

**Independent Commission for Human Rights  
(ICHR)**

**Strategic Plan 2011-2013**

**May 2011**

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## FOREWORD

The Independent Commission for Human Rights is pleased to present its three-year strategic plan (2011-2013) which was developed over the past few months through the joint efforts of ICHR Board of Commissioners and staff in the spirit of teamwork.

The plan has incorporated major recommendations of the 2010 external evaluation report, the preliminary findings of the capacity assessment report for national institutions (April 2011), as well as the major recommendations of stakeholders during the strategic planning process.

In the next three years, ICHR's main aim will be directed towards strengthening and consolidating the work which it has undertaken in the past few years while ensuring its independence as a national institution by further enhancing its compliance with the 1993 Paris Principles and its presence on the national, regional and international levels. We will strengthen the core functions of ICHR (monitoring and reporting, protection and promotion of human rights), and consolidate ICHR's legal basis, internal processes and mechanisms and human resources.

In this plan, ICHR has balanced between civil and political rights and economic, social and cultural rights and has allocated time and effort towards mainstreaming of the human rights of marginalized groups into the general work of ICHR, especially rights of persons with disabilities (with focus on the right to work) and gender mainstreaming of women's rights (with focus on the administration of justice and gender based violence). As a national institution, ICHR will conduct its first national inquiry on the rights of persons with disability during the second half of 2011, which is a major task of national human rights institutions and it will also focus on

following up on the responsibility of official institutions and the pillars of the justice sector in protecting women victims of violence. With regard to civil and political rights, ICHR will mainly focus on the respect of proper legal procedures and combating torture and ill-treatment. It will specifically target prisons guards and interrogators within different security agencies to ensure their adherence to human rights principles while undertaking their duties.

Other targeted groups will be the pillars of the justice & security sector (Public Prosecutor's Office, the Ministry of Justice, the Higher Judicial Council, Ministry of Social Welfare, Ministry of Women's Affairs, Ministry of Interior, and family units within the Palestinian Police) in developing capacities of official institutions in handling cases of women victims of violence and women in conflict with the law, and undertaking their responsibilities in compliance with human rights principles. Training programs of ICHR will also target civil society organizations, especially human rights organizations, and the bar association to develop the capacities of human rights defenders and new lawyers in dealing with human rights issues, including those of marginalized groups.

The strategy is built on the assumption that the current political situation will prevail. Two alternative scenarios with major impact on ICHR's work have been taken into consideration. The most probable is that of the declaration of a Palestinian State in September 2011, which will entail corresponding adjustments of ICHR's strategic outlook and plans. In such a situation, ICHR will prioritize the passing of its own law in the Palestinian Legislative Council (PLC) and will undertake new tasks related to the role of national institutions in encouraging the PNA to ratify international human rights instruments and report on their legal obligations under international human rights law.

## INTRODUCTION

The **Independent Human Rights Commission (ICHR)** is the national institution for human rights for the Palestinians living in the 1967 Occupied Palestinian Territory. It has international full accreditation as a national institution through the International Coordinating Committee of National Human Rights Institutions for the Protection and Promotion of Human Rights (ICC), and is also a full member of the Asia Pacific Forum for National Human Rights Institutions (APF). The Commission is a Palestinian state institution, but it is politically, administratively and economically independent from Palestinian authorities. The primary role of ICHR is to work as an independent body monitoring how Palestinian state institutions comply with their human rights obligations, and incessantly work to improve how authorities safeguard and promote the human rights of Palestinians in the Gaza Strip and the West Bank.

The **mandate** of ICHR given by the Presidential Decree No. 59 (1993) is to “follow up and ensure that all requirements to safeguard human rights are provided for in the various Palestinian laws, by-laws and regulations, and in the work of the various departments, agencies and institutions of the State of Palestine and the PLO”. The Palestinian Amended Basic Law (2003) art 31 provides that the commission “shall submit its reports to the President of the National Authority and to the Palestinian Legislative Council”.

ICHR works according to the **vision** of a free Palestinian Society where freedom, equality and human rights are interwoven in its social fabrics. The core values that the Commission wants to represent are credibility, integrity, confidentiality and accountability, tolerance, equality.

ICHR's **mission** is that in its capacity as a national human rights institution that aims at safeguarding and promoting human rights in accordance with the Palestinian Basic Law and the international principles of human rights, ICHR observes the extent to which the Palestinian National Authority adheres to these principles through monitoring and documenting violations; handling complaints and following up on them; litigation; reviewing legislations to ensure compliance with international standards; propagating a culture of human rights through awareness raising and training so as it becomes inseparable of the value system of the Palestinian culture, all

through effective, efficient and sustainable programs.

The core **functions** of ICHR consist of monitoring and documenting the extent to which the Palestinian National Authority adhere to their international and domestic human rights obligations. The Commission handles complaints and follows them up with the Palestinian authorities, it reviews legislation to ensure compliance with international human rights standards, it makes strategic judicial intervention and it propagates a culture of human rights through awareness raising and training. Based on overall findings and patterns the ICHR informs and advises the PNA. In this respect the ICHR has the same role of the Treaty Bodies under the core human rights conventions or the Universal Periodic Review in the UN Human Rights Council

The main **target groups** of the work of the Commission are Palestinians living in the Gaza Strip and the West – Bank. Due to the overall political context, however, Palestinians at present face three different authorities who exercise jurisdiction over them – the Israeli occupational authorities, the Palestinian Authorities in the West Bank, and the Gaza Strip authorities. This situation considerably impacts the work of the Commission. Unlike most national institutions, the Commission must relate to three different authorities, two of which are not States and therefore are not formally subject to human rights obligations that commonly bind States. All these elements have substantial repercussions for the human rights situation of Palestinians in the Gaza Strip and the West-Bank.

ICHR represents a cluster of **human rights resources**. In order to fulfill its mandate, ICHR is composed of persons with extensive expertise in the field of human rights or with a very high standing in the Palestinian society. It relies on a structural model where staff, with the guidance of the Executive Director and the Executive Team (senior management), cooperate on the implementation of activities and core functions of ICHR. The Board of Commissioners is tasked with developing and approving general policies and institutional directions of the organization, in order to ensure the fulfillment of major goals and objectives of the institution in protecting and promoting human rights. The Board of Commissioners also intervenes at the political level to ensure compliance by PNA with international human rights principles.

ICHR has multiple sources of **income**. Most of its funding is core-program funding, covered by a consortium of five-like minded European donors, namely, the Netherlands, Norway, Denmark, Sweden and Switzerland. An additional margin of funding originates from the contribution of the PNA as well as other donors who wish to join the donors' consortium and support ICHR's three-strategic plan. This model provides the Commission with the necessary and appropriate independence that it needs to function properly as a National Institution. ICHR strives to secure future funding that will further enhance its financial independence, through verification of sources of funding by inviting new donors to join the Donors' Consortium.

## **STRENGTHS AND WEAKNESSES OF ICHR**

Over the past decade ICHR has been very successful in establishing its status as the Palestinian National Human Rights Institution and, over its years of existence, has achieved a very high level of national and international recognition of that status.

### **Strengths and Opportunities**

ICHR's key strengths include its high esteem due to its legal status, independence, neutrality, expertise, and effectiveness. With these and other characteristics, ICHR has earned a national and international recognition of being the Palestinian National Human Rights Institution. The main strengths and opportunities of ICHR are closely linked with this situation:

*ICHR's History, Achievements, Image and Values.* ICHR is an independent, autonomous, non-partisan, neutral and professional institution that has earned respect of all stakeholders. Its Board of Commissioners are drawn from among distinguished members of the Palestinian community, within and outside the Occupied Territory. ICHR's effectiveness is due in part to the prominence of the members of its Board of Commissioners.

*Institutional Dimension.* ICHR has developed sound management systems in an effort to promote effectiveness and efficiency, and ultimately leave an impact on the ground in the area of promoting Human Rights. With the growing international interest in human rights, ICHR has a great opportunity for sustainability, particularly its financial sustainability.

