

2010 Plan of Action- PICHR- 4 December 09

The Palestinian Independent Commission for Human Rights

2010 Plan of Action

4 December 2009

I. INTRODUCTION

The Independent Commission for Human Rights (ICHR) is pleased to present its 2010 plan of action which is based on ICHR three-year strategic document (2008 – 2010). The plan was built in the spirit of team-work and in accordance with the adopted organizational structure where the Executive Team developed the general framework by consulting with the programs (West Bank and Gaza Strip), departments (Monitoring of National Legislation and Policies) and units (Administration and Finance, Media and Public Relations) to ensure active participation of ICHR's administrative and technical personnel. This has been followed by two-3-days workshops, one in the Gaza Strip from 12-14 October 2009 and another in Bethlehem/West Bank between from 12-14 November 2009. The workshop in the West Bank was attended by ICHR Commissioner General and Commissioners and facilitated by IDARA.

The purpose of the two workshops was two-folds: **Firstly** to evaluate achievements, progress and obstacles faced during the year in the implementation of the plan, and **secondly**, to develop the 2010 general framework of the 2010 operational plan, and agree on the main themes/paradigms and strategic directions/ modes of operation during the upcoming year.

Despite the persisting political division and factional fragmentation between the West Bank and the Gaza and its deepening in 2009, and despite numerous challenges faced in undertaking its work, and attempts of closing our premises in the Gaza Strip, ICHR has been so far successful in implementing its core-values in defending and protecting human rights and the rule of law within the Palestinian-controlled Territory and to maintain its professionalism, independence and credibility between and among all parties. ICHR was also able to effectively communicate with its team in the Gaza Strip and has reinforced its role as a National Institution and Ombudsman in 2009. It was able to gain confidence of Palestinian citizens in general by the remarkable increase in the complaints received; a sign of its expansion and extended presence in the West Bank and Gaza Strip and the success of its outreach awareness building and educational programs.. This also shows the distinguished role played by its Regional Offices in communicating with Palestinian citizens, governmental, human rights and other Palestinian civil society organizations.

At the regional and international levels, 2009 was a unique year for ICHR with obtaining the full membership of the UN International Coordinating

Committee of National Institutions and the full membership of the Asia-Pacific Forum. Both are indicators that ICHR has met the 1993 Paris Principles regulating the work of national institutions, and a sign of ICHR's independence, plurality, professionalism and credibility as a national human rights institution. In addition, ICHR was able to maintain its unique status and respect as a modality among Arab national institutions and ombudsman, through its professionalism and independence and through its active presence in numerous human rights forums within the region.

During 2010, ICHR hopes to maintain its unique status as the Palestinian national institution with the ombudsman function, and shall focus its efforts towards building on achievements made, overcome obstacles faced and lessons learned from the previous year, and develop its plan of action towards maintaining its independence and professionalism and move towards more quality work with more emphasis on evaluation and impact assessment measures to evaluate programs and performance of the institution.

II. EXECUTIVE SUMMARY

Our 2010 Operational Plan is entitled the year of “**Quality Assurance**”, where ICHR will work diligently towards the development of more in depth analysis of patterns of human rights violations, and develop more effective techniques of intervention to protect and promote human rights and the rule of law within the Palestinian-controlled Territory. ICHR will mainly focus its efforts on improving the quality of services offered to citizens and fostering the activities implemented by ICHR in the dissemination and awareness of the culture of human rights in the Palestinian society. It also seeks to influence Palestinian decision-makers and legislators to adopt national legislation and policies that are in conformity with the Palestinian Basic Law and International Human Rights standards. In 2010 ICHR will work diligently towards developing monitoring and evaluation mechanisms through developing benchmarks and criteria for impact assessment of ICHR's programs by end of 2010.

It is anticipated that the year 2010 will be a difficult year with the deepening of the political division of the West Bank and the Gaza Strip, and the ending of the last legal and political “legitimacies” with the ending of the presidential and PLC terms in January, and the non-existence of prospects for political reconciliation and democratic elections. ICHR should be

flexible in re-thinking its plan should unanticipated political developments occur in order to deal with new realities. Building on our experiences and achievements of the past, ICHR will however, work to enhance its position as a professional and independent entity to face the upcoming legal and political challenges resulting from the vacuum created by the absence of presidential and PLC elections. ICHR will develop strategies and alternative strategies to continue to serve as a state institution amidst this anticipated vacuum.

Directions and work strategies for 2010 will concentrate on more-in-depth analysis of complaints handled by the West Bank and the Gaza Strip programs to identify patterns of human rights violations and develop new mechanisms of interventions, *inter-alia* legal and judicial measures, to safeguard individual and collective rights and freedoms of persons within the Palestinian-controlled Territory.

ICHR will also focus its efforts towards following up on specific recommendations by orienting Palestinian governmental (official) entities on different human rights issues. This will be done by devising more efficient work mechanisms and interventions on the systematic human rights violations to protect and promote human rights and freedoms of Palestinian citizens. ICHR shall also attempt to foster the rule of law in the Palestinian-controlled Territory, and enhance the institutionalization process with Palestinian competent authorities so as to remain a reference institution on issues related to the human rights of Palestinian citizens. It will also strengthen its unique status as a National Commission with the function of an ombudsman.

At the international level, ICHR will continue to work towards enhancing its active presence at the Arab, regional and international levels through its active membership in the Asia Pacific Forum, Arab network for National Institutions, regional ombudsman networks (Arab and Mediterranean) and the International Coordinating Committee of National Institutions.

Taking into consideration successes made by our regional offices in complaints handling and awareness building and training programs, and achievements made at the regional offices in their outreach, media and public relations activities, be it with official institutions or civil society organizations in the regions, more support and enhancement of ICHR's regional offices will take place during 2010. This will be done through the allocation of more human and financial resources, and through the development of an **“internship program”** with a specially designed

orientation and training program for interns in the West Bank and Gaza to enable them to support ICHR's work in the regions.

Since 2010 is the final year for the implementation of our strategic plan and the three-year funding cycle, ICHR will undertake an overall external review of its program by inviting external evaluators to evaluate its work and provide specific recommendations for further enhancement of ICHR work. This will also set the ground for the process of strategic planning during the summer of 2010, to ensure that ICHR is capable of developing a strategic document which fits within its mandate and ensure the achievement of its values, vision, mission-statement and strategic objectives.

In 2010, ICHR will also work towards completing the implementation of its restructuring, by further enhancing the role of the Commissioner General and the Board of Commissioners and their valuable interventions with Palestinian decision-makers on human rights issues. The Board of Commissioners will be expanded by adding two new Commissioners in the Gaza Strip. The Board of Commissioners will also work diligently towards increasing PNA financial contribution to the overall core-program budget of ICHR, and will work towards lobbying with the PNA to include a special budgetary item for ICHR in the 2010 budget of the PNA and future budgets. In addition, the Board of Commissioners will allocate more time and effort towards meeting new challenges that might emerge during the year, especially those facing ICHR and its presence in the Gaza Strip.

The completion of the restructuring process also requires further enhancement of human resources capacities, in both administrative and technical areas, so that ICHR is transformed into an “**expert home**” and reference national institution at the national level, and a modality to Arab, regional and international human rights institutions. ICHR has been able during the past two years to heavily depend on its trained staff in the implementation of its programs, and will work to further enhance this approach by gradual complete reliance on its human resources. In 2010, ICHR will allocate special attention to assessing staff performance, developing their capacities and applying appropriate administrative measures, including offering incentives, to create a positive and productive work environment. It will also seek devising and developing tools to measure the impact of its programs and activities in the area of human rights, the extent of its coverage and of Palestinian citizens' awareness of the role it performs, especially in the media and through its awareness-building educational and training programs.

Based on complaints received by ICHR during 2009, and patterns of human rights violations identified through our monitoring and documentation efforts, and the analysis of developments in national policies and legislation during the year, ICHR has decided to focus in 2010 on the following themes/paradigms in all its programs and activities:

- 1. Right to life and physical safety** (with focus on torture, honor killings and gender-based violence)
- 2. Right to access to justice** and fair trials (with focus on right to proper legal procedures, bringing civilians before military courts, non-implementation of court decisions, monitoring courts in specific selected cases).
- 3. Public freedoms** (freedom of speech, freedom of association, freedom of the media and protection of rights of human rights defenders).
- 4. Right to personal freedom** (illegal search of homes, and, and arbitrary arrests).
- 5. Right to work and public office** (with focus on civil servants issues and the “security clearance” phenomena with all implications of firing/ cutting of salaries and other illegal measures related to this right).
- 6. Right to a decent standard of living** (left flexible to different West Bank and Gaza programs to choose relevant topics and targeted groups).

III. MISSION & GOALS:

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.

ICHR VALUES AND MISSION STATEMENT:

Our Values: ICHR 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 any 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. ICHR 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: ICHR 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. ICHR 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. ICHR 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, ICHR will focus on the following two main objectives:

1- To establish and enhance ICHR's role as a National Human Rights Commission that also operates as Ombudsman for human rights violations.

2- To bolster ICHR efficiency, sustainability and independence,.

I V. ACHIEVEMENTS IN 2009 AND ASPIRATIONS FOR 2010

First Objective: Enhancing ICHR's role as a National Human Rights Commission and an Ombudsman	
Achievements in 2009	Future aspirations in 2010
<p>- Despite the political situation with the deepening of the factional division between the West Bank and Gaza, and the serious consequences in all aspects of Palestinian life, ICHR was able to maintain its core values, with particular reference to its professionalism, independence and its credibility between and among all parties.</p>	<p>- Building on our experiences and achievements of the past, ICHR will work to enhance its position as a professional and independent entity to face the upcoming legal and political challenges resulting from the vacuum created by the absence of presidential and PLC elections. ICHR will develop strategies and alternative strategies to continue to serve as a state institution amidst this anticipated vacuum.</p>
<p>- Our role during 2009, and accomplishments made brought ICHR to new levels of effectiveness, a fact agreed and endorsed by many observers and stakeholders, and reflected in the implementation and adherence to the 2009 plan, as well as accomplishments made both qualitatively and quantitatively.</p>	<p>- Work diligently towards the development of more in depth analysis of patters of human rights violations, develop new mechanisms of intervention to protect and promote human rights and the rule of law, and develop benchmarks and criteria for impact assessment of ICHR's programs by end of 2010.</p>
<p>- Preserve ICHR's unity in the West Bank and Gaza Strip albeit the political fragmentation and the limitations faced by ICHR.</p>	<p>- Maintain ICHR's unity and surmount all factors that destabilize such unity.</p>
<p>- Gaining citizens' trust with a noticeable increase in the number of complaints showing that ICHR has become a reference point for citizens and gained their trust due to ICHR's outreach and awareness building programs.</p>	<p>- Reinforce complaints and increase their number by supporting and developing regional offices.</p> <p>- More dissemination and outreach to the largest number possible of citizens to carry out awareness building human rights programs and to inform them of ICHR's role.</p> <p>- Identify trends of human rights violations and carry out more in-depth analysis of patters of human rights violation to develop pro-active intervention mechanisms. (i.e.</p>

