

# **THE INDEPENDENT COMMISSION FOR HUMAN RIGHTS**

## **STRATEGIC PLAN**

**2014-2018**

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## **FORWARD:**

The Independent Commission for Human Rights (ICHR) is pleased to present its five-year strategic plan (2014-2018) which has been developed over the past few months through the joint efforts of its Board of Commissioners, staff and other partners and stakeholders. Preliminary consultations were also conducted with civil society and media organizations, as well as official public institutions.

The process of strategic thinking at ICHR started immediately after the finalization of the external evaluation report in March 2013, and has heavily depended on the recommendations of the report, especially those recommendations proposing the adoption of a human rights based approach (HRBA) by ICHR. In this context, ICHR in corporation with the Swiss Development Corporation on behalf of the Donors' Consortium has conducted a 5-day training workshop for its Staff and Commissioners on the HRBA, and a one-day workshop on the HRBA for its donors' consortium, Commissioner, staff and selected UN agencies (UN Women, UNICEF and OHCHR). This has been then followed by numerous internal meetings and discussions around the principles of the HRBA, including a consolidated effort within the organization to conduct necessary research on at least 14 targeted groups, including marginalized vulnerable groups before deciding on the four vulnerable groups which ICHR will focus on in this strategic plan highlighted below.

This strategy has benefited from previous external evaluations and recommendations, especially those of the 2013 evaluation. Based on those observations and recommendations, ICHR identified its new priorities and strategic objectives. ICHR accordingly decided that while maintaining areas of work where it has done well over the past years (complaints handling, monitoring and documentation, especially monitoring of prisons and detention centers etc.) it will adopt a more pro-active and preventive approach in monitoring and analyzing patterns of human rights complaints and violations; an active engagement and partnership with civil society organizations especially in ICHR's outreach and human rights awareness programs and initiatives related to commonly marginalized and vulnerable groups such as women, children and persons with disabilities. More emphasis will be made on ICHR's value-added role derived from its mandate as the Palestinian national human rights institution in providing consultation and advice for official institutions in the field of human rights, playing the mediating role between civil society organizations and state institutions, as well as in training and capacity-building of the skills and knowledge of law enforcement government officials and public institutions in legal and human rights issues, to ensure that they undertake their duties and legal obligations with due respect to human rights and the law.

ICHR will also give special attention to further enhance its governance and to ensure a transparent as well as a democratic process for the selection of its Commissioners based on already approved criteria and the Paris Principles regulating the work of national human rights institutions. ICHR will also work towards further developing ICHR's institutional performance to ensure an institution with high efficiency and effectiveness.

As in the previous strategic plan, ICHR will give economic, social and cultural rights special attention and will balance out its activities and initiatives between both civil and political rights on one hand and economic, social and cultural rights on the other hand. Among civil political rights, ICHR will focus on the right to life, prevention from torture and freedom of speech, thought and assembly. With regard to economic, social and cultural rights ICHR will give special attention to right to health and education and social welfare issues. It will also mainstream the rights of marginalized vulnerable groups into the work of all its departments and programs. The work will be done from a HRBA where the right to development and the equal distribution of resources is perceived as the pillar for the enjoyment of all persons to their human rights. In this context, ICHR will give special attention to economic policies and legislation, as well as to government development plans to ensure that adequate resources are allocated to health, education, work, social welfare...etc.

All this will be undertaken from a HRBA where emphasis is specifically focused on the legal obligations of duty-bearers towards rights-holders, and to highlight governmental responsibilities and legal obligations to uphold those rights by developing policies, programs, mechanisms and procedures, as well as allocating necessary resources to that end.

This strategy has given special attention to international mechanisms and international advocacy work for the protection and promotion of human rights in Palestine. With upgrading of Palestine into an observer State in the United Nations, ICHR as the Palestinian national institution for human rights has within its mandate, numerous new tasks related to ensuring that the State of Palestine abides with its legal obligations under international law. It has the responsibility to urge the State of Palestine to ratify international human rights instruments, report to treaty-based and charter-based UN bodies, and to actively engage with UN Special Procedures, and the Universal Periodic Review (UPR). During the first year ICHR will focus on overcoming any technical obstacles to Palestinian ratification, and will join efforts with duty-bearers from official institutions and CSOs to ensure to prepare the ground for the accession of Palestine into and their ratification of international human rights treaties and conventions. If successful, ICHR will then engage with the state institutions to ensure timely reporting to treaty-bodies and implementation of the recommendations and general comments of those

treaty bodies to those treaties and conventions. ICHR will take a leading role in partnership with other human rights organizations and CSOs to follow up on the recommendations and take necessary legislative and administrative measure to ensure compliance to Palestine's legal obligations under international human rights law.

With regard to reporting on Israeli violations, ICHR will limit its role in reporting on the impact of those violations on the performance of the PNA and its ability to meet its legal obligations in areas under its jurisdiction, and in providing the necessary services and enjoyment of Palestinians to their rights and freedoms. It will only compliment the work of other human rights organizations in their reporting and international advocacy initiatives, especially to UN human rights bodies, the EU and to the international community generally. Taking into consideration ICHR's mandate, as well as its limited resources, it will focus its work on the area where it has an added value and accumulated the longest experience in monitoring, reporting and following up on violations by the West Bank and the Gaza governments to ensure their compliance with their legal obligations under international law and towards their own citizens. It will also work towards the development of proper procedures and systems for accountability and responsibility in cases of serious violations of human rights to ensure that measures have been taken and implemented when government officials commit such violations.

This strategy is built on the assumption that the current political situation will prevail. The most probable scenario is that Israeli military occupation and its systematic policies in the OPT will prevail. Internally, the continuing state of political divide and its implications on the political, social and economic situation of the OPT and on the status of rights and freedoms as the work of ICHR, which will remain important in protecting and promoting human rights in Palestine.

## **INTRODUCTION:**

The Independent Commission for Human Rights is the constitutional Palestinian national institution for human rights with the mandate of monitoring and protecting human rights within the Palestinian controlled territory of the West Bank and the Gaza Strip. It has full accreditation and enjoys an “A” Status with the International Coordinating Committee of National Institutions (ICC), and the Asia- Pacific Forum for National Human Rights institutions (APF), indicating its compliance with the 1993 Paris Principles regulating the work of national institutions. Though it is a state institution, ICHR enjoys policy, financial and administrative independence from the Palestinian National Authority (PNA). The primary role of ICHR as an independent body is to monitor and report on the performance of Palestinian governmental institutions (both civilian and security institutions) to ensure their compliance with their legal and human rights obligation enshrined in international human rights principles. ICHR also provides consultation and advice to the State of Palestine to ensure compliance with human rights and to improve how the relevant authorities safeguard and promote the human rights of Palestinian in the West Bank and the Gaza Strip.

The 2003 Palestinian Amended Basic Law stipulates in Article (31) that the Commission “shall submit its reports to the President of the PNA and to the Palestinian Legislative Council”. The initial establishment of ICHR was stipulated for by the Presidential Decree No. 59 in 1993 and published in the official Palestinian Gazette in September 1995. According to this Decree, the mandate of ICHR 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.”

ICHR in its capacity as a national human rights institution working in a volatile situation due to the Israeli military occupation, also reports on Israeli violations of human rights and monitors the impact of Israeli policies on the ability of the PNA to fulfill its duties towards promoting and protecting the human rights of Palestinians in the Occupied Palestinian Territories (OPT). Without the least doubt, the main violator of human rights in the OPT remains the Israeli military occupation and its consistent colonial policies against Palestinian citizens of the OPT. The PNA works under rapidly changing, difficult and unpredictable conditions which tremendously affect the human rights situation in the areas under its control. In conducting its work, ICHR takes this into consideration, and monitors the negative impact this may cause on the performance of the PNA.

This strategy is designed within the context of its understanding of the political, economic and social factors and their impact on the status of human rights in Palestine. ICHR's **mission** is that *"in its capacity as the Palestinian national and constitutional human rights institution, ICHR seeks to protect and promote human rights in accordance with the Palestinian Basic Law and international principles of human rights relying on the Human Rights Based Approach (HRBA)".* It is also designed within the context of **ICHR's vision** of *"a free Palestinian society with inherent values of justice, equality, freedom and human rights"*. To achieve that, ICHR identified sublime values that will govern its policies, decisions and performance of its board of commissioners and staff. These core **values** are mainly exemplified in *"human dignity, equality, non-discrimination, justice, participation, credibility, impartiality, transparency and accountability"*.

This strategic plan **has identified four strategic objectives which are the following:** (1) Promotion of a human rights culture in the Palestinian society; (2) Enhancement of the justice systems in accordance with international human rights standards; (3) Promotion of international mechanisms for the defense of human rights; and (4) Development of institutional performance of ICHR. The strategic priorities are elaborated in the context of these strategic objectives and outcomes.

As outlines in figure (1) below, ICHR believes that the strategic objectives are considered to be as a road map towards realizing its mission. They measure the impact which ICHR wants to achieve on the long run. With regard to the 12 outcomes identified in this strategy, they help ICHR realize the change it looks forward to achieve through its different interventions; especially within the framework of its concentration on results-based management.



**Vision: A free Palestinian society with inherent values of justice, equality, freedom and human rights.**

**Mission: In its capacity as the Palestinian national and constitutional human rights institution, ICHR seeks to protect and promote human rights in accordance with the Palestinian Basic Law and the international principles of human rights relying on the Human Rights Based Approach (HRBA).**

**1. Promotion of a human rights based culture in the Palestinian society.**

1.1. Palestinian citizens have better knowledge of their rights.

1.2. An effective role for education in the promotion and dissemination of a culture of human rights based on HRBA.

1.3. Empowered sectorial institutions and social interest groups in developing and undertaking interventions in coherence with HRBA.

1.4. Duty-bearers are informed about their duties and legal obligations towards rights-holders' social, economic and cultural rights.

**2. Enhancement of the justice systems in accordance with international human rights standards.**

2.1 Palestinian Policies and legislation are in compliance with international human rights principles and conventions.

2.2. An effective access to justice to all Palestinian groups.

2.3. A proactive and effective accountability system to prevent human rights violations.

**3. Promotion of international mechanisms for the defense of human rights.**

3.1. International decisions and positions of UN human rights institutions and other stakeholders are supportive of Palestinian human rights.

3.2. State of Palestine signs and ratifies international human rights treaties and Conventions, and joins international agencies.

**4. Development of ICHR's institutional performance.**

4.1. Organizational governance measures and practices are in effect.

4.2. ICHR's programs and operations have high efficiency and effectiveness.

4.3. ICHR's resources (financial, material & human) are available and meet the needs of the organization.

## PART ONE: ORGANIZATIONAL DIRECTION

1. **Vision:** A free Palestinian society with inherent values of justice, equality, freedom and human rights.

ICHR believes that the society which maintains human rights and respects its freedoms is a free society enabling its citizens to have decent life, inherent justice, equality, dignity and an opportunity to equality.

2. **Mission:** In its capacity as the Palestinian national and constitutional human rights institution, ICHR seeks to protect and promote human rights in accordance with the Palestinian Basic Law and the international principles of human rights relying on the Human Rights Based Approach (HRBA).

ICHR works, according to its mission as the Palestinian national human rights institution to protect and promote human rights. Its commitment to achieve that is guided by its main reference point which is the Palestinian Basic Law. Chapter (2) of the Palestinian Basic Law highlights rights and freedoms that should be respected. It emphasizes public freedoms and rights including **civil rights** (the right to equality, freedom, security of person, possession, equality before the law, freedom of thought, opinion and expression, freedom of press and media and freedom of residence and movement), **political rights** (the right to form and join political parties, form associations, election, hold public office on the basis of equality of opportunity and hold public and special meetings) and **economic, social and cultural rights** (the right to education, work, social security, housing and freedom of economic activity)<sup>1</sup>

**With regard to international human rights, legal norms and principles** on which ICHR is based, these include the main international human rights conventions and treaties especially the Universal Declaration on Human Rights (UDHR), the International Covenant on Civil and Political Rights (ICCPR), The International Covenant on Economic, Social and Cultural Rights (ICESCR) which all three together constitute the International Bill of Rights. It also include more specialized conventions protecting specific groups such as the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), The Convention of the Rights of the Child (CRC) and the Convention on the Rights of Persons with Disabilities (CRPWD). Other important Conventions is the Convention Against Racial Discrimination (CARD), and the Convention Against Torture, Cruel and Inhumane Treatment (CAT).

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<sup>1</sup> Palestinian Basic Law, chapter (2), 2005.

International human rights standards include handling certain violations such as torture, discrimination, elimination of all forms of discrimination and agreements ensuring the protection for certain cases such as protection of intellectual property, protection of women and children in armed conflicts and emergency states and protection of international criminal justice (war crimes, crimes against humanity)<sup>2</sup>.

Additionally, international human rights standards include guiding declarations and principles, code of conducts and the minimal standard rules related to the treatment of prisoners, open fire regulations, standards related to the work of the public prosecution, and independence of the judicial authority.

These standards constitute the performance standards whereby all duty bearers; especially state bodies become accountable and subject to fulfilling their duties and obligations which are stated in the international treaties, conventions, agreements and principles pertinent to political, civil, social, cultural and economic levels, including, for example, their commitment to the rights of workers, the right to nutrition, social security, housing, health and education.

