS	ACTIVITIES	INDICATORS
Objective 1: Pursue cases against individuals and corporations through local and international judicial mechanisms Strategies: 1. Selective cases 2. Networking 3. Awareness raising in selective countries	Output 1: Compiled Case Files ready for use in local and international judicial mechanisms	1. Identification of potential cases and assessment of the legal merits. 2. Collection of comprehensive information for files 3. Preparation of files, including translation of material from Arabic and Hebrew. 4. Instructing and	1. Cases taken 2. Media requests 3. Publication on website

Focus areas: <ol style="list-style-type: none"> 1. Killings and ill-treatment 2. Settlements 3. Property rights 		coordinating with foreign lawyers 5. Networking with relevant stakeholders at the international level	
	Output 2: Written and visual material on individual and corporate violations	<ol style="list-style-type: none"> 1. Compiling written and visual material for public information on case once case is announced 2. Publicising the case through the media and other public events. 	<ol style="list-style-type: none"> 1. Feedback on material 2. Media requests 3. Publication on website
	Output 3: Participation in conferences / meetings regarding individual and corporate violations	<ol style="list-style-type: none"> 1. Networking with local and international stakeholders 2. Travel to relevant international events 	<ol style="list-style-type: none"> 1. Input from Al-Haq 2. Feedback from participants 3. Use of information and knowledge gained
Objective 2: Engage with UN mechanisms to highlight Israeli violations and hold Israel accountable Strategies: <ol style="list-style-type: none"> 1. Researcher dedicated for UN work 2. Early advocacy of treaty bodies to influence their list of issues 3. More local advocacy on PA 4. Coalitions 	Output 1: Reports to relevant UN mechanisms	<ol style="list-style-type: none"> 1. Collecting and organising information for reports 2. Coordination with local and international organisations for joint submissions 3. Prepare reports for treaty bodies and special rapporteurs 4. Dissemination of the reports. 	<ol style="list-style-type: none"> 1. Increased visibility of Al-Haq's advocacy activities at the UN level 2. The degree to which the human rights violations in the OPT are adequately highlighted 3. Publication on website
	Output 2: Interventions to relevant UN mechanisms	<ol style="list-style-type: none"> 1. Coordination with local and international 	<ol style="list-style-type: none"> 1. Feedback on interventions

<p>Focus Areas:</p> <ol style="list-style-type: none"> 1. Covenant on Economic Social and Cultural Rights 2. Goldstone follow-up 3. East Jerusalem 4. Settler violence 5. Jordan Valley annexation 		<ol style="list-style-type: none"> 1. Organisations for joint submissions 2. Prepare oral and written interventions to human rights council 3. Dissemination of the statements 	<ol style="list-style-type: none"> 2. Use of interventions 3. Publication on website
	<p>Output 3: Participation in relevant UN meetings</p>	<ol style="list-style-type: none"> 1. Travel to relevant sessions of UN bodies, including the HRC and the GA. 	<ol style="list-style-type: none"> 1. Increased visibility of Al-Haq's advocacy activities at the UN level 2. The degree to which the human rights violations in the OPT are adequately highlighted 3. Publication on website
<p>Objective 3: Advocate third-party states to prioritise international law, including international human rights and humanitarian law, in their relationships with Israeli and Palestinian Authorities</p> <p>Strategies:</p> <ol style="list-style-type: none"> 1. Develop and utilize networks such as Euro-Mediterranean Human Rights 2. Permanent presence in Europe with dedicated EU advocacy officer 	<p>Output 1: Interventions to relevant third-party states</p>	<ol style="list-style-type: none"> 1. Coordination with relevant networks, including attending EMHRN working groups meetings and executive committee meetings. 2. Drafting ad hoc advocacy material encompassing the legal analysis of factual information available through our field documentation. 3. Dissemination of material 	<ol style="list-style-type: none"> 1. Feedback on interventions 2. Use of interventions 3. Publication on website