*Technical Capacity:* ICHR has decentralized operations, empowering offices throughout the regions of the West Bank and the Gaza Strip, and is well prepared for the demanding task of safeguarding and promoting the human rights of Palestinians.

*Management and Staff:* ICHR disposes a strongly motivated Executive Director and creative members of the senior staff members and officers, with national and regional expertise in the work of National Human Rights Institutions. They represent an important asset which is in frequent demand nationwide or in the region.

*Infrastructure:* The physical infrastructure of ICHR including the headquarters that is wholly owned by the organization, along with the regional offices across the West Bank and Gaza are well equipped for optimal performance.

*ICHR Networks and Cooperation with the Various Stakeholders.* Over its many years of existence, ICHR succeeded in building strong networks, ties, and platforms of cooperation at many levels and in different forms with the many human rights players, nationally, regionally and internationally.

*Increased Interest in Human Rights.* The increased interest in human rights internationally provides a strong opportunity for ICHR to grow, expand and fight all sorts of human rights violations within Palestine.

#### **Weaknesses and Key Areas for Improvement**

The main points of weakness and challenges that the ICHR has identified and which should be addressed during the next strategic period are the following : absence of a law organizing the work of ICHR, insufficient systems for monitoring and evaluating ICHR programs and assessing their impact. There is a lack of coherent strategies with regard to the media, training and awareness building. Certain weaknesses in the pool specializations, lack of centralized document-handling, insufficient focus on economic, social and cultural rights. Challenges in the communications between the West Bank and Gaza Strip programs, incomplete institutional and capacity building and shortages in the human resources management system. To address those weaknesses, ICHR will address these gaps in its this strategic plan, mainly the following:

*Pending passage of an organic law,* ICHR will revise its Internal Bylaws to ensure, as far as possible, their consistency with the requirements of the Paris Principles and the Subcommittee on Accreditation of the International



Coordinating Committee of National Institutions for the Promotion and Protection of Human Rights (ICC).

*ICHR will build its capacity* on gender and legal analysis.

*ICHR will continue to produce legal analysis reports* to promote better knowledge and thus better policy in specific areas of human rights. These reports will be based on rigorous analysis in accordance with national and international human rights law. ICHR will increase its in-house legal expertise in case analysis using international human rights law and comparative jurisprudence.

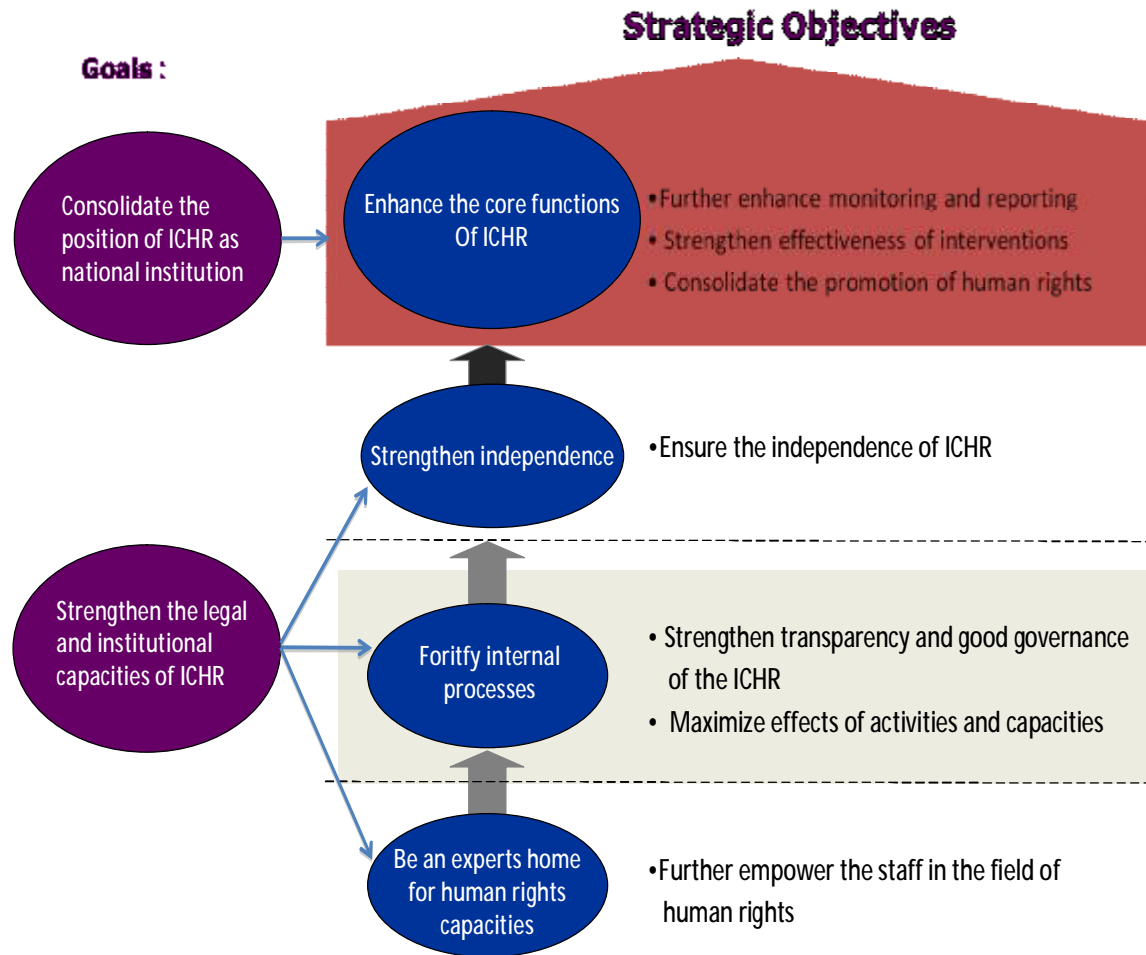
*ICHR will develop a media strategy* that includes a component on communications policies and strategies.

*To ensure proper monitoring and evaluation of its performance generally* and the good quality of its various activities and services, ICHR's will develop a comprehensive system of monitoring and evaluation, and will identify key performance indicators for the institution at each level, to enable the impact of activities to be assessed and corrective actions developed as necessary.

With all these points in mind, ICHR has developed a 3-year strategy that is intended to allow it to capitalize on its strengths, take advantage of its opportunities, mitigate the risks and as far as possible address its weaknesses.

## MAIN STRATEGY FOR 2011-2013

During the former strategic period of 2008-2010, ICHR went through expansion in various fields. In the present strategic period efforts will be dedicated to two major goals. It will *consolidate* the position of ICHR as the Palestinian National Institution of human rights by strengthening the core functions of the organization. On a different level it will seek to *fortify* the internal procedures and processes of the organization in order to strengthen ICHR and increase its ability to fulfill its mandate. The strategic direction may be illustrated in the following **Strategic Map for 2011-2013** :



### Results Framework on Impact Level<sup>1</sup>

Goals	Results/ indicators	Remarks
<p style="text-align: center;"><b>Goal 1:</b></p> <p>Consolidate position as a national institution</p> <p>Core functions:</p> <ul style="list-style-type: none"> <li>- Monitoring, documentation and reporting</li> <li>- Protection (mediation and intervention)</li> <li>- Promotion (education and awareness raising)</li> </ul>	<ol style="list-style-type: none"> <li>1. Identified patterns of human rights violations and underlying causes of those patterns reflected in ICHR reporting.</li> <li>2. # of recommendations suggested by ICHR in its annual reports and other reports (including recommendations on vulnerable groups. (i.e. women and persons with disabilities) which are adopted by Palestinian authorities.               <ol style="list-style-type: none"> <li>a. Recommendations that has led to political or administrative action.</li> <li>b. Recommendations that can be converted into political and administrative action.</li> <li>c. Recommendations that have been/ can be used as a reference points for the international community and other stakeholders in dialogue with the Palestinian authorities.</li> </ol> </li> <li>3. # of adopted policies and provisions in Palestinian legislations in compliance with human rights standards by Palestinian authorities based on ICHR recommendations.</li> </ol>	<p style="text-align: center;">These indicators will be measured by an internal mid-term review and external evaluation at the end of the funding period (2013).</p>

<sup>1</sup> This Results Framework will be used for all future Annual Reporting as proposed in template for reporting below.

