



الهيئة الفلسطينية المستقلة لحقوق المواطن

The Palestinian Independent Commission for Citizens' Rights

**Strategic Document
2008-2010**

April 2008

Introduction:

The Palestinian Independent Commission for Citizens' Rights (PICCR) is pleased to present to you its three-year strategic plan (2008-2010). This strategic plan is the final product of the efforts of our Board of Commissioners and Staff during the summer of 2007. Several workshops were conducted, with the participation of the Commissioners and staff, who formulated the plan in a manner that conforms to PICCR vision, mission and strategic objectives. This plan is an extension, and in some places, an amendment of our 2005-2007 strategic plan, which was subject to different forms of internal and external evaluation in order to measure progress made and obstacles faced in its implementation, and to set the way forward for the fulfillment of our vision, mission and strategic objectives towards the development of a Palestinian society based on democracy, respect for human rights and the rule of law.

In the formulation of our strategic plan we have also taken into consideration the current political situation in Palestine, and the deterioration of the human rights situation due to the state of vigilantism, internal disputes and the persistence of the state of political division between the West Bank and the Gaza Strip, culminating into two completely separate entities. This inevitably, had already its impact on the work of the PICCR. We have witnessed a remarkable increase in our workload. More than any time before, the current political environment has also highlighted the important role the PICCR can play, as a national institution with the function of an ombudsman on human rights violations. The Palestinian society suffers from siege, infighting, internal division, and from their impact on the overall rights of Palestinian citizens, the recession of the democratic process, the decreasing response to citizens needs, the increase in violations and the decrease in respect for the principles of the rule of law. The PICCR hence, has an important role to play.

Since its inception in 1993, PICCR sought to strengthen its structure and enhance its work. Institutional development component was given special attention as one of our major objectives for the period to come. The process of restructuring and institutional development within PICCR started in December 2007, and was further intensified during first quarter of 2008. PICCR was able to develop a new organizational chart/ structure with clear lines of authority and detailed job descriptions for major bodies and posts within the organization. During this funding period, PICCR will work towards the implementation of the new structure to allow for the effective and efficient work of PICCR towards the implementation of goals and objectives highlighted in this strategic plan. It is hoped that internal systems and structures will be set in place, capacity building in human rights and other skills enhanced, our Board of Commissioners further activated and the PICCR draft Law passed if the Palestinian Legislative Council (PLC) resumes its functions. During this funding cycle, PICCR will also work towards ensuring the gradual financial contribution of Palestinian National Authority (PNA) in supporting the annual budget of PICCR from its treasure.

This strategic plan presents a general background of the major phases through which PICCR passed since its inception, especially those that had an impact on its identity. It also discusses how the PICCR evolved into a national commission that operates as an Ombudsman¹ on human rights violations in Palestine, and its mechanisms of operation. The strategic plan also includes an analysis of the *status quo*, a summary of issues identified throughout the internal and external evaluation, the internal and external work environment including strengths, weaknesses, opportunities and threats

¹ Ombudsman: Complaints Commissioner.

(SWOT), and the subsequent necessary new approaches.

The Document identifies the PICCR vision, mission and strategic objectives, based on three human rights related strategies: (1) monitoring and documenting violations, (2) enhancing respect for rights, and (3) seeking their protection. PICCR work programs and activities for the coming three years are built on these strategies, in a manner that makes its identity more eminent; **a national commission that operates as an ombudsman for human rights violations.**

General Background:

1- Inception and Legal Framework:

The PICCR has been established in 1993, upon a Presidential Decree published in the Palestinian Official Gazette in 1995. The Decree identified the Commission's scope of work, "to follow up and ensure that requirements of maintaining human rights within different Palestinian laws, legislation and regulations, and within the operations of different departments, apparatus, and institutions of the State of Palestine and the PLO are met". Article 31 of the Palestinian Basic Law, adopted by Palestinian Legislative Council (PLC) in 1997, and issued and published in the Palestinian Official Gazette "Al-Waqae'i", stipulated that "an independent human rights commission shall be established by statutes, which will identify its structure, tasks and mandate; It will report to each of the President of the Palestinian National Authority (PNA) and the (PLC) Speaker". In mid 2005, The PICCR, and through a PLC member, presented draft statutes that regulate its work. The draft statutes passed the general reading, but discussions stopped because the PLC activities were disrupted since the 2006 Legislative elections.

2- Historical Background & Future Prospects:

Since its inception in 1993, PICCR passed through several phases: The founding phase (1994-1996), the consolidation and expansion phase (1997-2000), the crucial change phase (2001), the adaptation and strengthening phase (2002-2004) and the progress and construction phase (2005-2007).

During inception, the concept of Ombudsman was introduced to officials and other stakeholders, and PICCR succeeded in forming Commissioners' Council, drafting its bylaws, recruiting core staff, and fund-raising, and subsequently it published its first annual report in 1995. The Commission started to grow and develop during the period 1997-2000, and embarked on several initiatives that led to enhancing and expanding its activities at a later stage.

As the Second Intifada broke out at the end of September 2000, public and private Palestinian institutions were largely damaged, because of the Israeli violations and the destruction of the political infrastructure of the PNA, which led to the absence of a receptive and efficient governmental partner for the Commission. This had an impact on PICCR performance and effectiveness. PICCR consequently sought to improve citizens' access to PICCR and vice versa, and opened new regional offices in north and south West Bank, since citizens could no longer reach the Commission's headquarters because of the closures and the checkpoints spreading all over the West Bank. During this phase, PICCR also sought to establish relations with similar organizations at the national, regional and international levels.

During (2005-2007), PICCR sought to establish its role as a national human rights commission, in accordance with Paris Principles. Furthermore, it continued to strengthen its internal structure, through increasing its staff, and establishing specialized units to implement its programs. It started to rely more on its own staff in its awareness and training programs, as well as report writing, rather than seek external expertise as it did before. Its role and visibility increased among different partners within the Palestinian society at the governmental and non-governmental levels, because of its credibility and its effective role in monitoring and accountability in terms of human rights violations. The external evaluators report states that: "Amid the difficult conditions, PICCR surprisingly continues to successfully conduct several activities it had undertaken in order to gain and maintain respect by the Government's ministers, bureaucrats, legislators, NGOS, and even the Police and some security services. The Commission has implemented a large number of major reforms since the last evaluation in 2004".

During the next three years (2008-2010) PICCR will focus its work towards enhancing and strengthening its role as a **national human rights commission with the function of an ombudsman**. While part of civil society organizations, PICCR is not another human rights organization (not another NGO) but a "state-institution" that has official recognition by the PNA, and works independently with a composition and mandate regulated by the UN 1991 "Paris Principles" for National Human Rights Institutions. As a first step in enhancing our role as a national institution, PICCR will change its name in 2008 to make it consistent with article 31 of the Palestinian Basic Law, and will be officially registered as the "Independent Commission for Human Rights- Palestine". As a statutory national institution established by a Presidential Decree, and seeking to regulate its work in accordance with a law, PICCR is accountable to the President and the PLC and will hence continue to present its annual reports on the status of human rights in the PNA controlled territory, and follow up on its recommendations with the President and the PLC. This is the value-added nature of PICCR that has a distinguished role as a national institution monitoring the human rights situation and the performance of PNA institutions and security agencies to ensure respect and adherence to human rights within PNA controlled-territory.

PICCR will also thoroughly monitor Palestinian legislations and national policies, and will provide consultation to the PLC and the PNA regarding those legislations and policies to ensure the incorporation of human rights standards and international human rights treaties into Palestinian legislations and policies. PICCR should become the reference point on those matters and should take all necessary measures to ensure that we are regularly consulted. In the human rights awareness building and capacity building program, PICCR has an important role as a national commission to disseminate the culture of human rights within Palestinian society generally, and among Law Enforcement Officials specifically, and would hence develop, and further consolidate its work on the awareness building, training and capacity-building program, especially for specific targeted groups such as the police, security services, prison officials, civil servants, legislators, judges, lawyers etc. to ensure their adherence to principles of human rights while performing their duties and responsibilities in public office.

Within our ombudsman role, PICCR will monitor, document and investigate into specific violations of human rights. Our ombudsman role entails that we undertake "truth-seeking" or national inquiries/fact-finding missions into specific violations and submit our findings and recommendations to the relevant authority/ security agency to ensure that Law Enforcement Officials and government officials who committed violations are made accountable, and the victims of those violations are redressed. Our ombudsman role also entails that the Commissioner General directly intervenes with the relevant

authority and present his/her concerns and recommendations to the President of the PNA and other high-ranking officials to ensure that human rights are safeguarded. When efforts are not successful, PICCR can use media and publicity as a tool to enforce its recommendations and protect human rights. As the national human rights institution recognized and endorsed by the President and the PNA, PICCR is also the sole human rights institution that has access to prisons and detention centers, and therefore has an important role in monitoring the living conditions and ensuring that legal procedures are followed. Another important and value-added component of our ombudsman role, is the “complaints handling” function of PICCR, in receiving complaints regarding individual and collective violations of human rights and addressing them with the relevant authority. PICCR also plays the role of mediation in resolving human rights violations and resort to courts in cases that constitute specific patterns of human rights violations.

3- PICCR work Mechanisms

PICCR focuses in its work on three strategies, namely monitoring human rights violations, enhancing respect for human rights, and seeking their protection, especially those rights enshrined in the Palestinian Basic Law and safeguarded by human rights international conventions. PICCR seeks to receive, follow up and handle complaints related to violations of citizens’ rights, proposes legislation that ensures basic citizens’ rights and freedoms, monitors PNA actions as well as those of other public institutions or authorities in relation to human rights violations. PICCR also seeks to inform and educate citizens of their rights and their protection in accordance with human rights international declarations and conventions as well as national laws and legislation.

4- PICCR Board of Commissioners and General Administrative Structure:

PICCR is based in Ramallah temporarily, and will have five Regional Offices under the new structure (3 in the West Bank and 2 in the Gaza Strip as highlighted in the organizational chart below)². PICCR has fifty-two female and male employees, consisting of lawyers, legal researchers, human rights specialists, and other holders of different human sciences degrees, in addition to the administrative support staff. A 17-member Board of Commissioners currently runs PICCR, as some old Commissioners were either deceased or discontinued activity.³ These highly credible Commissioners are prominent members of the Palestinian society, and were selected both from inside Palestine and from the Diaspora, to confirm the need for communication between different Palestinian communities, and to benefit from the expertise of members from the Diaspora in enhancing and promoting PICCR. An Executive Office, emanating from the Board of Commissioners and headed by the Commissioner-General, the highest authority within PICCR, oversees its operations and performance. The PICCR Director-General (Executive Director under the newly adopted structure), appointed by the Executive Office, is the highest official responsible for managing Divisions and staff in headquarters and Regional Offices.

² Under the previous structure, PICCR had Branch Offices in Nablus, Bethlehem, Hebron and Gaza. It has been decided that under the new structure, PICCR will have three Regional Offices in the West Bank in the north, middle and south, and two Branch Offices in the Gaza Strip, one in the north and the other in the south. The Office in the middle of the West Bank will be located in the same premises of PICCR in Ramallah, while the northern office of the Gaza Strip will be located in the main premises of PICCR in the city of Gaza.

³ In the annual meeting of the Board of Commissioners on 28-29 March 2008, Board has decided to add more Commissioners to the Board, 2 from the Gaza Strip, 2 from the West Bank from the northern part, and the southern part, and at least another Commissioner from Jordan. Nominations were made, and the Executive Committee of the Board will follow up on the matter and develop recommendations to the Board of Commissioners for approval.