<p>3. Selective engagement with countries outside the EU, including the US.</p> <p>Focus areas:</p> <ol style="list-style-type: none"> 1. EU-Israel and EU-PA agreements (follow-up) 2. EU Guidelines 3. Obligations under Fourth Geneva Convention 4. Human Rights defenders 	<p>Output 2: Meetings with policy makers and diplomats</p>	<ol style="list-style-type: none"> 1. Traveling to meetings with foreign policy makers, including participation to missions in EU capitals organised by EMHRN. 2. Providing first hand information and legal analysis to EU officials and international networks. 3. Follow-up on our advocacy efforts. 4. Follow-up on any request presented after the meetings. 	<ol style="list-style-type: none"> 1. Feedback from participants 2. Increased visibility of Al-Haq's advocacy activities in the EU and other states 3. The degree to which the human rights violations in the OPT are adequately highlighted in the EU and other states
	<p>Output 3: Participation in relevant conferences / meetings</p>	<ol style="list-style-type: none"> 1. Travel to relevant international events 2. Networking with local and international stakeholders 3. Maintaining contacts with relevant stakeholders. 	<ol style="list-style-type: none"> 1. Input from Al-Haq 2. Feedback from participants 3. Use of information and knowledge gained
	<p>Output 4: Meetings with visiting delegations of officials and civil society</p>	<ol style="list-style-type: none"> 1. Drafting ad hoc advocacy material encompassing the legal analysis of factual information available through our field documentation, when needed. 2. Distribution of material 3. Giving presentations 4. Follow-up on meetings. 	<ol style="list-style-type: none"> 1. Feedback from participants 2. Use of information provided

Goal 3: Develop AI-Haq's work as a centre for applied international humanitarian and human rights law			
OBJECTIVES	OUTPUTS	ACTIVITIES	INDICATORS
Objective 1: To Transfer, deepen and exchange the applied knowledge and experience of AI-Haq in IHL and human rights law locally regionally and internationally.	Output 1: Trainings on IHL and human rights understanding and documentation for relevant stakeholders in the OPT	<ol style="list-style-type: none"> 1. Coordination of trainings 2. Preparation of material 3. Follow-up 	<ol style="list-style-type: none"> 1. Feedback from participants 2. Use of skills by participants 3. Media coverage
	Output 2: Workshops on issues concerning internal Palestinian violations and legislation	<ol style="list-style-type: none"> 1. Coordination of workshops 2. Preparation of material 3. Follow-up 	<ol style="list-style-type: none"> 1. Feedback from participants 2. Use of skills by participants 3. Media coverage
	Output 3: Seminars for stakeholders in the OPT by experts in the areas of IHL and human rights	<ol style="list-style-type: none"> 1. Coordination of seminars 2. Networking with experts and institutions 3. Follow-up 	<ol style="list-style-type: none"> 1. Feedback from participants and experts 2. Use of knowledge by participants 3. Media coverage
	Output 4: Regional / International conferences	<ol style="list-style-type: none"> 1. Participating in / organising international and regional conferences 2. Coordination of conferences 3. Networking with experts and institutions 4. Follow-up 	<ol style="list-style-type: none"> 1. Feedback from participants and experts 2. Use of knowledge by participants 3. Media coverage

Goal 4: Strengthen Al-Haq's Organizational Capacity			
OBJECTIVES	OUTPUTS	ACTIVITIES	INDICATORS
<p>Objective One: Developing the organizational capacity to secure sufficient and appropriate support for its activities.</p> <p>Strategies</p> <ol style="list-style-type: none"> 1. Provide strong technical system 2. Applying clear work regulations and policies. 3. Secure in house support bodies. 4. Implement internal control. 5. Secure safe and comfortable work environment. 6. Secure strong archiving system to preserve Al-Haq's work. 7. Evaluate the department's work regularly. 	<p>Output 1:The organization has the appropriate technical tools to accomplish its tasks.</p>	<ol style="list-style-type: none"> 1. Assest/purchase the needed equipment 2. Provide needed soft ware. 3. Provide good internet connection. 4. Update technical services contracts. 5. Provide needed maintenance. 6. Secure Al- Haq's Website maintenance. 	<ol style="list-style-type: none"> 1. Minimum complaints regarding internet connection, and the equipment adequacy. 2. No delay at work due to technical problems.
	<p>Output 2: Day to day life at the office is managed through clear policies and regulations.</p>	<ol style="list-style-type: none"> 1. Review/update the administrative manual. 2. Print out the administrative& financial manual and 	<ol style="list-style-type: none"> 1. Staff members are aware ,understand and apply the organization regulations.