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	<p>judicial intervention including official referral of cases to the public prosecutors' office).</p> <ul style="list-style-type: none"> - More in depth analysis of complaints received to identify patterns of human rights violations and develop new innovative means of intervention to protect and promote individual and collective rights and freedoms.
<ul style="list-style-type: none"> - Institutionalization of relations with government bodies (Council of Ministers, President Office, PLC). - Documentation of incoming and outgoing information at ICHR, being a National Commission 	<ul style="list-style-type: none"> - Consolidate and further enhance relations with government bodies and formal institutions to enable ICHR to play its role as a National Commission and an Ombudsman, and ensure the regular monitoring of developments in legislation and policies for the prompt and effective interventions of ICHR in a timely fashion.
<ul style="list-style-type: none"> - Acknowledge ICHR's monitoring role to prisons, detention centers, care and foster homes, penitentiaries, and protection homes by allowing it to conduct visits freely (except in specific cases with certain apparatuses, as was the case with the intelligence services for some time in the West Bank) . - Ability of ICHR to finally establish its right to visit the detention centers of the "internal security" in Gaza Strip after 9 months of complete denial for such visits. 	<ul style="list-style-type: none"> - Continue monitoring these centers and reinforce this role. - Work towards establishing the right of ICHR to undertake incidental visits to prisons and detention centers, especially those of the preventive and general intelligence security agencies in the West Bank and with the "internal security" in Gaza. - Overcome any future obstacles faced in carrying out our visits to prisons and detention centers in the West Bank or Gaza. - Work towards including medical personnel with ICHR's staff in monitoring prisons and detention centers, as part of our strategy to work on "preventive measures" to

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	<p>combat torture.</p> <ul style="list-style-type: none"> - Develop staff capacities in monitoring prisons and detention centers through providing necessary training in documentation and Istanbul principles related to monitoring of prisons and detention centers.
<ul style="list-style-type: none"> - Gain recognition as a state institution by the PNA. <ul style="list-style-type: none"> • Modest financial contribution from the budget to ICHR. • Placing ICHR's law on the agenda of the Higher • National Commission for the Legislative Plan of the Council of Ministers 	<ul style="list-style-type: none"> - Endeavor to <ul style="list-style-type: none"> • Involve ICHR in all official entities, structures and committees related to human rights, national legislation and policies. • Strive to increase the budget allocations and include a budgetary item for ICHR in the PNA general annual budget.
<ul style="list-style-type: none"> - Receipt of official invitations from ministries and governmental and non-governmental organizations to participate in programs related to human rights or national legislation and policies. - Response from official organizations to the invitations sent by ICHR, as an intermediate party, to attend activities and events relevant to legal issues that constitute priorities for civil society organizations. 	<ul style="list-style-type: none"> - Enhance relations to increase ICHR's participation in programs related to human rights and national legislation and policies. - Foster response of official institutions since ICHR is an intermediate body between official governmental institutions and civil society organizations.
<ul style="list-style-type: none"> - ICHR's gradual shift to become a point of reference in the area of training and dissemination of 	<ul style="list-style-type: none"> - Build and develop technical team capacities.

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<p>legal and rights culture.</p> <ul style="list-style-type: none"> - By relying on its own staff and reducing recourse to external experts, except when necessary. 	<ul style="list-style-type: none"> - Continue to rely on ICHR's own staff (self-reliance policy) in training, awareness-building and educational programs as well as in legal and judicial interventions to address cases of public interest.
<ul style="list-style-type: none"> - Consider the complaints received by ICHR as a reliable source of its interventions in handling complaints that constitute patterns of violation of human rights. - Document the work of official/parliamentary work committees in supporting specific cases of human rights (public office, political arrests and fact-finding reports). 	<ul style="list-style-type: none"> - Endeavor to upgrade statements and handling of complaints received by ICHR as well as follow up on mechanisms. - Continue to adopt the complaints received by ICHR as a reference for all entities concerned with human rights.
<ul style="list-style-type: none"> - Turning ICHR into an address for foreign, local and donor organizations on human rights issues and a source of information and cooperation. 	<ul style="list-style-type: none"> - Enhance this relation through the Media and Public Relations Office and further networking, cooperation with human rights organizations and civil society organizations.
<ul style="list-style-type: none"> - Achievements made by the Regional Offices through complaints handling and outreach programs. 	<ul style="list-style-type: none"> - Provide more material and financial support to regional offices of ICHR to meet increase in workloads and continue our important role in handling individual citizens' complaints and our awareness-building and educational human rights programs. - Develop a pool of

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	<p>trained “interns” to support our work within the regional offices in the West Bank and the Gaza Strip.</p>
<p>- Recognition by all stakeholders of the professionalism and independence of ICHR as a national institution and ombudsman.</p>	<p>- Develop benchmarks and criteria to assess progress made, and ensure that an impact assessment system is in place by end of 2010.</p>
<p>- Gain full membership at the Asia Pacific Forum and the UN ICC for national institutions and the Asia-Pacific Forum, and the recognition of international bodies that ICHR is in compliance with the Paris Principles of national institutions.</p>	<p>- Maintain our status as a reputable national institution with core-function as an ombudsman through our active participation and interaction with Arab, regional and international bodies of national institutions and ombudsman.</p>
<p>Second Objective: Raise effectiveness and impact and enhance ICHR’s sustainability and independence</p>	
<p>Achievements</p>	<p>Future Aspirations</p>
<p>- Evaluate and continue the process of implementation of the new administrative structure that guarantees ICHR’s efficiency in the area of human rights via:</p> <ul style="list-style-type: none"> • Clear lines of responsibilities and authorities. • Development of clear job descriptions for all functions within ICHR. • Reinforce team work through participation in program and administrative decision making. • Expanding by granting 	<p>- Undertake slight changes on the adopted structure based on gaps and shortcomings found after implementation, and review recommendations made by external consultants (IDARA) for required amendments, and continue process of implementation of the new structure.</p> <p>- Review job descriptions</p>

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<p>Regional Offices more authority to reinforce decentralization of action.</p>	<p>and appraisal forms and adapt them according to practical experience and lessons learned after the implementation of the structure.</p> <ul style="list-style-type: none"> - Further enhance and support regional offices by providing needed human and material resources, and encouraging more decentralization of work at the regional offices with more involvement of managers of regional offices in decision-making processes at ICHR.
<ul style="list-style-type: none"> - Prepare draft financial and administrative systems. - Prepare a draft staff performance appraisal system. 	<ul style="list-style-type: none"> - Seek adoption and ratification of financial and administrative systems. - Commence work on the application of staff performance appraisal.
<ul style="list-style-type: none"> - Active participation of Commissioners in ICHR's work, especially in follow up of recommendations of the annual report on the status of human rights, and in follow up of "hot" files related to serious patterns of human rights violations. - Serious involvement of Commissioner General and Executive Board of Commissioners in safe guarding 	<ul style="list-style-type: none"> - Enhance and further encourage active participation of the Board of Commissioners in the work of ICHR, especially in following up serious cases and/or patterns of human rights violations. - Expand the Board of Commissioners in the Gaza Strip by two new

<p>of the ICHR and attempts of its closure in the Gaza Strip.</p>	<p>commissioners. - Develop and enhance relations with officials.</p>
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V. WORK DIRECTIONS & MODES OF OPERATION IN 2010:

1. Pursue efforts to enhance ICHR’s role as a National Commission with the core-function as an Ombudsman, and a reliable, credible and trustworthy reference on human rights issues at national, regional and international levels through encouraging values of professionalism and independence at ICHR.
2. Upgrade ICHR’s programs, departments and activities with special emphasis on quality assurances through developing the monitoring and evaluation mechanisms at ICHR to assess progress made, obstacles faced and ensure the development of an impact assessment system for ICHR programs by end of 2010.
3. Allocate special attention to training and human resources capacity building in order to foster ICHR’s role as a point of reference and “expert home” in legal and human rights issues.
4. Handle cases on patterns of violations of human rights with regular follow up to achieve positive and satisfactory results. Carry out more in depth analysis of complaints received to identify new or continuing patterns of human rights violations, analyze official responses received, and explore new means of intervention, including *inter-alia* legal and judicial interventions to protect and promote citizens’ rights within the Palestinian-controlled Territory.
5. Issue the Fifteenth Annual Report on the Human Rights situation by end February 2009, at the latest, to enable ICHR’s follow up on its recommendations during the same year.
6. Give more attention in all activities and programs especially, awareness building and educational programs, to marginalized groups, specifically women and persons with disabilities. ICHR will

specifically work during 2010 towards mainstreaming of gender-based issues in its activities and programs, with focus on themes selected for 2010 (i.e. gender-based violence under the right to life and physical safety and the monitoring of court cases under the right to access to justice and availability of proper legal procedures...etc. see selected themes for 2010 below). In its complaints handling program, ICHR will develop a pilot project aiming at encouraging a pro-active approach with the Palestinian General Union of Persons with Disabilities to obtain data and encourage the filing of complaints on violations of the rights of persons with disabilities...etc. from a rights' based approach. This will be followed in future years by in-depth analysis of patterns of violations to which persons with disabilities are subjected in order to help assist ICHR in developing future programs (perhaps an ombudsman for persons with disabilities).

7. Further enhance the role of the Board of Commissioners and its active role in ICHR by expanding membership base in the Gaza Strip, and further encouraging interventions of Commissioner General and Commissioners in follow up of 15th annual report recommendations and on patterns of human rights violations that require interventions with the President, the PLC, Palestinian decision-makers, and government bodies and security agencies on matters pertinent to human rights, and require intervention at highest levels.
8. Reinforce efforts seeking the institutionalization of ICHR's relationship with government bodies so as to become an approved reference in the area of human rights as a national institution and ombudsman. During 2010, ICHR will work closely with the Ministry of Social Welfare (under the theme the right to decent standard of living) and with the complaints' handling units at numerous PNA ministries. ICHR will also provide training in complaint handling for human rights and complaints handling units and will sit as an observer on sectorial Ministerial Bodies related to human rights and issues falling within the concern and mandate of the institution.
9. ICHR will dedicate paramount importance to the Public Relations and Media Unit for its key role in disseminating ICHR mission and

presenting ICHR in national, regional and international events. Moreover, as the Unit is interlinked to the Programs Unit, the Executive Director Office and the Board of Commissions, in addition to being knowledgeable of the different programs and activities in other departments, units and offices together with its participation in the implementation of many of these programs.

10. Evaluate the new structure after its implementation and do slight changes to address emerging short-comings and gaps, and complete ICHR's institutional building by ratifying the administrative and financial procedures manual and develop the appraisal system.

11. Enhance and further support ICHR Regional Offices in the West Bank and the Gaza Strip through the provision of more material and human resources, and through wider participation of managers of regional offices in decision-making processes at ICHR.

12. Carry out overall review of its strategic and program plans by inviting external evaluators to assess progress made and obstacles faced and provide relevant recommendations that would help ICHR in its strategic planning process during the summer of 2010 towards the development of our new three-year strategic document for funding cycle from 2011-2013. ICHR will undertake external evaluation of its presence in the media, to ensure the effective and influential usage of media by ICHR in the future.

VI. WORK PARADIGMS FOR 2010

Referring to the types of complaints received by ICHR in the monitoring and documentation of human rights violations in the elapsed year, on the information and data available within ICHR, as well as via its follow up on complaints and interventions together with awareness and training programs and relations developed with Palestinian government and law organizations and international and other community institutions; and based on its reading of the human rights situation in the PNA controlled areas in 2009, and the monitoring of national policies and legislation, ICHR has decided to

concentrate its efforts in 2010 on the following six themes/ paradigms :¹ (All ICHR program units including regional offices will focus their work and activities on programs themes/paradigms listed below):

<p>1. Right to Life and Physical Safety (right to life, prevention of torture and ill-treatment, “femicides or the so-called “honor killings” and cases of involuntary disappearances)</p>	<p>2. Right to access to justice and fair trials (proper legal procedures, bringing civilians before military courts, non-implementation of court decisions, monitoring of courts).</p>	<p>3. Public freedoms (freedom of speech, freedom of association, freedom of the media and protection of rights of human rights defenders).</p>
<p>4. Right to Personal Freedom (Illegal search of homes, and, and arbitrary arrests).</p>	<p>5. Right to work and public office (with focus on civil servants issues and the “security clearance” phenomena with all implications of firing/ cutting of salaries and other illegal measures related to this right).</p>	<p>6. Right to a descent standard of living (left flexible to different West Bank and Gaza programs to choose relevant topics and target groups).</p>

Major Programs of ICHR in 2010

¹ An average of 20% of work time shall be dedicated to emergency cases that require ICHR’s intermediate intervention. Programs, activities and events in Regional Offices, units and departments in 2010 will be based on these paradigms. In case it is necessary to follow up on an issue that appeared in the year, a decision shall be made to substitute a theme/paradigm with another to ensure that workload on ICHR’s staff, programs and departments does not increase. The plan is flexible and responds to the new developments, after review and discussion by different program work teams and endorsement by Executive Team.