Until the law regulating the work of PICCR is passed by the PLC, PICCR's Board of Commissioners will continue to be the highest decision-making body and will appoint a full-time Commissioner General and an Assistant to the Commissioner General to the Gaza Program.⁴ While the current Board is self-appointed, it has proven over the past 14 years or more its independence and impartiality, and has taken the responsibility to run the Commission and develop it into one of the most credible and independent national institutions in the region. Members of PICCR Board consist of respected persons within the Palestinian society, reformists, academics, PLC members or previous PLC members and known for their contributions in fighting against corruption and other issues of prime importance to the Palestinian public. PICCR's Board members have also the recognition and acceptance of the President and the PLC members, and the Commissioner General has access to the President and his office, and brings up concerns on human rights issues to the President and PNA officials on regular basis. While the whole Board of Commissioners meets annually, the Executive Committee of the Board meets on monthly basis and is the strategic decision-making body at PICCR. Other members of the Board living in the West Bank and the Gaza Strip meet every three months, briefed on the human rights situation and the work of PICCR, and are always involved in the work of Commission. All Commissioners contribute to the work of PICCR on voluntary basis, with the exception of the full-time Commissioner General and his Assistant to the Gaza Program.⁵

Upon the recommendation of an external evaluation team, PICCR has started a comprehensive restructuring process in December 2007, and has been able to develop a new structure. The new organizational structure is based on the needs of PICCR to enable it to undertake its work more efficiently and effectively, and allow PICCR to achieve its goals and objectives as highlighted in this strategic document. The restructuring of PICCR is based on centralized planning and decentralized implementation.⁶ PICCR hopes to resolve many of its long-standing institutional problems through this process of restructuring; clearer lines of authority, clearer job descriptions to major bodies and positions within PICCR and a clearer relationship between our main offices and the regional offices, especially our relationship with our offices in the Gaza Strip. This process of restructuring entails numerous challenges which require dealing with them tactfully and with caution. These challenges can be summarized with the following:

4.1 Tension among staff and resistance to change: In any restructuring process one should not undermine the tension among staff emerging from the uncertainty regarding their positions on the new structure and hence their resistance to change. Structures are usually developed to meet the strategic objectives of the organization, and are not designed or tailored to meet individual staff interests. PICCR is aware of this tension and is trying to address it tactfully with its current staff through transparency and keeping them informed over developments as well as giving them some assurances that the process of appointments of staff on the structure will be based on a clear criteria, with equal opportunities to all. Priority will also be given to staff within the organization, and management will reallocate staff according to their qualifications according to the new job descriptions before announcing new posts to the public. It is hoped that this process moves slowly and smoothly without any major obstacles.

4.2. Capacity-building of Staff: Another challenge facing PICCR in restructuring is the need to develop the capacities of staff in certain positions through training. PICCR will provide, whenever found necessary relevant training to ensure that it develops the capacities of its staff to undertake their new tasks professionally and with wider knowledge and higher skills. Capacity-building is hence

⁴ See functions of the Commissioner General in Annex III below.

⁵ Salaries of the Commissioner General and his assistant to the Gaza Program will be paid from the PNA contribution.

⁶ For more information, see Annex I regarding the restructuring of PICCR.

needed in management as well as human rights fields. This is why PICCR has allocated enough funds for the capacity-building component to ensure that a culture of team-building within PICCR is developed and more involvement of staff in decision-making processes within the organization and in planning, evaluation and developing PICCR as an “expert house” in the field of law and human rights in Palestine.

4.3. Implementation of the Structure under increasing workload at PICCR: we are aware that the restructuring process should not be at the expense of implementing our 2008 activity plan and successfully achieving our mission in the field of human rights. This is even more of a challenge during the current political situation and the deterioration of the human rights situation within the PNA controlled territory. Since the political split between the West Bank and the Gaza Strip in June 2007, PICCR has witnessed a remarkable increase in its workload in handling complaints, undertaking national inquiries into specific violations and monitoring as well as intervening to stop violations of human rights. There is no doubt that priority should be given to addressing human rights issues and pursuing our work in the field of human rights to meet the needs of Palestinian citizens whose rights are violated. So far PICCR was able to balance between restructuring and doing the actual work and we hope that during the implementation period of the new structure no disruption is made in our actual work in the field of human rights.

With regard to financial stability of PICCR, a number of donors committed to values of democracy and human rights protection fund PICCR, and provide it with funding to implement its work in the field of human rights. Apart from those conditions stipulated in the financial agreements signed with the donors regarding reporting and financial transparency to ensure the implementation of work in the field of human rights as reflected in PICCR strategic and program plans presented to the donors, funding to PICCR is unconditional. PICCR expects the PNA to gradually get on board during this funding cycle (2008-2010) and start contributing to PICCR’s annual budget from the PNA treasure despite the fact that statutes regulating the work of PICCR are still in the draft form and pending for the passage of the law by the Palestinian Legislative Council (PLC). PICCR has given this issue prime importance in its new strategic plan, and has already taken steps in the direction through meeting with Prime Minister Salam Fayyad early 2008 and submitting an official request to the PNA. Preliminary communications with the PNA were positive, and reflected the interest and political will of the PNA to start contributing to the annual budget of PICCR. PNA Development Plan submitted for the Donors’ Community in Paris in December 2007 has allocated some funds for human rights work. During this funding cycle, PICCR’s Commissioner General and Board of Commissioners will follow up on the matter with the PNA in order to gradually make progress with the PNA on this matter, through calling on the PNA to take up its responsibility towards PICCR, as a “state institution” that is financially supported from the PNA’s treasure, but functions independently. It should be noted that the delay in passing the Statutes is a result of the political instability, the current circumstances and the fact that the PLC is not convening regularly. PICCR will consider it a success if the PNA’s financial responsibility towards PICCR, as a national human rights institution, is established even if the PNA only contributes with a small percentage in the funding of PICCR at this stage. The Palestinian Prime Minister has already given oral commitments to the Commissioner General confirming the willingness of the PNA to officially start financially supporting PICCR, and a positive recommendation was given by the Prime Minister to the Palestinian Cabinet in this regard. The Cabinet has included this issue on the agenda for its upcoming meeting and will make the final official decision with the exact percentage of its contribution to PICCR in its upcoming meeting. The PNA will start its commitments to PICCR from 2008.

5- Analysis of the Current Political and Economic Environment:

- 1- The Palestinian Territory suffers from difficult and complicated conditions of political and economic instability in addition to geographic and political division between the West Bank and Gaza Strip. PICCR operates in an extremely complicated environment. Human rights violations resulting from Israeli occupation continue, rates of unemployment and poverty are steadily increasing, the PLC does not function and the Judicial Authority is disrupted. Furthermore, tension between the two main parties intensified following the fierce fighting that took place in Gaza, in which Hamas took over Gaza Strip, ended up into two separate entities: One in Gaza Strip, under the control of Hamas and its armed groups, and the new police force 'The Executive Force', founded following Hamas PLC victory. The other entity is led by a government of independent figures and bureaucrats, and supported by the PNA President and the security services that support Fateh in the West Bank. The current situation constitutes a major challenge for the PICCR, to establish its role as an objective party amid the state of division that prevails over the Palestinian political system, and the accompanying increasing violations. PICCR faced the situation by increasing its activity at the levels of monitoring and receiving complaints. This reflected positively on its reputation and impact both in the West Bank and Gaza Strip especially that the PICCR is the only party that was granted permission by both parties to visit prisons and detention centers in the West Bank and Gaza Strip. The PICCR latest reports have gained the respect of the two disputant parties.
- 2- It should be noted that the Board of Commissioners has seriously discussed the deteriorating human rights situation in the OPT in its meeting on 28-29 March 2008, and highlighted some strategies to overcome the challenges emerging from the new internal situation within the PNA controlled territory. Among those major challenges is the emphasis by the *de-facto* Government in the Gaza Strip and the "Care-taker" Government in the West Bank on "security" and "security considerations" at the expense of rights and freedoms within Palestinian society. The PNA has developed a security plan and has given security considerations utmost priority and has allocated a lot of financial resources for "security" and security agencies to ensure the control of the situation in the West Bank. While aware of the importance of maintaining security and public safety to Palestinian citizens, PICCR will be warning the PNA and the *de-facto* Government against turning the Palestinian territory into a "policing" state. Board of Commissioners have therefore taken upon itself the responsibility of developing positions on some of the key issues relevant to the current political situation (i.e. develop an understanding to human rights work in a conflict situation or under the current political environment, an in-depth understanding to "security", a position regarding the "de-facto government in Gaza, a criteria or benchmarks to evaluate our successes in dealing with human rights issues under the current political situation etc.). The Board of Commissioners has also decided to focus our work in the upcoming period on the following issues/themes: political arrests, torture and ill-treatment, suppression of rights and freedoms, and expulsion from public office for political considerations.
- 3- Taking into consideration the current political split between the West Bank and the Gaza Strip, and the development of two separate political entities after the June coup in Gaza, it is difficult for PICCR to predict future political developments on the ground. The Board of Commissioners however, will continue to follow up on future developments and make relevant decisions related to PICCR work, which will always be based on objectivity and the protection and promotion of

human rights within Palestinian Territory with reference to international human rights principles. Possible scenarios are the Following: **1. The situation in the Gaza Strip remains as is today, with a dual/conflicting administration in the Gaza Strip**, where both parties try to manage the daily aspects in Palestinian life, whether in health, educations etc., and with the existence of the Palestinian Higher Judicial Council, but also the attempts of the defacto “ Hamas ” government in the Gaza strip to appoint new judges and formulate a new Attorney General Office. In this case, the current strategy undertaken by PICCR in receiving citizens’ complaints regarding specific human rights violations continues, while, all programs of training for security agencies, the judges and the officials in the Gaza Strip will remain at halt, to avoid investing in training and capacity-building of personnel who might be dissolved at any time. **2. The second possible scenario could be a complete and final split between the West Bank and the Gaza Strip, and the establishment of an independent political entity in Gaza:** In this situation, PICCR will also continue receiving individual complaints on specific human rights violations and intervene to protect the human rights of victims of those violations. The Board of Commissioners of PICCR, is required under this situation however to discuss, based on realities on the ground, future steps to be undertaken with regard to training and capacity-building of new security agencies and government officials of the new “ Hamas ” government. Structurally, perhaps some considerations will be given to giving the PICCR Office in the Gaza Strip some form of “ independence ” or a relative “ autonomy ” from the West Bank in dealing with internal issues, while the development of a unified representation at the international level through keeping up with the unified Board of Commissioners. **3. The third possible scenario is that a political solution is found between the two conflicting parties, and a unified government is formulated.** Under this situation, the work of PICCR will continue as prior to June 2007 without any changes.