In this context, ICHR is based in its effort to achieve its mission on the **human rights based approach** which constitutes the conceptual framework of international human rights law and an implementation guiding tool for it to promote and protect human rights. Based on this approach, which considers the right to development and the just and equal distribution of resources, as a key factor for the enjoyment of all persons to their rights. ICHR strives to analyze the commitments and obligations of duty-bearers and handle the discriminatory practices against rights-holders, and the unfair distribution of power. Thus, it adopts the main principles enshrined in the HRBA which are the following: legal obligation, participation, accountability, empowerment and non-discrimination against weak marginalized and vulnerable groups.

**The interventions of ICHR shall give priority to women, children, PWDs and the Palestinian citizens living in area (C) in the West Bank and bordering areas in the Gaza Strip.**

It shall also strive within this conceptual framework to play its national role in **protecting and promoting human rights** by concentrating on promotion of human rights culture in the Palestinian society to include all the right-holders, specific interest and lobbying groups as

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<sup>2</sup> UN High Commission of Human Rights, international human rights standards.

well as duty-bearers to further increase their knowledge of their legal obligations towards economic, cultural and social rights.

Additionally, it shall focus on promoting a justice system in accordance with international human rights standards and enhancing international mechanisms for defense of human rights. It shall implement that by monitoring and documenting violations of human rights in addition to receiving and following up complaints. It shall also make judicial interventions, raise awareness, organize advocacy campaigns, focus on legislations and policies, train duty bearers and civil society organizations and lobbying groups and make available knowledge sources from specialized legal and rights related studies and reports for decision-makers and other authorities which are interested in human rights on the national, regional and international levels.

### **3. CORE VALUES:**

ICHR is based on a set of major values which outline its attitudes, responsibility and national role and constitute an inspiration source for its board of directors and staff to realize ICHR's mission and provide the best service.

We, as a Board of Commissioners, commit first ourselves and then commit the executive administration and the staff through their conduct and positions and through the services we provide pursuant to the values we believe necessary to achieve what we aspire to. We shall also work to regularly advance and take into consideration these values upon recruitment of employees and within the frameworks we have on the national, international and regional levels:

- 1. Human dignity:** ICHR believes that human dignity and human rights are inseparable. Furthermore, it stresses that each individual must be treated respectfully without offending his/her own dignity as each person has the right to enjoy his/her rights and maintain his/her dignity regardless of religion, thought or social status. ICHR maintains that the violation of any right of the basic human rights constitutes a blatant violation of human dignity.
- 2. Equality:** ICHR believes that all humans are free and equal, and so it shall strive to ensure that duty- bearers treat all persons equally.
- 3. Non-discrimination:** ICHR believes in work and cooperation with all individuals, groups and institutions with no discrimination on the basis of religion, opinion, race, thought, denomination or social status. ICHR is committed to non-discrimination in its internal proceedings and processes. It is also committed to the effective laws and regulations, and treats all its employees equally in all procedures and actions within the framework of their rights and duties.
- 4. Justice:** ICHR believes in equality of opportunities with regard to handling the victims of human rights violations in a way which ensures equality in term of rights, privileges and

available opportunities. The achievement of equality requires from ICHR to take the appropriate and constructive measures on the international and national levels to prod duty bearers to achieve justice by themselves.

- 5. Participation:** ICHR encourages the participation of all stakeholders to enforce rights with a view to protect and promote human rights. It shall continue to effectively deliberate with all governmental organizations and civil society organizations with regard to development and implementation of the policies and activities that influence them. It shall also benefit from their experiences and learnt lessons in this area in addition to sharing information and expanding feedback mechanisms relevant to its work. Participation, as we see it, aims to ensure knowledge and reliable information for all the citizens of the Palestinian society and enable them to communicate their issues to the competent authorities. Internally, ICHR believes in the importance of the effective participation of the staff in enriching the decision-making process by expressing their opinions, experiences and points of view.
- 6. Independence:** ICHR believes in maintaining its objective independence without getting influenced by any pressure from political or social parties. It believes in the importance of maintaining its financial and administrative independence and not to be subject to any authority to maintain its effectiveness, fairness and integrity in offering advice and monitoring human rights issues.
- 7. Credibility:** ICHR sticks to credibility in its work by avoiding duplicate positions and enriching its decisions and policies with reliable and accurate information based on reliable and professional sources. ICHR promotes its credibility through its committed professional staff.
- 8. Impartiality:** ICHR treats all parties equally without bias to any individual, group or institution by ensuring the values of integrity throughout the different stages of its work.
- 9. Transparency:** ICHR believes that transparency requires clarity of relationship with the citizens and effective parties in the Palestinian society. ICHR is committed to publishing all the information related to its policies, decisions, procedures, reports, services and other services it provides. ICHR strongly believes that the stakeholders have the right of access to information without delay and that ICHR has the responsibility to provide information transparently. Additionally, it is committed to making available the information pertinent to its main policies, decisions, administrative and financial practices by periodically publishing it electronically, in writing or through press conferences.
- 10. Accountability:** ICHR is accountable to all parties and stakeholders including inter-alia, the Palestinian Legislative Council (PLC), President of State, citizens, governmental organizations, civil society organizations, partners in development.. Its work is guided by reporting mechanisms on the use and distribution of its financial, human and physical resources and review of its strategic directions to achieve its vision. It is also guided by its Board of Commissioners who is responsible for its decisions and policies, and the extent to which ICHR's vision, mission and objectives of are realized.

## **PART TWO: INTERNAL ENVIRONMENT**

This part presents an analysis of the internal environment of ICHR including its governance, strengths and weaknesses, ICHR's work axis and major tasks, human and financial resources and its relationship with national and international institutions.

### **1. ICHR Governance**

The Palestinian Independent Commission for Human Rights (ICHR) was established in 1993 based on Presidential Decree by the late Yaser Arafat. As the Palestinian National Human Rights Institution (NHRI) ICHR monitors human rights violations for which all Palestinian Authorities are directly or indirectly responsible for. In 2005, the PLC approved the draft law for the ICHR in its general reading. However, due to the internal political divide, the PLC stopped functioning since 2007, hence disrupting the process of the passage of ICHR's law in its final form. Meanwhile, ICHR worked on developing its by-laws in the spirit of the law ; and in 2012 the Board of Commissioners revised and approved the by-laws that regulate the process of selecting commissioners, and the duties they should take on. In accordance with the new by-laws a clear criteria was developed with an independent advisory committee was set forth where a democratic transparent process for the nomination and selection of commissioners was set in place<sup>3</sup>.

ICHR's work is supervised by a Board of Commissioners consisting of 17 commissioners, lead by the Commissioner General. All members of the Board of Commissioners are public figures who are well-known for their integrity, influence in the Palestinian society, clarity and deep commitment to democracy and human rights; the thing that empowered the commission and made it more and more accepted. ICHR is acknowledged as an outstanding national institution for the promotion and protection of human rights with dedicated, highly respected and committed board and staff.

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<sup>3</sup> First selection process of new commissioners in accordance with the new bylaws will be conducted in November, 2013.

## 2. Current Key Pillars of ICHR's Work:

ICHR current key pillars of its work and major tasks are the following: <sup>4</sup>

- **Awareness Building Programs:** ICHR implement awareness activities to raise the awareness of the Palestinian citizens about their rights, introduce them to the work of the commission, and how to file their complaints. These awareness activities target university students, journalists, civil society sector, and youth in general. A number of these activities are organized based on a request from the civil society organizations, and they aim to discuss topics of interest for workers in that sector and their target groups. In addition, ICHR implement a number of activities that aim to establish communication with the citizens as part of its national inquiry about the right of PWD to decent work. ICHR is active in spreading awareness about human rights, and it's staff strongly believes in the importance of these awareness activities. These activities in future should be implemented in partnership with civil society organization to avoid duplication.

**Training & Capacity Building:** Training is an essential component of the activities of any national institution for the promotion and protection of human rights and ICHR conducts training as part of its core activities. The Technical Teams (comprising the Coordinators together with the Regional Office Managers, in the programs for the West Bank and for Gaza, respectively) determine the content of the training. Curriculum and manuals are developed for each training and capacity-building capacities conducted. ICHR cooperates with OHCHR in Gaza where training programs, modules and manuals for training the police, police investigators, prosecutors and judges are being developed with OHCHR's support. This program provides capacity development and support to government officials and public institutions to develop practices and policies in undertaking their tasks and responsibilities in line with international human rights standards.

- **Monitoring of National Legislation and Policies:** ICHR monitors national legislation and policies to ensure compliance with international human rights conventions and principles, and to ensure that those legislation and policies are in line international best practices and human rights conventions.
- **Monitoring the Rights of Vulnerable Groups:** ICHR has defined a need to focus more on vulnerable groups in society, as well as to broaden the scope from civil and political

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<sup>4</sup> This section is based on ICHR's External Evaluation Report.

rights to include more comprehensively social, economic and cultural rights. ICHR also worked on upgrading staff capacities on a broad scale and change perceptions of how to work with vulnerable groups and more widely on economic, social and cultural rights. Through the process of conducting the national inquiry on the rights of PWD to descent work, ICHR has developed fruitful relations with specialized CSOs in the field through reference groups at national and regional levels. These initiatives reflect the strong and special role that ICHR is playing as the national institution for human rights. Future efforts are required in future to further enhance ICHR's relations with sectorial organizations working on the rights of other marginalized and vulnerable groups such as children, women and Palestinians living in marginalized areas.

- **Courts Monitoring:** ICHR follow up on the developments in the justice sector, especially the access of marginalized groups like women and children to justice. In one of its major achievements, ICHR managed to win a court decision from the Higher Court of Justice to cancel the Security Clearance Condition, and return all the dispensed teachers back to their jobs. This was the first public interest case that ICHR took on, enhancing and imposing its role in protecting human rights through courts. It is worth pointing that ICHR is drafting a memorandum of understanding that shall be signed with the Higher Council of Justice in the West Bank for ICHR to be Amicus Curiae. Furthermore, ICHR monitors court sections to ensure access of all citizens to justice and guaranteed due process, especially vulnerable groups such as women, children, and persons with disability. It also monitors selected cases human rights cases of public interest, such as those related to media freedoms and cases brought against journalists and human rights defenders.
- **Monitoring Prisons, Detention Centers and Protection Homes:** visiting prisons and detention centers to regularly monitor the human rights situation and living conditions of citizens is considered one of ICHR's main tasks. ICHR staff adheres strictly to the highest human rights standards, and they are known and trusted by prison staff and the prisoners alike.
- **Complaints Handling:** The process of receiving and managing complaints is one of ICHR's main tasks, and it's considered practical and effective, especially the regional's offices ability to reach a wide base of Palestinian citizens and receiving complaints from them. ICHR document the number and patterns of human rights violations in monthly, quarterly, and annual reports, and in some cases in truth seeking reports. All these reports are considered the reference about the status of human rights in Palestine to many other organizations.



### 3. Human Resources

The main responsibilities of the Commissioner General are to officially represent ICHR with the Authorities, respond to serious violations of human rights and follow-up implementation of ICHR's recommendations with the Authorities for the promotion and protection of human rights in Palestine. The Commissioner General, supported by a team of five Commissioners, among whom three are women, comprises the **Executive Office** of the Board of Commissioners. The Executive office's mandate is to oversee the activities of ICHR, formulate policies and supervise implementation of policies. Two Commissioners in the Executive Office are based in Gaza and three in the West Bank. It is part of the broader **Board of Commissioners** (with 17 members among whom four are women) which meets annually.

The Executive Director is responsible for the management of ICHR's daily activities, its staff and resources and for planning and implementation of its operations based on the policies and decisions of the Board of Commissioner. The Executive Director is supported by an **Executive Team**, composed of the four Directors of the programs and departments, and the West Bank Media and PR Officer. The Executive Director reports to the Commissioner General and the Board of Commissioners.

ICHR has 60 permanent staff members<sup>5</sup> and 14 temporary staff members on short term contracts. 42% of the permanent staff members are women. 15 permanent staff members are working in Gaza (eight in the main program office and seven in the two regional offices) and one third of them are women. In the West Bank the number of permanent staff is 45 (19 women and 26 men), where 26 are working in the head office and 19 in the three regional offices. Half of the staff has degrees in law, in international human rights or in social science.

ICHR's present organizational structure was set up in 2008. It is based on a geographical division of core work into two similar programs: a West Bank program and a Gaza program managed by two Program Directors, public relations office, and administrative and finances office. ICHR also developed its salary scale, staff evaluation forms, employment procedures, and a capacity building plan.

### 4. Relations with Local and International Organizations

The external evaluation report concluded that "ICHR has a lot of strong relations with a big number of the governmental and non-governmental organizations. ICHR is considered a very

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<sup>5</sup> According to the staff list provided to the evaluation.

important and respected institution for civil society. It is seen as relevant and needed, with strong, active and professional staff. ICHR's core work is assessed positively. The courageous role which ICHR is playing in the complex environment was particularly highlighted in Gaza. Partners also see that ICHR complements them through its identity as a NHRI which can coordinate with governments and train government officials, which they cannot always do".

On the international level, ICHR is accredited with 'A' status by the ICC for National Institutions at the United Nations since 2009. ICHR has played an active role in its meetings and in cooperation with other NHRI's and enjoys their support and respect. It has also established for itself a level of respect by its peers at the international level and its work has been cited as a good example for other NHRIs to follow. ICHR has also embarked on training of other institutions in the Arab world. As a full member of the Asia-Pacific Forum for National Human Rights Institutions, ICHR also enjoys the support of its peers in the region. The long term support of the donor community is in itself a further manifestation of the standing that ICHR enjoys at the international level.