	<ol style="list-style-type: none"> <li>4. Positive results of 2013 survey on ICHR's communication and media performance and remarkable progress made in communication performance compared with 2011 survey.</li> <li>5. # of beneficiaries/ victims helped and advised (from victims of human rights violations who lodged complaints and requested legal advice) with ICHR and the number of complaints received year after year, followed up and resolved successfully.</li> <li>6. Positive results of ICHR training programs' evaluation reflected in the (%) of changed compliance of targeted groups.</li> </ol>	
Goals	Results/ indicators	Remarks
<p>Goal 2: Strengthen the legal and institutional capacities of ICHR.</p>	<ol style="list-style-type: none"> <li>7. Membership and rotation of Commissioners in compliance with adopted ICHR's by-laws and Paris Principles for National institutions.</li> <li>8. Financial sustainability of ICHR: <ol style="list-style-type: none"> <li>a. satisfaction of donors' consortium in ICHR's performance and their long term commitment to ICHR.</li> <li>b. maintaining a minimum of 5% of PNA contribution in annual budget of ICHR.</li> <li>c. More donors interested in joining ICHR's donors' consortium.</li> </ol> </li> </ol>	<p>These indicators are related to institutional capacity building, when positively measured will further strengthen the ability of ICHR in implementing its core functions as a national institution.</p>

	<p>9. A centralized, consolidated documentation and management information system for more in depth analysis of consistent patterns of human rights violations and underlying causes for those violations.</p> <p>10. Internal and audited financial reports of ICHR reflect fair, clean and positive results.</p> <p>11. Human resource management system integrated within ICHR's accounting system to consolidate ICHR personnel and payrolls and identify priorities and capacity building of ICHR's staff.</p> <ul style="list-style-type: none"> <li>a. ICHR is an "expert home" based on ICHR's capacity building plan through:</li> <li>b. ICHR fully depending on its own capacities in training and awareness programs in law and human rights.</li> <li>c. ICHR is a reference to other human rights organizations in law and human rights.</li> </ul>	
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The strategy contained in the following pages departs from the premise that the overall political situation remains similar to the conditions prevailing in the first half of 2011. Certain adjustments will be made in the case of a reassembly of the PLC (see p. 15). More dramatic changes to the strategy in case of a declaration of Statehood (Scenario 2) or in case of dissolution of the PA (Scenario 3) during this strategic period follow after the main strategy is presented ( see p. 23).

## CORE FUNCTIONS OF ICHR

ICHR will strive to strengthen and enhance its core functions over the next 3 years. The previous period witnessed an expansion in the activities of the Commission. The present period will be dedicated to consolidate, strengthen and enhance activities related to the three core functions of ICHR, namely monitoring and reporting , protection ( mediation and intervention) and promotion (education and awareness raising) of human rights.

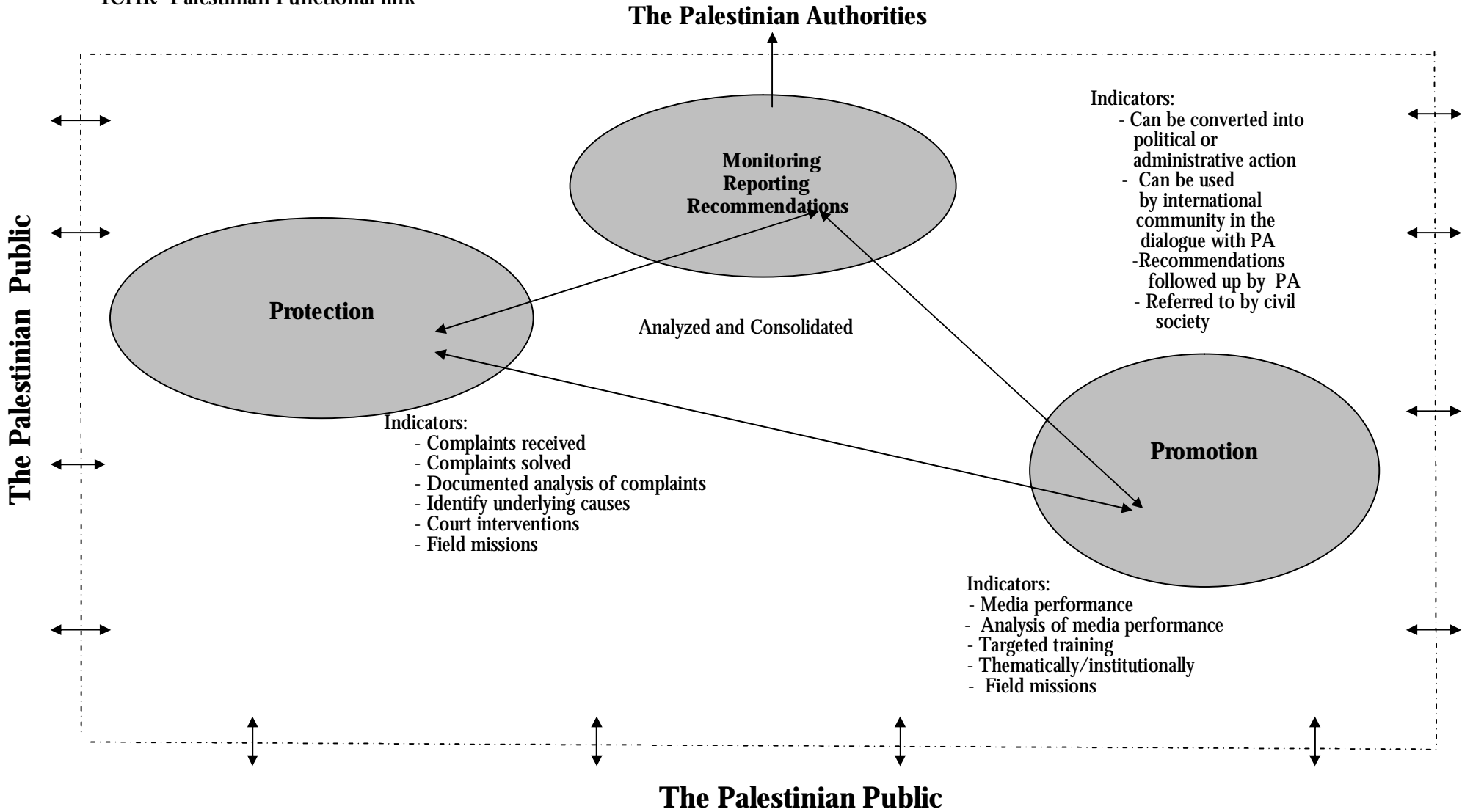
ICHR, as the national institution for human rights in Palestine is a state institution and part of the institutional structure of the Palestinian National Authority. It has a mandate from the Palestinian Authorities (Presidential Decree No. 59 of 1995 & Article 31 of the 2003 Palestinian Basic Law) and performs permanent functions within this structure. Namely, reporting and advising the President, the Palestinian Legislative Council (PLC) and the Palestinian authorities on the human rights situation in Palestine, through monitoring, documenting and reporting, and providing specific recommendations to ensure the adherence of relevant authorities to the principles of human rights and the rule of law, as enshrined in its Basic Law and international human rights treaties and conventions.

Through its consultative and advisory role to the Palestinian authorities, ICHR models its reporting on the basis of international reporting mechanisms under taken by international quasi-judicial bodies (UN treaty-bodies & Universal Periodic Review of states to the UN Human Rights Council). The unique role of ICHR as a national institution still functioning in the absence of a Palestinian sovereign state and under occupation, renders its reporting (especially its annual report on the status of human rights) additional weight in advising the government on status of human rights and providing it with concrete suggestions to overcome those violations (practice) and/or ensure its compliance with international human rights standards (related to legislation and policies). Its recommendations to the Palestinian authorities can be converted into concrete action, used as talking points by the international community and other interested stakeholders in dialogue

with the PNA and last but not least, a mediating organization between civil society organizations and the PNA. Through its “open-door” policy with Palestinian civil society organizations and the public at large, ICHR can play an important role in referring human rights issues of prime concern to civil society organizations to the relevant authorities.