- 4- Under any of the above possible scenarios, it is necessary to emphasize that PICCR will continue to work as an **independent Commission, and would take objective stands with the aim of protecting and promoting the human rights of persons within the PNA controlled territory, and would develop all possible means to promote the culture of human rights with reference to international human rights standards and principles.**

6 - Impact of the External Evaluation and Restructuring on Future Directions of the PICCR:

Based on recommendations made by the team of external evaluators, and the input of the Board of Commissioners and staff during the workshops held in the summer of 2007, and upon the decision of PICCR to seriously take up the issue of restructuring and institutional building within the organization, the following directions for our future strategic plan were highlighted:

- As a national institution with an ombudsman function, PICCR has two major components of its program; the “ protection ” and the “ promotion/prevention ” activities. Our strategic direction is to focus the attention of PICCR’s ombudsman function on complaints regarding human rights violations only, and avoid complaints other than those related to human rights, so that PICCR’s work becomes closer to that of other national institutions that address human

rights complaints. PICCR will develop the structure of its “protection program” in the West Bank and the Gaza Strip through receiving complaints, monitoring, documenting, investigating and undertaking national inquiries into specific patterns of human rights violations. PICCR will also develop a strategic direction towards linking and complementing its “protection program” with the “promotional program” reflected in our activities as a national institution in developing educational, awareness-building and training activities. The new restructuring of PICCR reflects this interrelated relationship between the two components of the program. (See attached organizational chart)

- Resolve the problematic relationship between branches and the headquarters in Ramallah, particularly the relations between “heads” of offices and “coordinators” of different program units at PICCR, including the relationship with our office in the Gaza Strip. The new restructuring of PICCR has seriously addressed this problem, and has provided solid grounds for resolving this structural problem within PICCR. Implementation of the new structure will start in May 2008. According to our new structure of PICCR some autonomy will be provided to our Regional Offices to carry out their outreach activities of protection and promotion of human rights. Coordination and cooperation between managers of regional offices and coordinators of program units (Monitoring and Investigation and Awareness-Building/Training Units) will be ensured through the formulation of a technical committee that meets and discusses program issues regularly under the supervision of the Heads of Programs in the West Bank and the Gaza Strip (as highlighted in our new organizational chart below). Our Program in the Gaza Strip will be given equal footing with our West Bank Program and will be similarly supervised by the Head of Gaza Program, who directly reports to the Executive Director and is a member of the “Leadership Team” (see organizational chart).
- Develop and institutionalize an integrated evaluation system that measures the Commission’s effectiveness and impact of its activities on the public, on public institutions/ security agencies as well as civil society organizations.
- Enhance the role of the PICCR in raising awareness to human rights, and transforming the PICCR into “training expert” in human rights issues. PICCR will give special attention for the development of the skills and expertise of its staff in the field of human rights. A strategy for Human Resource development will be developed during this period to strengthen the capacities of its staff in technical and managerial issues to ensure that PICCR fully becomes dependent on its staff in undertaking all its awareness-building and training activities. PICCR will also work towards the development of special programs for capacity-building for legislators, judges, lawyers, the police, prison wards and civil society organizations’ staff. In addition, develop an impact assessment system for training programs, and contribute to setting a PICCR media strategy to spread a human rights culture within Palestinian society.
- Mainstream gender issues in all aspects of PICCR’s work to ensure that gender-related issues are given attention and are addressed in all aspects of our work. PICCR staff will be trained in gender-related issues, and gender-segregated data, whenever possible, will be provided in our reports. Training courses and awareness-building programs, especially for Law Enforcement Officials should be more gender-balanced, and topics addressed in our future awareness building and training programs should highlight women’s rights and relevant international treaties and conventions. PICCR will also address the issue of women’s rights

from a different angle than other than women's human rights organizations, by highlighting the responsibility of government and law enforcement officials in addressing women's rights seriously and not undermining them due to social, religious or cultural constraints.(violence against women, complaints to the police, "honor" killings etc.) PICCR will also work closely with other civil society organizations to ensure that Palestinian legislations and policies are consistent with international human rights standards and treaties and ensure, equality, non-discrimination and respect for women's human rights.

- Bolster and develop the Commission's legal, administrative, organizational and financial structure, to ensure the existence of a legal framework that regulates its work, diversity and sustainability of financial resources, finalizing its financial and administrative systems, activating the role of Commissioners, and developing staff evaluation and incentives system.
- Build the capacity of PICCR staff in the Research and Policy Unit, in order to enhance their knowledge and skills in reviewing laws to ensure their compliance with human rights standards.

Major directions highlighted above are heavily based on the numerous recommendations proposed to us in the external evaluation report of June 2007.⁷ Of the major recommendations highlighted in the evaluation report and adopted by PICCR are the following:

1. **PICCR will function as a Palestinian National Institution**, and hence will only limit its "Ombudsman" functions to addressing complaints related to human rights violations. It will not function as an "Anti-Corruption, or an Electoral Commission", but will limit its mandate to a national institution with the function of an "Ombudsman" on human rights issues only.
2. **PICCR will actively work towards activating the role of the Commissioners** through the gradual appointment of full-time Commissioners.⁸ Since the Law regulating the operation of PICCR as a national institution is currently at limbo, due to the paralysis of the Palestinian Legislative Council (PLC), and the non-existence of any contribution of the treasury of the PNA in the core-budget of PICCR, the newly appointed Board of Commissioners will continue to be the highest decision-making body at PICCR during the coming three years, and will be

⁷ Protecting and Promoting Human Rights in Palestine: An Evaluation of the Palestinian Independent commission for Citizens' Rights", June 2007 . The evaluation report was conducted by a team of three independent experts, namely, Professor Brian Burdekin, Mr. Bill Chapman and Professor Nahla Abdo.

⁸ During the first half of 2008 PICCR will continue to function with a part-time Commissioner General, and will gradually work during the second half of 2008 towards appointing a full time Commissioner General and an assistant to the Commissioner General for our Gaza Strip Program . The Commissioner General will be based in the West Bank to allow regular communications with PNA official institutions and security agencies in Ramallah. He or she will have an assistant in the Gaza Strip to ensure that human rights issues arising in the Gaza Strip are being seriously and promptly addressed by PICCR. Once the Law is passed, then the appointment of the Commissioners will follow the provisions of the adopted Law. PICCR will have an Executive Board of Commissioners (the Commissioner General, his/her assistant as full-time employed persons, and 4 other commissioners who sit on the committee on voluntary basis and meet regularly to address emerging issues) Members of our Board of Commissioners will include Commissioners from the Diaspora" who attend annual meetings of the Board and appoint the Commissioner General and his assistant but cannot be part of the Executive Committee.

responsible for the appointment of one or more full-time commissioners at PICCR.⁹ When the PLC resumes its functions, the Board of Commissioners will pursue its previous efforts towards the adoption of the Law that regulates our work as the Palestinian National Institution. Recommendations made by the evaluation report for proposed amendments of some provisions of the current “Draft Law” will be taken into consideration.

3. **PICCR will develop a plan to involve the PNA Treasury in funding its core-program activities.** PICCR will start to develop its strategy in the next coming three years, towards the gradual take-over of the PNA of its responsibility in funding PICCR as a national institution. As highlighted above PICCR Commissioner General and the Director General has started the process of communication with the PNA on the issue. Our request was submitted officially in February and preliminary discussions with Prime Minister Salam Fayyad reflect the political will and readiness of the PNA to start its gradual support of PICCR to ensure at least a limited contribution to the PNA in our annual budget. The Board of Commissioners under the auspices of the Commissioner General will pursue the matter as a priority to ensure that some contribution is being made during this funding cycle (2008-2010).
4. **PICCR will take steps to improve communications with the Donors’ Consortium** to ensure the development of regular contacts with the donors, and to keep them updated on developments at the Commission. Regular meetings will be conducted (formal and informal), and “a problem solving strategy” will be proposed to avoid any misunderstandings in the future.

Other more specific recommendations of the evaluation report that will be adopted by PICCR are the following:

One: Complaint Handling, Policy Research and Publications

1. The Complaints Unit to be renamed as the “Investigation and Monitoring Unit” in order to place more emphasis on the proactive role of PICCR in preventing human rights violations through monitoring and investigating complaints when violations occur. “Field Researchers” monitoring and documenting violations will be re-titled as “Fieldworkers” or “Field Officers”. According to our new structuring, our Ombudsman role in receiving complaints has been linked with the awareness-building and training activities within the West Bank and the Gaza Strip Programs. Under the supervision of West Bank and Gaza Heads of Program, work related to monitoring human rights violations, investigations, national inquiries will be addressed within the Investigation and Complaints Unit and at the level of our Regional offices and linked with our awareness-building and training activities to give more emphasis to our proactive role in preventing human rights violations.
2. Draft complaint manual will be finalized, adopted and staff trained on its usage. With the implementation of the manual, technical teams within the West Bank Program and the Gaza Strip Program will regularly evaluate their manual and suggest means for developing it when necessary.
3. A “protocol” regarding complaint procedures will be developed to provide criteria for complaints that need to be forwarded to the “Head Office” for decision making (i.e. sensitive political issues,

⁹ The recommendations of the evaluation team regarding the commissioners will be seriously addressed by the current Board of Commissioners. But due to the unique Palestinian situation, when compared with other national institutions operating in other countries, the recommendations made should be discussed and developed within the Palestinian context.

complaints with wider national and international implications, complaints requiring dealing with it systematically, or complaints involving potential conflict of interest at the local level etc. The issues will be discussed within the West Bank and Gaza Strip Programs technical teams, and recommendations will be made for the “Leadership Team” at PICCR for final decision-making on the matter (As highlighted in new organizational chart, “ Executive Team” consists of the Executive Director, the Administrative and Financial Director, the Media and Public Relations Officer, Head of the West Bank Program, Head of the Gaza Program and Head of our “Monitoring Legislation and National Policies” Division) and is the decision-making body within the organization.

4. Case management software to be introduced in order to allow Coordinator of Investigation and Complaints Unit to keep track of complaints and manage the caseload. Data collected should include all information collected by field researchers and not just those that result in a complaint within jurisdiction.
5. Specific training and capacity building will be given to PICCR on qualitative and quantitative research. Also provide PICCR staff involved in monitoring and documentation with additional training in monitoring techniques, documentation of violations and uniform data collection.
6. Improvement of the annual report of PICCR through streamlining the narrative on the Commission’s role available in other publications, the development of better graphics and possibly more case studies.

Two: Public Awareness and Training

1. Develop a system of evaluation to measure the effectiveness of training courses, and revise the “training evaluation form” to provide more specific account of the impact on changing the conduct and attitude of trainees.
2. A broad ranging program of training and capacity building for external evaluation groups targeting legislators, judges, lawyers, police, security services, prison officials, civil servants etc.
3. Develop a media strategy.
4. Conduct an opinion survey to assess the effectiveness of PICCR awareness raising activities.