Program 1: Monitor national legislation and policies/ Department for Monitoring of National Legislation and Policies

Specific Objectives:

1. Legislation, decisions, laws and regulation are in conformity with human rights standards in 2010.
2. National policies are reviewed and are compatible with human rights standards.
3. Institutionalized relations with governmental bodies are more effective and influential in the incorporation of human rights standards within policies and legislation.
4. Developed mechanisms and modes of intervention to influence Palestinian decision-makers and legislators to safeguard human rights and freedoms in 2010.
5. A modern and developed library and an advanced electronic management information system for research purposes and other areas of ICHR program work in the field of law and human rights.
6. Fifteenth Annual Report accomplished by end February 2010 with specific recommendation to given entities.
7. Report on Israeli violations accomplished by deadline to reflect the repercussions of such breaches on the performance of the PNA in 2009.
8. Legal researchers with experience and skills in the Department's area of work.

Work strategies and modes of operation in 2010

Work mechanisms within the **Monitoring Policies and National Legislation Department**, shall be in harmony with the eight specific goals formulated upon preparation of ICHR 2010 plan of action. The goals have been set in conformity with ICHR strategic plan to include the review of legislation, decisions, laws and regulations and their concordance with human rights standards. It also involves monitoring and reviewing national policies pertinent to Palestinian human rights by institutionalization of the relation with government bodies and coordinating and cooperating on human rights issues, to enable ICHR to influence Palestinian decision makers and legislators to guarantee human rights and freedoms. These aims

can be achieved by conducting research and studies on national legislation and public policies and by preparing and publishing reports and special legal and policy memorandums. The Department will also monitor and analyze public policies and intervene as promptly as possible in a way capable of making a change and realizing the highest level of achievements in serving the rights of Palestinian citizens, ensuring respect of human rights, and consolidating the principle of the rule of law in the Palestinian society. The Department will continue preparing and publishing the special report on Israeli violations and their repercussions on the performance of the PNA.

The Department will take the major responsibility of producing the annual report on the status of human rights within the Palestinian-controlled Territory, based on primary and secondary documentation gathered by ICHR regional offices, and based on the analysis of patterns of human rights violations received through the complaints handling program departments/ programs at ICHR. It will be the responsibility of the Department in cooperation with the Executive Director, the Commissioner General, Commissioners and other senior staff members to follow up on recommendations raised by the annual report and on finding means of interventions to influence decision-makers to put an end to consistent patterns of human rights violations and to ensure that human rights are incorporated in Palestinian national legislation and public policies.

The Department shall, in cooperation with other programs develop and update an electronic management information system capable of responding to the ICHR work needs (research and interventions) through the provision of legal and human rights data from primary and secondary sources to enable staff members to retrieve information for conducting research or for influencing policies and legislation.

The new legal and legislative environment requires the department to upgrade its proactive response in the absence of the PLC. It is working in a complicated legislative environment that requires flexibility in monitoring legislation and authentic efforts to institutionalize the relationship with temporary sources of legislation until the PLC reconvenes to play its legislative and monitoring role.

As stipulated in the detailed action plan below, studies, research and interventions will mainly focus on the six themes/paradigms listed above. It will also include completion of the annual report on the effect of Israeli

violations on the PNA performance and the fifteenth annual report. No doubt the political changes in the Palestinian situation and its subsequent impact on human rights issues may require reviewing of the paradigms, assessment and appropriate decision making to respond to such changes and alter trends (orientations) according to emerging developments. With this, ICHR will be able to play its role as a national commission and an ombudsman, in an active and successful manner, to serve human rights issues and ensure conformity of national policies and legislation with Palestinian Basic Law and international human rights standards.

Work strategies and modes of operation of West Bank and Gaza Strip Programs in 2010 (Regional Offices, Training and Awareness & Investigation and Complaints Handling Units)

To enhance ICHR role as a National Commission with the core-function of an Ombudsman, and a trustworthy source on human rights issues at national, regional and international levels; and to upgrade ICHR programs and activities, more focus will be accorded to quality, training and capacity building of West Bank and Gaza staff. This will reinforce ICHR role as a point of reference in the area of human rights. The Board of Commissioners play a continuous role in follow up with Palestinian government bodies and security organs on human rights issues that require intervention at high levels. Work will also concentrate on handling cases of patterns of human rights violations with regular follow up to achieve positive and satisfactory results. Therefore, the 20110 plan of action was prepared based on these trends and includes the following:

1. Implementation of a number of awareness and educational activities in the areas of law and human rights, targeting Palestinian citizens in addition to publishing educational material on human rights issues. The training will focus on the security and justice sectors and selected ministries and units within ministries during 2010 (Ministry of Social Welfare and complaints handling units and different ministries) with special emphasis on the awareness and educational aspects in the area of human rights under the themes/ paradigms chosen for 2010, (descent standard of living, public freedom, work & public office, right to life and public safety with focus on the death penalty and torture). Awareness training and educational programs

will target marginalized groups and will address the issue of equality and non-discrimination from a human rights based approach especially to women and persons with disabilities.

2. Assess ICHR programs to explore its expansion in the Palestinian society by running a pre-assessment in early 2009 and a post-assessment at the end of 2010 and examine the impact of Regional Offices on ICHR expansion and community outreach.
3. Continue monitoring detention centers to ensure they apply national and international legal, health and living standards. Strive to overcome obstacles faced by ICHR in its visits. Prepare periodic reports on such visits to measure development and modernize the centers concerned and start conducting incidental visits. Also work towards developing staff capacities in monitoring and evidence gathering and preventive measures to combat torture in prisons and detention center, and invite medical personnel to accompany ICHR in regular and incidental visits to prisons and detention centers.
4. Reinforce and increase the number of complaints received by the Investigation and Complaints Unit through the development and support of Regional Offices, by granting them wider authority in follow up, mainly field follow up, and preparation of detailed reports on the follow up process. Also explore new ways of intervention and complaints handling including *inter-alia* judicial interventions and official referral of cases to the public prosecutors' office.
5. Endeavor to upgrade reports and handlings of complaints received by ICHR and develop a follow up mechanism by preparing and training teams in the West Bank and Gaza programs, and improving their abilities in documentation and reporting by involving experts from within and outside ICHR.
6. Continue to consider complaints as a reference for institutions concerned with human rights via monthly reports prepared by the Investigation and Complaints Unit and the Regional Offices. Such reports shall draw a clear picture of the human rights situation through [analysis of] the complaints received by ICHR.
7. Train trainers from ICHR staff to reinforce its role as a point of reference in the area of human rights and to move toward self-reliance and restrict recourse to external expertise.
8. Build and develop technical team capacities and skills in the West Bank and Gaza Programs.

Program 2: Public awareness and training/ West Bank and Gaza Strip programs

Specific Objectives:

1. Training programs on legal and rights issues planned, enforced and evaluated.
2. Public awareness programs that contribute to the dissemination of human rights culture in the Palestinian society.

Program 3: Investigation and Complaints Unit/ West Bank and Gaza Strip programs

Specific Objectives:

1. Complaints on violations of human rights are received, handled and followed up satisfactorily with positive solutions received.
2. Court sessions are monitored and judicial interventions made on specific human rights issues.
3. Updated database of complaints and visits to the detention centers to constitute a major reference for the Commission's intervention and work in the area of protection of Palestinian citizens' rights.
4. Knowledge, skills and capacities of human resources in both West Bank and Gaza Strip programs are regularly developed.

Program 4: Build and develop a network of relations at national, regional and international levels/ public relations and media office

Specific Objectives for 2010:

- 1- Strong relations with relevant government bodies (ministries, public institutions, PLC, justice components, central security agencies) are developed and maintained.
- 2- Strong relations and active partnership with Palestinian, regional and international human rights organizations and with Arab and international human rights commissions and ombudsmen are developed and maintained.
- 3- The Commission is an active member of the International Coordination Committee of National Institutions (ICC) and the

- Asia Pacific Forum (APF) and other Arab national Institutions and ombudsman networks.
- 4- Database to serve ICHR goals and facilitate its operations in the area of public relations and the media.
 - 5- Website in Arabic and in English is regularly updated and referenced for concerned bodies.
 - 6- Positive and constructive relations with donors' consortium.
 - 7- Comprehensive media plan to reinforce ICHR role as a national commission and an ombudsman
 - 8- The Unit's team has the necessary knowledge, capacities and skills.

Program 5: Institutional building: Effective administrative and financial structure/ Administrative and Finance Division

Specific Objectives:

2. Administrative and Financial Unit

1. "Logistic" support to ICHR programs and activities to create a positive and fruitful work environment.
2. Annual budgets and final accounts prepared in cooperation with the executive team and in applying the approved financial plans and procedures (financial safety).
3. Needs in terms of equipment and other material provided to ICHR team in accordance with the allocated budget.
4. Management of human resources and employees' affairs in accordance with the administrative policies and regulations applicable in ICHR.
5. Final financial reports and statements followed up by external auditor and financial reports to donor agencies, prepared on deadline in coordination with the Executive Director
6. Plan of training needs to build knowledge, capacities and skills of ICHR administrative staff, prepared and implemented.
7. Technical support to ICHR staff and programs available with high quality.

VII. LOGICAL FRAMEWORK FOR 2010 PLAN OF ACTION

Objective One: To establish and enhance ICHR role as a National Human Rights Commission and Ombudsman

Program 1: Monitor national legislation and Policies: Department for Monitoring National Legislation and Policies

Specific Objective 1.1: Legislation, decisions, laws and regulations are in conformity with human rights standards					
Activity	Responsibility	Time Framework	Resources	Means of verification	Sources of Verification
1. Systematic review of decisions, laws, policies and regulations	Legal Researchers and Director of the Department	Ongoing Activity	<ul style="list-style-type: none"> - covering expenses for 3 workshops/press conferences with local TV coverage - hospitality , stationary for 3 workshops with 20-30 participants 	<ul style="list-style-type: none"> - Department capable of following up developments and intervening promptly. - Palestinian decision-makers have policy directions towards incorporating human rights principles in Palestinian legislation and policies. - Workshops implemented and reflecting ICHR initiatives to incorporate 	<ul style="list-style-type: none"> - progress reports - media sources -official Palestinian institutions and decision-makers. - Recommendations and amendments on legislation and policies based on ICHR initiatives/suggestions.