The following chart illustrates, and simplifies the unique status of ICHR (its role) as a national human rights institution through its 3 main functions:

**ICHR Palestinian Functional link**





### (1) Monitoring and Reporting

The Commission is tasked with monitoring the human rights compliance of the Palestinian National Authority. It does so through monitoring detention centers and other governmental institutions, and by surveying legislation. The Commission receives and handles complaints from Palestinian citizens about violations of their human rights. The regional offices of the Commission provide permanent presence in 6 different locations where Palestinians may file their complaints. A web-based complaints mechanism is also available.

The Commission is also entrusted with reporting on the human rights situation, both directly to the Palestinian authorities and to the wider public. A digest of the complaints and the overall tendencies in the human rights compliance of the authorities appear in Annual report of ICHR. The Commission organizes hearings on particular incidents of particular concern to the human rights situation.

In this strategic period, ICHR will endeavor to further improve and enhance the tools for monitoring and reporting with a view to consolidating this core activity of the Commission. It will seek to strengthen its focus on vulnerable groups, in particular disabled and women. In one area ICHR foresees an expansion of its core activities – it will start to systematically monitor court-proceedings, with a view to map and monitor the human rights of Palestinians to due process.

Some indicators can be classified under several functions: *Complaints* provide statistical information thematically, institutionally and geographically. Dealing with complaints can also be classified under protection.

*Function:* Monitoring and reporting

Strategic objective:

Further enhance  
monitoring and  
reporting

Specific Objectives:

- (1) Maintain wide access by Palestinians to complaint mechanisms
- (2) Maximise the effects of current complaints and documentation
- (3) Strengthen focus on vulnerable groups (women and disabled)
- (4) Increase systematic monitoring of Courts

Key Performance Indicators	Target	Deadline	Resp.
(1) Statistics of complaints received overall, including # of complaints received in different geographic locations, places ( detention centres etc), web  (1) Statistics from fact-finding missions; a minimum of 2 fact-finding reports on particular incidents	2400, 600/office	Yearly  Yearly	PD WB/GZ  MP&LD
(2) Integrated, centralized output of all types of monitoring & documentation (Complaints & other documentation)  (2) Strengthening data analysis of ICHR monitoring & documentation	100% by 2012  3	Monthly  Yearly	Dir. MP&LD  ED
(3) Report on disabilities identifying needs for follow up (including specific recommendations for follow up) (3) Mapping of complaints received relevant to vulnerable groups (3) Mapping of women's access to justice	1 100% 100%	2013	MP&LD
(4) % of cases in compliance with due process requirements out of the 20-30 cases monitored/ month	<10% annually	2013 (bi-annual)	MP&LD

Initiatives	Deadline	Resp.
(2) Centralization of data-bank and information collection	2011	ED
(3) National Inquiry on the rights on the person on disabilities (1,2,3) Revision of the Complaints Manual (4) Develop Manual for monitoring of cases with indicators for due process (2) Develop Manual for visit of detention centres / monitoring prisons & detention centers	2013 2011 2011 2012	ED PD WB/GS MP&LD PD WB/GS

## (2) Protection (Mediation and intervention)

ICHR fulfills its role as National Institution through protection of human rights. It does so by serving as an intermediary between the Palestinian citizens and the Palestinian authorities, in particular between the authorities and civil society. It also uses means of more direct intervention in order to inform authorities about ongoing human rights violations, to advice authorities on how to increase compliance, and recommend specific changes that will improve the human rights records of the Palestinian Authorities.

During this strategic period, the Commission will endeavor to enhance the effectiveness of its interventions, through strengthening its own follow-up mechanisms, enhance its consultative role and increase reliance on judicial interventions.

Although the legislative processes are at a standstill due to the inactivity of the PLC, various Ministries are currently preparing major action plans in the area of human rights. The ICHR envisions assuming the role as intermediary organization between civil society and the authorities in the development of such action plans on human rights.

ICHR will also start to work with the Palestinian authorities in order to prepare a plan for a swift ratification of

all relevant Conventions of human rights in case of the establishment of Palestinian Statehood

*Function:* Mediation and intervention

Strategic objective:

**Specific Objectives:**

Further strengthen effectiveness of Intervention (Protection)

- (1) Strengthen mechanisms of follow up (more specific recommendations, more intensive follow up by Commissioners)
- (2) Enhance the consultative role
- (3) Increase judicial intervention

Key Performance Indicators	Target	Deadline	Resp.
(1) # of recommendations presented by ICHR and followed up by Palestinian authorities (1) # of successful interventions in annual report that were implemented in the following year *	20% first year (+10%) 2	Annually / 2013 2011 Quarterly (2011)	Com. ED, ET
(1) # of times ICHR resorts to the use of the UN special procedures (special rapporteurs and working groups) after exhausting other national remedies (1) # of interventions by Commissioners with the Palestinian authorities based on ICHR internal reports related to patterns of human rights violations			
(2) # of participation in national processes relevant to human rights** (2) # of participation in/before regional and international bodies	4 6	Annually Annually	Dir MPLG, GZ, WB
(3) MOU with Higher Judicial Council about Amicus curiae (Friend of the Court)*** (3) # of judicial interventions before the Supreme Court, Constitutional Court, other courts	(3)(1)	2013 2011-2013	MPLD

Initiatives	Deadline	Resp.
(1) Develop an internal media strategy for handling issues where other initiatives and measures have not succeeded (1) Introduce section of appraisal and criticism, increasingly specific recommendations in the annual report	2011/12	PR&MO ED
(2)(3) Initiate project with the Courts preparing a supportive role as a friend of the Court ( amicus curiae)	2011-2013	MP&LD

Explanations and additional comments

\*How many of our interventions in one specific year were implemented in the following year (National processes, and in advise given as a friend of the court (amicus curie) in specific human rights cases and cases of public interest)

\*\* ICHR s participation in legislative body within Prime Minister’s office and presidential office, input in Action

Plans on Human Rights etc.

\*\*\* The aim is to establish/prepare the ability and access of ICHR to undertake amicus curiae through a MOU with Higher Judicial Council

### **(3) Promotion (education and awareness raising)**

The Commission is entrusted with the task of promoting human rights in the Palestinian society. This entails raising awareness among Palestinians at large about their human rights, and about the means available to victims of human rights violations, among others the role and visibility of the Commission itself. It also entails offering capacity building and training to the Palestinian Authorities, in order to enhance human rights competence, avoid abuse and violations, and ensure proper control mechanism of human rights compliance within the PA.

During this strategic period, the media and Internet platform of ICHR will be optimized in accordance with a separate media strategy.

ICHR will focus its training effort on targeted areas where the role and function of ICHR may offer particular advantages of access, subsequent monitoring and measurement of success. ICHR will have three target groups: security agencies (arbitrary detention and torture); civil institutions ( in particular Courts), justice relating to vulnerable groups (disabilities and gender), and civil society organizations, mainly human rights organizations (Training of trainers in human rights)

In terms of civil and political rights, the Commission will focus its efforts combating unlawful detention and use of torture in the security apparatus. In terms of economic and social rights, its main focus will be the rights of vulnerable groups (persons with disabilities and gender). The training will be concentrated accordingly. The particular situation in the Gaza Strip, where the human rights situation of vulnerable groups is more pressing, will in this way be highlighted.