## 5. Strengths and Weaknesses

**ICHR's key strengths** include its good reputation as an independent, professional, non-partisan and effective national institution that has earned the respect of all stakeholders at the national, regional and international levels from the respectful prominent members of its Board of Commissioners and ICHR's professional and committed Staff. It has also gained international recognition for its compliance with the Paris Principles regulating the work of national human rights institution, and is set as an example for other national institutions in the region, and a reference point for official institutions, civil society organizations and other national human rights institutions.

ICHR is very active in its outreach program through its regional offices and is efficient in receiving and handling citizens' complaints, undertaking awareness building programs, and in monitoring prisons, correction centers and protection homes. It monitors well policies and legislation to ensure compliance with international human rights instruments, and has been successful in focusing its programs and initiatives on activities related to economic, social and cultural rights and the rights of vulnerable groups within the Palestinian society. ICHR has succeeded over the many years of its existence in building strong networks, ties and platforms of cooperation at many levels and in different forms with many human rights stakeholders nationally, regionally and internationally.

ICHR has also developed a sound management system in an effort to promote effectiveness and efficiency which ultimately will leave a positive impact in the area of promoting human rights. It has also taken substantive steps towards the development of a result-based management system which will enable it to measure impact of its work, and provide the institution with organizational and financial sustainability.

**The main points of weakness and challenges** that has been identified and need to be addressed during the next strategic plan are the following: the absence of a law enacted by the Palestinian Legislative Council (PLC) to regulate the work of ICHR, and provide for a more clearer selection criteria of commissioners, and the need for more active and empowered executive office of the board of commissioners to provide policy guidance to executive management and staff of the organization.<sup>6</sup>

At the program level, a more systematic pro-active monitoring is required with a HRBA. ICHR is required to gradually shift from being complaints-driven to more pro-active monitoring and analysis of patterns of human rights violations, and a more preventive, pro-active role in intervening to stop violations before they occur. It should also further enhance its consultative and advisory role to duty-bearers, develop a policy on its advisory and mediation roles, and to further enhance its training and capacity building programs for law enforcement government officials and give priority to those areas which are at the core of its mandate as a national human rights institution. ICHR should also revisit its awareness building programs and differentiate them from training programs. ICHR should work towards the development of a media strategy, and to ensure that outreach and awareness building programs are more structured, focused and conducted with civil society organizations, especially with sectorial organizations working on rights of marginalized vulnerable groups and other stakeholders. ICHR's relationship with civil society organizations needs to be revisited to ensure a more structured relationship with civil society organizations based on the HRBA.

The ICHR budget is provided in 5% by the Palestinian Authority (PA) and 95% by a donor consortium of five bilateral donors. The PA has not paid its contributions since 2011. Financial sustainability and more formal arrangements and negotiations with the PA are needed in the long term. For that purpose ICHR should develop a strategy to reduce the dependence on donors and thus ensure consistency with the Paris Principles. While a more consolidated results framework has been developed over the past three years, more efforts are required towards enhancing ICHR result-based management, and indicators measuring progress through the development of the monitoring and evaluation function within the organization.

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<sup>6</sup> Temporary measures were undertaken by the Board of Commissioners through the review of the internal by-laws in the spirit of the draft proposed law, and a more concrete democratic process of selection of commissioners, and ICHR is currently in the process of undertaking concrete steps towards implementation.

## **PART THREE: EXTERNAL ENVIRONMENT ANALYSIS**

### **The Political Context**

Unlike other national institution, ICHR works under a conflict situation, with the Israeli military occupation remaining the root cause behind serious and flagrant violations of human rights in the OPT. Israeli systematic policies and flagrant violations of Palestinian human rights continue to take place in a systematic manner in violation of international human rights and humanitarian law without any form of accountability and with a prevailing culture of impunity.

During the past few years, especially in 2012, Palestine witnessed decisive events and encountered options that influenced its direction and fate for the foreseeable future. The year 2012 has witnessed two important developments. Firstly, Israel carried out a new round of military aggression against the Gaza Strip, resulting in high casualties among Palestinian civilians and flagrant violations of human rights, often constituting war crimes. Secondly, the status of Palestine at the United Nations was upgraded to non-member observer state. In addition, the call to end the political divide has risen, especially since the dangers of this divide on the Palestinian situation became clearer in light of the new Arab environment in general, the features of which are still vague.

Despite these events, the Palestinian government has not changed its practices with regard to human rights either in the West Bank or the Gaza Strip, although some improvements during the last quarter of 2012 and the beginning of 2013 were witnessed. ICHR maintains its position that improvement on the human rights situation should be achieved in the areas of preventing torture, respecting public freedoms and ensuring fair trials. ICHR continued to monitor and document the patterns of human rights violations in the last two years; these patterns recur in cases of violation of the right to life, physical safety, and improper legal procedures in cases of arbitrary detention, disrespect of court rulings, violations of the right to peaceful assembly, and violations of the right to free speech, and violations of the right to movement and travel.

ICHR also maintains that the exercise of basic freedoms, respect for human rights and resumption of democratic life by holding elections constitute two basic demands for a stable future in all of Palestine's territories, especially in light of the increasing demand for reformation, change, democracy, combating corruption and adherence to human rights standards.

The political facts monitored and data collected by ICHR during the last two years with regard to the body of entitled rights and freedoms in Palestine's territories fell into three topic areas as are described below. (For further details, Please see Annex (5))

### Most Expected Scenario:

Based on the analysis of the internal and external factors and variables which affect the performance of ICHR, the scenario which sounds most expected during the upcoming period is exemplified in the continuation of the political divide between the West Bank and the Gaza Strip where two separate entities have their political regimes. In light of the slow progress the Israeli Palestinian negotiations achieve with no core results, the economic situation remains as it is and the aids the PA receives might increase due to its return to the negotiations table. Additionally, in light of the disruption of the reconciliation process and rise of polarization between the two divided parties, the opportunity for holding legislative and presidential election in the West Bank and the Gaza Strip diminishes

This scenario makes the mission of ICHR more difficult because it can't work alone in two separate entities in addition to the continued Israeli occupation policies. Nevertheless, ICHR has the opportunity to achieve success. Its proactive and objective performance increased its credibility and made its governmental partners more open to its opinions and recommendations. This was clear when it was the sole authority that was allowed to visit the detention centers and prisons in the West Bank and the Gaza Strip. Despite the political divide which both parts of the homeland suffer from and its critique of this situation; it was able to maintain this privilege.

- **Negotiations:** In light of the dangerous Israeli settlement activities in the West Bank; especially in the city of Jerusalem, the expected future results of the Israeli Palestinian negotiations shall have no practical value with regard to the creation of an independent Palestinian State. Apart from the gaps that disrupted these negotiations for a while, they seem to lead to nowhere in light of current determinants which govern the current balances of power and the positions of the relevant parties. The negotiating track ostensibly relapsed during the previous stage when the PA decided not to return to the table of negotiations unless Israel stops settlement building, but the current developments and indicators show that the PA backed down and gradually returned to the same square.
- **Internal political divide:** Despite the changes that are taking place in the Arab world which were positively reflected on the Palestinian cause and the internal developments, there is no initiative indicating that the Palestinian parties would achieve national reconciliation. The confidence crisis between Fatah and Hamas is still a real obstacle to reconciliation. In the same breath, the ongoing practices by the Israeli occupation which impede geographical contiguity between the West Bank and Gaza Strip keep the whole situation mortgage to two probable things:

1. The political and geographical divide shall continue pending more internal, Arab and international transformation.
  2. To find a half-way compromise, whereby Fatah and Hamas shall eliminate some of their conditions and achieve one step forward to achieve a form of partial reconciliation.
- **Elections and their impact on the function of the PLC and ICHR:** Despite statements that the presidential, legislative and national council elections should be held, the considerations of Fatah and Hamas and the conditions imposed by the Israeli occupation keep the situation immature for holding these elections in all the Palestinian territory.

**Economic situation:** According to experts' analysis, the impact of the economic crisis in the Palestinian territory will extend to influence the gross domestic product (GDP), especially a large part of it comes from the government's expenditures because the Palestinian economy in 2013 was not better than in 2012 as a result of the successive crises that weakened the Palestinian economic growth. Moreover, the political divide between the West Bank and the Gaza Strip has enormously affected the economic situation, especially in light of the existence of two governments with different budgets and different Ministry. Furthermore, Israel has full control over commercial crossings in the West Bank and in the Gaza Strip. The economic situation might sharply deteriorate in the Gaza Strip due to crossings' closure and the conditions which Egypt goes through. Diametrically, the West Bank might witness economic growth the benefits of which shall go for businessmen and big investment projects. Due to the ongoing negotiations between the Israeli and Palestinian sides, the occupying power might alleviate its measures and allow citizens from the West Bank to work inside Israel, and so reduce the rate of unemployment and improve the economic situation there in comparison with the economic situation in the Gaza Strip. Additionally, continuation of the financial support offered by donor countries for the PNA might relatively improve the services provided for the citizens in the West Bank and lead to some form of economic relief for some categories. In this regard, it is worth mentioning that Paris Economic Protocol represents another obstacle to the improvement of the Palestinian economy. Despite upgrading the status of Palestine to become Observer State in the United Nations, the PA was not able to establish independent economy. The Palestinian economy is still subjected to the economy of Israel which has control over all economic transactions and crossings.

**In light of this most expected scenario and the analysis of the internal and external environment and its impact on the performance of ICHR, ICHR concludes that human rights issues shall continue to be one of the major priorities of the next stage and that no noticeable improvement of public rights and freedoms shall be seen. This requires from ICHR to concentrate on the following action strategies:**

### **First, Areas of Work:**

- Exerting additional effort to review the legislations and policies and accommodate them to international human rights standard.
- Exerting more effort for developing, reviewing and encouraging the State to establish economic and social policies to eliminate poverty and improve the living standards of the Palestinian citizens.
- Attaching more attention to preventive monitoring of human rights to minimize violations of these rights and bring them to a halt. Also, monitored violations and complaints should be studied and analyzed to identify the patterns of these violations and suggest appropriate interventions to prevent their occurrence and build appropriate policies to protect and promote the rights of the Palestinian citizen.
- Activation of the national mechanisms for the protection of human rights and intensification of ICHR's effort to develop the legal frameworks, provide advice for duty bearers to adopt clear measures for accountability and responsibility in case of blatant violations of human rights and intensification of the effort to promote civil oversight over the security bodies.
- Attaching special attention to economic, social and cultural rights, setting indicators for measuring the progress made with regard to these rights and translating them into development plans and general budgets of the State.
- ICHR shall play its national role in urging the combatant parties to achieve national reconciliation and support these parties from human rights perspective to end the political divide on the basis of the principles of transitional justice.
- Dissemination of the culture of human rights in the Palestinian society on the basis of the human rights based approach and development of systemic educative programs through well-organized campaigns, initiatives, and activities that target certain human rights issues. These activities should be implemented in partnership with the civil society organizations.

### **Second: Target Groups**

- Intensifying ICHR efforts to protect and promote human rights in the West Bank and Gaza Strip, with special focus on the rights of marginalized groups (women, children, PWD, citizens of area "C" in the West Bank, and buffer zone in Gaza)
- Intensifying the efforts to highlight the negative effect of Israeli policies on the work of PNA through activating international advocacy strategy, through activating the role of ICHR in the international arena, especially after granting Palestine the UN membership.
- Training and building the capacities of the law enforcement bodies and duty bearers to fulfill their legal obligations and fulfill their duties and responsibilities in accordance with the law and human rights principles and standards.

### **Third: Relationship with CSOs:**

- Intensifying ICHR's efforts to building strong relationship with the civil society organizations, based on the HRBA, and empowering the right-holders to ask for their rights.

**Fourth: Analysis of the situation of the marginalized groups from the perspective of the human rights based approach <sup>(7)</sup>:**

This section discusses the analysis of the situation of the marginalized groups which shall one of the priorities of ICHR agenda for the years to come. Marginalized groups include women, children, PWDs, citizens of area (C) in the West Bank and citizens of the border areas in the Gaza Strip. It discusses them from the perspective of the human rights based approach which is based on the following principles: legal obligation, participation, accountability, non-discrimination and empowerment.

- **Legal obligations:** there are several international conventions and treaties handling human rights in general and the rights of women, children and PWDs in particular. These conventions and treaties include inter-alia, the UDHR, ICCPR, ICESCR, CAT, CEDAW, CRC, CRPWD and the CRRD.. These conventions and treaties address the human rights of these categories and their economic, social and political rights. The weakness of the commitment of the PA to the content of such conventions can generally be seen on one hand, and the fact that It hasn't adopted the necessary measures to accommodate the national legislations and laws to them, on the other.

Additionally, there is mismatch between the Palestinian legislations and the basic rules of the Palestinian basic law. Furthermore, the internal political divide between the West Bank and the Gaza Strip led to dual laws and legislations in both parts of the home-land.

Some of these laws are discriminatory against women; especially criminal laws, penal procedures law and the personal affairs law. Some other laws subside rights; especially the law of labor in the public and private sectors and the right to health. The lack of strong institutions that represent PWDs weakened the ability to effectively seek a law.