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				<p>human rights standards in Palestinian policies and legislation.</p> <p>- Media coverage of ICHR initiatives with decision-makers and legislators on human rights issues.</p>	
2. Producing 2 legal reports during 2010	Legal Researchers and Director of the Department	<p>First legal report in March 2010 (on death penalty legislation)</p> <p>Second legal report by September 2010.</p>	<p>- printing 1500 copies of at least 2 reports.</p> <p>- Language editing of the reports.</p> <p>- English translation and editing for 2 reports.</p>	<p>- Publication of 2 reports in Arabic and English.</p> <p>- Produced reports include recommendations for legislators and decision-makers consistent with Palestinian Basic Law and HR standards.</p> <p>- Reports are used and are a reference point in the legislative process to decision-makers and legislators.</p> <p>- Official responses received reflect endorsement of decision-Palestinian to</p>	<p>- Legal reports.</p> <p>- Official responses</p> <p>- Laws by Orders</p> <p>- Regulations, and decisions issued by Palestinian decision-makers.</p> <p>- Palestinian decision-makers and legislators</p> <p>- media</p> <p>- progress reports</p>

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				<p>ICHR recommendations.</p> <ul style="list-style-type: none"> - Legal reports are reference point for ICHR in efforts lobbying and influencing policies and legislation. - Media coverage for the reports and its recommendations.. 	
3. Producing legal memorandums	Legal Researchers and Director of Department	Ongoing activity- at least 6 legal memorandums during the year		<ul style="list-style-type: none"> - At least 6 memos during the year to legislators and decision-makers including clear recommendations to incorporate human rights standards. - The adoption of recommendations proposed in memos at least 3-4 times during the year. - Positive responses to memos by formal institutions. - ICHR memos are a 	<ul style="list-style-type: none"> - Decisions and policies adopted by the cabinet. - human rights and civil society organizations -media - Palestinian formal institutions - civil society organizations -progress reports

				reference to interventions of other human rights and civil society organizations.	
Specific Objective 1.2 National policies are reviewed and compatible with human rights standards					
1. producing 4 special reports addressing an issue/ a pattern of a human rights violation	Legal Researchers and Director of the Department	- on-going work	<ul style="list-style-type: none"> - Publication expenses of 4 reports with 1500 copies each. - translation and editing of 4 reports in both English and Arabic 	<ul style="list-style-type: none"> - 4 reports are produced and widely disseminated on target groups. - Recommendations of special reports are reference point for hearings conducted by ICHR. - Recommendations made in special reports are of serious concern to decision-makers and civil society organizations. - Wide media coverage of special reports produced. 	<ul style="list-style-type: none"> - decisions and policies adopted by decision-makers - media - civil society organizations - progress reports

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<p>2. Sending letters and interventions to decision-makers related to policies and decisions that are affecting human rights principles</p>	<p>Legal Researchers and Director of the Department</p>	<p>On-going activity</p>	<p>-</p>	<p>- at least 6 letters/interventions made during the year with concrete recommendations to decision-makers</p> <p>- recommendations made in ICHR are reference point for decision-makers in reconsidering specific policies</p> <p>-positive oral/written responses from decision-makers to letters/interventions made by ICHR</p>	<p>- official institution and decision-makers</p> <p>- decisions and policies of the cabinet</p> <p>- media</p> <p>- progress reports</p>
<p>Specific Objective 1.3: Institutionalized relations with governmental are more effective and influential in the cooperation of human rights standards in legislation and policies</p>					
<p>1. Presentations and lectures for decision-makers on human rights issues</p>	<p>Legal Researchers and Director of the Department</p>	<p>Ongoing activity</p>	<p>Hospitality for at least 6 presentations/lectures during the year attended by 10-15 participants each time</p>	<p>- At least 6 presentations/lectures conducted during the year of priority to legislators and decision-makers.</p> <p>- ICHR is a reference</p>	<p>- progress reports</p> <p>- media</p> <p>- newsletters and brochures/</p> <p>- information produced by formal media venues</p>

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				<p>point for formal institutions in at least 10 times during the year on human rights issues.</p> <ul style="list-style-type: none"> - ICHR is formally invited by formal institutions to conduct such lectures/ presentations - good media coverage of presentations and activities 	<ul style="list-style-type: none"> - decision-makers and legislators
<p>2. Participation in meetings and committees formulated by Palestinian cabinet and PLC</p> <ul style="list-style-type: none"> - legislative plan committee at cabinet - working groups of the PLC - legal committee of presidential office 	<p>Legal Researchers and Director of Department</p>	<p>Ongoing activity</p>		<ul style="list-style-type: none"> - membership in at least 3 formal committees - ICHR is a reference point for ministries, human rights and citizen rights committees on human rights issues in at least 10 cases during the year - ICHR is formally consulted at least 3 times during the year on issues related to draft 	<ul style="list-style-type: none"> - progress reports - cabinet, PLC, presidential office, and different Palestinian ministries - media - ICHR legal memorandums, letters and interventions.

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<ul style="list-style-type: none"> - Consultative Council of Ministry of Social Welfare (Consultative Council for women shelter homes and higher council for persons with disabilities) - Sectarian committees of different ministries as observers. 				<p>legislation</p> <ul style="list-style-type: none"> - ICHR participation in meetings and official bodies is a source of information for legal and human rights interventions by ICHR 	
<p>3. Conducting regular meetings with the presidential office, cabinet and specialized committees and departments in ministries and security agencies</p>	<p>Legal Researchers and Director of the Department</p>	<p>Ongoing activity</p>		<ul style="list-style-type: none"> - media coverage of ICHR meetings and contributions with official institutions - Decisions and draft legislation are sent out for ICHR formally for review and consultation by formal institutions. 	<ul style="list-style-type: none"> - formal institutions - progress reports - media - ICHR website
<p>Specific Objectives 1.4 Developed mechanisms and modes of intervention to interventions to influence Palestinian decision-makers and legislators to safeguard human rights and freedoms in 2010</p>					

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<p>1. Conducting public hearings</p>	<p>Legal Researchers and Director of Department</p>	<p>Ongoing activity</p>	<ul style="list-style-type: none"> - TV coverage of at least 4 hearings during the year on local TVs. - hospitality and stationary for 4 hearings attended by 30-40 participants each time 	<ul style="list-style-type: none"> - At least 4 hearings in WB and GS attended by at least 30 persons each time. - satisfactory media coverage of hearings - substantive hearings addressing human rights issues of priority to Palestinian citizens - Positive responses of legislators and decision-makers for issues and recommendations made by ICHR for decision-makers during the public hearings. 	<ul style="list-style-type: none"> - decision-makers and legislators - formal Palestinian institutions - media - progress reports
<p>2. Conducting workshops</p>	<p>Legal Researchers and Director of Department</p>	<p>Ongoing Activity</p>	<ul style="list-style-type: none"> - TV coverage of workshops and broadcasting on local TVs - hospitality and stationary for sessions attended by 40-50 participants for 8 workshops during the 	<ul style="list-style-type: none"> - 8 workshops conducted during the year for HR issues of priority to citizens - good media coverage of workshops - Cooperation and positive responses of 	<ul style="list-style-type: none"> - decision-makers and formal institutions - media -website -civil society organizations especially HR orgs.

			year	formal and civil society organizations to ICHR invitations. - Recommendations are of interest to decision-makers in at least 5 cases during the year.	
Specific Objective 1.5 A modern and developed library and an advanced electronic management information system for research and other areas of ICHR work and interventions in the field of law and human rights					
1. Develop the library and provide it with more books and references that are related to legal and HR issues at headquarters and regional offices.	Resource Center Officer	Ongoing Activity	<ul style="list-style-type: none"> - To buy no less than 1200 books and resources during the year. - To subscribe no less than 6 subscriptions to human rights and legal journals a year. - To create an exchange system with no less than 10 human rights institutions, universities and information centers. - to buy a computer for external researchers' use 	<ul style="list-style-type: none"> - to have no less than 1200 books in human rights and legal issues, entered in library database for research use. - To have a library in each regional office that serves the research work for ICHR staff... - ICHR membership in committees and specialized Palestinian libraries. - Efficient exchange system that ensures 	<ul style="list-style-type: none"> - Progress reports. - Specialized library Committees and Palestinian libraries. - ICHR website -ICHR Legal Researchers and mangers of Regional Offices.

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			<p>in the central library</p> <ul style="list-style-type: none"> - Tickets, accommodations and all related expenses to participate in no less than 3 book fairs outside the country. - More shelves in the central library and in the other regional libraries. 	<p>receipt of new reports and all related studies for the library.</p> <ul style="list-style-type: none"> - Database of the library available on ICHR website. 	
2. classification and indexing of new books and resources according to library system adopted by ICHR (dewi)	Resource Center Officer	On-going activity		<ul style="list-style-type: none"> - new books and periodical are classified and indexed in headquarters and regional offices - Easy access to books and periodicals available at ICHR. - library connected with ICHR website 	<ul style="list-style-type: none"> - library electronic indexing system - researchers and users of the library -website -progress reports
3. Building a network of cooperation with library committees and libraries at	Resource Center Officer	On-going activity		<ul style="list-style-type: none"> - active membership in national, regional library bodies 	<ul style="list-style-type: none"> - Library networks at the national and regional levels.

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the national and regional levels.				- An exchange program with libraries and institutions concerned with libraries and publications.	
4. data entry into the electronic management information system of primary ICHR fieldwork documentation and secondary resources of information and documentation related to human rights issues of concern to ICHR	Resource Center Officer	- Ongoing Activity during the year.	- To train the resource center officer and two other members of ICHR staff to use this program.	- An electronic system/ program, containing all entered information, for ICHR research and work use. - Well trained staff to use this program efficiently.	- Legal Researchers. - ICHR Program Directors, Managers and Coordinators of Program Units. -external researchers. - The program itself.
5. To review daily newspapers and websites to document: - ICHR news and latest activities - Legal, political and human rights organizations' news and latest events that are related to ICHR work.	Resource Center Officer	Ongoing Activity		- Efficient documentation and archive system for ICHR work use, and specifically its role to the influence national policies and legislations.	- Legal Researchers. - ICHR Program Directors, Managers and Coordinators. -Executive Director - ICHR archive
Specific Objective 1.6: Fifteenth Annual Report accomplished by February 2010 with specific recommendations to given entities.					

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1. Prepare the Annual Report	National Policies and Legislation Department	Ongoing Activity\ completion of the annual report no later than February of every year	Printing, translating and editing the 15 ^h annual report (number of copies and expenses according to previous years)	- To complete the annual report on schedule, and to hand it to PNA President and to PLC, and follow up its recommendations. - Large number of attendants, including important personalities, in the press conference for presentation of the annual report and its recommendations.	- PNA President Office, PLC and other Palestinian official institutions. - media -Civil Society organizations
Specific Objective 1.7 Report of Israeli violations accomplished by deadline to reflect the repercussions of such breaches on the performance of the PNA in 2009.					
1. Prepare the annual report	National Policies and Legislation Unit under the supervision of the Executive Director	Ongoing Activity\ completion of the report no later than April of every year	Printing, translating and editing the report (number of copies and expenses according to previous years)	-to complete the report on schedule and distribute it in Arabic and English -media coverage of the report	- Concerned international human rights organizations. - PNA institutions. - Media -CSO's specialized in human rights.
Specific Objective 1.8 Legal Researchers with experience and skills in HR and specialized fields of work					
1. Organize training sessions	External experts	- training session in	- 2 5-day training	- hold 2 training	- Legal Researchers

<p>on the following issues:</p> <ul style="list-style-type: none"> - Reading and analyzing general policies and national legislations from human rights perspective. - training on the role of national institutions in conducting national inquiries 		<p>April 2009</p> <ul style="list-style-type: none"> - training session in October 2009 	<p>expenses, including one in Jordan with the Jordanian national institution (on reading and analyzing national legislation and policies)</p> <ul style="list-style-type: none"> - Payments of experts during 10 training days, 6 working hours. (\$70-90 per training hour) 	<p>sessions, and improve the skills of Legal Researchers.</p> <ul style="list-style-type: none"> - Positive reflection on ICHR reports and studies in the future. 	<ul style="list-style-type: none"> - Director of the Department - Board Members and the Executive Director. - reports and work produced
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Program 2: Public Awareness and Training/West Bank Program

<p align="center">Specific Objective 2.1 Training Program on legal and human rights issues planed, enforced and evaluated</p>					
<p align="center">First: Training and Capacity Building in law and HR for justice sector and security agencies (Under themes/paradigms right to life and physical safely & Right to access to justice and fair trials)</p>					
Activity	Responsibility	Time Framework	Resources	Means of verification	Sources of Verification
<p>1. To conduct third phase of advanced training for security agencies.</p>	<p>Public Awareness and Training Coordinator</p>	<p>February 2010</p>	<ul style="list-style-type: none"> - hall rental -hotel reservations for 30 participants in each 	<p>-last phase of central training to security agencies conducted on</p>	<ul style="list-style-type: none"> -Progress report - Training material.