Function: Promotion (education and awareness)

Strategic objective:

Specific Objectives:

**Consolidate the promotion of human rights**

- (1) Optimize media and internet platforms to disseminate the culture of human rights
- (2) Increase targeted co-operation and engagement with authorities in training
- (3) Strengthen the engagement with human rights NGO

Key Performance Indicators	Target	Deadline	Resp.
(1) # media coverage based on developed internal communication strategy *	10	Monthly	PR&MO
(1) increase in the # of visitors on the web pages over period *	5000 visits	Monthly	PR&MO
(1) positive ICHR media performance based on ICHR surveys among targeted groups	<10% pr.y	Bi-annually 2013	PR&MO
(2) Satisfaction with ICHR training programs based on survey among targeted groups of ICHR **	50%	Within 6 months	Coord. of T&A
(2) % of changed compliance in targeted training areas (prisons, courts) reflected in the systematic monitoring mechanisms	60%	Annually	

Initiatives	Deadline	Resp.
(1) Develop web-pages, promotion of the web-pages (planning 2011, realization 2012)	2012	PR&MO
(1) Develop internal media – strategy with clear performance indicators (based on 2011 survey)	2011	ET
(2) Internal strategy identifying targeted training programs where the Commission has a particular advantage, concentrate capacity, institutionalize training models in these targeted area	2012	Coordinators of TA in WB/GS
(2)(3) Introduce network of cooperation ( engagement) with NGOs for outsourcing training in other areas of priority	2012	
(2)(3) Develop pool of trainers for training of civil society, with emphasis on gender and disabilities	2012	

Explanations and additional comments

\* The indicators should be published on the web-site

\*\* They should contain three components: how much the public know about ICHR ( general indicators), and secondly how the media has been an effective tool in disseminating a culture of human right ( also how much media is covering our activities), asses the training programs with the targeted groups ( into media strategy)

## INSTITUTIONAL INDEPENDENCE

The overall aim in the strategic period is to ensure continued independence of the Commission. This will be sought through strengthening the legal basis of the Commission, securing internal pluralism, engaging in cooperation with all relevant authorities, and finally ensuring verification of sources of funding and encourage

new donors to join ICHR's Donors' Consortium.

Institutional independence

Strategic objective:

Specific Objectives:

Ensure the independence of ICHR

- (1) Fortify the legal basis of the Commission
- (2) Maintaining the Role of ICHR as a Mediator between Civil Society and Palestinian Authorities
- (3) Continue to meet the requirements set by regional and international networks and mechanisms of national institutions (Paris Principles)
- (4) Ensure sustainable funding of the organization

Key Performance Indicators	Target	Deadline	Resp.
(1) Revised ICHR's Draft Law and updated internal bylaws adopted and implemented	2011	2011 (for by laws) 2012 (for draft law)	Board
(2) # times ICHR is used as a reference point both by the authorities in Gaza and the West-Bank, indicating its standing and credibility in both areas	4	yearly	ED & MPLD
(3) Periodic review of ICHR by ICC, maintenance of A-Status	1	2012	ED
(4) Ability to attract new funders to Donors Consortium (4) Maintain a minimum of 5% contribution by Palestinian Authorities to ICHR budget	100% 100%	annually	Board, ED

Initiatives	Deadline	Resp.
(1) Revise and update the draft law and by-laws of ICHR (1) Prepare amended version of the Palestinian law for ICHR to present to the PLC in case it resumes its work	2013 2012	Board Board
(2) Various cooperation-initiatives with civil society (combating policing state, specific targeted rights areas such as torture, combating violence against women), retaining the distinguished role of ICHR (2) Adopt a clear and open policy statement on how ICHR will relate to the Gaza authorities (4) Revitalize the relationship with the donors - increase clarity of rights, responsibilities and duties in the relationship with the donors	2011/2012	Board

## INTERNAL PROCEDURES AND MANAGEMENT

In terms of internal procedures and management, the Commission will endeavor to strengthen transparency and good governance of the organization. It will clarify the assignment of roles and responsibilities within the

organization, and will introduce certain new functions and internal mechanisms to strengthen management. The Commission will also take a number of initiatives in order to enhance internal checks and balances, in particular strengthening administrative and financial procedures.

Strategic objective:

Specific Objectives:

**Strengthen  
transparency and  
good governance of  
ICHR**

- (1) Approve and implement new administrative and financial procedures
- (2) Ensure good governance and transparency
- (3) Strengthen internal checks and balances
- (4) Strengthen decision-making and management

Key Performance Indicators	Target	Deadline	Resp.
(2)(3) Positive internal auditor's report submitted to Board of Commissioners ( checks and balances)	4/yr.	Quarterly Sept 2011	Board
(2) Rotation of Commissioners in accordance with clear criteria in adopted by-laws, # meetings by Commissioners (2) Standards of the Paris Principles met and full membership status with the ICC maintained	100% 10 meetings 100%	Annually (2011) 2012	Board Board
(3) External auditor reports reflect fair and clean results (3) Recommendations by external auditor in letter to the management are met	1	Annually	Board

Initiatives	Deadline	Resp.
(1)(3) Appointment of internal auditor	July 2011	Board
(1) Finalize the administrative and financial manual ( supplemented by the Governmental systems in handling public funds)	2011	Board
(2) Develop internal guidelines that clarifies the responsibilities of decision making bodies within the Organization – the executive team and the technical team (2) Initiate process to discuss changes to the function of Commissioner General (2) Further develop bylaws regulating the work of the Board of Commissioners (2) Increase dissemination of information within the organization (Board and other decision-making bodies recommendations and decisions available to staff) (2) Highlight administrative and financial operations in the narrative report	2012 Nov.  2011 2011 2011 2011	ET Board Board Board, ET ED
(4) Establish clear guidelines defining roles and formal delegations, empowerment of senior and middle managers and team building. (4) Adopt a management principle of consultation and participation in decision making (administrative manual) *** (4)(2) Introduce yearly training for staff on procedures and manuals	2013 2013 2012	ED, ET A&FD A&FD
(4) Develop a human resource software integrated with the accounting system including all relevant information about staff (4) Define policies and procedures for staff recruitment, promotion, development, terms and conditions (4) Establish comprehensive system for staff and unit – evaluation (administrative manual)	2011 2013 2012	A&FD ED, A&FD A&FD

**Explanations and additional comments**

\* Internal swat analysis/survey among ICHR's staff (focusing on decision making within organization)

\*\* # and kind of decisions made by senior management and middle management

\*\*\*Staff section in administrative manual – or may even conclude a proper staff - manual

**Internal Processes**

ICHR will maintain a decentralized implementation of its activities, but in an effort to maximize the effects of current activities and capacities, the Commission will strengthen the quality of systematic document handling, it will ensure cost efficiency and seek to smoothen the flow of information and capacities between central and regional offices.

Strategic objective:

Specific Objectives:

Maximize effects of activities and capacities

- (1) Strengthen control mechanisms with quality of programs and cost-efficiency
- (2) Centralize and raise the quality of systematic document handling
- (3) Improve support, flow of capacity and materials between centralized office and regional offices
- (4) Improve targeted external access to ICHR material

Key Performance Indicators	Target	Deadline	Resp.
(1) Internal program monitoring reports reflect no deviation/compliance with pre-defined criteria in monitoring and evaluation system (2) Document handling and information management in compliance with pre-defined criteria	80% 90%	2011 2013	ET ED
(2)(3) Staff satisfaction with centralized management information system (MIS)	80%	End 2013	ED
(4) Timeliness and relevance of ICHR statements/ press releases, reports and time-frame disseminated on important incidents	10	Annually	PR&MO

Initiatives	Deadline	Resp.
(1) Finalize monitoring and evaluation systems tailored for every Program Director with criteria to measure effectiveness and quality of programs	2011	ED
(2)(3) Establish internal working group to develop internal strategy on document handling and flow of information, (implement suggestions of the working group) (2) Introduction of soft-ware linking complaints handling databank with secondary documentation centre	2011 2012 (2013) 2012	ED MP&LD
(4) Introduce a short deadline for dissemination and translation into English of reports and nota on important incidents.	2013	Int'L RO



## HUMAN RESOURCES

The Commission envisions to be an expert home for human rights capacities. During the present strategic period this entails to further strengthen the human rights expertise of the employees, and to take steps in order to attract and retain highly qualified staff. Three areas will be of particular emphasis in terms of strengthening specialized capacities: judicial intervention in Courts (litigation), disabilities and gender and lastly initiation of competence building enabling ICHR to make human rights audit of the budgets of the Palestinian Authorities.