Regarding the citizens of area (C), the occupying power is fully responsible, according to the international law, for the management of this area and its Palestinian population. The civil administration is responsible for implementation of the policies of the Israeli occupation in this area in the West Bank in light of the very limited security and judicial jurisdiction of the PA. The occupying power is almost fully responsible for law enforcement and construction planning. Pursuant to Oslo Accord, the PNA is responsible for ensuring the basic rights of the Palestinian citizens living in the West Bank, save Jerusalem. It is worth mentioning that area (C) constitutes over (60%) of the total area of the West Bank.

**Participation:** Participation differs from one category to another. It is feasible to conclude that the culture of involving PWDs, women, and children, citizens of area (C) in the West Bank and border areas in the Gaza Strip in demanding their basic rights doesn't generally exist. It can also be noted that the principle of actual participation of these categories is almost not activated in the strategies and plans of the government and institutions. The actual participation doesn't exist throughout the different stages of the development strategies and projects organized for

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<sup>7</sup> ICHR will apply HRBA as a work methodology in all fields of work, not only with work on marginalized groups, but this section will clarify how ICHR will work with vulnerable groups in cooperation with CSOs from a HRBA.



them by the government and their institutions. Furthermore, the awareness of right-holders and duty-bearers in relation to the importance of participation is very poor. Still, there are no networks to promote the concept of participation or organize the said categories to influence decision-makers to promote the principle of participation.

**Accountability:** the weakness of the principle of accountability could be noticed; especially the awareness of rights holders' visa-vis this principle sounds very poor. Even worse, the fact that the number of the lobbying organizations is limited and the absence of accountability mechanisms and appropriate steps to meet the needs of these categories lessen their opportunity to access to justice as other citizens do.

**Non-discrimination:** Marginalized groups suffer from different patterns of discrimination. Women at the workforce are discriminated against. For example, the rights of freed female prisoners who were languishing in the Israeli to rehabilitation, education and work are not respected. The legislations and draft laws which promote equality and combat discrimination against women are not adopted. Additionally, the patriarchal culture which is prevalent in the society promotes discrimination. With regard to children, they suffer domestic violence in schools, earlier marriage and discrimination between males and females. The inability of the child to file a complaint without his guardian could be considered as another form of discrimination they experience. Provision of services differs from one area to another on discriminatory basis. For example, some villages have no educational or entertainment facilities for children compared to other villages or cities. PWDs suffer discrimination in the society. They are stigmatized due to their disability (motor or sight disability). They don't have access to basic resources or to work. When they are employed, they are assigned with inappropriate job which mismatches their educational qualification, given lower graded compared to others or even excluded from job opportunities due to their disability. Social protection isn't available' especially for women with disability (sexual abuse and other sex-related issues). Lack of easy transportation services is an obstacle to the independence of PWDs in a way that negatively impacts their integration in the society. Non-accommodation of public facilities, such as governmental institutions, restaurants, libraries, hotels, and sport facilities could be considered as a form of discrimination against PWDs because such gaps undermine their ability to practice their normal life and prevent them from getting integrated into educational institutions. Several students with disability were not accepted by educational or vocational institutes due to their disability. The Palestinian citizens who live in area (C ) suffer discrimination. They live under the Israeli occupation which has full control over security and construction planning. This threatens the existence of these citizens on their land. Israeli occupation imposes frantic restrictions on construction in these areas, and more than 70% of the housing units there have no water networks. They depend on expensive tankers. These Israeli polices undermine livelihood conditions of the Palestinian citizens in these areas, especially in agricultural and pastoral communities as their opportunity to cultivate the land, access to water resources and educational and health services is much restricted. Low levels of investment by the PNA in the infrastructure of these areas and the lack of support which it provides for the communities there to handle the adversaries arising from the Israeli occupation practices aggravate their suffering. The occupying State exploits the resources of area (C ) for the benefit of the Israeli settlers and Israeli settlements in the West Bank. In the same context, the annexation wall has adversary

impacts on the Palestinian citizens' rights to health, education, communication and access to their farms and workplaces.

- **Empowerment:** The absence of awareness about the importance of empowering rights-holders and duty bearers, weakness of networking among the different institutions to empower these categories, absence of a comprehensive and clear strategy of empowerment (absence of a standardized concept of empowerment) and concentration on relief projects rather than economic enabling projects limit the ability of these categories to access to information, organization, advocacy and lobbying for effecting change and enabling them to go after their rights and have access to justice. Scarcity of resources, absence of governmental support, lack of interest in building citizens' capacities, weakness of commitment to the rules of the international and international humanitarian law regarding protection of civilian population and respect of its rights and the restriction of movement and travel freedom constitute the major obstacles to empowerment.

## **PART FOUR: STRATEGIC OBJECTIVES & PRIORITIES**

ICHR's strategic plan identified **four main strategic objectives** (12) Outcomes, a number of outputs and major activities/ initiatives which ICHR will work towards achieving during the years of 2014-2018 as shown in figure (1).

### **Strategic Priorities:**

In this plan, ICHR was able to create balance between **civil and political rights**, on one hand and **economic, social and cultural rights** on the other. Additionally, this strategic plan allocates time and effort to mainstream the rights of the **marginalized groups** within the framework of its general work. This could be achieved through its concentration during the upcoming years on the **rights of women, children, PWDs, citizens of area (C) in the West Bank and buffer zone in the Gaza Strip**.

While public awareness raising campaigns shall concentrate on the right to physical safety, right to life, right to public freedoms and freedom of expression, the awareness raising campaigns targeting duty-bearers shall concentrate on their commitment to the economic, social and cultural rights of the marginalized groups. They shall also concentrate on the right to health, education, social security, work, housing and property.

Following on that, the process shall focus on ensuring compliance of national legislations and policies with international human rights standards, and review of the legislations relevant to marginalized groups (women, children, PWDs). It shall also focus on the development of plans and budgets related to economic, social and cultural rights. In the same vein, it shall focus on proposals

for amendment or drafting of criminal legislations (penal code, criminal procedures), torture prevention draft law, review of the general budget laws, organization of advocacy campaigns concerning certain categories and sectors related legislations such as the police law, family protection against gender-based violence law, juveniles law and the different economic legislations (health insurance law, social security law, public health law and outside medical referrals law).

This strategic plan adopts the principle of **empowerment** based on the rights based approach by concentrating as part of its intervention priorities on **duty-bearers at the Ministry of Social Affairs, Ministry of Health, Local Government Authorities** and the Ministry of Labor. It shall concentrate on their role and responsibility with regard to provision of basic services and citizens' rights; especially in area (C) in the West Bank and the buffer zone in the Gaza Strip. The plan shall also target as a priority the performance of **duty-bearers at the security agencies, public prosecution, judiciary, law enforcement bodies, lawyers, and staff of the departments that receive citizens' complaints.**

ICHR shall also work on the education sector in coordination with the Ministry of Education (MoE), Curricula Center, teachers and councilors working for educational institutions to promote the role of education in publishing and disseminating the culture of human rights. Sectorial organizations and social groups, that work with children, women, and PWD in area "C" in the West Bank and the buffer zone in the Gaza Strip, will be empowered to develop and implement interventions based on the HRBA.

## 2. Chain of Results: Strategic Objectives, Outcomes and Outputs

### 2.1. First Strategic Objective: Promotion of a human rights based culture in the Palestinian society.

This strategic objective represents a pivotal axis of the work of ICHR towards achieving its vision; especially in relation to the core role of the awareness raising strategies, education, training, sources of knowledge on human rights, dissemination of human rights culture in the Palestinian society, including workers, women, children, youths, PWDs, students, cross sector institutions, lobbying groups and service providers.

ICHR's deep awareness of the importance of **improving the knowledge of the Palestinian citizens**, regarding their political, civil, social, economic and cultural rights and the right to development as a major target to enable individuals and groups to seek their rights from duty-bearers, prods it to implement awareness raising campaigns and ensure sources center in this regard.

Should ICHR fulfill this objective on the long run, it is necessary to promote the **role of education in publishing and disseminating human rights culture based on the human rights based approach.** This could be realized by providing decision-makers, teachers and social councilors with knowledge about the human rights based approach and its importance for the educational sector and

submitting definite recommendations about mainstreaming the principles of human rights based approach in some basic educational curricula.

Due to its strong belief in the principle of integration with the relevant institutions and the **role of cross-sector institutions and social and lobbying groups in promoting human rights culture** and in integrating the human rights based approach into its interventions, ICHR shall work to empower these institutions to develop and implement interventions which agree with the human rights based approach by training its staffs and governing bodies of the institutions that educate women, children and PWDs about their rights. It shall also provide logistical support for organizing and implementing advocacy campaigns. Additionally, it shall concentrate on raising awareness of duty-bearers about their responsibility for ensuring **social, economic and cultural rights** of rights-holders through training, educative campaigns, submission of recommendations for handling citizens' complaints.

**Table (1) Outcomes, Outputs , Major activities/initiatives of First Strategic Objective:**

<b>Strategic Objective 1: Promotion of a human rights based culture in Palestine:</b>	
<b>Outcomes</b>	<b>Outputs</b>
<b>1.1. Palestinian citizens have better knowledge of their rights</b>	1.1.1 Awareness raising campaigns on the right to physical safety, life, public freedoms and freedom of expression and opinion
	1.1.2. ICHR is a reference and a resource center for human rights to all those concerned.
<b>1.2. An effective role for education in the promotion and dissemination of a culture of human rights based on HRBA.</b>	1.2.1. Decision –makers at educational institutions are informed of HRBA and its importance in the educational process.
	1.2.2. Specific recommendations of mainstreaming human rights principles into the educational curricula
	1.2.3. Teachers and social councilors are informed of human rights.
<b>1.3. Empowered sectorial institutions</b>	1.3.1. Staff and governing bodies concerned with women, children, PWDs, citizens of area (C) of the

<p><b>and social interest groups in developing and undertaking interventions in coherence with HRBA.</b></p>	<p>West Bank and bordering areas of the Gaza Strip received training courses on the rights of their targeted groups.</p>
	<p>1.3.3. Sectorial institutions networks are supported in organizing and carrying out lobbying and advocacy campaigns.</p>
<p><b>1.4. Duty-bearers are informed about their duties and legal obligations towards rights- holders' social, economic and cultural rights.</b></p>	<p>1.4.1. Implemented awareness raising campaigns.</p>
	<p>1.4.2. Specific recommendations presented to duty-bearers for handling citizens' complaints.</p>
	<p>1.4.3. Duty-bearers (MoSA, MoH, MoL and MoLGAs) are trained</p>

## **2.2. Second Strategic Objective: Enhancement of the justice systems in accordance with international human rights standards.**

This objective focuses on national mechanisms for the protection and promotion of human rights in Palestine based on ICHR's conviction that effective justice systems constitute a basic principle for good governance whereby all persons, institutions, public and private entities including the State itself could be subject to accountability pursuant to the law which is compatible with human rights principles and standards.

Justice systems equally include the institutions of the justice sector, law enforcement bodies, legislative authority, judicial authority (criminal and civil), Ministry of Justice (MoJ), Ministry of Interior (MoI), Palestinian Civilian Police (PCP), prisons, Public Prosecution Office, criminal investigations and claims and justice mechanisms of non state actors. This broad framework includes customary, traditional, religious and unofficial mechanisms that deal with conflicts on the level of the society. Justice systems also include professional unions, human rights committees, and police training centers, judicial system and CBOs which play a role in achieving justice in the Palestinian society.

Weak justice systems cannot guarantee effective achievement of justice, or contribute to promoting and protecting human rights; on the contrary, they aggravates violations, encourage corrupt practices, impedes socio-economic development, and contribute to destabilization. Such a situation aggravates the sufferings of the most marginalized groups. So the promotion of inclusive and holistic approaches to access of justice shall promote the institutions of justice and supports the rule of law. Effective and accessible justice systems constitute best ways for eliminating social deprivation and violations of human rights.

At the national level, Justice Systems require commitment to principles of equality and accountability in accordance with the law and utilizes national mechanisms and means of interventions to ensure respect for human rights and guarantee all individuals including vulnerable groups within society access to justice. This can be achieved by reviewing legislations and policies to ensure their compliance with international human rights conventions and principles, through monitoring violations of human rights, judicial intervention, and monitoring courts to guarantee sound legal procedures with regard to issues of women, children, journalists, human rights defenders, PWDs, arbitrarily detained persons, medical errors, monitoring of prisons, CRCs, protection shelters and effective complaints system that enables citizens as individuals and groups to file complaints to be handled by duty-bearers.

This strategic objective also concentrates on diligent work with official Palestinian institutions; especially the MoI, MoJ and the Palestinian security institutions with a view to offer advice to develop legislations and procedures related to holding accountable abusers of human rights, promote the principle of accountability to allow no abuser of human rights to escape justice and/or enjoy impunity, especially in cases of serious human rights violations (torture, ill-treatment, unlawful detention, extrajudicial killing), and clarify adopted disciplinary procedures; including criminal ones when such violations take place.

Based on the roles and duties of national human rights institutions and HRBA, "empowerment" is considered one of the major principles and therefore, ICHR shall concentrate on further enhancing its training and capacity building programs for law enforcement officials working for the security agencies, public prosecution, judiciary, lawyers and staff of Ministries with complaints units to enable duty-bearers to fulfill their duties and responsibilities based on human rights principles and standards, and ensure that relevant institutions take responsibility for training their personnel. It shall attach special attention to the capacity building and training program in cooperation with Palestinian official civil and security institutions in the West Bank and Gaza Strip. It shall also work through its interventions with the relevant authorities in cooperation with rights and civil society organizations, to activate oversight on the security agencies and guarantee protection and maintenance of human rights.