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<p>Target Groups:</p> <p>* Security agencies</p>			<p>training session</p> <ul style="list-style-type: none"> -transportation - stationary -hospitality for trainers - per-diems and other trainers expenses 	<p>time.</p> <ul style="list-style-type: none"> - Training materials available before training session. - evaluation and reports of trainers available -media coverage of training 	<ul style="list-style-type: none"> - evaluation forms and reports of trainers - media
<p>2. To conduct 3-3day human rights and legal training courses on justice issues:</p> <p>Targeted group:</p> <p>Public prosecutors' office and military prosecutors office</p>	<p>Public Awareness and Training Coordinator in cooperation with Regional Office Managers</p>	<p>March 2010</p>	<ul style="list-style-type: none"> - hall rental -hotel reservations for 30 participants in each training session -transportation - stationary -hospitality for trainers - per-diems and other trainers expenses 	<ul style="list-style-type: none"> - 3 training sessions implemented in the field of justice (target groups) and objectives of training met. - Efficient trainers capable of implementing training sessions. -specialized training materials that constitute basis for future guidelines and training manuals. -training sessions that 	<ul style="list-style-type: none"> - evaluation forms - training material - progress reports - participants in trainings -Media -Website

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				are positively evaluated by participants - Satisfactory media coverage.	
3.1 To conduct training 3-3day training courses for security government officials (interrogators) on torture from human rights perspective 3.2 One advanced central training for participants from security agencies who attended training in regions.	Public Awareness and Training Coordinator in cooperation with Managers of Regional Offices Public Awareness and Training Coordinator	May 2010 for training in regions and in June 2010 for advanced central training	As requested in training activity above.(no.2) with need for accommodation for advanced central training for 30 participants each training.	- As highlighted above in training.	As above
4. Preparation of training manuals and/or guidelines on: 4.1 Death Penalty 4.2 Juvenile Justice 4.3 Public Office	PA and T Coordinator and Office Managers 4.1 Awareness Building and Training Coordinator 4.2 Manager of Southern Regional Office. 4.3 Coordinator	5.1 August 5.2 September 5.3. October	- Editing and printing of 3 guidelines manuals.	- At least 3 guidelines prepared and disseminated to targeted groups. - unified content/ training material in all regions of the WB	- trainers -target groups -HR& Legal organizations - progress reports - evaluation forms of participants - Coordinator of PA&T Unit

	of Investigation and Complaints Unit				- WB Program Director
Outputs of Specific Objective 2.1:					
1. increased knowledge among at least 150 participants from the justice sector and security agencies in human rights principles					
2. More positive responses and better handling of targeted groups within justice and security sectors to ICHR complaints on specific human rights violations.					
3. Trainers at ICHR skilled and trained to undertake such training in law and human rights.					
4. training material prepared and developed through a participatory approach					
5. An evaluation system for ICHR for impact assessment of ICHR training programs prepared and developed by end of 2010.					
Second: Training and Capacity Buildings for Complaints Handling Units in Palestinian Ministries according to adopted complaints handling regulations					
Activity	Responsibility	Time Framework	Resources	Means of verification	Sources of Verification
1. 3 training courses with complaints handling units in ministries and cabinet and in regional ministerial departments	Awareness Building and Training Coordinator, Coordinator of investigation and complaints handling unit and the	February 2010	- As above- all training requirements for 3-3days training sessions in the regions.	- Training material prepared and used in training by ICHR trainers. - Trainers' reports reflect implementation of	-training material -trainee and trainers -media -website

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	managers of regional offices			<p>courses in regions.</p> <ul style="list-style-type: none"> - Reference material and relevant trainee materials prepared and distributed during training. -media coverage of training 	
2. The development of an evaluation system to assess impact of training programs	Public Awareness and Training and Executive Director	By the end of 2010	<ul style="list-style-type: none"> - consultant to train and develop ICHR senior staff to monitor, evaluate and develop an evaluation system to measure impact of training programs at ICHR - Software program to enter and analyze evaluation forms, surveys ...etc for training and impact assessment. 	<ul style="list-style-type: none"> - An adopted evaluation system for training programs. -trained staff on using evaluation system - a ready soft ware program for the analysis of evaluation forms 	<ul style="list-style-type: none"> - the evaluation system - Gaza Program Director and Office Managers - external experts

Outputs of complaints handling training with ministries:

1. wider knowledge and skills of at least 100 civil servants working in complaints units at different ministries in handling complaints according to set procedures.
2. More professional performance of civil servants targeted in ICHR training and more adherence to principles of human rights.
3. Better handling of complaints received by units of complaint handling at ministries.
4. Staff of ICHR more skilled and trained as trainers in complaints handling
5. Training material designed and prepared in a participatory approach according to set guidelines and criteria.

Specific Objective 2.2: Awareness building programs contributing to the dissemination of a culture of human rights in Palestinian society

<p>1. Preparation of the awareness building in chosen themes /paradigms (death penalty, public freedoms, personal freedoms, right for descent standard of living, right to work and public office).</p> <p>Target groups:</p> <p>-women</p> <p>-persons with disabilities</p>	<p>Office Managers in cooperation with Public Awareness and Training Coordinator.</p>	<p>January 2009</p>	<p>Hotel expenses, per diems and transportation for 2 persons for 3 nights.</p>	<p>- Public Awareness plan to direct implementation</p> <p>- Detailed matrix including all proposed activities in public awareness for Regional Offices.</p>	<p>- Public awareness plan</p> <p>- Progress reports</p>
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<p>-Palestinian civil society organizations and the public in general</p>					
<p>2. Implementation of public awareness activities (central workshops, hall meetings, workshops and lectures).</p>	<p>Field Researchers and Managers of regional offices</p>	<p>Ongoing Activity</p>	<p>Hotel and hall reservations, hospitality, as follows:</p> <ul style="list-style-type: none"> -5 central workshops - open hall meetings <p>For each region with an average of 85 participants each time</p> <ul style="list-style-type: none"> -24 workshops with an average of 8 for each office and participation of 25-30 participants each time. - Transportation expenses 	<ul style="list-style-type: none"> - 5 central workshops -9 open hall meetings, -18 workshops and 24 lectures implemented in all areas of the WB. - Recommendations emerging from public awareness activities are a reference point for lobbying and advocacy work of ICHR with legislators and decision makers. - At least 40% of complaints received by ICHR constitute the source of our activities. 	<ul style="list-style-type: none"> -ICHR database -Legal and policy memorandums issued by ICHR, related to 4 paradigms. -progress reports
<p>3. Creative activities emerging from Regional Offices (field</p>	<p>Office Managers</p>	<p>Events related to specific human</p>	<p>Posters, advertisements, stickers for 3 activities</p>	<p>-Media coverage of</p>	<p>-Media</p>

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training for police, public celebrations of human rights events, etc.)		rights events.	in each region (hospitality for 12 events of 50-80 attendants each time)	activities -Wider outreach of ICHR in the Palestinian local community (visits, complaints, communications, etc.)	-Guest book -Progress reports
4. Release of four editions of "Al fassliyah" (Human Rights Quarterly)	-PA Coordinator -Media & Public Relations Officer, -Executive Team	-March, June, September and December.	Editing and publication of 4 Human Rights Quarterly.	5000 copies of each HR Quarterly published and distributed to the public and target groups.	-Media - Periodical itself
5. Preparation and production of Awareness building material	PA &T Coordinator	-2 series of legal and HR documents publications by October -3 Two series of "Know your rights" produced by August 2010	Printing and publication expenses of proposed material with 5 000 copies of each publication.	Proposed publications are produced and widely distributed.	-Publication -Target groups -General public -Media Website
6. Monitoring & Evaluation of PA programs to assess the degree of outreach within the	Executive team	-Pre-activity questionnaire in February/March	External expert to supervise the evaluation process	A random sample indicates no less than 60% of outreach within	- Findings of survey/random sample

Palestinian community.		-Post-activity in December	-Honoraria and travel expenses of volunteers. -Software program to analyze data.	the community.	
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Program 2: Public Awareness and Training/Gaza Strip Program

Specific Objective 2.1 Training Program on legal and human rights issues planned, enforced and evaluated					
Activity	Responsibility	Time Framework	Resources	Means of verification	Sources of Verification
<p>1. to prepare a training plan on legal and human rights issues on themes selected during 2010 (right to life and public safety, freedoms, right to work and public office, descent standard of living, personal liberty and right to access to justice and fair trials)</p> <p>Target Groups:</p> <p>- Municipal and Local</p>	Public Awareness and Training Coordinator in cooperation with Regional Office Managers	January 2009 (around 1 working day) for technical team in Gaza.		<p>- comprehensive training plan in human rights and law with focus on capital punishment and torture and specific topics selected for 2010.</p> <p>- list of trusted trainers at ICHR</p> <p>- prepared training programs used by the unit and the Regional</p>	<p>Progress reports</p> <p>- Training Plan</p>

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<p>Authorities</p> <ul style="list-style-type: none"> - Human Rights and other civil society organizations - Popular and social institutions, trade unions, women's organizations etc... -journalist and media outlets (training in Gaza does not target de-facto authority and its security agencies) 				<p>Offices</p> <ul style="list-style-type: none"> - prepared evaluation forms for the training sessions and the trainers, ready for use at any time. 	
<p>2. To implement human rights and legal training programs:</p> <ul style="list-style-type: none"> - 2 specialized training sessions - 2 general training sessions 	<p>Public Awareness and Training Coordinator in cooperation with Regional Office Managers</p>	<ul style="list-style-type: none"> - Specialized training sessions to take place in March, May, June and September. - General training sessions in February, April, May, and July. 	<ul style="list-style-type: none"> - 20% of all trainers have to be external experts (the duration of each training session is between 3-5 days) - expenses of conducting 4 training sessions a year (around 25-30 participants) - Premium and transportation expenses 	<ul style="list-style-type: none"> - 4 training sessions and objectives of training met. - Skilled trainers capable of implementing training sessions. -specialized training materials that constituted basis for future guidelines and training manuals. -training sessions that are positively evaluated by participants - Satisfactory media 	<ul style="list-style-type: none"> - evaluation forms - database of training courses - progress reports - participants in trainings -media -website