Strategic objective:

Further empower  
staff in the field of  
human rights

Specific Objectives:

- (1) Increase institutional capacities
- (2) Strengthen specialized capacities relevant to the core functions of ICHR, with particular emphasis on gender and disabilities
- (3) Attract and retain highly qualified staff
- (4) Prepare for future human rights audit of budget of Palestinian

### Authority

Key Performance Indicators	Target	Deadline	Resp.
(1)# of implemented recommendations of the capacity assessment*	80%	(Annualy)2012	ED
(2) Extent of implementation of human resources capacity building plan in accordance with pre-determined set of criteria	100%		ED and ET
(3) Tracing developments in staff performance reflected in individual appraisal forms	70% (+10%)	Annually	ED & Directors

Initiatives	Deadline	Resp.
(1-3)Develop and implement a human resources development plan and individual plans for all staff members, in accordance with the institutional needs	2012	ED, A&FD
(1) Strengthen capacities in analysis and reporting under each program (1) Identify and provide professional development needs of Commissioners through ICC, APF	2011/2012	ED ED, Int'l RO
(2-3) Introduce measures to strengthen the capacity of lawyers within the MPLD, train and coach to develop their capacities in litigation in order to strengthen judicial intervention (2) Introduce system of unit and individual performance evaluation (2) Adopt a gender and disability friendly recruitment policy	2012	MP&LD  A&FD A&FD
(4) Initiate capacity building in preparation for human rights audit of budgets of the Palestinian authorities	2013	MP&LD

\*This is based on recommendations made in the capacity assessment report conducted for ICHR by the UN OHCHR, Asia Pacific Forum and the UNDP from 3 - 15 April 2011.

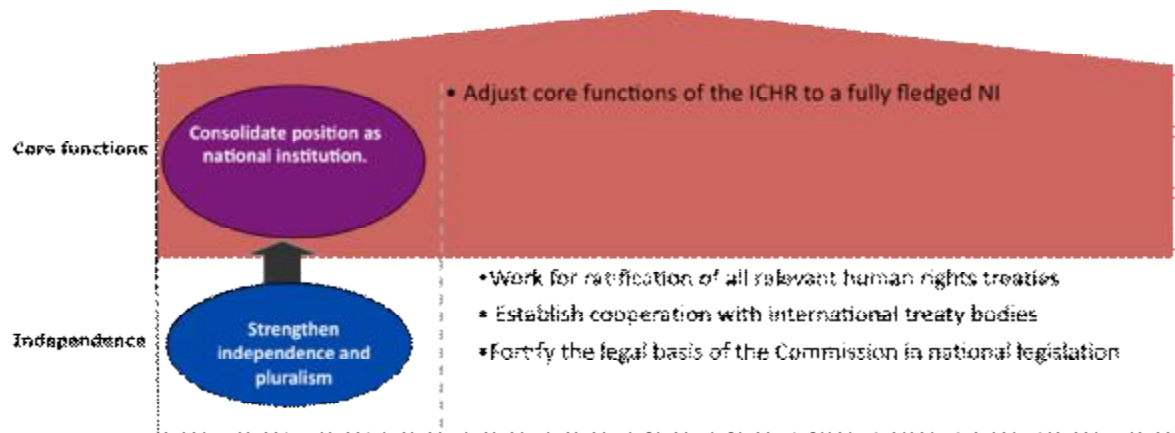
## ALTERNATIVE SCENARIOS

Given the volatility of the overall situation in the Palestinian society, a 3-year strategic plan must include certain alternative scenarios and corresponding adjustments of the Strategic outlook and plans.

In case the Palestinian Legislative Council resumes its normal functions, the main strategy presented will still be relied on, but with two important changes in focus. As part of securing its institutional independence, ICHR will put substantial efforts into securing a proper legal foundation for ICHR *in law*. Secondly, under the core activity of monitoring and reporting on human rights, the Commission will resume surveillance of the human rights compliance of new legislation.

### SCENARIO 2 ( STATEHOOD)

If Statehood is declared, most of the strategic plans for 2011-2013 will remain intact. However, certain adjustments will be made, primarily linked to strengthening the institutional and legal foundations of the Commission and its work.

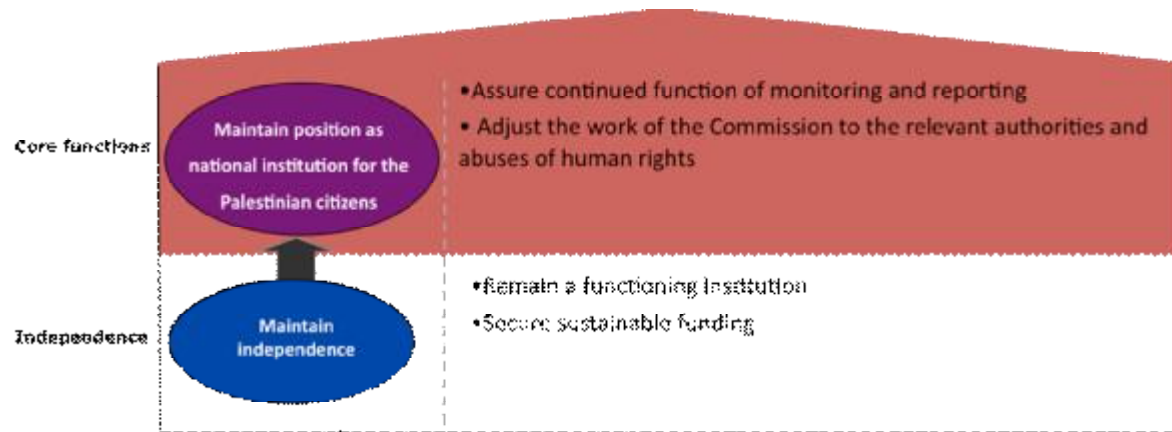


ICHR will also in such an eventuality focus its efforts on consolidating as a national institution within the normal framework of Statehood. The efforts will primarily be directed at swift ratification of all relevant international human rights treaties and instruments, and increased cooperation with international instruments as ratifications become effective. ICHR will also concentrate on strengthening the legal position of the Commission in law. It

will seek to increase the responsibility and investment of Palestinian authorities in ICHR (appointment of commissioners, increase funding etc), and it will work to secure a clear and wide definition of Human Rights as the scope of the work of the Commission.

### SCENARIO 3 (DISSOLUTION)

In the unlikely event that the Palestinian Authority is dissolved, ICHR will downscale numerous functions related to these authorities, and will focus its efforts on maintaining the essential core function of monitoring and reporting.



It must be expected that local authorities will maintain their functions, including the decentralized work of (elected) municipalities. ICHR will monitor and report on the activities of the Palestinian authorities. Stronger presence and more administration by the military occupation will lead ICHR to serve as a watchdog for protection of the Palestinian civilian population, monitoring the situation on the ground. Dissolution of the Palestinian Authorities is also likely to give free hand to vigilantes (getting into control, militant groups taking over the vacuum). ICHR will also monitor their activities and behavior towards the civilian population.

International advocacy will be used in a different way, UN bodies such as the Special Rapporteur for the Occupied Palestinian Territories will be extensively relied on and cooperated with, and ICHR will resort more to non-treaty based machinery (special procedures). It will rely on its own experiences of a similar situation during

the 2nd Intifada in 2000, when ICHR monitored and reported on Israeli human rights violations.

## RISKS AND MITIGATIONS

ICHR faces risks on various levels. As a general precautionary measure, ICHR will develop a manual on handling and responding to crisis and emergency situations by 2012. As for more specific risks, a set of risk –mitigations have been developed for the next period. The most important follow below.

Risk (1): fluctuation in exchange rate of financial contribution made by donors in foreign currencies, combined with the global economic crisis may cause deficit.