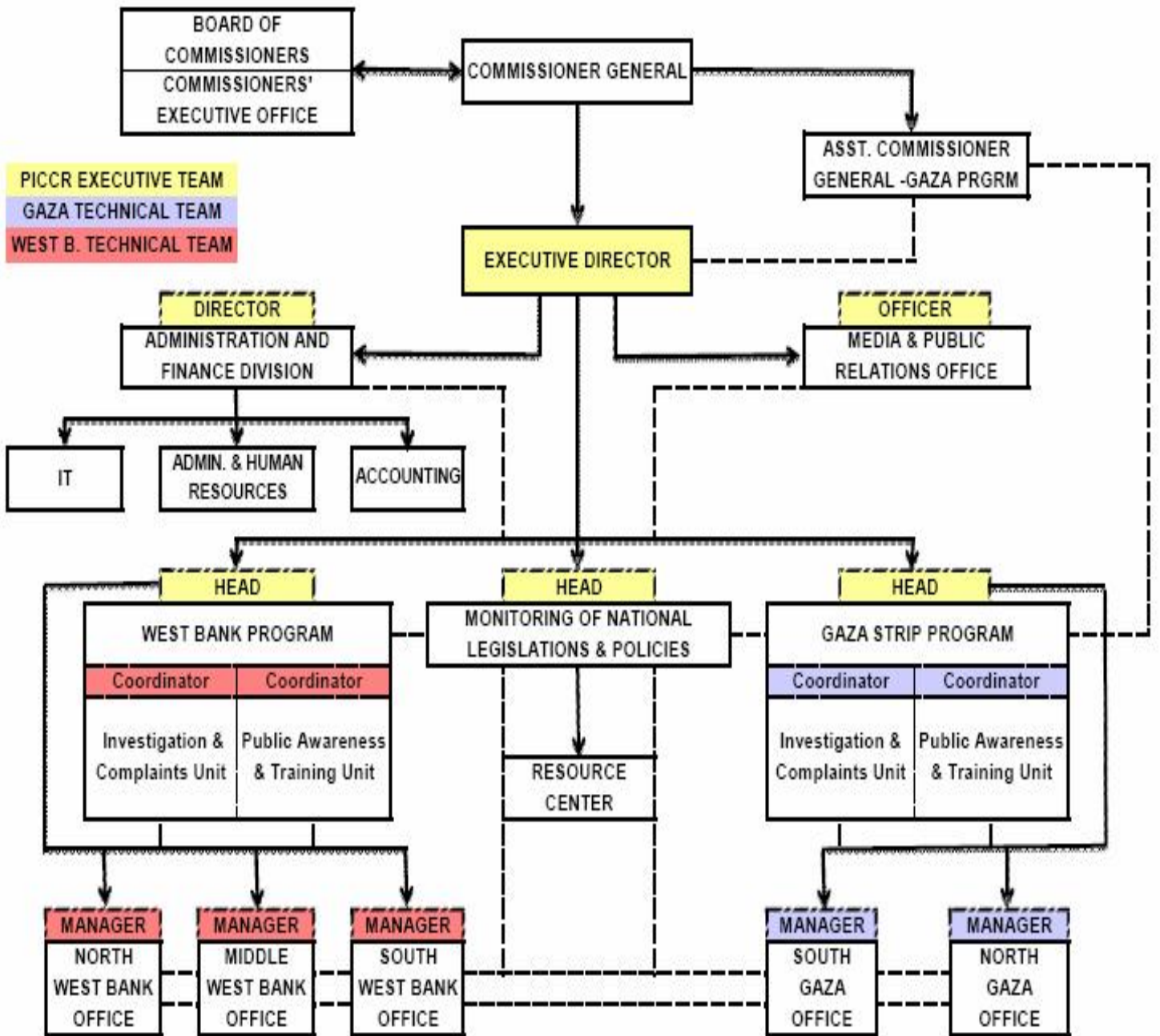
Three: Management and Organizational Issues

1. To finalize and adopt the proposed Administrative System manual.
2. To ensure financial stability through covering some of PICCR core-budget from the treasure of the Palestinian National Authority. (At least 20% of the annual budget).
3. To develop a fully functioning system of performance appraisal for staff. Also review job descriptions at PICCR for all positions at PICCR in consultation with individual staff members. Also include in all technical positions at PICCR a “background in and/or commitment to human rights” as important qualifications in filling new vacant posts at PICCR. Also work towards filling in all vacant posts at PICCR (i.e. editor/translator, program director, head of Nablus office etc.)
4. Focus on capacity-building and staff training programs to ensure that skills and knowledge of staff in human rights issues is being enhanced.

5. Develop the organizational structure of PICCR to further enhance the departments/units within the organization. Also work towards clarifying lines of authority, and the relationship between the Head Office and the Regional offices.¹⁰ (All the above recommendations are currently addressed and progress made towards implementing them through our restructuring process and the organizational capacity-building efforts).

¹⁰ With regard to organizational structure proposed by evaluators, PICCR has commissioned an institutional development consultancy firm, namely “IDARA”, to undertake this task to ensure that structural change adopted serves our goals, objectives and our strategic directions, and allows us to work more effectively and efficiently. The restructuring process with the financial support of our donors’ consortium that has provided us with “technical support” started in December 2007 and has been underway during the first quarter of 2008. The restructuring and institutional building process, as highlighted in our Terms of Reference with IDARA, included the development of a new organizational chart with clear lines of authority, job descriptions for major bodies of PICCR, and all posts within the organization, an appraisal form to evaluate staff performance, an administrative and financial manual and a new salary scale that is consistent with the new structure and job descriptions at PICCR.

PICCR ORGANIZATIONAL CHART



7 - Internal Environment: Strengths and Weaknesses

Strengths: At the internal level, PICCR enjoys several strengths, most notably: The PICCR Board of Commissioners consists of competent and prominent members of the society. Its independence played a major role in gaining the respect of its partners in the external environment for its opinions and recommendations. Moreover, its strengths include its ability to develop its programs to meet the needs of its target groups; transparency in job recruitment criteria, based on qualifications, experience and belief in human rights principles; its distinguished relations with national, regional and international bodies, and finally the fact that it owns its premises. All these factors constitute sources of reinforcement and stability for PICCR.

Weaknesses include the absence of a full-time Commissioner-General to follow up its affairs, the lack of some articles in the administrative system, such as the lack of job descriptions for the staff, an incentive system and a clear division of roles and responsibilities. This has led to overlapping and conflicting mandates among employees, particularly between Unit Coordinators and Heads of regional offices. Furthermore, the absence of a program to assess staff training needs in order to build their capacity, such as their evident weakness in the English language. The post of Program Manager has been vacant for a long time, which had a negative impact on the relationship between different programs, increased the burdens of the Director-General, and delayed the implementation of some programs, such as the Annual Report, which is now released in June instead of Early March. This weakened the relations and communication between headquarters and regional offices; few meetings were held, and office managers did not discuss their monthly reports. Other weaknesses include the absence of a key figure to function as a liaison with donors, which led to a gap in relations and communication with them. Moreover, PICCR suffered from drainage in qualified technical and administrative staff, attracted by international institutions that grant salaries and benefits that are more lucrative.

External Environment: Opportunities and Challenges

PICCR has several opportunities that enable it to accomplish achievements and successes. The Commission's efficient performance and objectivity have enhanced its credibility, and made its governmental partners more accepting of its opinions and recommendations. This was evident in the opportunity granted solely to the PICCR, to visit prisons and detention centers in the West Bank and Gaza Strip, despite the state of political division both regions suffer from. It continued to enjoy this privilege despite its critical reports about what was taking place inside those centers. The fact that the Commission's members are known to governmental officials and its quick responsiveness to their demands increases its chances of receiving official financing from the Treasury of the PNA. Moreover, PICCR has gained donors' trust, who are expected to renew their financing commitment for the next three years, after they had financed it as partners during the past six years. PICCR has a variety of alternative funding sources, in case its program exceeded its current operating budget.

The largest single **threat** of concern to PICCR is the persistence of the state of political division between the West Bank and Gaza Strip, culminating in two completely separate entities, each with a separate political system. National authorities are linked to one entity. The second threat, which constitutes a source of concern, is the state of vigilantism and chaos inside the West Bank and Gaza Strip and the continuing incitement campaigns against human rights institutions, targeting some human rights activists, including PICCR activists, who suffered physical assaults by the

dominant armed groups or the security services in the West Bank and Gaza Strip. The third threat is the vanishing opportunity for PICCR to secure sufficient funding for the next three years.

Future trends

Based on existing elements of strength, weakness, opportunity and threat, the PICCR future trends are as follows:

- 1- Focus PICCR work, as a national human rights commission, on monitoring human rights conditions within the Palestinian Territory;¹¹ ensure that legislation conform to international human rights standards; spread and promote human rights culture, and seek to protect these rights from violations.
- 2- Focus PICCR work, as an Ombudsman, on receiving complaints on human rights violations and referring to courts for remedy when required. PICCR will abstain from receiving complaints not related to human rights violations, such as mismanagement, financial corruption, or elections management, especially with the existence of other concerned specialized bodies.
- 3- Define and strengthen the role of the Board of Commissioners in order to activate their role, enhance their interaction with staff and involve them in the PICCR's work programs.
- 4- Develop the PICCR institutional structure and capacity and ensure sustainability of current resources, particularly adopting the Statutes, developing financial and administrative regulations, and providing permanent and secure financing.
- 5- Enhance the role of Commissioners in following up the Commission's affairs, by having a full-time Commissioner-General.

¹¹ With regard to Israeli violations of Palestinian human rights, PICCR will rely on the monitoring and documentation of violations available from other human rights organizations working in the OPT to highlight, when necessary, the impact and the effect of those violations on the performance of the PNA.

8 - Vision, Mission and Strategic Objectives

Vision: An independent state of Palestine where the rule of law and equality before the law prevail and human rights and freedoms of all individuals are protected promoted and honored.

PICCR Values and the Mission Statement:

Our Values: PICCR believes that the firm commitment for the respect of human rights and basic rights guaranteed by human rights International declarations and conventions constitutes the foundation of a political system based on the rule of law and equality before the law, and preserving public and private rights and freedoms. Moreover, there is a need for legally legislated mechanisms for accountability, and an efficient, independent and neutral judiciary. PICCR believes in the indivisibility and universality of human rights. Hence, it monitors, enhances, and ensures the protection of human rights in Palestine without any division of such rights or infringement on its universality.

Mission Statement: PICCR as an independent National Commission that operates as an Ombudsman, monitors human rights conditions in Palestine and the extent of commitment that the three branches of power, public and private institutions and detention centers' authorities adhere to human rights principles in undertaking their responsibilities. It also monitors the degree of compliance of Palestinian laws, legislation and agreements signed by the PNA to international human rights standards, in addition to monitoring the extent to which the government and the public authorities comply to the commission's recommendations. PICCR undertakes the task of educating and raising awareness of the public and government officials to human rights issues, focusing in its programs on vulnerable groups and victims of human rights violations. The Commission shares its expertise with other civil society organizations in means and mechanisms of awareness-building programs in the field of human rights. PICCR also receives complaints from individuals and groups whose rights are violated, and undertakes the task of following up and addressing those violations.

Goal: Establish respect for basic freedoms and human rights in Palestine based on principles guaranteed in International Human Rights Declarations and Conventions.

Objectives:

In accordance with its value system, vision and mission statement, and based on a profound understanding of the surrounding environment and reality, PICCR will focus on the following two main objectives:

- 1- To establish and enhance PICCR role as a national human rights commission that also operates as Ombudsman for human rights violations.**
- 2- To bolster PICCR efficiency, sustainability and independence,.**

Strategies for the next phase:

- 1- In order to establish and enhance its role as a national human rights commission that also operates as an Ombudsman for human rights violations, PICCR seeks to adopt the following strategies:**

- Monitor human rights conditions in Palestine, through monitoring the performance of the three branches of power in relation to human rights, and the extent of compliance of public authorities to the Commissions' recommendations, and monitoring legislation to ensure that it conforms to international standards.
- Promote and strengthen human rights culture, through educating the public, government officials, groups most vulnerable to human rights violations or groups that need a system that strengthens their knowledge of human rights.
- Seek to protect human rights through receiving and addressing complaints, including the possibility of resorting to courts regarding specific human rights violations when necessary.

2- **In order to increase its efficiency, sustainability and independence**, PICCCR seeks to build and empower its institution, guided by the Paris Principles on national institutions endorsed by the United Nations towards ensuring the independence of the PICCCR, its sustainability through obtaining funding from the PNA Treasury, and its enhancement through the development of an efficient and credible Board of Commissioners and the adoption of the PICCCR Law by the PLC.

Major programs

Within the context of our first objective, which aims at establishing and enhancing PICCCR role as a national human rights commission, with the function of an Ombudsman for human rights violations, four programs have been identified;. As for the second objective, namely to bolster PICCCR efficiency, sustainability and independence, one program has been identified, in order to stress the PICCCR mandate as the National Human Rights Commission. Consequently, PICCCR will interpret this program into specific activities for the coming three years, within an executive activity plan, based on clear, specific and measurable outputs and the institution's control over implementation.