		<p>disseminate it to staff members</p> <p>3. Prepare and provide the staff with the needed administrative forms.</p>	
	<p>Output3: The organization has appropriate in-house support bodies.</p>	<p>1. Enhance the staff's capabilities and skills to secure in- house support as much as possible.</p>	<p>1. Urgent support needs can be addressed in effective& efficient manner.</p>
	<p>Output 4: Work environment is safe, secure and comfortable.</p>	<p>1. Ensure security and fire safety system.</p> <p>2. Provide the staff with labour accidents insurance.</p> <p>3. Secure health insurance for the staff members according to al- haq's polices.</p> <p>4. Provide needed utilities.</p>	<p>1. The organization has secure and safe work environment.</p>
	<p>Output 5: Al- Haq's documents are saved according to a coherent and accessible system.</p>	<p>1. Develop and activate the archiving system to serve the organization requirements in the best manner.</p> <p>2. Update/contract for building /maintaining Al- Haq's</p>	<p>1. Al-Haq's documents are well managed, secured and accessible.</p>

		<p>database.</p> <p>3. Study the possibilities for scanning the organization's documents of past years</p>	
	<p>Output 6: Al- Haq has updated /accessible contact lists.</p>	<p>1. Enrich the contacts data base.</p> <p>2. Giving access to the staff to the contact dada base so they can search by themselves the requested address.</p>	<p>1. Staff can easily reach partners/friends and clients.</p>
	<p>Output 7: Regular department's activities evaluation and circulation.</p>	<p>1. Meeting for performance evaluation twice a year.</p> <p>2. Ongoing checking for quality of provided services within the organization.</p> <p>3. The staff meeting monthly.</p>	<p>4. Staff members are acknowledged of the organization activates and ready for performance improvements.</p>
	<p>Output 8. Conduct internal control.</p>	<p>1. Format criteria for internal control to be followed.</p> <p>2. Hire independent internal control.</p>	<p>1. Internal control is managed.</p>
	<p>Output 9. Adequate work place is secured .</p>	<p>1. Follow up with providing the needs to secure adequate work place</p>	<p>1. Staff members appreciating work place facilities.</p>
	<p>Output 10 Al- Haq's activities are</p>	<p>1. Providing supplies and logistic support for</p>	<p>1. Staff member are happy with the support they</p>

	receiving full support from the department.	department's activities. 2. Preparing manuals for administrative tasks. 3. Developing vender's list	receive through the Admin Department.
<p>Objective two: Individual staff members acquire the needed knowledge and skills to effectively implement the organization's activities. Strategies:</p> <ol style="list-style-type: none"> Enhance the staff capacity and skills Secure positive work environment, Develop plan to secure comfortable and safe presence for the interns during their internship at Al-Haq 	<p>Output 1: Well equipped Program and Admin staff are available to perform the required tasks.</p>	<ol style="list-style-type: none"> Search and nominate admin staff members for adequate training Facilitate assigning program staff to the required training programs. 	<ol style="list-style-type: none"> Admin staff managing their tasks in adequate manner.
	<p>Output2: Transparent system of decision-making to nominate staff members for different development programs.</p>	<ol style="list-style-type: none"> Put clear criteria for staff nomination to development programs. Activate the Executive committee role in nominating staff members to development program. 	<ol style="list-style-type: none"> Staff members clearly understanding the rules for joining development programs.

	Output 3: Constructive work environment	1. Conduct staff social activities	1. Friendly work environment.
	Output 4: Interns' presence during the period of internship at Al- Haq is facilitated	1. Secure easy and comfortable accommodation for the interns. 2. Secure intern's financial requirement according to the organizations polices.	1. Interns are enjoying comfortable accommodation in the country.
	Output 5: Staff members keeping records of their activities.	1. Update the available forms which the staff can use to register their travel or participating in workshops. 2. Share information with the staff members.	1. Staff members are find tools to share their experience with others.

<p>Objective three: Sustain a transparent financial system that guarantees professional financial control. . Strategies: a. Follow updated financial regulations. b. Monitoring the organization/projects budgets and expenditures. c. Regular reporting d. Building transparent and reliable relationship with Al-Haq's stakeholder.</p>	<p>Output1: Transparent financial management</p>	<ol style="list-style-type: none"> 1. Update the financial manual according to the organization's needs 2. Issuing reports 3. Updating top management regarding the organization financial position. 4. Updating the available financial forms 5. Preparing manuals for all financial operation. 	<ol style="list-style-type: none"> 1. Stake holders are up to date regarding the organization's financial position.
	<p>Output 2: Effective financial management.</p>	<ol style="list-style-type: none"> 1. Check/recheck payment orders. 2. Monthly monitoring for cash flow and income resources. 3. Monitoring and controlling petty cash. 	<ol style="list-style-type: none"> 1. Limited unseen financial surprises.
	<p>Output3: Partners& Board of directors are updated regarding the organization financial positions</p>	<ol style="list-style-type: none"> 1. Financial requirements from partners/Board's side are addressed. 2. Audited& organization Financial reports are prepared and presented to governance bodies. 3. Partners financial enquires are met in an effective manner. 	<ol style="list-style-type: none"> 1. Partners are satisfied with the organization financial reporting system.