*Mitigation*: ICHR will deposit the contribution from the PA (5% of the income) for potential fluctuation in exchange rate in disfavor of ICHR.

Risk (2): Limitations in the mandate of ICHR due to lack of consolidated legal foundation. There is a risk that the Commission will be overtaken in Gaza.

*Mitigation*: ICHR Commissioners headed by the Commissioner General will communicate with members of the Change and Reform Bloc (Hamas) in the West Bank to prevent the taking over of ICHR in the Gaza Strip. In addition, Commissioners, the Commissioner General and the UN Office of the High Commissioner for Human Rights (OHCHR) and international channels (ICC, APF) supporting ICHR will communicate to the Gaza authorities the credibility and international status of ICHR and the importance of maintaining the unity of the institution.

In case of a take over of ICHR Gaza, ICHR will demand clarity in the process. There is a high likelihood that both the premises and the staff will be taken over. In principle, ICHR will maintain its staff in the Gaza Strip unless they personally decide to work with the De-facto Authority in the Gaza Strip. ICHR staff will monitor and report on the human rights situation in the Gaza Strip to the Headquarters. Free telephone lines will be open for citizens in the Gaza Strip to file complaints. The premises, data computers and cars will probably be taken over. ICHR archives are protected through the current practice of daily entry of data and complaints received into ICHR's shared general server. The data-centralization underway will reduce the harm to the organization in case it is taken over.

Risk (3): in the West Bank, authorities are initiating a “Higher Council for Human Rights” within the ministry of Justice (governmental body). In 2010 the proposed draft law by the Ministry of Justice has included a mandate almost identical with that of ICHR as a national institution. While ICHR, was able to communicate its concerns to the Palestinian Prime Minister , and the proposed law was overturned, the Palestinian governments’ three-years plan (2011-2013) has included the initiative of the establishing the “Higher Council for Human Rights”. This is no substitute for the national institution, but it may nevertheless represent a way of excluding ICHR from important national processes by referring to internal bodies for human rights legitimacy, at the expense of a more independent and critical institution. It will also limit ICHR’s consultative and advisory role to the Palestinian authorities, under the pretext of the existence of this Council which provides such advice to the government in the field of human rights.

*Mitigation*: ICHR’s Commissioner General and Commissioners will communicate with the Prime Minister and other officials on the mandate of ICHR and the importance of not duplicating its work and mandate. ICHR will also use its international network for advocacy, which may be highly efficient in this regard, if necessary.

Risk (4): Corruption within the organization. While this is a low risk at ICHR, it remains an area where this strategic plan has given a lot of emphasis to ensure that transparent internal processes are in place, and the checks and balances are guaranteed in all ICHR’s interaction in accordance with adopted administrative and financial procedures.

*Mitigation* : The best guarantee to avoid this risk, is through maintaining and developing a good and transparent internal control system, a clear, transparent and documented bidding system, (in line with the Palestinian bidding for public institutions), internal checks and balances are available within the financial system of the organization and its expenditure policies are clear and transparent to ensure segregation of duties and an ongoing monitoring within the organization. ICHR Board will also appoint an internal auditor who will regularly report back to the Commissioners on the implementation of proper administrative and financial procedures, and ensure that management is implementing adopted policies and regulations within the organization. In addition, ICHR will ensure that all financial transactions are carried out in official transfer of funds and checks. ICHR will also adopt a clear and transparent recruitment policy for new staff and will take all measures to prevent favoritism.



## Proposed Templates for Future Reporting (Semi- Annual & Annual)

**Table 1**

### Strategic Objective 1: Strengthen Monitoring and Reporting

Specific Objective	Activities	Output/Status  (Completed or not completed)	Key Performance Indicators	Outcome/Status
1.1 Maintain Wide Access by Palestinians to Complaints Mechanisms	1.1.1 Receive complaints from citizens through field researchers of regional offices  1.1.2 Organize regular field visits to populated areas in villages, towns, refugee camps including rural areas  ...	<i>For example:</i>  - Completed or not - In a timely manner (date) - Beneficiaries	(1) Statistics of complaints received overall, including # of complaints received in different geographic locations, places ( detention centres etc), web  (1)Statistics from fact-finding missions; a minimum of 2 fact-finding reports on particular incidents	Completed or not completed

Remarks:

*Will include for example, clarification on results, obstacles faced, how these obstacles were mitiaged, and amendments of future action plans based on the results of the reporting.*

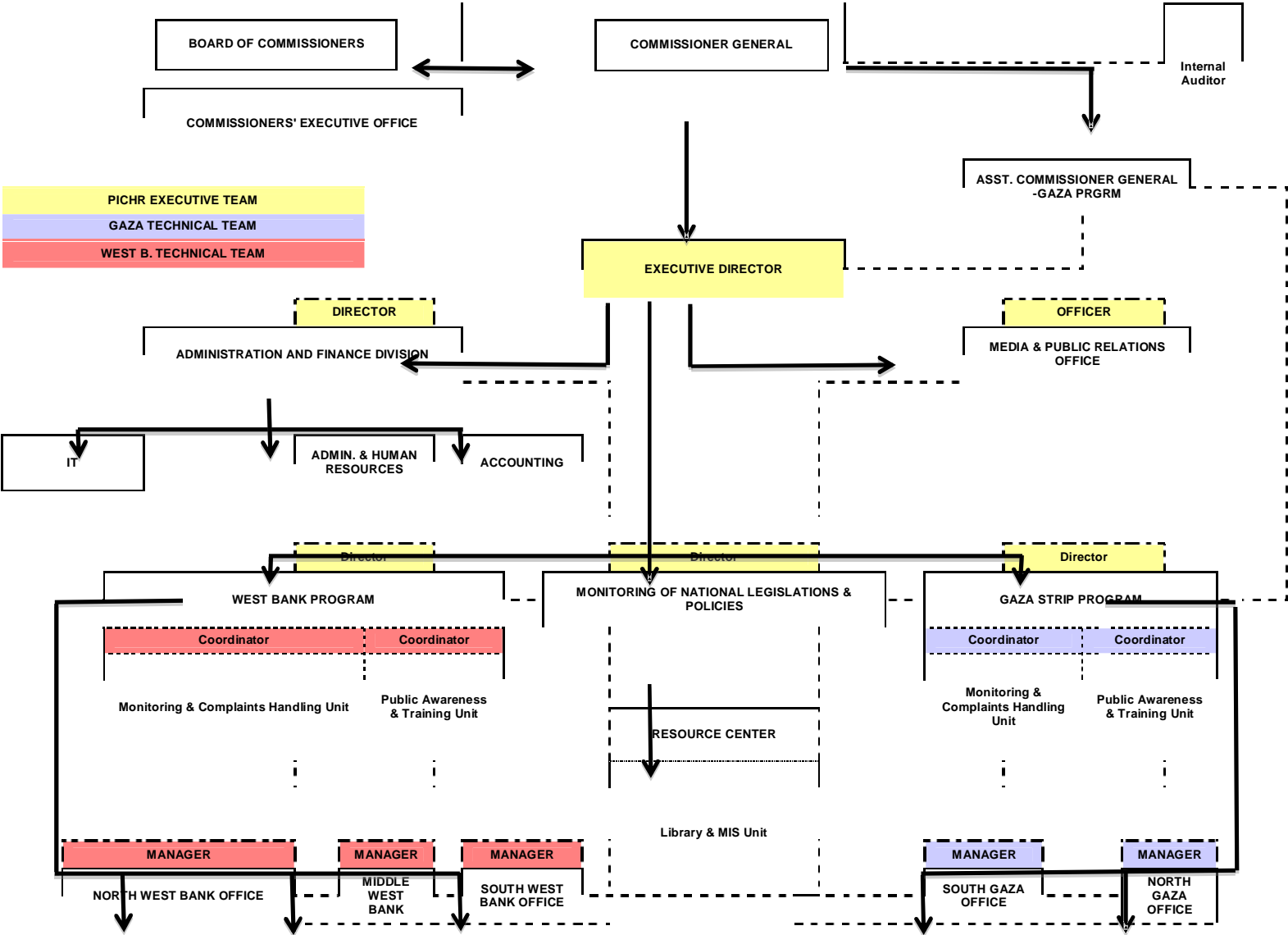
**Proposed Template for Future Reporting (Annual)  
(Draft for Discussion )**