Program of the 1st Objective:

1-A well functioning program of monitoring of legislations and national policies:

A well functioning program of monitoring of legislations and national policies includes all accountability activities the Commission implements, which consist of monitoring the performance of the three branches of power in terms of their respect for human rights, and which take the form of reporting or mechanisms of accountability. These are the Annual Report; special reports on patterns of violations;; fact-finding or national inquiry reports; regular reports (internal) on the conditions of prisons and detention centers; reports on monitoring law-enforcement in fair trials; hearing sessions; open meetings; preparation of legal reports on the compliance of legislation to international standards; writing legal letters and memoranda; providing consultations to the Government, and building and developing a regularly updated electronic database on human rights violations.

2-A well functioning awareness building and educational program

A well functioning awareness building and educational program aims to promote the culture of human rights and training. It includes the following: developing media strategy for community outreach, promotional material in print media and a specialized human rights magazine; a monthly electronic specialized human rights publication; media campaigns on specific issues; rehabilitating a team of trainers to train on human rights issues and preparing specialized training material and aids; conduct human rights training courses, and identify an advanced tool to measure the impact of PICCR work on the local community.

3- A well functioning investigation and complaints program:

A well functioning monitoring and investigation program includes all monitoring activities; satisfactory handling of complaints, regular visits' prisons and deprivation of freedom quarters, mediation, capacity-building of PICCR team to be capable of training in complaint procedures based on PICCR complaint manual. This also includes the activities of carrying our investigations and national inquiries/truth seeking reports into specific patterns of human rights violations and issuing the monthly reports on violations of human rights.. In addition to building up an electronic database on frequent HR violations, legal representation, and litigation through bringing specific cases of human rights violations before Palestinian courts when required.

4- Widely developed networks and coalitions on HR issues on the international and regional levels.

Widely developed networks and coalitions on HR issues on the international and regional levels includes promoting and participating in, national, regional and international coalitions and alliances; institutionalization of relations with similar and relevant national institutions and other civil society organizations, seek membership at international forums, and establish PICCR's role as a liaison for local human rights enforcement networks with international and regional human rights commissions.

PICCR will continue to work closely with other human rights organizations and networks at the national, regional and international levels. It will ensure that it plays a constructive role and will always show readiness to cooperate with other human rights and civil society organisations to share its experiences and undertake joint initiatives, with the aim of protecting and promoting the rule of law and the culture of human rights within the PNA controlled territory.

Program one of the 2nd Objective:

1- A well functioning and sustainable Institution-Building Program:

A well functioning and sustainable institution-building and empowerment program which aims at improving the efficiency of the Board of Commissioners, ensuring its independence, and securing its funding. It also aims at reviewing the organizational structure of the Commission, determining job descriptions for all staff, putting in place an evaluation and incentives system and developing human resources, adopting Statutes to regulate its work, and putting in place a clear reporting mechanism between the regional offices and the Headquarters.

Logical Framework 2008 – 2010

Summary/Description	Indicators	Means of Verification	External Factors/Assumptions
Strategic Goal			
<p>Establish respect for human rights and basic freedoms in Palestine as guaranteed by international declarations and conventions.</p>	<ol style="list-style-type: none"> 1- Developed and improved performance of relevant governmental institutions on issues related to human rights. 2- The rate of resolved cases at courts to the case docket. 3- Number of enforced judicial decisions. 4- Decrease in the number of killings resulting from the state of vigilantism. 5- Improved prison conditions. 6- Adopted Palestinian policies and legislation that respects human rights. 7- The extent to which the Government's programs respect human rights. 	<ul style="list-style-type: none"> • The Commission's Annual Report. • Minutes of PLC Human Rights Committee meetings. • Reports of international missions and bodies. • Reports of relevant civil society organizations. • Reports of international human rights institutions. • Special reports Published reports. 	<ul style="list-style-type: none"> • Political stability. • The will of the PNA to respect human rights and the rule of law. • The will of the international community to support human rights institutions in Palestine. • The interest of civil society organization in spreading a culture of human rights.
<p><u>Strategic Objectives</u></p> <p>1- Establish and enhance PICCR role as a National Human Rights Commission, that also operates as an</p>	<p>1.1 The rate of compliance of different PNA institutions to Commission's recommendations</p>	<ul style="list-style-type: none"> • PICCR Annual Report. • Public opinion Surveys. • Internal reports 	<ul style="list-style-type: none"> • PNA responsiveness towards PICCR recommendations. • Community culture and values that are enabling for human rights. • International and local

Summary/Description	Indicators	Means of Verification	External Factors/Assumptions
<p>Ombudsman for human rights violations</p> <p>2- Bolster PICCR efficiency, sustainability and independence</p>	<p>1.2 The society's satisfaction with PICCR.</p> <p>1.3 The extent to which PNA seeks consultation from the Commission.</p> <p>1.4 Governmental and international reactions to PICCR reports.</p> <p>1.5 Discussions of the Annual report at the PLC.</p> <p>1.6 Responsiveness of stakeholders in addressing complaints filed by PICCR on human rights violations</p> <p>2.1 Efficient Financial system</p> <p>2.2 Well trained staff.</p> <p>2.3 Structure implemented.</p> <p>2.4 Secured fund.</p> <p>2.5 Approved PICCR law.</p>	<ul style="list-style-type: none"> • Evaluation Minutes of PLC meetings 	<p>interest in human rights.</p> <ul style="list-style-type: none"> • Regular PLC sessions • Human rights are considered a priority at the PLC. • The availability of full-time commissioners. • Well staff ' cooperation • Not sufficient fund provided. <p>The non stability of the political situation in PNA.</p>
<p>A well functioning program of monitoring of legislations and national policies:</p> <p>Outputs of the 1st objective\ Program 1:</p> <p>1.1.1 The Commission's Annual Report</p> <p>1.1.2 Conducting special</p>	<ul style="list-style-type: none"> • PICCR Annual Report • Special reports on patterns of 	<ul style="list-style-type: none"> • Annual reports of PICCR are a reference point to PLC. • Developed and improved performance of relevant governmental institutions on issues related to human rights. 	<ul style="list-style-type: none"> • Political stability. • The will of the PNA to respect human rights and the rule of law. • PNA responsiveness towards PICCR recommendations. • The will of the international community to support human rights institutions in Palestine. • The interest of civil society organizations in spreading a culture of

Summary/Description	Indicators	Means of Verification	External Factors/Assumptions
<p>reports on patterns of violations</p> <p>1.1.3 Producing monitoring reports law-enforcement in fair trials</p> <p>1.1.4 Conducting legal reports on the compliance of legislation to international standards</p> <p>1.1.5 Legal letters and memorandum</p> <p>1.1.6 Providing consultations to the Government.</p> <p>1.1.7 Conducting public hearing sessions.</p> <p>1.1.8 Printing Palestinian laws and international conventions.</p> <p>1.1.9 Reviewing legislations, draft laws, presidential decrees, and agreements signed by PNA and issues relevant recommendations.</p>	<p>violations.</p> <ul style="list-style-type: none"> • Reports on monitoring law-enforcement in fair trials; • Legal reports on the compliance of legislation to international standards. • Legal letters and memoranda. • Adopted recommendations. • Hearing sessions • Palestinian laws and international conventions. • Laws combatable with international standards 	<ul style="list-style-type: none"> • Number of enforced judicial decisions. • Adopted Palestinian policies and legislation that respects human rights. • The extent to which the Government's programs/policies respect human rights. • The rate of compliance of different PNA laws/bylaws with international standards. 	<p>human rights.</p> <ul style="list-style-type: none"> • Community culture and values that are enabling for human rights. • International and local interest in human rights. • Regular PLC sessions • Human rights are considered a priority at the PLC. • The availability of full-time commissioners. • Commitment, interest, and retention of Commissioners. • PNA's willingness to contribute to PICCR budget funding as a national institution. • Donors' interest in PICCR work. • Follow up and examination of organizational structure by Commissioners. • Cooperation between different administrative levels (Commissioners, staff, etc) • Commissioner to follow up and study proposed system taking recommendations into consideration • An effective PLC" (institutions and security agencies) Cooperation between different administrative levels (Commissioners, staff, etc). • The presence of a number of competent commissioners who enjoy a prominent status

Summary/Description	Indicators	Means of Verification	External Factors/Assumptions
			<p>in society.</p> <ul style="list-style-type: none"> • Financial sustainability, which contributes to PICCR existence, and sustainability. • The presence of competent experts. • A professional and cooperative staff. • The Community's confidence in the Commission and its role. • The ability of the PLC to legislate. • Continued closure and isolation of different regions within Palestine. • The existence of an enabling environment for institutional growth.

Summary/Description	Indicators	Means of Verification	External Factors/Assumptions
A well functioning program on		<ul style="list-style-type: none"> • The society's familiarity with 	

¹² The (*) sign in the logical framework is an indication that that specific output/activity, is based on recommendations made in the external evaluation report.

Summary/Description	Indicators	Means of Verification	External Factors/Assumptions
<p>awareness building and educational program</p> <p><u>Output 2 of the 1st Objective:</u></p> <p>1.2.1 Publishing press releases 1.2.2 Developing media strategy 1.2.3 Publishing promotional material in printed media 1.2.4 Publishing a specialized human rights magazine 1.2.5 Publishing a monthly newsletter 1.2.6 Media campaigns on specific HR issues 1.2.7 Rehabilitating a team of trainers on human rights issues 1.2.8 Specialized training material and aids 1.2.9 Conduct human rights training courses 1.2.10 Identify an advanced tool to measure the impact of training on the local community</p>	<ul style="list-style-type: none"> • Press releases. • Media strategy • Promotional material in print media.. • A specialized human rights magazine. • A monthly electronic specialized human rights publication. • Media campaigns on specific legal issues. • Rehabilitating a team of trainers on human rights issues • Specialized training material and aids. • Conduct human rights training courses. • Identify an advanced tool to measure the impact of the awareness on the local community. 	<p>PICCR role and the extent to which citizens resort to PICCR when their rights are violated.</p> <ul style="list-style-type: none"> • The extent to which the security agencies officials respect human rights. • The extent to which PNA institutions/security agencies seek training from PICCR. • Number of training conducted. • Number of promotional media tools used. • Rate of media coverage of the PICCR activities 	

Summary/Description	Indicators	Means of Verification	External Factors/Assumptions
<p>A well functioning investigation and complaints program</p> <p><u>Out put 3 of the 1st objective</u></p> <p>1.3.1 Satisfactory handling of complaints.*¹²</p> <p>1.3.2 Conducting regular prisons' visits.</p> <p>1.3.3 Conducting fact-finding reports/national inquiry reports</p> <p>1.3.4 Conducting regular (internal) reports on conditions of prisons and detention centers.</p> <p>1.3.5 Conducting open hall meetings</p> <p>1.3.6 Qualified and trained staff to deal with Complaints Manual*</p> <p>1.3.7 Human rights cases filed by PICCR at courts*</p> <p>1.3.8 Building and developing an electronic database on frequent human rights violations.</p> <p>A Widely developed networks and coalitions on HR issues on the international and regional levels.</p>	<ul style="list-style-type: none"> • Satisfactory handling of complaints. • Functioning regular prisons" visits. • Fact-finding reports • Qualified and trained staff to deal with Complaints Manual. • Regular (internal) reports on conditions of prisons and detention centres. • Open hall meetings. • Highly qualified complaints' staff. • Human rights cases filed by PICCR at courts. • An electronic database on frequent human rights violations 	<ul style="list-style-type: none"> • Responsiveness of stakeholders in addressing complaints filed by PICCR on human rights violations. • Improved prison conditions and legal procedures implemented. • Satisfactory handling of complaints. • Qualified and trained staff to deal with Complaints Manual. 	