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				coverage.	
3. Training of Trainers from ICHR staff (ToT)	Public Awareness and Training Coordinator in the Gaza Strip.	5 days in March 5 days in September	-2 external trainers for the training. -Hotel expenses for 20 participants for 12 nights. -Training expenses	-ToT implemented in two phases. - At least 6 staff are trained and trusted to undertake training in law and human rights at ICHR in future.	- ToT evaluation - Staff (target groups) of training sessions.
4. Preparation of training manuals and/or guidelines	PA and T Coordinator and Office Managers	Ongoing Activity - One guideline by March and two manuals prepared; one by May and another by October 2010.	- Editing and printing of 1 guideline/ and 2 manuals.	- 1 guideline prepared and published and at least and distributed - At least 2 manuals for trainers' use in training sessions of ICHR. - unified content/ training material in all regions of the Gaza Strip	- trainers -target groups -HR& Legal organizations - progress reports - evaluation forms of participants

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Specific Objective 2.2: Awareness building programs contributing to the dissemination of a culture of human rights in Palestinian society					
1. Preparation of the awareness building in themes/ paradigms selected for 2010.	Awareness Building and Training Coordinator in the Gaza Strip in cooperation with Technical Team in Gaza.	January 2009		<ul style="list-style-type: none"> - Public Awareness plan to direct implementation - Detailed matrix including all proposed activities in public awareness for Regional Offices. 	<ul style="list-style-type: none"> - Public Awareness plan - Progress reports
2. Implementation of 3 public awareness activities (open hall meetings, workshops and lectures).	Field Researchers, Coordinator of Awareness Building and Training and Office Managers.	Ongoing Activity	<p>Hotel and hall reservations, hospitality, as follows:</p> <ul style="list-style-type: none"> - 10 open hall meetings <p>For each region with an average of 85 participants each time</p> <ul style="list-style-type: none"> - 8workshops with an average of 4 for each office and participation of 25-30 participants each time. - 20 lectures during the year 	<ul style="list-style-type: none"> -10 open hall meetings, 8 workshops and 20 lectures implemented in all areas of the Gaza Strip. - Content of training is consistent with proposed paradigms. - Recommendations emerging from public awareness activities are a reference point for lobbying and advocacy work of ICHR - At least 40% of 	<ul style="list-style-type: none"> -ICHR database -Legal and policy memorandums issued by ICHR, related to 4 paradigms. -progress reports

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			Transportation expenses	complaints received by ICHR constitute the source of our activities.	
3. Creative activities emerging from Regional Offices (public celebrations of human rights events, etc.)	Office Managers	Events related to specific human rights events.	Posters, advertisements, stickers for 3 activities in each region (hospitality for 6 events of 50-80 attendants each time)	-Media coverage of activities -Wider outreach of ICHR in the Palestinian local community (visits, complaints, communications, etc.)	-Media -Guest book -Progress reports
4. Release of four editions of "Al fassliyah" (Human Rights Quarterly)	Gaza Public Awareness and Training Coordinator in cooperation with A&T Coordinator in WB	Joint activity with WB	See Above WB program	Joint activity with WB – see above	- see above WB program
5. Preparation and production of Awareness building	PA coordinator	Joint Activity for WB& Gaza	4 law publications and 3 series of know your rights with 5000 copies	See above	See above

material			each.		
6. Evaluation of PA programs to assess the degree of outreach within the Palestinian community.	Executive Team	-Pre-activity questionnaire in February/March -Post-activity in December	Joint Activity with WB – see above	See above	See above

Program 3: Investigation and Complaints Handling/ West Bank and Gaza Programs

Specific Objective 3.1: Complaints on violations of human rights are received, handled and followed up satisfactorily					
Activity	Responsibility	Time- Framework	Resources	Means of Verification	Sources of Verification
1. Receiving and following up citizens' complaints	Field Researchers	Ongoing Activity		- At least 150 complaints from the WB Regional Offices and 70 complaints from the Gaza Offices each month. - Written communications are made with relevant	- ICHR data bank - progress reports - citizens lodging complaints - official civil and “security” institutions - ICHR annual report

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				<p>authority in at least 60% of accepted cases.</p> <ul style="list-style-type: none"> - Receiving responses from the de-facto authority in Gaza on ICHR complaints. - At least 60% responses to complaints lodged by ICHR. - Positive responses on documented field interventions with relevant authority. 	
<p>2. Follow up on citizens' complaints to reach positive and satisfactory results</p>	<p>Office Managers, Coordinator/s of Investigation and Complaints Unit under the supervision of Program Directors in WB& GS</p>	<p>On-going activity</p>	<ul style="list-style-type: none"> - Expenses for hospitality- hall rental- transportation to conduct 3-5 hearing in WB with the participation of 20-25 persons each time. 	<ul style="list-style-type: none"> - At least 60% positive responses on complaints received by ICHR. - The adoption of the official institutions to the recommendations proposed by ICHR 	<ul style="list-style-type: none"> - progress reports - media - annual report -ICHR monthly newsletter - annual report on complaints - data bank of ICHR

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				<p>during hearings.</p> <ul style="list-style-type: none"> - Perpetrators of human rights violations are made accountable and measures taken against them based on ICHR interventions. - ICHR is formally consulted in finding solutions to specific patterns of human rights violations based on earlier interventions, legal memorandums...etc. 	
<p>3. The development of a detailed plan on means of intervention in cases that require action at the central level (cases that cannot be resolved at the regional levels) and the regular updating of complaints manual</p>	<p>Coordinator/s of Investigation and Complaints Unit in WB& Gaza in cooperation with WB& Gaza Program Directors</p>			<ul style="list-style-type: none"> - The plan is available and adopted. 	<ul style="list-style-type: none"> - progress reports - minutes of the meetings - the plan itself
<p>4. Regular evaluation and development of the</p>	<p>WB and Gaza Program Directors</p>	<p>Every six months</p>		<ul style="list-style-type: none"> - Complaints' manual regularly updated. 	<ul style="list-style-type: none"> - complaints' manual - office Managers and

complaints' manual	with their technical teams (office Managers and coordinators)			- complaints' manual is a reference point for regional office Managers and coordinators of Investigation and Complaints' Units in WB and Gaza - unified procedures in handling complaints.	coordinators - progress reports
Specific Objective 3.2: Court sessions are monitored and judicial interventions made on specific human rights issues					
1. Monitoring court sessions to ensure respect of principles of fair trials and the right of citizens to resort to courts	Field Researchers and Office Managers in WB & Gaza	Monitor selected cases according to schedule of court sessions.		- Selected court cases are regularly monitored. - availability of information and data which constitute a reference for different activities and interventions of ICHR	- progress report - documentation reports - data bank - monthly newsletter - Office Managers and coordinators of complaints' units
2.1 Judicial interventions in substantive cases (WB courts only)	- WB & Gaza Directors and Office Managers-	- When necessary and after exhausting all other means of	- court fees - legal consultation	- At least three cases of public interest cases are taken to	- Court rulings

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<p>especially in Palestinian Supreme Court</p> <p>2.2 Official Referral of specific cases to the Public Prosecutors’ Office</p>	<p>Coordinators of Complaints Units and other lawyers from ICHR delegated to take specific cases to courts.</p> <p>- WB& Gaza Directors, Coordinators of Complaints Units and Office Managers (other ICHR lawyers delegated with the task)</p>	<p>intervention.</p> <p>- not less than 3 times/annually</p> <p>On-going activity and in selected cases according to developed criteria</p>	<p>fees</p> <p>- ICHR lawyers’ expenses related to judicial interventions</p>	<p>courts annually</p> <p>- positive ruling in 3 cases taken to court</p> <p>- media coverage of court sessions and ICHR judicial intervention</p> <p>- At least 50 cases are referred to Public Prosecutors’ Office during 2010</p> <p>- Positive responses by Attorney General through investigation into referred cases.</p> <p>- Responses received from Attorney General’s Office</p>	<p>- media</p> <p>- Victims- persons whose cases were taken to court</p> <p>- Cases filed</p> <p>- Responses Received</p>
<p>Specific Objective 3.3: Updated database of complaints and visits to the detention centers to constitute a major reference for the Commission’s intervention and work in the area of protection of Palestinian citizens’ rights.</p>					
<p>1. Monitoring and documenting violations in</p>	<p>Field Researchers under the supervision</p>	<p>Ongoing activity</p>		<p>- Monthly HR violations reports depending on ICHR</p>	<p>- progress reports</p> <p>- monthly HR violations</p>

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PNA controlled Territory	of office Managers			<p>documentation</p> <ul style="list-style-type: none"> - ICHR documentation is the source of our interventions with relevant authority - emergency interventions of Commissioner General and Executive Director are based on ICHR monitoring and documentation - ICHR documentation is a reference to other HR organizations 	<p>report</p> <ul style="list-style-type: none"> - HR organizations- Palestinian and international
2. Preparation of a monthly report on HR violations	Coordinator/s of Investigation and Complaints Units in cooperation with office managers in WB& Gaza	By the end of each month	- translation of monthly report (8-10 pages each)	<ul style="list-style-type: none"> - report is produced and widely disseminated on time - media coverage of monthly reports - responses of official authorities on the 	<ul style="list-style-type: none"> - ICHR subscribers - ICHR donors - HR organizations - website -media

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				<p>report (positively or negatively)</p> <ul style="list-style-type: none"> - reliance of ICHR other reports on monthly reports (special reports, fact-finding reports and annual reports) - ICHR monthly reports are a reference for other HR organizations at the national and int'l levels. 	<ul style="list-style-type: none"> - progress reports - other reports produced by ICHR
3. Preparation and production of an annual report (related to complaints and documentation of ICHR)	Coordinators of Complaints Units in WB& Gaza	By January 2010	<ul style="list-style-type: none"> -language editing and translation - printing expenses in Arabic and English (100 pages x 4000 copies in Arabic and 1000 in English) 	<ul style="list-style-type: none"> - reports produced and widely disseminated on time - responses of officials on the report (positive/negative) - media coverage of the report - report is a reference 	<ul style="list-style-type: none"> - ICHR subscribers -ICHR donors - PNA official institutions - media - progress reports - reports of other HR organizations

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				point for other HR organizations/ at the national & int'l levels	
4. Producing "Fact-Finding (truth-seeking) reports	Coordinators of Complaints' Units and Office Managers	According to development of events on the ground – ongoing activity	<p>Printing and translating not less than 4 reports annually (English& Arabic)</p> <p>-conducting not less than 6 press conferences</p> <p>- conducting at least 4 workshops to discuss reports with 25-30 participants each time</p>	<p>- Not less than 4 reports produced annually and widely disseminated</p> <p>- media coverage</p> <p>-specific recommendations made and followed up</p> <p>- responses of officials on the fact-finding reports</p> <p>- reliance of parliamentarian blocks of PLC on ICHR reports</p>	<p>-progress reports</p> <p>- PLC members</p> <p>- minutes of meetings and workshops</p> <p>- the reports themselves</p> <p>- media</p> <p>- victims / subjects of the fact-finding reports</p> <p>- official institutions</p>
5. Monitoring prisons, detention centers, care homes and penitentiaries on regular basis and undertaking incidental visits.	Field Researchers in WB& Gaza	Ongoing activity- at least one visit to each center/prison monthly	<p>- the production of at least 3 reports annually on prisons and detention centers in WB & Gaza</p> <p>- translation of the 3</p>	- Official institutions admit and accept the monitoring role of ICHR as a national institution and ombudsman and hence facilitate its	<p>- progress reports</p> <p>- reports on visits</p> <p>- annual complaints report</p> <p>- government officials and</p>

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			reports	visits without constraints. - implementation of at least 60 visits/ month in the WB and at least 20 visits/month in Gaza - Receiving complaints from inmates during visits - The preparation of at least 3 reports on prisons and detention centers annually. - Recommendations made in ICHR reports are seriously addressed by officials and prison conditions are improved.	security agencies - inmates and prisoners - website
6. Availability of a reliable data bank and data entry on all complaints received by ICHR	- Coordinator of Complaints Unit in WB and data entry staff	Ongoing activity	- maintaining and updating electronic software program (data bank)	- A data base that constitutes as a reference point and source of information for all ICHR interventions and	- Legal Researchers at ICHR - HR organizations and media who require information from ICHR