**Table 2**

Goals	Results/ indicators	Status	Remarks
<p style="text-align: center;">Goal 1:</p> <p>Consolidate position as a national institution</p> <p>Core functions:</p> <ul style="list-style-type: none"> <li>- Monitoring, documentation and reporting</li> <li>- Protection (mediation and intervention)</li> <li>- Promotion (education and awareness raising)</li> </ul>	<p>12. Identified patterns of human rights violations and underlying causes of those patterns reflected in ICHR reporting.</p> <p>13. # of recommendations suggested by ICHR in its annual reports and other reports (including recommendations on vulnerable groups. (i.e. women and persons with disabilities) which are adopted by Palestinian authorities.</p> <ul style="list-style-type: none"> <li>d. Recommendations that has led to political or administrative action.</li> <li>e. Recommendations that can be converted into political and administrative action.</li> <li>f. Recommendations that have been/ can be used as a reference points for the international community and other stakeholders in dialogue with the PNA.</li> </ul>	<p style="text-align: center;">For future ICHR Reporting</p>	<p style="text-align: center;">For Future ICHR Reporting on progress of the work</p>



# ICHR's Organizational Chart



OFFICE



ICHR Current Staff				
No	Name of Current Staff	M/F	Hiring Date	Qualifications
1.	Randa Siniora	F	15/9/2007	LLM in International Human Rights Law
2.	Musa Abu Idhaim	M	5/6/2000	MA in Law (BAR/ Practicing Lawyer)
3.	Yousef Warasneh	M	15/3/1997	BA in Social Sciences
4.	Wafa Abu Ta'a	F	15/3/1997	Diploma in Management
5.	Ahmad Jamil	M	15/3/1997	Eighth Grade
6.	Mustafa Ibrahim	M	19/3/1996	BA in Sciences
7.	Ena'am Juma'	F	19/3/1996	BA in Business Administration
8.	Hasan Halaseh	M	1/4/1997	BA in Social Sciences
9.	Subhia Juma'	F	1/11/1997	MA in Law (BAR/ Practicing Lawyer)
10.	Mai'n Ideis	M	1/10/2001	MA in Law (BAR)
11.	Sami Jabareen	M	1/1/2002	MA in Law (BAR)
12.	Yaser Alawneh	M	1/1/2002	MA in Human Rights
13.	Zaher Abu Nada	M	1/2/2002	High School
14.	Suhail Batanjeh	F	1/3/2004	Diploma in Secretary
15.	Walid Alshekh	M	1/4/2003	MA in Law (BAR)
16.	Farid Atrash	M	10/4/2005	BA in Law (BAR/ Practicing Lawyer)
17.	Issa Salem	M	1/4/2005	Diploma in "Land Survey"
18.	Rana Wahbaeh	F	1/4/2005	BA in Economy & Business
19.	Ghandi Rab'i	M	1/5/2005	BA in Law (BAR/ Practicing Lawyer)
20.	Raja Badareen	F	18/9/2004	High School (BA Student)
21.	Ahmad Goul	M	1/11/2005	BA in Law (BAR/ Practicing Lawyer)
22.	Riham Alyyan	F	1/10/2005	Diploma in Secretary
23.	Salah Abd el Ati	M	1/8/2005	MA in Law (BAR/ Practicing Lawyer)
24.	Burhan Ishtayeh	M	1/11/2005	BA in Library Studies
25.	Alla' Nazal	M	1/8/2005	BA in Law (BAR)
26.	Nisreen De'bas	F	1/6/2006	MA in Business Administration
27.	Islam Tamimi	M	13/6/2006	MA in Human Rights
28.	Aiche Ahmad	F	19/2/2006	MA in Human Rights
29.	Samir Abu Shams	M	18/4/2006	BA in Social Sciences
30.	Hazem Haniya	M	1/2/2007	BA in Law (BAR)
31.	Khadija Barghouthi	F	11/2/2007	MA in Law (BAR)
32.	Mohammad Eid	M	2/11/2006	Eighth Grade
33.	Fadwa Wa'ari	F	15/3/2007	BA in Law (BAR)
34.	Jad Allah Ishtayeh	M	26/9/2006	Diploma
35.	Amani Haja	F	1/3/2007	Diploma in Secretary
36.	Nadia Abu Diyab	F	1/4/2007	MA in Human Rights
37.	Mahmoud el Hashash	M	22/4/2007	BA in Law (BAR)
38.	Bahjat Al-Helo	M	25/3/2007	BA in English Literature
39.	Rimal Huribat	F	5/11/2007	BA in Political Sciences
40.	Laila Marie	F	14/8/2008	BA in Social Science
41.	Mohammad Kamanje	M	1/2/2010	BA in Law
42.	Maram Zaid	F	18/2/2010	BA in Accounting
43.	Suha Jaber	F	1/2/2010	High School (BA Student)
44.	Manar Zgyar	F	1/2/2010	Diploma
45.	Ra'fat Salha	M	1/3/2010	BA in Law (BAR)

46.	Alaa ghanayem	M	5/10/2010	BA in Law (BAR/ Practicing Lawyer)
47.	Yaser Salah	M	1/7/2009	BA in Law (BAR/ Practicing Lawyer)
48.	Yazan Sawafta	M	17/9/2008	BA in Law (BAR/ Practicing Lawyer)
49.	Emily Hanna	F	28/11/2008	MA in Social Science
50.	Majeed Sawalha	M	5/8/2008	BA in Arabic & Media
51.	Eman Douleh	F	11/9/2008	Diploma in Management
52.	Jamil Sarhan	M	14/8/2008	M.A in Law (PHD student)
53.	Hiba Ali	F	1/8/2008	Diploma in Business
54.	Siham Shlash	F	1/9/2008	Eighth grade
55.	Mohammad Srour	M	2/4/2009	M.A in International studies

**Current staff members: 55 (excluding the Commissioner General)**  
**23 Female**  
**32 Male**

## Current positions at ICHR

Posts at ICHR according to major Program and Administrative Departments/ Units based on new structure prior to fine-tuning of structure upon recommendations of external evaluation report:

### A. Office of Commission General\*

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1	Commissioner General
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### B. The Executive Office

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2	Executive Director
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3	International Relations & Program Development Officer
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### C. Director of Admin. And Finance / Head quarters

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4	Admin. and Financial Director
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5	Accountant
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6	Administration & General Services Coordinator
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7	Receptionist
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8	Secretary
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9	Driver
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10	Guard
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11	Cleaner
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### D. Media & Public Relations Office

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12	Officer
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13	Coordinator
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### E. Monitoring Of National Legislations Policies

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15	Head of Monitoring National Legislation & Policies
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16	Senior Legal Researcher
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17	Legal Researcher (4 )
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18	Librarian
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### F. West Bank Program.

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19	Director
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20	Coordinator Investigation & Complaints Unit
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21	Coordinator for Awareness & Training unit
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22	Secretary
23	Data Entry

**F.1 Northern Regional Office**

24	Manager
25	Administrative Assistant
26	Field Researcher (4)

**F.2 Middle Regional Office**

27	Manager
28	Secretary
29	Field Researcher (3)

**F.3 Southern Regional Office**

30	Manager
31	Secretary
32	Field Researcher (3)

**G. Gaza Program.**

33	Director
34	Coordinator Investigation & Complaints Unit
35	Coordinator for Awareness & Training
36	Admin. Assistant
37	Driver / Messenger
38	Guard

**G.1 Northern Gaza Office**

39	Manager / Assistant
40	Secretary
41	Field Researcher (2)

**G.2 Southern Gaza Office**

42	Manager
43	Secretary
44	Field Researcher (2)

**Current staff position at ICHR: 55**