Summary/Description	Indicators	Means of Verification	External Factors/Assumptions
<p><u>Output 4 of the 1st objective</u></p> <p>1.4.1 Local, Arab and international coalitions and alliances 1.4.2 Institutionalized relations with similar and relevant CSOs 1.4.3 Approved membership in international forums. 1.4.4.Liaison for local human rights enforcement networks with international and regional human rights commissions. 1.4.5 Participation in joint and effective Arab and international activities. 1.4.6 Activating, specialised website.</p> <p>1.4.6 Highly activate commissioners in PICCR' activities.</p>	<ul style="list-style-type: none"> • Local, Arab and international coalitions and alliances • An approved PICCR Law • Institutionalized relations with similar and relevant CSOs • Approved membership in international forums • Liaison for local human rights enforcement networks with international and regional human rights commissions. • Updated website. • Joint and effective Arab and international activities 	<ul style="list-style-type: none"> • Joint and effective Arab and international activities • Strong combatable Partnership • Number of memorandum of understanding with governmental and non governmental stakeholders • Approved membership in international forums. • Liaison for local human rights. • Rate of using the website and number of subscribers. • .Enforcement networks with international and regional human rights commissions. 	
<p>A well functioning and sustainable Institution-Building Program:</p>			<ul style="list-style-type: none"> • The Government's willingness to provide funding. • Commitment, interest, and retention of Commissioners.

Summary/Description	Indicators	Means of Verification	External Factors/Assumptions
<p><u>Output 5 of the 2nd Objective</u></p> <p>2.5.1 An effective Board of Commissioners.*</p> <p>2.5.2 Secure funding*</p> <p>2.5.3 Organizational structure and job descriptions *</p> <p>2.5.4 An appropriate procedural system that provides for incentives and evaluation system, applicable human resource development and personnel systems</p> <p>2.5.5 An appropriate and amended financial system.</p> <p>2.5.6 An approved PICCR Law*</p> <p>2.5.7 A smooth and clear reporting system between regional offices and Headquarters.*</p>	<ul style="list-style-type: none"> • The frequency and nature of participation of Commissioners in Commission's activities. • Donors' Commitments . • Governmental contribution • Approved organizational structure • Professional evaluation and incentives • Accomplish tasks within timeframe • Expenditures and covered expenses • Training must meet needs • Extent of performance improvement • An approved financial system • Approved PICCR Law <p>Reduced problems between regional offices and Headquarters</p> <ul style="list-style-type: none"> • Number of periodic meetings 	<ul style="list-style-type: none"> • Minutes of Board of Commissioners meetings. • Monthly administrative reports • Audited annual financial report • Annual budget <p>Amended organizational structure</p> <ul style="list-style-type: none"> • Minutes of Evaluation, • Administrative reports, • Documents and reports • Financial procedures. • PLC secessions minutes advocacy support. Minutes of meetings with PLC members. Publishing the Statutes in the Official Gazette. 	<ul style="list-style-type: none"> • Donors' interest in PICCR work. • Financial sustainability. • The presence of competent experts. • A professional and cooperative staff. • Continued closure and isolation of different regions within Palestine. • The existence of an enabling environment for institutional growth.

Activity Matrix

Out Put 1: A well Functioning Programme of Monitoring of Legislations and National Policies:

Activities	Activities Details	Assumptions
<ul style="list-style-type: none"> • Preparing & producing, (Arabic and English) the Annual Report on the status of HR in Pal-controlled Territory. • Prepare a summary of Annual Report. (Eng & Arabic). • Preparing special reports on patterns of violations. • Producing monitoring reports on law enforcement in fair trials. • Conducting public hearing sessions. • Preparing legal reports on the compliance of legislate to international Standards. • Printing Palestinian laws and international conventions. • Preparing legal letters and memoranda. • Providing consultations to the Government and reviewing governmental plans. • Reviewing legislation, draft laws, presidential decrees, and agreements signed by the PNA and issue relevant recommendations. 	<p>5000 Arabic copies of The Commission’s Annual Report.1500 English version of the annual report.5000 summery of the AR.</p> <p>One Press Conference with Wide Media coverage.</p> <p>5 meetings with PNA President, PLC members, and prime minister.</p> <p>10 special reports (Per –year) on patterns of violations.</p> <p>4 reports on monitoring law-enforcement in fair trial.</p> <p>8 hearing sessions/year</p> <p>10 round table discussions.</p> <p>4 legal reports(per-year)</p> <p>4 Palestinians Laws</p> <p>6 international conventions.</p> <p>On special events. Number of Legal letters and memorandum per year.</p> <p>3 workshops(per –year)</p> <p>2 draft law</p> <p>3 presidential decrees</p>	<ul style="list-style-type: none"> • Annual Report submitted to President and the PLC as scheduled recommendations adopted. • The ability of the PLC to legislate, regular sessions and its consideration of HR as main priority. • The will of the PNA to respect human rights and the rule of law, and its responsiveness towards PICCR recommendations. • Continued closure and isolation of different regions within Palestine. • Political Instability.

Out put 2: Awareness-Building and Educational Program.

Activities	Activities Details	Assumptions
<ul style="list-style-type: none"> • Preparing promotional material on HR issues / print media. • Preparing and publishing specialized human rights quarterly. • Preparing specialized human rights T.V and Broadcasting Spots. • Drawing painting wall on HR issue. • Preparing a HR monthly electronic newsletter and violation report. • Conducting "Know Your Rights" series. • Promotional Materials and publication on PICCR role and activities. • Conducting media campaigns on specific HR issues ;(anti-Death Penalty, Juvenile Justice and Torture Prevention). • Preparing and Printing specialized training materials and aids. • Conducting human rights training courses. • Conducting HR Workshops. • Target Groups: police officials, security agencies/judges, etc.... 	<p>Publishing around at least 20 press releases (per –year). 20 open hall meetings per year. 96 promotional announcements per-year 4 quarterly per year 2 T.V Spots per year. 2000 radio spots. Once in the three year Monthly 6 booklets per year 3000 copies of desk calendar per year 10000 copies of wall calendar per year 3000 agenda per year 2 Posters/Year Conducting and printing PICCR brochure for once. 4 Workshops 6 Round table discussion with CSO 10 Campaign' Materials 2 Manuals/year 7 specialized training courses per year targeting security agencies and police official. 13 Short training courses per year. 2 TOT workshops. 20 Workshops</p>	<ul style="list-style-type: none"> • The interest of civil society organizations in cooperating with PICCR approach and recommendations. • The community's confidence in the Commission and its role. • Community culture and values that are enabling for human rights. • The willingness of PNA institutions, security agencies to cooperate with PICCR.

Out put 3: Investigation Program and Complaints.

Activities	Activities Details	Assumptions
<ul style="list-style-type: none"> • Preparing fact-finding/ inquiry reports. • Conducting visits' prisons, detention centres, and deprivation of freedom quarters, care centres and shelters. • Satisfactory handling of complaints on human rights violations. • Using mediation and conducting field missions. • Analyzing complaints; deduce patterns and violations that require public remedy. • Following and building up an electronic database on frequent HR violations. • Documenting violations. • Litigating specific cases of human rights violations at Palestinian courts. • Conducting Open Hall Meetings. 	<p>Quarterly Internal reports on conditions of prisons and detention centers (only publicized when necessary) 20 prisons' visit monthly</p> <p>5 Truth-seeking/year 6 Workshops/year. 20 meetings will be held with PNA Officials to resolve complaints & % of total No. of Publishing a monthly report on the violations occurred in PNA. 5 workshops to analyze and defined Complaints and Setting guidelines on strategic basis for resolving the complaints introduced. Regular meetings on updating the electronic database on frequent human rights violations</p>	<ul style="list-style-type: none"> • An effective PLC" (institutions and security agencies) Cooperation between different administrative levels (Commissioners, staff, etc). • Well- known and clear role of the programme to the Palestinian community. • Well - trusted and independent commission from the local community. • Out reach of the field workers in the Palestinian cities, villages' and marginalized areas of PNA areas.

Out put 4: Building Networks and Coalitions on Human Rights Issues

Activities	Activities Details	Assumptions
<ul style="list-style-type: none"> • Issuing press releases/public statements/ urgent calls etc... • Participating in local, Arab and international coalitions and alliances on specific human rights issues. • Institutionalizing the relation with other NHRIs, relevant local and Arab CSO. • Seeking PICCR membership in Arab and international forums. • Consolidating the Commission's role as a liaison between NHRIs networks internationally and regionally. • Present the Statutes to stakeholders for approval (PLC). 	<p>4 coalitions 10 meetings and round table discussions. 5 understanding memorandums signed with Arab and related NHRIs 10 times traveling per year. At least 4 times per year for particular of commissioner's participation. 5 workshop with stakeholders to advocate for PICCR' Law adoption.</p>	<ul style="list-style-type: none"> • Constraints resulting from PICCR as NHRIs in conflict areas, seeking full membership in related international forums (ICC). • Continuous Closures and difficulties in travelling due to the Israeli occupation, in particular for PICCR staff in Gaza. • An efficient cooperation with NHRIs in different regions. • A well- intuitional partnership with CSO.

Out put 5: Institutional & Capacity Building Program

Activities	Activities Details	Assumptions
<ul style="list-style-type: none"> • Identifying a tool to measure impact of PICCR work on local and Arab community. • Training and rehabilitating staff on use of Complaints Manual. Also manual regularly evaluated upon implementation. • Completing job descriptions and define mandate. • Setting up an evaluation and incentives system. • Human resources undertaking by a capacity-building program for PICCR' staff. • Completing a comprehensive review of the financial system. • Completing a work mechanism between Regional Offices and Headquarter. • Printing, Translating and distributing the Complaints Manual. • Developing PICCR website 	<p>At least one survey conducted/Year 2 Training workshops/Year... 12 employee will be trained per year(means all staff will be trained within the three years) 4 Training workshops. Printing 500 copies of the complaint manual/50 English version.</p>	<ul style="list-style-type: none"> • Donors' interest in PICCR work. • PNA's willingness to contribute to PICCR budget funding as a national institution. • Follow up and examination of organizational structure by Commissioners. • Cooperation between different administrative levels (Commissioners, staff, etc). • The availability of full- time commissioners. • The existence of an enabling environment for institutional growth. • The presence of a number of competent commissioners who enjoy a prominent status in society. • Financial sustainability, which contributes to PICCR existence, and sustainability. • The presence of competent experts.