				<p>actions.</p> <ul style="list-style-type: none"> - accurate and reliable reports produced from the data bank of ICHR that can be utilized in all ICHR work including research - ICHR data bank is a source of information for other HR organizations nationally and internationally 	<ul style="list-style-type: none"> -reports produced by ICHR - progress reports
<p>Specific Objective 3.4: Knowledge, skills and capacities of human resources in both West Bank and Gaza Strip programs are regularly developed.</p>					
<p>1. Training and capacity building for staff in West Bank and Gaza Programs:</p>	<ul style="list-style-type: none"> - Awareness Building and Training Coordinator in 	<p>10-14 January 2010 (first 3 days for staff and 2 days for interns)</p>	<ul style="list-style-type: none"> - international expert to monitor and assist with training 	<ul style="list-style-type: none"> - Training sessions are conducted and objectives of those 	<ul style="list-style-type: none"> - Report of the international expert - training material

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<p>1.1 conduct monitoring, documentation and fact-finding report writing for program staff and interns at WB Program in coordination with UNOHCHR</p> <p>1.2 Second phase of ToT for</p>	<p>cooperation with Program Director and Managers of Regional Offices</p>		<ul style="list-style-type: none"> - hall rental and total expenses for 5-day training - Hotel accommodations for 20 persons for first 3 days and 20 persons for last 2 days of training. -transportations. -per-diems for local staff 	<p>trainings met.</p> <ul style="list-style-type: none"> - Training is reflected in the performance of staff and documentations received. documentation of ICHR is accurate, reliable for our interventions and activities - A noticeable improvement in the level of documentation made by field researchers. - Affidavits related to receive complaints are reliable, comprehensive and well verified. -fact-finding reports are more professional - staff more capable of training in 	<ul style="list-style-type: none"> - evaluation forms - program staff & interns - data bank of ICHR documentation and complaints - progress reports -training material
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<p>staff at the WB Program</p> <p>- phase 1: in training techniques</p> <p>Phase2: training implementation exercises on death penalty& the right to life and physical safety</p>	<p>Public Awareness and Training Coordinator</p>	<p>First phase in April & second phase in May 2010</p>	<p>-hall rental, hotel accommodation and expenses related to conducting 5 days of training for 20 staff members.</p>	<p>monitoring and documentation</p> <p>- Trained staff in - training techniques, preparation of training material and the delivery of training through a participatory approach.</p> <p>- Staff skills and knowledge of training on death penalty and torture developed.</p>	<p>-evaluation forms</p> <p>-trainers' reports</p> <p>- training manuals</p>
<p>1.3 Training in Monitoring prisons and detention centers and gathering information and evidence based on Istanbul Principles and additional protocol of the Torture Convention in Cooperation with Danish Rehabilitation</p>	<p>Public Awareness and Training Coordinator</p> <p>- WB Program Director</p>	<p>June/July</p>	<p>-3-day training expenses for 20 participants</p> <p>- international expert from RTC</p>	<p>- Staff trained and more skilled in documentation, evidence building and monitoring of prisons and detention centers.</p> <p>- Medical personnel from medical</p>	<p>- RTC /expert</p> <p>- ICHR fieldworkers and office managers, coordinator of complaints unit.</p> <p>- medical personnel</p>

Torture Center				organizations trained and capable in accompanying ICHR in regular and incidental visits to prisons and detention centers.	
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Program 4: Build and develop a network of relations at national, regional and international levels / Media and Public Relations Unit.

Specific Objective 4.1: Strong relations with relevant government bodies (ministries, public institutions, PLC, justice components, central security agencies					
Activity	Responsibility	Time Framework	Resources	Means of verification	Sources of Verification
1. Take part in activities of relevant public institutions, attend their invitations, and organize joint activities with them.	Public Relations and Media unit and ICHR Technical Team.	Ongoing Activity		<ul style="list-style-type: none"> - ICHR is a point of reference on legal and human issues and human rights by public institutions. - Attend at least 85% of invitations. 	<ul style="list-style-type: none"> - Reports on ICHR work-progress, and its monthly newsletter, - Relevant public institutions, - Local media

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				- Media coverage of ICHR participation.	
2. Organize regular meetings with relevant public institutions to advocate ICHR work through the promotion of its programs and activities, as well as networking.	Media and Public Relations unit	2 visits a month in the Gaza Strip, and 2 visits a month in the West Bank (one visit every other week at least)		<p>- At least 24 yearly visits in the West Bank and Gaza strip.</p> <p>- Active representation and presence in at least 10 Arab and international cooperatives.</p> <p>- Add officials' contact information to the mailing list by using the public institutions' database, to provide them with regular publications and reports of ICHR.</p>	<p>- progress reports</p> <p>- mailing list and e-mail list</p> <p>- media</p>

				- Direct the heads of these institutions to the issues that form the work of ICHR, thus encouraging meetings and networking with these institutions.	
Specific objective 4.2: Strong relations and active partnership with Palestinian, regional and international Human Rights organizations and with Arab and international Human Rights Commissions and Ombudsmen.					
1. Hold meetings, events, joint activities and networking with Palestinian, regional and international human rights organization and national commissions and ombudsmen at the regional and int'l levels	The Media and Public Relations Office, in cooperation with the Executive Director.	Ongoing Activity day to day work.	Cover travel expenses of at least 10 trips a year to conferences and meetings taking place outside the country (tickets, transportation, residence, cost of visas, etc.)	- The organization of at least 24 meetings with Palestinian human rights organizations in the course of one year. - Attend and participate in events and activities organized by national, regional and international organizations, particularly the annual meetings of ICC and	-progress reports -national institutions and ombudsman - mailing and e-mail lists -media - website

				<p>APF as well as Arab national institutions and ombudsman.</p> <p>-Joint activities and events on issues related to Human Rights, and active participation in the meetings for ICHR to be represented (against the death penalty, against torture, against “honor” killings, etc.)</p> <p>- ICHR is a reference for Palestinian and International organizations as a national commission for Human Rights issues.</p> <p>- Media coverage of ICHR partnerships with various parties.</p>	
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				<p>-Joint publications (Bulletins, news, press releases, etc.)</p> <p>-Mailing list of names and addresses of various institutions to provide them with publications and reports on a regular basis, also to be found on the website.</p>	
<p>Specific objective 4.3: The Commission is an active member of the International Coordinating Committee of National Institutions (ICC) and the Asia Pacific Forum (APF) of national human rights institutions and other national institutions and ombudsman.</p>					
<p>1. Regularly attend meetings, report and coordinate efforts with Arab, regional and international networks for national institutions</p>	<p>Media and Public Relations Officer, Assistant to Executive Director And Executive Director</p>	<p>On-going activity and specifically during annual meetings of networks.</p>	<p>Travel Expenses</p>	<ul style="list-style-type: none"> - Active membership and strong partnership with other national institutions and network are established. - regular presence and reporting to networks of national institutions. - ICHR is capable of maintaining its membership and is 	<ul style="list-style-type: none"> - ICC & APF - Arab network of National Institutions and ombudsman. - media -website -OHCHR - progress reports

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				<p>perceived as a modality among Arab, regional and international institutions.</p> <ul style="list-style-type: none"> - Active participation in UN human rights bodies and positive contributions regarding addressed human rights issues 	
<p>2. Coordinate visits to the APF and other national institutions and ombudsman interested in visiting Palestine.</p>	<p>Public Relations and Media Unit of the West Bank, in coordination with the Executive Director.</p>	<p>Throughout the year.</p>	<p>-Honoraria and Hospitality Expenses</p> <p>-Transportations and Communications</p>	<p>-Media coverage of the visit.</p>	<p>-Participating commissions of the APF.</p> <p>-Media</p> <p>-Progress reports</p> <p>-Monthly report on the website</p>
<p>Specific objective 4.4: Database to serve ICHR goals and facilitate its operations in the area of Media & Public Relations</p>					
<p>1.Regular updating of e-mail and mailing lists of ICHR to serve ICHR objectives and facilitate its work in the areas of media and public relations</p>	<p>The Media and Public Relations unit in cooperation with the Administration and Financial Unit.</p>	<p>Ongoing Activity u</p>		<p>-Email list of different institutions and actors to receive ICHR news and regular reports.</p> <p>-Mailing list of different institutions and actors to</p>	<p>-Progress reports</p> <p>-The mailing lists</p>

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				provide them with ICHR reports and publications.	
Specific objective 4.5: Website in Arabic and English , updated and referenced for concerned bodies					
1. Update the website with the latest news, reports, monthly activities, and all that was published in the media about ICHR.	The Media and Public Relations unit and the IT Officer		-Translation of press releases, reports or news.	- A webpage that updates ICHR activities, events and news in two languages. - The number of visitors to the webpage in general, and the number Of new participants.	-The Webpage -Visitors of the page -ICHR staff
2. Continued development of form and content.	The Media and Public Relations unit and the Technical department.	Ongoing Activity	Technical and substantive support of the webpage (Antarctic Company) and their financial cost.		Web-page
3. Develop the content of ICHR website by revising the language and translating material from Arabic to English to ensure a balance	The Public Relations and Media unit and the IT Officer	Ongoing Activity			

between the two pages.					
Specific Objective 4.6: Positive and Constructive Relations with Donor Agencies.					
1. To entertain relations and to hold meetings with the donors to discuss ICHR work progress and human rights issues as well as Palestinian Political developments.	Public Relations and Media Unit of the West Bank, in coordination with the Executive Director.	Ongoing Activity\ Prepare for two annual meetings, (march and November)	- expenses of 2 annual meetings - expenses of conducting lectures about human rights issues with the donors	- Satisfactory relations between ICHR and the Donors. - Positive correspondences that reflect good relationship with the donors.	- Donors
2. To provide the donors with ICHR reports, and to keep them updated with its activities and news.	Public Relations Unit in cooperation with the other program units of ICHR	Ongoing Activity	- Donors' constant knowledge about ICHR news, activities and reports - Donors should refer to ICHR in human rights and legal cases, no less than 10 times a year		
3. To provide the donors with the admin and financial progress reports	Executive Director in cooperation with the Public Relations Unit and the Admin	Semi annual report in July and Annual report in December		- prepared admin and financial reports on schedule	- Donors

	and Finance unit				
Specific Objective 4.7 comprehensive media plan to reinforce ICHR role as a national commission and an Ombudsman					
1. Prepare a Media Plan	Public Relations Officer in cooperation with the Unit	The end of February 2009		- Comprehensive Media Plan that corresponds to ICHR goals, message and vision.	-Media Plan
2. To prepare and circulate media and promotional materials (Press releases, monthly newsletter, human rights violations report, quarterly, brochure, TV Spots..etc)	Public Relations Unit in cooperation with the different units	Ongoing Activity	<ul style="list-style-type: none"> - Expenses of Radio and TV spots - Documentary film about ICHR. -promotional materials (pens, copybooks ,stickers...etc) - around 2000 DVD's for each language (Arabic and English) - Annual Agenda - Desk Calendar -various promotional and media publications 	<ul style="list-style-type: none"> - ICHR publications widely distributed in PNA territories (WB and GAZA Strip) as well on the international level. - Human rights press releases issued on schedule, and distributed through various media and ICHR e-mailing list. - positive and satisfactory external evaluation of ICHR presence in the Media - ICHR film should be circulated, and have positive and satisfactory 	<ul style="list-style-type: none"> - Media -Official Palestinian institutions, human rights institution and different CSO's. -external evaluation -ICHR staff.