**Table (2): Outcomes, outputs and activities/initiatives of Second Strategic Objective:**

<b>Strategic Objective (2) Enhancement of the justice systems in accordance with international human rights standards</b>	
<b>Mid-term outcomes</b>	<b>Outputs</b>
	2.1.1. Legislations related to marginalized groups are reviewed and presented to relevant authorities.
	2.1.2. Well-organized advocacy campaigns on legislations pertinent to definite categories and

<p><b>2.1. Palestinian Policies and legislation are in compliance with international human rights principles and conventions.</b></p>	<p>sectors (police law, family protection legislations, juveniles law, economic legislations (health insurance law, security insurance law, public health law and referral law for treatment of cases outside Palestine).</p>
	<p>2.1.3. Reviewed development plans/policies and budgets related to economic, social and cultural rights.</p>
<p><b>2.2. An effective access to justice to all Palestinian groups.</b></p>	<p>2.2.1. Monitoring courts and Public Prosecution.</p>
	<p>2.2.2 Effective judicial intervention in cases of marginalized groups and human rights violations.</p>
	<p>2.2.3. Trained law enforcement officials (security agencies, public prosecutor,, judiciary, lawyers and staff of Ministries with complaints units.</p>
	<p>2.2.4. National inquiries and social interest and advocacy campaigns, about definite rights issues related to the rights of women, children, journalists, PWDs and population of area (C) and bordering areas.</p>
<p><b>2.3. A proactive and effective accountability system to prevent human rights violations.</b></p>	<p>2.3.1. Monitoring human rights violations</p>
	<p>2.3.2. Effective complaints system.</p>
	<p>2.3.3. Monitoring of prisons, detention centers and protection s shelters.</p>
	<p>2.3.4. Prepared and publicized inquiry reports.</p>
	<p>2.3.5. Civil monitoring over the security agencies.</p>

### 2.3. Third Strategic Objective: Promotion of International Mechanisms for the Defense of Human Rights.

The third strategic objective focuses on one of the major tasks of NHRIs at the international level. In its capacity as the Palestinian national institution for human rights, ICHR is mandated to provide consultation and necessary advice to the State of Palestine, and relevant official Palestinian institutions on their legal and human rights obligations under international law, especially after the upgrading of Palestine by the UN General Assembly as an Observer State Status at the United Nations. ICHR as a duty-bearer has an obligation to provide necessary guidance to the State of Palestine to access specialized UN agencies, urge the State of Palestine to sign and ratify international human rights

treaties, and then take all necessary measure at the domestic level to ensure compliance with those legal and human rights obligations under those conventions. In this area, ICHR will take the lead and will work diligently with other duty-bearers from CSOs to raise awareness among the Palestinian public of those legal obligations. It will also take the lead to ensure timely reporting and proper follow up of the recommendations of treaty-bodies by Palestinian duty-bearers from the official institutions.

In close cooperation with CSOs, ICHR shall also activate its role at the UN Human Rights Council (HRC) through the submission of oral and written intervention at the HRC with respect to the Israeli violations in the OPT, especially under the regular agenda item (7). ICHR will join efforts with other Palestinian and international human rights organizations to activate its role in disclosing Israeli systematic violations of human rights in the OPT through specifically reporting on how the occupying power undermines the ability of the PNA to fulfill its duties and obligations towards its citizens in the areas under its control due to the Israeli policies and systematic violations of human rights in the OPT. It will heavily depend on other human rights monitoring and documentation of Israeli violations, and will limit its task in highlighting the negative impact of those violations on the PNA, while will support other human rights and CSOs reporting and conducting advocacy work at the international level. Its role will only be complimentary to that of other organizations.

In accordance with NHRIs mandate stipulated in UN General Assembly and HRC resolutions, ICHR shall also activate its role in submitting reports on the status of human rights in Palestine to UN Special Procedures (special Rapporteurs and working groups) as well as treaty bodies after Palestine’s accession to those treaties and conventions. It will join efforts with other human rights organizations to provide fact-finding missions, inquiry committees of the United Nations and Special Procedures with information on rights and freedoms, and report back to them on the the extent to which Palestine is committed to its legal obligations in accordance with international human rights principles. ICHR will also complement the work of other SCOs that in reporting the Israeli violations, focusing on its effect on the work of the Palestinian Authority.

**Table (3): Outcomes, Outputs & Activities/ initiatives related to the Third Strategic Objective.**

<b>Strategic Objective (3): Promotion of international mechanisms for the defense of human rights standards</b>	
<b>Outcomes</b>	<b>Outputs</b>
<b>3.1. International decisions and positions of UN human rights institutions and other stakeholders are supportive of Palestinian human rights.</b>	3.1.1. Effective human rights role of ICHR on the regional and international levels.
	3.1.2. Publicized studies and reports about the situation of human rights in Palestine and the obligations of the occupying power towards the occupied territory on one hand, and the responsibility of the PNA to fulfill its legal



	obligations on the other, based on international human right conventions.
<b>3.2. State of Palestine signs and ratifies international human rights treaties and Conventions, and joins international agencies.</b>	3.1.3. Activated Special Procedures and international contractual mechanisms.
	3.2.1. Implemented advocacy campaigns to prod the State of Palestine to sign and ratify international conventions.
	3.2.2. Activated advisory role of ICHR.

**2.4. Fourth Strategic Objective: Developing Institutional Performance of ICHR.**

The fourth strategic objective focuses on ICHR's institutional performance to enable it to protect and promote human rights. To ensure that ICHR during the following years (2014 onwards) will further institutionalize its work and set forth systems and procedures to maintain and further develop internal operations and ensure sound management systems. ICHR will work on improving its governance, develop its ICHR's programs and operations have high efficiency and effectiveness, promote its human and financial resources to become a model for NHRIs on the Arab, regional and international levels and an "expert home" in the field of human rights as well as a reference institution, in this regard to relevant authorities in Palestine, NHRIs at the regional and international levels.. It shall maintain its membership at the International Coordinating Committee for NHRIs, its Accreditation Committee and the relevant regional and Arab networks.

ICHR shall work to become a contemporary effective and efficient NHRI with high professionalism and clear policies, directions and administrative and financial internal operational procedures, which would further promote its professionalism, credibility and institutional performance. This will also be combined with a positive work environment which will enable all to work towards achieving our mission in promoting and protecting human rights in Palestine. ICHR will also give special attention to training and capacity building of its staff in specialized areas of their work, and will give "staff care" utmost attention.

**Table 4: Outcomes, Outputs, major activities/initiatives of the fourth a strategic objective**

<b>Strategic Objective (4) Development of Institutional performance of ICHR</b>	
<b>Outcomes</b>	<b>Outputs</b>
<b>4.1. Organizational governance measures and practices are in effect</b>	4.1.1. The Board of Commissioner reviews and develops the performance of ICHR based on high standards of transparency and accountability and in accordance with regulatory standards of NHRIs' function.
	4.1.2. Clear and broad membership of ICHR's Board of Commissioners.
<b>4.2. ICHR's programs and operations have high efficiency and effectiveness</b>	4.2.1. Developed guidebook of the main functions of ICHR.
	4.2.2. Implemented results-based management monitoring and assessment system.
<b>4.3. ICHR's resources (financial, material&amp; human) are available and meet the needs of the organization.</b>	4.3.1. ICHR is governed by regulations and statutes achieving transparency and accountability.
	4.3.2. Report on the capacities of ICHR's human resources every two years.
	4.3.3. All ICHR's staff received training courses on necessary administrative and technical skills.
	4.3.4. Staff Care.
	4.3.5. Sustainability of ICHR's financial resources.

### 3. Performance Indicators

In it's endeavor to focus on a results-based management, ICHR will measure the impact of its work through monitoring its performance on the level of outcomes and outputs. ICHR will also develop its Monitoring and Evaluation (M&E) function and will work towards developing Base Line Information Indicators to measure progress from one year to another. This will require

from ICHR during the first year of its strategic plan to allocate time and effort towards the development of the base line indicators and eventually upgrade its results framework to the third level; the impact level.

Indicators on the level of outcomes and outputs are clarified in the table below.

**Table Number 5: Performance indicators on the level of outcomes and outputs.**

Outcomes	Indicators
1.1 Palestinian citizens have better knowledge of their rights.	1. The percentage/level of increase of the Palestinian citizen’s knowledge of their civil, political, and social rights.
1.2 An effective role for education in the promotion and dissemination of a culture of human rights based on HRBA.	2. The number of human rights related messages that are included in the first grade Civil Education curriculum.  3. The increase of the number of workers and officials in educational institutions who believe in the importance of human rights.
1.3 Empowered sectorial institutions and social interest groups in developing and undertaking interventions in coherence with HRBA.	4. The % of increase in developmental interventions by sectorial organizations that are in compliance with the HRBA.
1.4 Duty-bearers are informed about their duties and legal obligations towards rights- holders’ social, economic and cultural rights.	5. The increase of duty-bearers’ knowledge of their roles and responsibilities towards right-holders.  6. The level on increase in the reports released by duty-bearers about the status of economic, social, and cultural services for marginalized groups.
2.1 Palestinian Policies and legislation are in compliance with international human rights principles and conventions.	7. The number of amendments introduced to the policies and legislations system based on ICHR’s recommendations and suggestions.  8. The number of policies related to the rights of marginalized groups that are adopted by the ministries from 2014 – 2018.  9. Annual plans and budgets focus on economical, cultural, and social rights between 2014 -2018.
2.2 An effective access to justice to all Palestinian groups.	10. The number of individuals and groups whose cases

	<p>were resolved through legal intervention between 2014–2018.</p> <p>11. Marginalized and vulnerable groups inform ICHR that they have better access to justice.</p> <p>12. The increase in the number of legal &amp; judicial procedures that enable right-holders access to justice.</p>
<p>2.3 A proactive and effective accountability system to prevent human rights violation.</p>	<p>13. The number of positive responses that ICHR receives regarding holding violators of human rights accountable.</p> <p>14. The increase in court rulings related to cases of violations of human rights (medical errors, military courts, etc.)</p> <p>15. The number of accountability procedures initiated and developed by security institutions.</p> <p>16. The increase in the percentage of cases related disciplinary measures undertaken against human rights violators.</p>
<p>3.1 International decisions and positions of UN human rights institutions and other stakeholders are supportive of Palestinian human rights.</p>	<p>17. The number of decisions/resolutions adopted by UN institutions regarding the occupation’s violations of human rights in the OPT between 2014-2018.</p> <p>18. The number of ICHR recommendations adopted by UN institutions from the overall number of adopted resolutions.</p>
<p>3.2 State of Palestine signs and ratifies international human rights treaties and Conventions, and joins international agencies.</p>	<p>19. The number of international agreements that are signed and ratified by the State of Palestine.</p> <p>20. The number of international bodies/UN Agencies which the state of Palestine has joined.</p>
<p>4.1 Organizational governance measures are in effect.</p>	<p>21. The number of interventions by the board of commissioners based on ICHR reports’ recommendations related to patterns of human rights violations.</p> <p>22. The number of interventions by ICHR’s Commissioner General to follow up on human rights related cases with the PA officials at the different Palestinian political levels.</p> <p>23. Civil society organizations are knowledgeable about the</p>

	<p>criteria and mechanisms/procedures of membership in the ICHR’s Board of Commissioners.</p> <p>24. The increase in the number of portfolios, which members of the Board of Commissioners hold and follow up.</p>
<p>4.2 ICHR programs and operations have high efficiency and effectiveness.</p>	<p>25. The level of target groups’ stratification about ICHR’s programs and interventions in the field of human rights.</p> <p>26. The annual reports include clear information about the progress made in realizing ICHR’s outcomes and outputs.</p> <p>27. ICHR’s employees, the donors’ consortium, and the target groups clearly understand the work procedures that ICHR implement.</p>
<p>4.3 ICHR’s resources (financial, material, and human) are available and meet the needs of the organization.</p>	<p>28. The number of employees who indicate professional development in specific fields related to their work, as a result of a training or guidance that they received.</p> <p>29. The increase of ICHR’s employees’ satisfaction, sense of belonging/ commitment, and positive spirit.</p> <p>30. The increase of ICHR budget funded by the state every year.</p>