PICCR Action Plan 2008

Strategic goal: Establish and enhance PICCR role as a national human rights commission that operates as Ombudsman for human rights violations

Strategic objectives	Programs	Activities	Out put	Person in charge	Activity Details	Date of Accomplishment
<p>Strategic Objectives</p> <p>1- Establish and enhance PICCR role as a National Human Rights Commission that also operates as an Ombudsman for human rights violations.</p>	<p>(1) A well functioning program of monitoring of legislations and national policies:</p>	<ul style="list-style-type: none"> • Preparing & producing, (Arabic and English) the Annual Report on the status of HR in Pal-controlled Territory. • Prepare a summary of Annual Report. (Eng & Arabic) • Preparing special reports on patterns of violations. • Producing monitoring reports on law enforcement in fair trials. • Conducting public hearing sessions. • Preparing legal reports on the compliance of legislate to international Standards. • Printing Palestinian laws and international conventions. • Preparing legal letters and memoranda. • Providing consultations to the Government and reviewing governmental plans. • Reviewing legislation, draft laws, presidential decrees, and agreements signed by the PNA and issue relevant recommendations. 	<p>The Commission’s Annual Report</p> <p>Monitoring reports law-enforcement in fair trials.</p> <p>Public hearing sessions</p> <p>Legal reports on the compliance of legislation to international standards.</p> <p>Special reports on patterns of violations.</p> <p>Printing Palestinian laws and international conventions.</p> <p>Legal letters and memorandum. Consultations to the Government.</p> <p>Reviewing legislations, draft laws, presidential decrees, and agreements signed by PNA.</p>	<p>Team leader of the Annual Report.</p> <p>Printing/ administration and financial Director.</p> <p>Head of Monitoring and National Legislative and Policies.</p> <p>Head of Monitoring and National Policies.</p> <p>Head of Monitoring and National Policies.</p>	<p>5000 Arabic copies of The Commission’s Annual Report.</p> <p>1500 English version of the annual report.5000 summery of the AR.</p> <p>One Press Conference with Wide Media coverage. 5 meetings with PNA President, PLC members, and prime minister.</p> <p>10 special reports (Per – year) on patterns of violations.</p> <p>4 reports on monitoring law-enforcement in fair trial.</p> <p>8 hearing sessions/year</p> <p>10 round table discussions.</p> <p>4 legal reports(per-year)</p> <p>4 Palestinians Laws</p> <p>6 international conventions.</p> <p>On special events.</p> <p>Number of Legal letters and memorandum per year.</p> <p>3 workshops(per –year)</p> <p>2 draft law</p> <p>3 presidential decrees</p>	<p>on-going</p> <p>on-going</p> <p>Feb-June Sept. October</p> <p>March, June, September, December</p> <p>On-going</p> <p>From January- Dec.</p>

	<p style="text-align: center;">(3) A well functioning investigation and complaints program</p>	<ul style="list-style-type: none"> • Preparing fact-finding/ inquiry reports. • Conducting visits' prisons, detention centres, and deprivation of freedom quarters, care centres and shelters. • Satisfactory handling of complaints on human rights violations. • Using mediation and conducting field missions. • Analysing complaints; deduce patterns and violations that require public remedy. • Following and building up an electronic database on frequent HR violations. • Documenting violations. • Litigating specific cases of human rights violations at Palestinian courts. • Conducting Open Hall Meetings. 	<p>Satisfactory handling of complaints.*¹³</p> <p>Regular prisons' visits.</p> <p>Fact-finding reports/national inquiry reports</p> <p>Regular (internal) reports on conditions of prisons and detention centers.</p> <p>Open hall meetings</p> <p>Qualified and trained staff to deal with Complaints Manual*</p> <p>Human rights cases filed by PICCR at courts*</p> <p>A Developed electronic database on frequent human rights violations.</p>	<p>Head of West Bank & Gaza program.</p> <p>Coordinator of Investigation and Complaints unit.</p> <p>Coordinator of Awareness Building and Educational / Regional Offices.</p> <p>Head of West Bank and Gaza program.</p> <p>Coordinator of Investigation and Complaints Unit</p>	<p>Publishing around at least 20 press releases (per –year).</p> <p>20 open hall meetings per year.</p> <p>96 promotional announcements per-year</p> <p>4 quarterly per year</p> <p>2 T.V Spots per year.</p> <p>2000 radio spots.</p> <p>Once in the three year Monthly</p> <p>6 booklets per year</p> <p>3000 copies of desk calendar per year</p> <p>10000 copies of wall calendar per year</p> <p>3000 agenda per year</p> <p>2 Posters/Year</p> <p>Conducting and printing PICCR brochure for once.</p> <p>4 Workshops</p> <p>6 Round table discussion with CSO</p> <p>10 Campaign' Materials</p> <p>2 Manuals/year</p> <p>7 Specialized training courses per year targeting security agencies and police official.</p> <p>13 Short training courses per year.</p> <p>2 TOT workshops.</p> <p>20 Workshops</p>	<p>From Jan.-Dec. March, June, September, Dec.</p> <p>On-going</p> <p>September</p> <p>On-going</p> <p>May onwards</p> <p>April, Aug, Oct</p> <p>On-going</p> <p>April</p>
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¹³ The (*) sign in the logical framework is an indication that that specific output/activity, is based on recommendations made in the external evaluation report.

	<p style="text-align: center;">(4)</p> <p>A Widely developed networks and coalitions on HR issues on the international and regional levels.</p>	<ul style="list-style-type: none"> • Developing media strategy. • Issuing press releases/public statements/urgent calls etc... • Participating in local, Arab and international coalitions and alliances on specific human rights issues. • Institutionalizing the relation with other NHRIs, relevant local and Arab CSO. • Seeking PICCR membership in Arab and international forums. • Consolidating the Commission's role as a liaison between NHRIs networks internationally and regionally. • Present the Statutes to stakeholders for approval (PLC). • To activate commissioners in PICCR activities and participation. • Building and developing website. 	<p>Developed media strategy</p> <p>Press releases/Calls/Statements.</p> <p>Local, Arab and international coalitions and alliances. A developed media strategy.</p> <p>Institutionalized relations with similar and relevant CSOs.</p> <p>Approved membership in international forums.</p> <p>Liaison for local human rights enforcement networks with international and regional human rights commissions.</p> <p>Participation in joint and effective Arab and international activities.</p> <p>Highly active commissioners in PICCR' activities.</p> <p>Activated specialised website</p>	<p>Media and Public Relation Officer</p>	<p>4 coalitions 10 meetings and round table discussions. 5 understanding memorandums signed with Arab and related NHRIs 10 times traveling per year. At least 4 times per year for particular of commissioner's participation. 5 workshop with stakeholders to advocate for PICCR' Law adoption.</p>	<p>On-going</p> <p>On-going</p> <p>Month 3 Month 6 Month 7</p> <p>On-going</p> <p>May onwards</p> <p>September</p> <p>April 2008</p>
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<p>2- Bolster PICCR efficiency, sustainability and independence</p>	<p style="text-align: center;">(5)</p> <p>A well functioning and sustainable Institution-Building Program</p>	<ul style="list-style-type: none"> • Identifying a tool to measure impact of PICCR work on local and Arab community. • Training and rehabilitating staff on use of Complaints Manual. Also manual regularly evaluated upon implementation. • Completing job descriptions and define mandate. • Setting up an evaluation and incentives system. • Human resources undertaking by a capacity-building program for PICCR' staff. • Completing a comprehensive review of the financial system. • Completing a work mechanism between Regional Offices and Headquarter. • Printing, Translating and distributing the Complaints Manual. 	<p>An effective Board of Commissioners.*</p> <p>Secure funding*</p> <p>Organizational structure and job descriptions *</p> <p>An appropriate procedural system that provides for incentives and evaluation system, applicable human resource development and personnel systems</p> <p>An appropriate and amended financial system.</p> <p>An approved PICCR Law*</p> <p>A smooth and clear reporting system between regional offices and Headquarters.*</p>	<p>Commissioner General and Executive Director.</p> <p>Executive Director with external consultant.</p> <p>Executive Director and Director of Admin and / financial Unit.</p> <p>Director of Admin and / financial Unit</p>	<p>At least one survey conducted/Year</p> <p>2 Training workshops/Year..</p> <p>12 employee will be trained per year(means all staff will be trained within the three years)</p> <p>4 Training workshops.</p> <p>Printing 500 copies of the complaint manual/50 English version.</p>	<p>Feb 2008-June 2008</p> <p>On-going</p> <p>Feb 2008-Aug 2008</p> <p>Feb 2008-April 2008</p> <p>Feb 2008-Aug 2008</p> <p>March –May 2008</p> <p>April 2008</p> <p>When PLC resumes its functions</p> <p>April 2008</p>
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Annex I

Briefing on Restructuring at PICCR¹⁴

With the technical support of our “Donors’ Consortium”, and upon the recommendations of the External Evaluation Team, PICCR has started in December 2007 a restructuring process. This process aims at developing our organizational capacity as a national human rights institution with a function of an ombudsman to promote and protect human rights and the rule of law in the Palestinian-controlled Territory. It is our belief that restructuring and institutional development will enhance our work and will enable us to achieve our goals and objective in a more effective and efficient way

PICCR has commissioned Institutional Development and Reform Associates (IDARA) as external experts to undertake the restructuring process at PICCR. A term of Reference (TOR) was formulated by PICCR and two other offers other than Idara’s were received. According to the TOR, IDARA was required to deliver the following:

1. An organizational chart with clear lines of authority.
2. Job descriptions for major bodies of the organization including the functions of the Board of Commissioners.
3. Job descriptions for all posts at PICCR.
4. Appraisal forms for annual evaluation of the work of PICCR.
5. A new salary scale.
6. Administrative and financial manuals.

IDARA met with all stakeholders, including the Commissioner General, Commissioners, donors of PICCR, other organizations working in the field of human rights, previous Director General, the new Director General and all staff members in main offices at Ramallah and PICCR regional offices including the Gaza Office. Extensive meetings and discussions, formal and informal were conducted, field visits made and consultations with concerned parties undertaken. IDARA also based its consultation work on the review of relevant PICCR documents, such as our three-year strategic plan, the external evaluation report, administrative and financial manuals available within the organization, and other internal PICCR documents, PICCR draft Law, minutes of Board meeting and numerous other internal documents. IDARA also reviewed relevant literature related to the work and structures of numerous national institutions around the world and the Paris Principles that regulate the work of national institutions.

Based on all the above and after extensive consultation with the Commissioner General and the Director General of PICCR, and upon the approval of our Board of Commissioners, the proposed organizational chart by IDARA was adopted, and the implementation process of the new structure at PICCR will start by 1 May 2008 and will gradually be implemented in the following months therein. The new restructuring aims at achieving the following purposes:

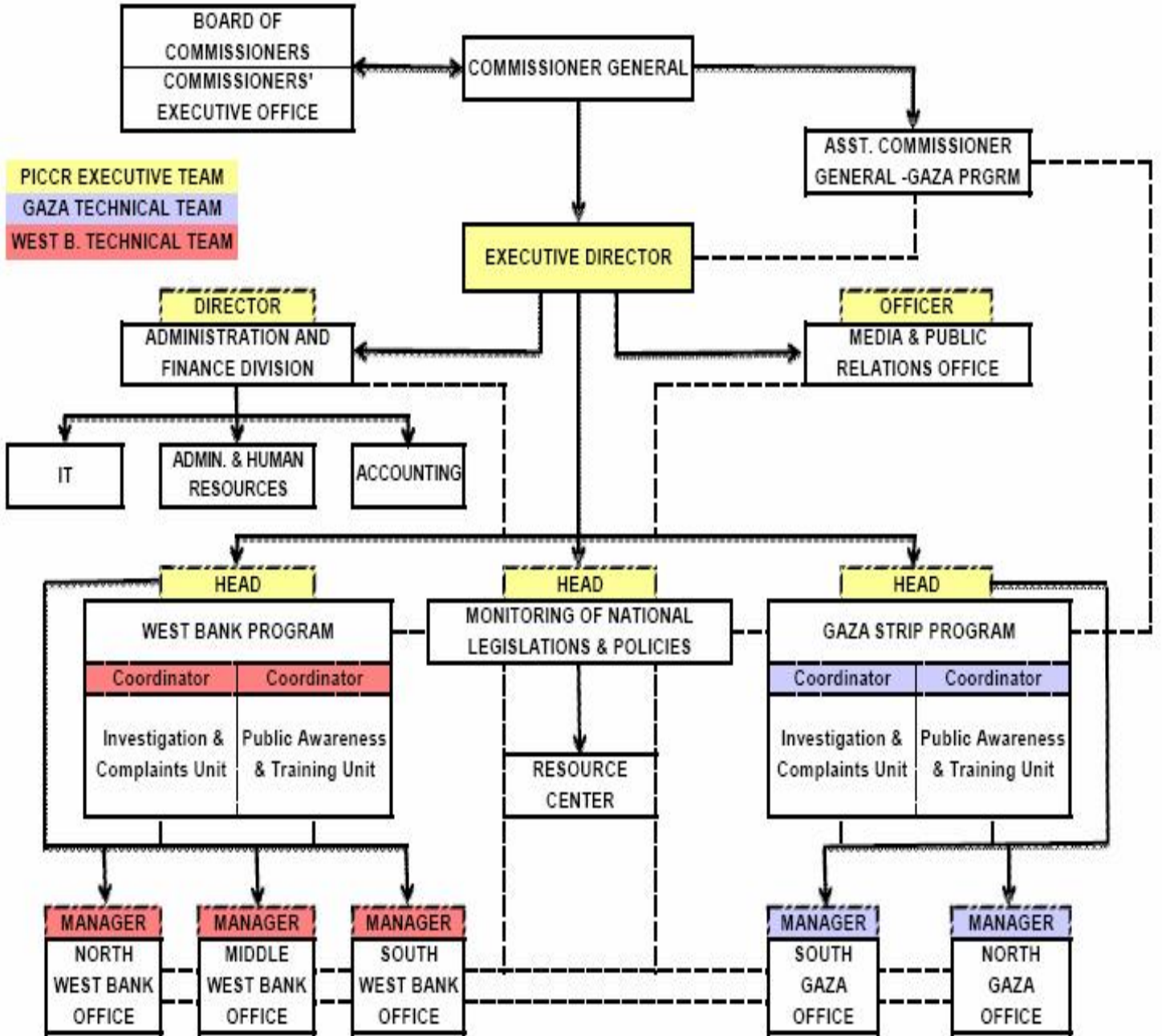
¹⁴ This briefing should be read in conjunction with the new PICCR organizational chart in Annex II below