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			-wall panel - international experts to evaluate and measure the effect of ICHR presence in the Media	impact on ICHR visitors.	
1. To develop the relationship between ICHR and the media representatives to serve human rights issues, and to participate in ICHR activities, press conferences and other events.	Public Relations and Media Unit	Ongoing Activity	- expenses of around \$1000 for mailing the Annual report (English and Arabic)		
Specific Objective 4.8 The Unit's team has the necessary knowledge, capacities and skills					
1. Prepare training sessions for public relations staff to develop their capacity	Public relations and media unit in cooperation with the Admin Unit	Throughout 2009	- training sessions expenses	- conduct no less than 3 training sessions for PR staff in public relations and media	- develop the capacity of PR staff and its reflection on their daily work
2. To conduct training sessions for the concerned	Public relations and	March		- Conduct no less than 5 training sessions for:	- To develop the capacity of the concerned staff and

ICHR staff to develop their ability in writing press releases and their knowledge of public relations and communication skills	media officer			Northern, Southern, and Middle Regional Offices in the WB, Gaza offices and the main Ramallah Office.	its reflection on their daily work.
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Strategic Objective 2: Increase the effectiveness, impact, sustainability and the independence of ICHR

Program 5: Institutional building: Effective Administrative and Financial Structure\ Administrative and Finance Division

Specific Objective 5.1 Logistic support to ICHR programs and activities to create a positive and fruitful work environment					
Activity	Responsibility	Time Framework	Resources	Means of verification	Sources of Verification
1. Prepare a comprehensive work plan including all logistics needs to support ICHR programs and activities, and the continuous evaluation and	Admin and Finance Unit under the supervision of the Unit Director	-preparation of the plan in the first half of January 2009 - revising and developing the plan: Ongoing Activity		- Credible work plan for the admin and finance unit to support ICHR programs. - Regular meetings of the unit, to evaluate its development and make the needed changes.	- work progress reports. - the plan - the minutes of the regular meeting of the unit

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revision of it.					
2. To prepare logistics and needed technical equipments for ICHR activities according to the budget.	<ul style="list-style-type: none"> - Admin and Finance unit under the supervision of the Unit Director. - Admin Assistant for the logistics issues. - IT for the technical issues - the senior accountant to request price quotations and all the financial issues 	Ongoing Activity		<ul style="list-style-type: none"> - The Admin Unit is capable of supporting ICHR programs on schedule according to needs, while taking the best offers and service into account. - To limit complaints and criticism on the service provided by the unit. - good technical equipments that serves ICHR needs and to gain the satisfactory of the staff to work in fruitful work environment 	<ul style="list-style-type: none"> - training sessions participants' evaluation - Memos and written notes that are by the leaders of the events and activities. -ICHR staff - Executive Director and the Executive Team
3. To prepare for price quotations requests according to ICHR admin and finance measures	<ul style="list-style-type: none"> - Senior Accountant under the supervision of the Unit Director - price quotation committee 	Ongoing Activity		<ul style="list-style-type: none"> - Equipment and services needs with good quality and minimum price. -the management letter from the external auditor should contain few mistaken procedures. - satisfactory regular 	<ul style="list-style-type: none"> - Price quotations letters and the newsletter announcements. - The minutes of the price quotations committee meetings. -

				revision of the internal auditor	<ul style="list-style-type: none"> - ICHR staff, Offices Manages, Coordinators and the Executive Team. - the external auditor - The internal auditor from the Board of Commissioners.
Specific Objective 5.2 Annual budgets and final accounts prepared in cooperation with the Executive Team and in applying the approved financial plans and procedures (financial safety)					
1. To cooperate with the Program Directors and the different units to prepare the budgets according to programs' plans.	Admin and Financial Unit in cooperation with the Executive Team	Ongoing Activity during preparing the plans and the budget		- the Executive Team works in team work, to transform the plans into budgets	- Executive Team
2. Preparing budgets	The senior accountant under the supervision of the Administrative and Financial Director	At the end of November		- prepared plans that answer program needs according to budget and to the Joint financial agreement with the donors.	<ul style="list-style-type: none"> -executive director - Executive Team - the Board of commissioners - Donors

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<p>3. Prepare the monthly, semi annual and annual financial reports</p>	<p>Senior accountant under the supervision of the Unit Director</p>	<p>First week of every month</p>		<p>- 12 annual reports clarifying the actual expenses according to budgets monthly cash flow and financial commitments in order for the Executive Team to take the decisions and edit the plans according to actual financial status of ICHR</p> <p>- Financial reports handed to the executive director and the Executive Team on schedule.</p> <p>- semi annual and annual financial reports handed to the donors on schedule</p>	<p>- financial reports</p> <p>-donors</p> <p>-Executive Director</p> <p>-Executive Team</p> <p>- Internal Auditor</p>
<p>4. Prepare the financial statements and provide all the facilitations needed for the external auditor to publish the</p>	<p>Senior accountant under the supervision of the Unit Director</p>	<p>November and December of the next year</p>		<p>- prepared financial statements according to accountant standards trusted by the external auditor</p> <p>- prepared financial</p>	<p>- the external auditor</p>

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final statements.				statements on schedule	
5. to purchase 2 cars for with customs' exemption	the Administrative and Financial Director in cooperation with the executive director	By the end of February 2009		- 2 cars for Northern and Southern Offices of the West Bank, for work use with custom exemption	- car's documents -Executive Team - Correspondences with the PNA official parties.
6. The supervision of the 7 th and 8 th grade staff in the main Ramallah office	Admin assistant under the supervision of the Unit Director	Ongoing Activity		- The provided services are satisfactory and fulfill ICHR work needs. - Fair treatment to service providers that reflects team work true of human rights institutions.	- evaluation forms for the staff
Specific Objective 5.3 Management of human resources and employees affaires in accordance with the administrative policies and regulations applicable in the ICHR					
1. To follow up the staffs' leaves of absence	Admin assistant under the supervision of the Unit Director	Ongoing Activity	-	- Monthly reports to program directors regarding working hours of each staff member.	- time sheets - Leave of absence forms and plans. - admin memos to the staff
2. To prepare monthly payrolls including taxes,	- Senior Accountant under the supervision of the	From the 25 th and the 30 of each		-payrolls and any other financial statements prepared according to	- Salaries bank transfers.

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health insurances, and communications in accordance with the internal system and Palestinian employee law	Unit Director	month		admin and finance policies and on schedule. - income tax records paid on of the beginning of every month	- Soft copy of the payrolls. - Executive director and Administrative and Financial Director. -ICHR staff - Ramallah Directorate of income tax
3. To provide health insurance and general safety in the work places.	Administrative and Financial Director, executive director and Executive Team	Ongoing Activity		- Health insurance policy for ICHR staff that provides them with satisfactory health services and covers their needs and that of their families. - Health insurance policy for ICHR staff covering work accidents. - provision of fire extinguishers, first aid and any other needs for staff safety	- health insurance policy, work accident insurance policy - Administrative and Financial Director, executive director, Regional Office Managers and the Executive Team.
4. Organize activities and social events for ICHR staff in order	Admin Assistant under the supervision of the	Ongoing Activity		- prepare a list with ICHR social events, - create a mini box for	- ICHR staff

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to create a fruitful work environment	Unit Director			financial contributions from ICHR and its staff. - satisfactory participation of around 95% of the staff in social activities and programs	
5. Seek special offers financial facilitations to ICHR staff for better living conditions	Admin and financial Director in cooperation with the senior accountant, the Regional Office Managers and the Executive Team	Ongoing Activity		-no less than 3 special offers a year for staff privileges (mobiles offer, electronics, banks facilitations, housing projects, cars...etc)	- ICHR staff
6. Follow-up process of assessing the performance of staff, by supervising administrative aspects. As well as developing a system of incentives for hardworking staff	Executive director in cooperation with the Administrative and Financial Director and the Executive Team.	January and December of each year	- to put aside \$10000 a year for staff incentives (2-3 staff members)	- Evaluated forms built up on job descriptions of each employee, given to his\her direct supervisor. - Annual evaluation of the staff work with positive or negative recommendations by the direct supervisor. - An approved incentive system by the executive director and the	- evaluation forms - the Executive Team - ICHR staff

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				Executive Team.	
7. Undertake all necessary preparations, and logistics for external evaluation and strategic planning sessions during 2010	Admin & Financial Unit with Executive Director	External Evaluation in February 2010 And strategic planning in June/July 2010	- Expenses for 2 national and international consultants. - travel and accommodation -workshops sessions for two events with Board and Staff	- Evaluation conducted on time and recommendations made to ICHR. -Strategic Document produced and available for new funding period (2011-2013)	- External evaluation report. - three-year strategic document
8. Undertake all necessary preparations for Board of Commissioners' Meetings	Admin & Financial Unit with Executive Director	-One meeting per month for Executive Office of Board of Commissioners and annual meeting for General Meeting of Board of Commissioners.	- Hospitality and travel expenses for 3 Board members. Hotel Accommodation for 3 Board members for annual General Meeting.	- Regular Board meetings are conducted and well organized	- Commissioner General - Executive Director -Minutes of Board Meetings.
Specific Objective 5.4 plan of training needs to build knowledge, capacities and skills of ICHR administrative staff, prepared and implemented.					
1.Prepare a plan for training needs for the admin staff	Admin and finance manger in cooperation with the Executive Director	On-going, on the job training	An external evaluators to measure the training needs (15 working days)	- Realistic plan and capable of implementation during the year and the following years in order to develop their work	- external evaluator - executive director - admin staff

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				<p>efficiency, and accordance to ICHR budget.</p> <p>-Coaching and on-the job training in management and Human Resource management and other managerial and administrative fields conducted.</p>	
<p>2. To conduct second phase of training session in human rights issues for the admin staff</p>	<p>The Administrative and Financial Director in cooperation with the program directors and the public awareness and Training Unit</p>	<p>March 2009</p>	<p>- 3 day training session, including accommodation and general expenses.</p>	<p>- Good knowledge of the admin staff on ICHR work and basics of human rights standards.</p>	<p>- Training evaluation forms.</p> <p>- admin staff</p> <p>- direct supervisors on the staff</p> <p>-trainers at ICHR</p>
<p>3. Train the secretaries and the concerned ICHR staff in using Excel, Word and outlook</p>	<p>- Administrative and Financial Director , senior accountant and the IT</p>	<p>Throughout the year, 3-4 stages.</p>	<p>Transportation expenses, and per diem for trainers if they're working outside their main office</p>	<p>- Well trained secretaries capable of using all the mentioned programs.</p> <p>- noticed improvement on secretaries work using computer programs.</p>	<p>- admin and financial manager</p> <p>- work progress report</p> <p>-Regional Office Managers</p>

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4. Training in the admin field, and human resources to the Administrative and Financial Director and his staff according to needs	Executive Director	- during 2009 on the job training	- external expert with special work contract (3 to 5 working hours a week)	- A well trained admin and finance manger capable of implementing the acquired skills which reflects a positive work environment.	- external expert - ICHR staff evaluation for the admin staff
Specific objective 5.5 Available and high quality Technical support to ICHR staff and programs					
1.To build, develop and update ICHR programs	IT Officer in cooperation with the Admin and Finance manger	Ongoing Activity		- efficient and useful programs that facilitates ICHR work	- Executive Team -ICHR staff(data entries)
2. ICHR equipment maintenance	IT Officer in cooperation with the Admin and Finance manger	Ongoing Activity		- efficient work equipment	- ICHR staff - work progress report

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