**As for the performance indicators at the level of outputs, they are clarified/listed in the table below:**

<b>Outputs</b>	<b>Indicators</b>
<p>1.1.1. Awareness raising campaigns on the right to life &amp; physical safety, public freedoms and freedom of expression and opinion</p>	<p>1. The number of awareness activities that were implemented, and the number of participants in these activities each year.</p> <p>2. The percentage of participants in awareness campaigns who indicate knowledge of the messages directed to them</p>

	about physical safety, right to life, public freedoms and freedom of speech.
1.1.2. ICHR is a reference and a resource center for human rights to all those concerned.	3. The number of individuals and organizations that use ICHR's resources. 4. The number of special studies that ICHR prepare.
1.2.1. Decision –makers at educational institutions are informed of HRBA and its importance in the educational process.	5. The number of participants in workshops and meetings about the HRBA and its importance in education. 6. The number of fact-sheets and papers prepared by ICHR about HRBA and its importance in education.
1.2.2. Specific recommendations of mainstreaming human rights principles into the educational curricula	7. The number of studies that reviewing school curriculum. 8. The total number of participants in the meetings.
1.2.3. Teachers and social councilors are informed of human rights.	9. The number of awareness material offered to teacher and social councilors about human rights. 10. The number of participants in meetings and workshops.
1.3.1. Staff and governing bodies concerned with women, children, PWDs, citizens of area (C) of the West Bank and bordering areas of the Gaza Strip received training courses on the rights of their targeted groups.	11. The number of trained staff and governing bodies in target organizations every year. 12. The increase in the level of knowledge of staff and governing bodies in institutions concerned with economical, social, and cultural rights after training. 13. The level of satisfaction of trainees on the quality of trainings offered by ICHR.
1.3.2. Sectorial institutions networks are supported in organizing and carrying out lobbying and advocacy campaigns.	14. The number of lobbying/advocacy campaigns implemented by sectorial institutions. 15. Representatives of sectorial institutions which were supported indicate better knowledge in planning and implementing lobbying campaigns for the rights of their target groups.
1.4.1. Implemented awareness raising campaigns.	16. The number of awareness activities, and participants in these activities at the end of each year. 17. at least % of the participants in awareness campaigns

	indicate knowledge of the messages directed to them about the commitment of duty-bearers to economical, social, and cultural rights of vulnerable groups to health, education, and social security, decent work, housing rights and the right to ownership.
1.4.2. Specific recommendations presented to duty-bearers for handling citizens' complaints.	18. The number of field/applicable reports about the status of services offered to vulnerable groups.
1.4.3. Duty-bearers (MoSA, MoH, MoL and MoLGAs) are trained	19. The number of trained duty-bearers from concerned institutions (MoSA, MoH, MoL and MoLGAs) at the end of each year.  20. The increase in the level of knowledge of staff in concerned public institutions regarding their duties and responsibilities in the provision of basic services and citizen's rights, after training.  21. The level of satisfaction of trainings from the offered trainings of ICHR.
2.1.1. Legislations related to marginalized groups are reviewed and presented to relevant authorities.	22. The number of concerned persons from institutions, and external experts who participate in drafting and revising legislations regarding vulnerable groups.  23. The number of legislations revised.
2.1.2. Well-organized advocacy campaigns on legislations pertinent to definite categories and sectors (police law, family protection legislations, juveniles' law, economic legislations (health insurance law, security insurance law, public health law and referral law for treatment of cases outside Palestine).	24. The number of participants in formed coalitions.  25. The number of implemented campaigns, including the number of activities.
2.1.3. Reviewed development plans/policies and budgets related to economic, social and cultural rights.	26. The number of concerned persons from the institutions and other experts who participate in revising governmental budgets and development plans.  27. The number of plans and budgets that were revised.
2.2.1. Monitoring courts and Public Prosecution.	28. The number of court hearings/sessions that were monitored.  29. The number of reports submitted annually about the

	status of courts.
2.2.2 Effective judicial intervention in cases of marginalized groups and human rights violations.	30. Memorandum of understanding with the Higher Judicial Council allowing ICHR to submit its opinion to the court on human rights issues as a friend of the court “Amicus Curie”.  31. The number of cases of judicial intervention.
2.2.3. Trained law enforcement officials (security agencies, public prosecutor,, judiciary, lawyers and staff of Ministries with complaints units.	32. The number of trained law enforcement officials each year.  33. The increase in the knowledge of law enforcement officials about torture and ill-treatment, proper legal procedures during arrest, detention, trials, and the implementation of court rulings, and the relationships between security and human rights, right after the end of training.  34. the level of satisfaction among the trainees from the training offered by ICHR..
2.2.4. National inquiries and social interest and advocacy campaigns, about definite rights issues related to the rights of women, children, journalists, PWDs and population of area (C) and bordering areas.	35. The number of participants in the coalition related to national inquiries initiatives and advocacy campaigns.  36. The number of implemented campaigns / national inquiries, including the number of activities.
2.3.1. Monitoring human rights violations	37. The number of reports released about human rights violations each year.  38. The number and patterns of human rights violations documented every month.
2.3.2. Effective complaints system.	39. At least 60% of the complaints received official responses, and 40% were successfully solved.
2.3.3. Monitoring of prisons, detention centers and protection shelters.	40. The number of annual reports submitted about the status of prisons, detention centers, and shelters.  41. Number of visits.  42. The number of cases being followed up on with duty-bearers in order to improve the status of these facilities.



<p>2.3.4. Prepared and publicized inquiry reports.</p>	<p>43. The number of investigations/fact-finding reports.</p> <p>44. The number of participants in the special sessions to publicize the findings.</p>
<p>2.3.5. Civil monitoring over the security agencies.</p>	<p>45. CSOs indicate better knowledge about their role in the civilian monitoring of the security agencies.</p> <p>46. The percentage of increase in the CSOs that monitor security agencies.</p>
<p>3.1.1. Effective human rights role of ICHR on the regional and international levels.</p>	<p>47. The number of participations with regional and international events related to human rights.</p>
<p>3.1.2. Publicized studies and reports about the situation of human rights in Palestine and the obligations of the occupying power towards the occupied territory on one hand, and the responsibility of the PNA to fulfill its legal obligations on the other, based on international human right conventions.</p>	<p>48. The number of studies and reports prepared about the status of human rights in Palestine and the responsibilities of the occupying state towards the OPT, and the responsibility of the PNA to fulfill its legal obligations with reference to the international human rights agreements.</p> <p>49. The number of participants in meetings and workshops to discuss the typical violations.</p>
<p>3.1.3. Activated Special Procedures and international contractual mechanisms.</p>	<p>50. The number of trainees on effective use of UN “Special Procedures” by Palestinians.</p> <p>51. The number of the UN Special Repertoires visits to the OPT to investigate on thematic issues related to human rights in the OPT and Palestine.</p>
<p>3.2.1. Implemented advocacy campaigns to urge the State of Palestine to sign and ratify international conventions.</p>	<p>52. The number of participants in the coalitions for the campaign.</p> <p>53. The number of implemented campaigns, including the activities.</p>
<p>3.2.2. Activated advisory role of ICHR.</p>	<p>54. The number of participations in the national operations related to human rights.</p>
<p>4.1.1. The Board of Commissioner reviews and develops the performance of ICHR based on high standards of transparency and accountability and in accordance with regulatory standards of NHRIs'</p>	<p>55. At least three members of the Board of Commissioners carry specialized human rights portfolios (topics/areas).</p> <p>56. The Board of Commissioners has a thorough knowledge of the role, tasks, and guidelines regulating the work of NHRIs.</p>

function.	
4.1.2. Clear and broad membership of ICHR's Board of Commissioners.	57. Members of the Board of Commissioners are selected in accordance with the ICHR's internal by-laws, and Commissioners represent difference sectors and segments of the Palestinian society.
4.2.1. Developed guidebook of the main functions of ICHR.	58. The number of activities that were developed, revised, or amended every year.
4.2.2. Implemented results-based management monitoring and assessment system.	59. Implementation of all the monitoring and evaluation activities required by the internal procedures.
4.3.1. ICHR is governed by regulations and statutes achieving transparency and accountability.	60. The number of updated systems that are put to use. 61. The staff is committed to work in accordance with regulations.
4.3.2. Report on the capacities of ICHR's human resources every two years.	62. The capacity building plan is designed to fit the staff needs, includes all staff, and is fully implemented.
4.3.3. All ICHR's staff received training courses on necessary administrative and technical skills.	63. The number of training days which staff participate in. 64. The number of staff members who participated in trainings. 65. The level of the staff satisfaction with the training.
4.3.4. Staff Care.	66. the number of internal sessions to strengthen staff relations. 67. ICHR staff indicates that the work environment is healthy, positive, encouraging, and enhances social and human relations in the institution.
4.3.5. Sustainability of ICHR's financial resources.	68. The number of new relationships established with potential donors.

## PART FIVE: IMPLEMENTATION REQUIREMENTS

The current strategic plan aims to promote ICHR's strategic directions for the next five years. The first step of the process is to promote and develop the performance of ICHR towards the achievement of its mission and vision. This plan compliments the previous strategic plan (2011-2013) and the strategic thought of the Board of Commissioners implying promotion and empowerment of the current administration of ICHR to develop its current functions and interventions and achieve its strategic objectives and future aspirations it strives to realize

within the results framework of the strategic plan for the years of 2014-2018. Implementing this strategy requires a number of steps including the following:

### **1. Building ICHR's capacities and mainstreaming the HRBA**

This step is extremely important, especially during the year of 2014 which represents for ICHR the stage of capacity building and the mainstreaming of HRBA into its functions, tasks and programs through gradually promoting HRBA in the analysis of its reports and the studies, human rights education programs, training, interventions, complaints' handling, management, and all other aspects of its work.

The implementation of HRBA requires directives and guidance at the of level of policies and the promotion of ICHR's capacities in collecting data, making analysis and conducting monitoring within the framework of the official and unofficial mechanisms of receiving complaints of human rights violations.

ICHR shall continue the effort it started in 2013, including a series of training courses and workshops held for its staff in the West Bank and the Gaza Strip. It shall concentrate its effort during the next period on promoting HRBA in the functions of the Department Legislations and Policies, management of complaints and media and work with the institutions which are concerned with marginalized vulnerable groups and civil society organizations in general and official public institutions in particular. In order to achieve that, ICHR is also required to develop indicators under each of the 5 principles of the HRBA to provide Board and Staff to measure progress made towards further enhancing the HRBA within the organization.

### **2. ICHR's restructuring and the enhancement of its organizational chart**

The implementation of the current strategic plan requires restructuring and the review of the current organizational chart, including analysis of all the current functions and posts, especially senior leadership positions. Roles, responsibilities and capacities of the current posts should be reviewed. It is necessary to make sure within the process of restructuring to develop staff skills and capacities in areas required, as well as do the necessary staff rotation to avoid redundant jobs, recruit the necessary needed number of new employees if needed, and then do , and provide staff with the necessary training and capacity building skills to enable them to undertake their tasks towards achieving ICHR's mission and objectives. During the restructuring process, ICHR should ensure that it further enhancing the decentralization of our regional offices, and the specificity of the situation in the Gaza Strip and its impact on ICHR's work.

Meanwhile ICHR should take the following measures to implement the current strategic plan:

### **First, enhancing the function of training and human rights education:**

This is a very important function because it includes a series of duties and responsibilities relevant to increasing knowledge in human rights through dissemination of a human rights based culture and training. This function is conducted within the framework of achieving two functional objectives linked to the first strategic objective (promotion of a human rights based culture in the Palestinian society) and the second strategic objective (promotion of the justice systems in accordance with international human rights standards).

Awareness raising responsibilities include the following:

- Planning and designing awareness raising campaigns.
- Preparing necessary materials and studies in cooperation with other departments of ICHR.
- Technical and administrative supervision and technical support for carrying out such campaigns at the local and national levels.
- Evaluation of campaigns and follow up of recommendations and feedback.

Major responsibilities regarding training:

- Identifying training needs of targeted groups
- Planning and managing the process of training at the local and national levels.
- Designing a training program that includes the objectives, content, methodology, evaluation mechanism, plan and matrix of the training.
- Follow up of training implementation.
- Training evaluation.

### **Second, creation of an M&E function**

Monitoring and evaluation function is necessary for ICHR to develop the process of learning inside ICHR, support the Executive Director and executive administration in following up the activities and further develop indicators to measure the performance and the level of compliance with the strategic plan of ICHR, as well as improve the quality of the reports submitted for all stakeholders.

The main responsibilities related to this function:

- Making sure of monitoring and evaluating the progress made towards the indicators of the outcomes and outputs and making sure that intervention for modification takes place, when needed. This requires implementation of the framework of monitoring and evaluation of the strategic plan by measuring the indicators on the level of outcomes and outputs in cooperation with the different departments of ICHR.

- Developing Base Line Information Indicators and upgrade it from the level of outcomes and outputs to the level of impact to measure the developments from one year to another, will be accomplished in 2014.
- Concentrating on learnt lessons which are documented in the form of knowledge, positions and experiences by dedicating an internal staff from ICHR to identify these lessons, collect and analyze data during the year to form a strong framework which can be useful for identifying the policies and strategic directions of ICHR and designing or implementing its future interventions.
- Providing information for the Executive Director (monthly, quarterly and annually) concerning the progress made towards outcomes and outputs.
- Supervision and follow-up of the process of evaluation of programs and projects.
- Developing and implementing the monitoring and evaluation system through a participatory process.
- Developing the monitoring and evaluation capacities of ICHR's staff.
- Organizing and providing technical support and necessary information for the annual review of ICHR's strategy.
- Providing technical support for programs and projects concerning relevant monitoring and evaluation plans.

### **Third, creation of an international advocacy function**

This function is linked to the third strategic objective (promotion of international mechanisms for defense of human rights). This function includes a series of tasks and responsibilities in the areas of networking, mobilization, advocacy campaigns and activation of non-contractual/charter based international mechanisms for the protection and promotion of human rights at the international level Tasks include the following:

- Participation in conferences, work committees and activities organized by international, regional and national human rights organizations.
- Preparing studies and reports on the situation of human rights in Palestine and the responsibility of the occupying power towards the OPT, on one hand, and the responsibility of the PNA towards its legal obligations based on the international human rights conventions, on the other human rights mechanisms.
- Following up the process of training for different categories, such as human rights activists. They could have training courses about special procedures that can effectively used by the Palestinians.
- Providing necessary information, data and reports for UN Special Procedures (Special Rapporteurs and Expert Working Groups).
- Developing advocacy campaigns for ratification of in international conventions by the State of Palestine, and identifying special strategies for these campaigns.
- Putting action plans for advocacy campaigns.