1. To ensure centralized planning (Executive Committee) and decentralized implementation (by Technical Teams in the Regional Offices)
2. Identify and further clarify the role of PICCR Board of Commissioners, and highlight the functions and tasks of the full-time Commissioner General and his Assistant Commissioner to the Gaza Strip Program.
3. Clearer lines of authority within the organization to clarify duties and responsibilities and allow for future evaluation of the performance of staff within the organization.
4. Encourage team work within PICCR to allow for professional interaction and share of knowledge and experiences among the members of the team with the aim of developing and strengthening the legal and human rights work of PICCR. This is reflected by the two technical teams of the West Bank and the Gaza Strip Programs as highlighted in the adopted organizational chart of the organization.
5. Developing a structure that provides our program in the Gaza Strip equal footing with our program in the West Bank to ensure that the unique human rights situation in the Gaza Strip is well addressed, while maintaining that PICCR is the national institution within the PNA controlled territory.
6. Give some autonomy to our regional offices and further enhance our outreach program within the Palestinian community especially in tackling citizens' complaints, undertaking national inquiries and "truth-seeking" missions and awareness-building as well as implementing our training programs of PICCR (the protection and the promotion role of PICCR).
7. Enhancing "Monitoring and Policy" research through centralizing this work at main offices at PICCR and linking policy research and advocacy work at the national level. At the decision-making level, The "Monitoring Legislation and National Policies" Division is represented by the Team Leader at the "Leadership Committee" which is the highest decision-making body within the organization. (Leadership committee also consists of Executive Director, Team Leaders of the West Bank Program, Team Leader of the Gaza Program and the Media and Public Relation Officer). It is hoped that through this division, PICCR will strengthen its ability to identify new policies and provide insight for possible ways of intervention to influence those policies and ensure that national legislation and policies integrate human rights standards and principles.

-End-

Annex II

PICCR ORGANIZATIONAL CHART



Annex III.

PICCR Commissioner General

Summary of the Post

The Commissioner General for Human Rights (hereinafter referred-to as the “*Commissioner*”) is an official who is responsible for supervising the observance of the rights and freedoms of the Palestinian Citizens and who takes the necessary steps within his competence and authority for the restitution of the violated rights and freedoms of an individual and a citizen. He shall complement the existing state capacities for protection of the rights and freedoms of citizens.

Functions

- Promotes discussion and awareness of human rights
- Responds to serious violations of human rights
- Provides advice and information on the protection of human rights and prevention of human rights violations
- Facilitates the activities of national ombudsman in the field of human rights
- Addresses, whenever the Commission deems it appropriate, a report concerning a specific matter to PLC, President’s Office, Prime Minister and other agencies, as appropriate.
- Cooperates with other national and international institutions for the promotion and protection of human rights.
- Rectifies any act or omission, emanating from or constituting a violation of or threat to any fundamental right.
- Submits a report to Palestinian President, PLC, and to Prime Minister each year, regarding the enjoyment and exercise of human rights by citizens, and including recommendations as to the action that should be taken to ensure the enjoyment and exercise of human rights by these persons.
- Issues recommendations, opinions, and reports, from time to time, on specific issues, as appropriate.
- Performs any other functions which may be entrusted to it by the Board of Commissioners or the Executive Council of the Board.

Annex IV PICCR Staff

NO.	Name of Current Staff	M / F	Hiring Date	Qualifications
1	Randa Siniora	F	15 / 09 / 07	LLM in International Human Rights Law
2	Laila Shweiki	F	20 / 10 / 94	Diploma in Secretary
3	Musa Abu Idhaim	M	05 / 06 / 00	MA in Law (BAR / Practicing Lawyer)
4	Yousef Warasneh	M	15 / 03 / 97	BA in Social Sciences
5	Wafa Abu Ta'a	F	15 / 03 / 97	Diploma in Management
6	Ahmad Jamil	M	15 / 03 / 97	Ninth Grade
7	Mustafa Ibrahim	M	19 / 03 / 96	BA in Social Sciences
8	Ena'am Juma'	F	19 / 03 / 96	BA in Business Administration
9	Hasan Halaseh	M	01 / 04 / 97	BA in Social Sciences
10	Subhia Jum'a	F	01 / 11 / 97	MA in Law (BAR / Practicing Lawyer)
11	Bassem Bushnaq	M	01 / 09 / 00	BA Law(MA Student)
12	Mai'n Ideis	M	01 / 10 / 01	MA in Law(BAR)
13	Sami Jabareen	M	01 / 01 / 02	MA in Law (BAR)
14	Yaser Alawneh	M	01 / 01 / 02	MA in Human Rights
15	Zaher Abu Nada	M	01 / 02 / 02	High School
16	Suheil Batanjeh	F	01 / 03 / 04	Diploma in Secretary
17	Walid Alshekh	M	01 / 04 / 03	MA in Law (BAR)
18	Reem Musleh	F	01 / 01 / 05	BA in English Literature
19	Farid Atrash	M	10 / 04 / 05	BA in Law (BAR/ Practicing Lawyer)
20	Issa Salem	M	01 / 04 / 05	Diploma in "Land Survey"
21	Rana Wehbaeh	F	01 / 04 / 05	BA in Economy & Business
22	Ghandi Rab'l	M	01 / 05 / 05	BA in Law ((BAR / Practicing Lawyer)
23	Mo'een Barghouthi	M	01 / 05 / 05	MA in Law (BAR)
24	Raja badareen	F	18 / 09 / 04	High School (BA Student)
25	Ahmad Goul	M	01 / 11 / 05	BA in Law ((BAR / Practicing Lawyer)
26	Riham Alyyan	F	01 / 10 / 05	Diploma in Secretary
27	Salah Abd el Ati	M	01 / 08 / 05	MA in Law (BAR / Practicing Lawyer)
28	Burhan Ishtayeh	M	01 / 11 / 05	BA in Library Studies
29	Alla' Nazal	M	01 / 08 / 05	BA in Law (BAR)
30	Kholoud Najim	F	01 / 07 / 05	MA in Human Rights
31	Mohammad Abdallah	M	01 / 02 / 06	MA in Business Administration
32	Nisreen De'bas	F	01 / 06 / 06	BA in Accounting
33	Najah Subuh	F	12 / 06 / 06	MA in Human Rights
34	Islam Tamimi	M	13 / 06 / 06	MA in Human Rights
35	Aiche Ahmad	F	19 / 02 / 06	MA in Human Rights
36	Samir Abu Shams	M	18 / 04 / 06	BA in Social Sciences
37	Hazem haniya	M	01 / 02 / 07	BA in Law (BAR)
38	Khadija Barghouthi	F	11 / 02 / 07	MA in Law (BAR)
39	Mohammad Eid	M	02 / 11 / 06	Ninth Grade
40	Salah El-Dein Musa	M	15 / 03 / 07	MA in Law
41	Fadwa Wa'ari	F	15 / 03 / 07	BA in Law (BAR)
42	Jad Allah Ishtayeh	M	26 / 09 / 06	Diploma
43	Amani Haja	F	01 / 03 / 07	Diploma in Secretary
44	Nadia Abu Diyab	F	01 / 04 / 07	MA in Human Rights
45	Wajih Al Refa'e	M	10 / 04 / 07	BA in Computer Sciences

46	Mahmoud el Hashash	M	22 / 04 / 07	BA in Law (BAR)
47	bahjat el helo	M	25 / 03 / 07	BA in English Literature
48	Suzan Hirmas	F	01 / 10 / 07	Diploma in Secretary
49	Rimal Huribat	F	05 / 11 / 07	BA in Political Sciences
Total Females			20	
Total Males			29	

Annex V

Positions at PICCR

PICCR will place the staff into the following positions according to the new structure.

A. Office of Commission General*

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- | |
|---|
| 1 Commissioner General |
| 2 Assistant - Commissioner General to Gaza Program |

B. The Executive Office

-
- | |
|--|
| 3 Executive Director |
| 4 Administration Assistant to Executive Director. |

C. Director of Admin. And Finance

-
- | |
|---|
| 5 Admin. and Financial Director |
| 6 Network Admin. and Webmaster |
| 7 Head of Accounting |
| 8 Human Resources Officer |
| 9 General Services Coordinator |
| 10 Receptionist / Secretary / Operator |
| 11 Driver |
| 12 Guard |
| 13 Cleaner / Messenger / Maintenance |
| 14 Cleaner Errands |

D. Media & Public Relations Office

-
- | |
|-------------------|
| 15 Officer |
|-------------------|

E. Monitoring Of National Legislations Policies

-
- | |
|---|
| 16 Head of M & National Legislation Policies |
| 17 Senior Legal Researcher |
| 18 Legal Researcher |
| 19 Legal Researcher |
| 20 Research Assistant |
| 21 Librarian |

F. West Bank Program.

-
- | |
|---|
| 22 Head of division |
| 23 Coordinator Investigation & Complaints Unit |
| 24 Coordinator for Awareness & Training unit |
| 25 Admin. Assistant |
| 26 Data Entry |
-

F.1 Northern Regional Office

27 Manager

28 Secretary

29 Field Researcher

30 Field Researcher

31 Field Researcher

32 Field Researcher

F.2 Middle Regional Office

33 Manager

34 Field Researcher

35 Field Researcher

36 Field Researcher

F.3 Southern Regional Office

37 Manager

38 Secretary

39 Field Researcher

40 Field Researcher

41 Field Researcher

42 Field Researcher

G. Gaza Program.

43 Head of Gaza Program

44 Coordinator Investigation & Complaints Unit

45 Coordinator for Awareness & Training

46 Admin. Assistant

47 Legal Researcher

48 Legal Researcher (Gaza)

49 Driver / Messenger

50 Guard

G.1 Northern Gaza Office

51 Manager

52 Secretary

53 Field Researcher

54 Field Researcher

55 Field Researcher

G.2 Southern Gaza Office

56 Manager

57 Secretary

58 Field Researcher

59 Field Researcher

* Financial Awards / Honoraria covered by PNA.