- Building the capacities of the coalition in different areas to implement the action plans which are connected with the campaigns.
- Providing administrative, logistical and technical support for carrying out advocacy campaigns.
- Following up implementation, monitoring and evaluation of advocacy campaigns.

#### **Fourth, creation of a legal and judicial representation function**

ICHR's daily activities are all related with legal issues. ICHR interacts with the Palestinian judicial sector and cannot go ahead with any case or situation before first ensuring the legality of such decisions based on national legislation, as well as its compatibility with international human rights and principles. There is therefore a The establishment of this function will provide for the necessary legal consulting and advise required by the Executive Office of the Board of Commissioners, especially if Commissioners decide to carry specialized portfolio related to specific human rights issues or categories. assumes its responsibilities regarding This function is linked with all the objectives of ICHR, especially the second objective (promotion of justice systems).

The main responsibilities related to this function:

Judicial representation before the Palestinian courts, especially the High Court of Justice. ICHR intervenes before courts in human rights and public interest cases. It provides the Board of Commissioners with its legal opinion to take a decision concerning attending a court's session.

- Playing the role of “amicus curie” to enable the judges to consider the opinion of ICHR from a human rights perspective before making their court rulings in on certain cases related to human rights and case of high interest to the Palestinian public opinion.
- Quasi-judicial interventions through submission of official transfers of cases to the Public Prosecution Office regarding specific cases that require further investigation.
- Providing legal advice for ICHR, preparation of rights related legal memos, supporting the ICHR and its representatives in their interventions with duty-bearers and law enforcement officials with respect to different rights and legal issues.
- Supervising monitoring of courts and providing the necessary training and support for ICHR’s staff in monitoring courts to ensure the guarantees of fair trial and access to justice with special focus on marginalized vulnerable groups to justice.
- Elaborating ICHR’s legal positions on specific human rights issues that require a clear position, and preparing relevant legal positions prior to ICHR’s media statements or public positions are announced on to specific legal and human rights issues.

- Identifying the technical aspects for ICHR's contribution to the process of Palestine State's ratification of international core human rights conventions and the Palestinian's legal obligations before the Universal Periodic Review of the UN HRC.

#### **Fifth, reviewing and promoting the roles of the current administrations**

Reviewing and promoting the roles of ICHR's current administrations in the present strategy to include the work methodology of outputs and activities in regard of the following:

- Developing the functional tasks of the Department of National Legislations and Policies to include the outputs relevant to implementation of lobbying and advocacy campaigns and national inquiries.
- Developing the functional tasks of the Unit of Complaints Management to include the outputs relevant to investigations and fact-finding inquiry, analysis of patterns of human rights violations patterns and issuing relevant reports.

### **3. Strategy dissemination**

Publicizing the framework of this strategy among ICHR's staff and competent governmental organizations and NGOs which are concerned with human rights and marginalized groups and among the donors and international organizations requires implementation of the following activities:

- Holding meetings between ICHR's Board of Commissioners and its staff to present strategic priorities, outcomes, outputs and activities.
- Holding two central workshops in the West Bank and Gaza Strip with the Palestinian and some international NGOs that are concerned with human rights, marginalized groups and duty-bearers of the relevant official institutions to discuss the major points of the strategy and its priorities with a view to publicize them and reduce duplicity with other institutions.
- Holding workshops on the level of the Palestinian governorates with all governmental and public institutions to present the strategy to them.
- Publicizing the strategy on the electronic website of ICHR.
- Publishing a press release on the new strategic directions of ICHR.
- Publishing a press release on the new strategic directions of ICHR through local media outlets.

#### 4. Setting annual plans and detailed budgets

ICHR's staff shall make annual planning within the frame of the strategy during the last quarter of every year through the following steps:

- Evaluation of programs, activities and achievements in addition to the obstacles on the level of the internal and external environment through a string of workshops and reports in cooperation with the stakeholders.
- Reviewing institutions' obligations towards the projects and contracts that are signed for implementation of projects and identification of feasible financial resources.
- Reviewing and identifying the annual objectives, outputs and activities with participation of all stakeholders.
- Setting a blueprint for the necessary activities, budgets and timeframe.



## PART SEVEN: ANNEXES

### Annex (1): Proposed Template for Future Reporting

Strategic Objective 1: Promotion of human rights culture in the Palestinian society.				
OUTCOMES	INDICATORS	OUTPUTS	INDICATORS	MAIN ACTIVITIES
<p><b>1.1. Palestinian citizens have better knowledge of their rights.</b></p>	<p>1. The percentage/level of increase of the Palestinian citizen’s knowledge of their civil, political, and social related to violations of human rights.</p>	<p>1.1.1 Awareness raising campaigns on the right to physical safety, life, public freedoms and freedom of expression and opinion</p>	<p>1. The number of awareness activities that were implemented, and the number of participants in these activities each year.</p> <p>2. The percentage of participants in awareness campaigns who indicate knowledge of the messages directed to them about physical safety, right to life, right to public freedoms and freedom of speech.</p>	<p>1.1.1.1. Preparing studies and data necessary for raising awareness campaigns on the right to physical safety (combating torture/ gender-based), the right to life ("honor killing" and execution only in Gaza), the right to public freedoms, and freedom of expression and opinion, the right to social security, the right of PWDs to decent work and accommodation of public places to allow them access).</p> <p>1.1.1.2. Organizing awareness raising campaigns.</p> <p>1.1.1.3. Implementation of awareness raising campaigns.</p>
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		1.1.2. ICHR is a reference and a resource center for human rights to all those concerned.	3. The number of individuals and organizations that use ICHR's resources.  4. The number of special studies that ICHR prepare.	1.1.2.1. Making available specialized resources and studies.  1.2.1.3. Hosting public discussion sessions, workshops and lectures.  1.2.1.4. Setting up a specialized human rights electronic portal in Palestine and an active web-site on human rights issues.
<b>1.2. An effective role for education in the promotion and dissemination of a culture of human rights based on HRBA.</b>	2. The number of human rights related messages that are included in the first and in the grade Civil Education curriculum.  3. The increase of the number of workers and officials in educational institutions who believe in the importance of human rights.	1.2.1. Decision –makers at educational institutions are informed of HRBA and its importance in the educational process.	5. The number of participants in workshops and meetings about the HRBA and its importance in education.  6. The number of fact-sheets and papers prepared by ICHR about HRBA and its importance in education.	1.2.1.1. Preparing and publicizing (fact sheets) on HRBA and its importance in the educational process.  1.2.1.2. Conducting workshops and meetings with decision-makers at the educational institutions with focus on HRBA and its importance in the educational process.
		1.2.2. Specific recommendations of mainstreaming human rights principles into the educational curricula	7. The number of studies that reviewing school curriculum.  8. The total number of participants in the meetings.	1.2.2.1. Preparing and publishing a study on the current curricula and their compliance with HRBA.  1.2.2.2. Reviewing the curricula of civil education

				<p>and national education designated for the first and ninth primary classes as an exemplary of the human rights based model curriculum.</p> <p>1.2.2.3. Organizing sessions and meetings with decision-makers and officials of the educational institutions to discuss the suggested human rights based curriculum.</p>
		1.2.3. Teachers and social councilors are informed of human rights.	<p>9. The number of awareness material offered to teacher and social councilors about human rights.</p> <p>10. The number of participants in meetings and workshops.</p>	<p>1.2.3.1. Holding workshops and meetings with teachers and social councilors.</p> <p>1.2.3.2. Making available printed awareness raising material.</p>
<b>1.3. Empowered sectorial institutions and social interest groups in developing and undertaking interventions in</b>	4. The percentage/level of increase of developmental interventions by sectorial organizations that are in line with the HRBA.	1.3.1. Staff and governing bodies concerned with women, children, PWDs, citizens of area (C) of the West Bank and bordering areas of the Gaza Strip received training courses on the rights of their targeted	<p>11. The number of trained staff and governing bodies in target organizations every year.</p> <p>12. The increase in the level of knowledge of staff and governing bodies in</p>	1.3.1.1. Preparing reports and studies on international human rights standards with more emphasis on economic, social and cultural rights of women, children, PWDs, citizens of area (C) of the West Bank and bordering areas in the

<p><b>coherence with HRBA.</b></p>		<p>groups.</p>	<p>institutions concerned with economical, social, and cultural rights after training.</p> <p>13. The level of satisfaction of trainees on the quality of trainings offered by ICHR.</p>	<p>Gaza Strip. these studies and reports also focus on the roles of sectorial institutions and social interest groups.</p> <p>1.3.2.2. Implementing training. 1.3.2.3 Reviewing and evaluating the training process.</p>
		<p>1.3.2. Sectorial institutions networks are supported in organizing and carrying out lobbying and advocacy campaigns.</p>	<p>14. The number of lobbying/advocacy campaigns implemented by sectorial institutions.</p> <p>15. Representatives of sectorial institutions which were supported indicate better knowledge in planning and implementing lobbying campaigns for the rights of their target groups.</p>	<p>1.3.2.1. Participating in special coalitions and lobbying and advocacy campaigns on specific rights issues related to women, children, PWDs, population of area (C) in the West Bank and bordering areas in the Gaza Strip.</p> <p>1.3.2.2. Facilitating preparation of necessary studies and reports. 9fact sheets, working papers...etc).</p> <p>1.3.2.3. Supporting organization of campaigns.</p> <p>1.3.2.4. Participating in implementation of campaigns.</p>

<p><b>1.4. Duty-bearers are informed about their duties and legal obligations towards rights-holders' social, economic and cultural rights.</b></p>	<p>5. The increase of duty-bearers' knowledge of their roles and responsibilities towards right-holders.</p> <p>6. The level on increase in the reports released by duty-bearers about the status of economic, social, and cultural services for marginalized groups.</p>	<p>1.4.1. Implemented awareness raising campaigns.</p>	<p>16. The number of awareness activities, and participants in these activities at the end of each year.</p> <p>17. at least % of the participants in awareness campaigns indicate knowledge of the messages directed to them about the commitment of duty-bearers to economical, social, and cultural rights of vulnerable groups to health, education, and social security, decent work, housing rights and the right to ownership.</p>	<p>1.4.1.1. Preparing studies and data necessary for awareness raising campaigns concerning the extent to which duty bearers are committed to economic, social and cultural rights of the marginalized groups and the rights to health, education, social security, work, housing and possession.</p> <p>1.4.1.2. Designing awareness raising campaigns</p> <p>1.4.1.3. Conducting awareness raising campaigns</p>
		<p>1.4.2. Specific recommendations presented to duty-bearers for handling citizens' complaints.</p>	<p>18. The number of field/applicable reports about the status of services offered to vulnerable groups.</p>	<p>1.4.2.1. Conducting field visits to marginalized and isolated areas to study the services provided for marginalized groups. This activity is carried out with the participation of the relevant institutions.</p> <p>1.4.2.2. Following up with</p>

				rights-holders the services provided.
		1.4.3. Duty-bearers (MoSA, MoH, MoL and MoLGAs) are trained	<p>19. the number of trained duty-bearers from concerned institutions (MoSA, MoH, MoL and MoLGAs)at the end of each year.</p> <p>20. The increase in the level of knowledge of staff in concerned public institutions regarding their duties and responsibilities in the provision of basic services and citizen’s rights, after training.</p> <p>21. The level of satisfaction of trainings from the offered trainings of ICHR.</p>	<p>1.4.3.1. Preparing training materials on the role of duty-bearers and their commitment to their duties and responsibilities regarding provision of basic services and citizens' rights in area (C) and bordering areas in addition to the obligations of the MoL, MoH, MoSA and MoLGAs.</p> <p>1.4.3.2. Carrying out training.</p> <p>1.4.3.3. Reviewing and evaluating the training process.</p>

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**Strategic Objective 2: Enhancement of the justice systems in accordance with international human rights standards.**

OUTCOMES	INDICATORS	OUTPUTS	INDICATORS	MAIN ACTIVITIES
<p><b>2.1 Palestinian Policies and legislation are in compliance with international human rights principles and conventions.</b></p>	<p>7. The number of amendments introduced to the policies and legislations system based on ICHR’s recommendations and suggestions.</p>	<p>2.1.1. Legislations related to marginalized groups are reviewed and presented to relevant authorities.</p>	<p>22. The number of concerned persons from institutions, and external experts who participate in drafting and revising legislations regarding vulnerable groups.</p> <p>23. The number of legislations revised.</p>	<p>2.1.1.1. Preparing assessment reports and studies concerning legislations related to marginalized groups (women, children and PWDs).</p> <p>2.1.1.2. Proposed drafts for amendment or creation of legislations related to criminal legislations (penal code and criminal procedures). Proposed draft law or elimination of torture and review of the general budget law.</p>
	<p>8. The number of policies related to the rights of marginalized groups that are adopted by the ministries from 2014 – 2018.</p> <p>9. Annual plans and budgets focus on economical, cultural, and social rights between 2014 -2018.</p>	<p>2.1.2. Well-organized advocacy campaigns on legislations pertinent to definite categories and sectors (police law, family protection legislations, juveniles law, economic legislations (health</p>	<p>24. The number of participants in formed coalitions.</p> <p>25. The number of implemented campaigns, including the number of</p>	<p>2.1.2.1. Forming coalitions/alliances with relevant institutions.</p> <p>2.1.2.2. Preparing reports and studies on legislations.</p> <p>2.1.2.3. Designing campaigns/on legislation .</p> <p>2.1.2.4. Conducting</p>

		insurance law, security insurance law, public health law and referral law for treatment of cases outside Palestine).	activities.	campaign/on legislation.
		2.1.3. Reviewed development plans/policies and budgets related to economic, social and cultural rights.	26. The number of concerned persons from the institutions and other experts who participate in revising governmental budgets and development plans.  27. The number of plans and budgets that were revised.	2.1.3.1. Reviewing the government development plan and setting indicators related to economic, social and cultural rights. 2.1.3.2. Reviewing State's budget from a HRBA. 2.1.3.3. Holding meetings with decision makers to propose amendments on policies, plans and budgets.
<b>2.2. An effective access to justice to all Palestinian groups.</b>	10. The number of individuals and groups whose cases were resolved through legal intervention between 2014–2018.  11. Marginalized vulnerable groups inform ICHR that they have better access to justice.	2.2.1. Monitoring courts and Public Prosecution.	28. The number of court hearings/sessions that were monitored.  29. The number of reports submitted annually about the status of courts.	2.2.1.1. Observing and monitoring court sessions in cases related of women, children, and journalists, human rights defenders, arbitrarily detained persons, PWDs and medical errors.  2.2.1.3 Monitoring family protection units and public prosecution performance in cases related to women, children and vulnerable groups (cases of gender-based violence and women in conflict with the



	<p>12. The increase in the number of legal &amp; judicial procedures that enable right-holders access to justice.</p>			<p>law/juveniles). 2.2.1.4. Writing field reports/ fact sheets / filling in questionnaires on the findings of such visits.</p>
		<p>2.2.2 Effective judicial intervention in cases of marginalized groups and human rights violations.</p>	<p>30. Memorandum of understanding with the Higher Judicial Council allowing ICHR to submit its opinion to the court on human rights issues as a friend of the court “Amicus Curie”.</p> <p>31. The number of cases of judicial intervention.</p>	<p>2.2.2.1. Preparing case files related to public freedoms, mass violations of human rights and the rights of marginalized vulnerable group including women, children, PWDs, population of area (C) and bordering areas. 2.2.2.2. Litigation/judicial interventions in selected cases related to human rights and public interest cases, with focus on cases of vulnerable groups and defense of cases related to public opinion, in addition to following up of courts' rulings. 2.2.2.3. Providing intervention to the court on specific human rights cases as friends of the court “Amicus Curie”. 2.2.2.4. Quasi- judicial interventions through the official transfer of specific cases for further investigation by the public</p>

				prosecution office in accordance with the law.
		2.2.3. Trained law enforcement officials (security agencies, public prosecutor, judiciary, lawyers and staff of Ministries with complaints units.	32. The number of trained law enforcement officials each year.  33. The increase in the knowledge of law enforcement officials about torture and ill-treatment, proper legal procedures during arrest, detention, trials, and the implementation of court rulings, and the relationships between security and human rights, right after the end of training.  34. the level of satisfaction among the trainees from the training offered by ICHR.	2.2.3.1. Preparing training materials and manuals. 2.2.3.2. Conducting training for targeted groups. 2.2.3.3. Review and evaluation of training programs.
		2.2.4. National inquiries and social interest and advocacy campaigns, about definite rights issues related to the rights of women, children, journalists, PWDs and population of area (C) and	35. The number of participants in the coalition related to national inquiries initiatives and advocacy campaigns.	2.2.4.1. Forming coalitions with relevant institutions. 2.2.4.2. Preparing reports and studies on legislations. 2.2.4.3. Designing campaigns and conducting national inquiries.

		bordering areas.	36. The number of implemented campaigns / national inquiries, including the number of activities.	2.2.4.4. Conducting campaigns.	
<b>2.3. A proactive and effective accountability system to prevent human rights violation</b>	13. The number of positive responses that ICHR receives regarding holding violators of human rights accountable.	2.3.1. Monitoring human rights violations	37. The number of reports released about human rights violations each year.  38. The number and patterns of human rights violations documented every month.	2.3.1.1. Making field visits to monitor human rights violations. 2.3.1.2. Identifying and analyzing patterns of human rights violations. 2.3.1.3. Preparing and publicizing reports on human rights violations.	
		14. The increase in court rulings related to cases of violations of human rights (medical errors, military courts, etc.)	2.3.2. Effective complaints system.	39. At least 60% of the complaints received official responses, and 40% were successfully solved.	1.2.3.2. Making field visits to inform people about how to file complaints. 2.2.3.2. Receiving complaints from citizens. 2.3.2.3. Following up and transferring individual and collective complaints. 2.3.2.4. Holding quarterly meetings with duty-bearers to protect and prevent human rights.
	15. The number of accountability procedures initiated and developed by security institutions.				
	16. The increase in the percentage of cases related disciplinary	2.3.3. Monitoring of prisons, detention centers and protection s shelters.	40. The number of annual reports submitted about	2.3.3.1. Making visits to prisons, detention centers and protection shelters. 2.3.3.2. Preparing periodical	

measures undertaken against human rights violators.		<p>the status of prisons, detention centers, and shelters.</p> <p>41. Number of visits.</p> <p>42. The number of cases being followed up on with duty-bearers in order to improve the status of these facilities.</p>	<p>reports on monitoring visits.</p> <p>2.3.3.3. Holding meetings and contacting duty bearers to monitor the situation of prisons and detention centers to improve their conditions.</p>
	2.3.4. Prepared and publicized inquiry reports.	<p>43. The number of investigations/fact-finding reports.</p> <p>44. The number of participants in the special sessions to publicize the findings.</p>	<p>2.3.4.1. Making studies and reports on controversial case studies of severe violations.</p> <p>2.3.4.2. Publishing and publicizing the finding of inquiry reports.</p>
	2.3.5. Civil monitoring over the security agencies.	<p>45. CSOs indicate better knowledge about their role in the civilian monitoring of the security agencies.</p> <p>46. The percentage of increase in the CSOs that monitor security agencies.</p>	<p>2.3.5.1. Signing MoUs with the security agencies.</p> <p>2.3.5.2. Training civil society organization on the role of the security agencies from the perspective of the Palestinian legislations and international standards.</p> <p>2.3.5.3. Offering technical advice to institutions through coalitions, workshops and effective</p>

				visits to relevant institutions.
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**Strategic Objective 3: Promotion of international mechanisms for the defense of human rights.**

OUTCOMES	INDICATORS	OUTPUTS	INDICATORS	MAIN ACTIVITIES
<p><b>3.1. International decisions and positions of UN human rights institutions and other stakeholders are supportive of Palestinian human rights.</b></p>	<p>17. The number of decisions/resolutions adopted by UN institutions regarding the occupation's violations of human rights in the OPT between 2014 - 2018.</p> <p>18. The number of ICHR recommendations adopted by UN institutions from the overall number of adopted resolutions.</p>	<p>3.1.1. Effective human rights role of ICHR on the regional and international levels.</p>	<p>47. The number of participations with regional and international events related to human rights.</p>	<p>3.1.1.1. Participating in conferences and workgroups and activities of international, national and regional networks of human rights (APF, ICC, Arab Network, Mediterranean Ombudsman, meetings of the UN HRC and other human rights bodies at the int'l level)</p> <p>3.1.1.2. Presenting reports to international and regional networks on ICHR's activities (oral and written reports).</p> <p>3.1.1.3. Participation in the special annual meeting for the Executive Directors of NHRIs in Asia and the Pacific.</p> <p>3.1.1.4. Holding meetings with representatives of diplomatic missions.</p> <p>3.1.1.5. Participating in the meetings of UN HRC and</p>
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				presenting it with oral and written interventions about the situation of human rights in the Palestinian controlled territory and the Palestinian territory under the Israeli occupation.
		3.1.2. Publicized studies and reports about the situation of human rights in Palestine and the legal obligation and responsibility of the PNA as a duty-bearer based on international human rights conventions.	<p>48. The number of studies and reports prepared about the status of human rights in Palestine and the responsibilities of the occupying state towards the OPT, and the responsibility of the PNA to fulfill its legal obligations with reference to the international human rights agreements.</p> <p>49. The number of participants in meetings and workshops to discuss the typical violations.</p>	<p>3.1.2.1. Monitoring Israeli violations/ with focus on impact of those violations on performance of the PNA.</p> <p>3.1.2.2. Preparing special reports on the situation of human rights in Palestine and the obligations of the occupying power towards the occupied Palestinian territory and the responsibility of the PNA to fulfill its legal obligations on the other, based on international human right conventions.</p> <p>3.1.2.3. Holding meetings and workshops to discuss typical human rights violations to conclude standardized positions concerning settlement expansion, settlers' attacks, administrative detention, population of area (C).</p>

		3.1.3. Activated Special Procedures and international contractual mechanisms.	<p>50. The number of trainees on effective use of UN “Special Procedures” by Palestinians.</p> <p>51. The number of the UN Special Repertoires visits to the OPT to investigate on thematic issues related to human rights in the OPT and Palestine.</p>	<p>3.1.3.1. Training human rights activists and other relevant categories on effective use of Special Procedures.</p> <p>3.1.3.2. Holding meetings with decision makers and officials to urge the State of Palestine to invite UN's Special Rapporteurs to visit the OPT and update them on the situation of human rights.</p> <p>3.1.3.3. Cooperation with UN's Special Rapporteurs to use their jurisdictions and fulfill their duties by providing them with the necessary data and reports.</p>
<p><b>3.2. State of Palestine signs and ratifies international human rights treaties and Conventions, and joins international agencies.</b></p>	<p>19. The number of international agreements that are signed and ratified by the State of Palestine.</p> <p>20. The number of</p>	3.2.1. Implemented advocacy campaigns to prod the State of Palestine to sign and ratify international conventions.	<p>52. The number of participants in the coalitions for the campaign.</p> <p>53. The number of implemented campaigns, including the activities.</p>	<p>3.2.1.1. Forming coalitions with relevant institutions.</p> <p>3.2.1.2. Preparing necessary reports and studies on legislations.</p> <p>3.2.1.3. Designing campaigns.</p> <p>3.2.1.4. Conducting campaigns.</p>

	international bodies/UN Agencies which the state of Palestine has joined.	3.2.2. Activated advisory role of ICHR.	54. The number of participations in the national operations related to human rights.	3.2.2.1. Organizing meetings and workshops with decision makers and explaining the role of NHRIs on the national and international levels. 3.2.2.2. Passing ICHR's printed materials to decision-makers, governmental institutions, Representative Offices, Diplomatic Missions, rights organizations and NHRIs.



**Strategic Objective 4: Development of institutional performance of ICHR.**

OUTCOMES	INDICATORS	OUTPUTS	INDICATORS	MAIN ACTIVITIES
<p><b>4.1. Organizational governance measures and practices are in effect.</b></p>	<p>21. The number of interventions by the board of commissioners based on ICHR reports' recommendations related to patterns of human rights violations.</p> <p>22. The number of interventions by ICHR's Commissioner General to follow up on human rights related cases with the PA officials at the different Palestinian political levels.</p> <p>23. Civil society organizations are knowledgeable about the criteria and mechanisms/procedures</p>	<p>4.1.1. The Board of Commissioner reviews and develops the performance of ICHR based on high standards of transparency and accountability and in accordance with regulatory standards of NHRIs' function.</p> <p>65</p>	<p>55. At least three members of the Board of Commissioners carry specialized human rights portfolios (topics/areas).</p> <p>56. The Board of Commissioners has a thorough knowledge of the role, tasks, and guidelines regulating the work of NHRIs.</p>	<p>4.1.1.1. Reviewing ICHR's draft law.</p> <p>4.1.1.2. Making available periodical data about the situation of human rights.</p> <p>4.1.1.3. Developing the manual on ICHR main policies, positions and its Board of Commissioners. This manual includes inter-alia the following: media policies, relationship with official institutions and civil society organizations, advice for decision-makers, decisions with power of the law and legislations issued by Reform and Change Bloc in the Gaza Strip.</p> <p>4.1.1.4. Holding sessions to review extent to which ICHR's policies were implementation and developments related to ICHR's performance.</p> <p>4.1.1.5. Organizing high level</p>

	<p>of membership in the ICHR's Board of Commissioners.</p> <p>24. The increase in the number of portfolios, which members of the Board of Commissioners hold and follow up.</p>			<p>dialogue for the Board of Commissioners in cooperation with APF. This dialogue shall focus on the role and tasks of NHRIs and duties of their boards of commissioners.</p> <p>4.1.1.6. Presenting studies/ fact sheets and information to the Board of Commissioners for discussion and follow-up by the Commissioner with specialized portfolio.</p> <p>4.1.1.7. Developing information system and reports about the performance of ICHR.</p>
		<p>4.1.2. Clear and broad membership of ICHR's Board of Commissioners.</p>	<p>57. Members of the Board of Commissioners are selected in accordance with the ICHR's internal by-laws, and Commissioners represent difference sectors and segments of the Palestinian society.</p>	<p>4.1.2.1. Review and amendments on ICHR by-laws and approving them in general annual meetings of the board.</p> <p>4.1.2.2. Forming Advisory Committee for selection of membership in accordance with the bylaws of ICHR.</p> <p>4.1.2.3 Regular nomination of the members of the Board of Commissioners according to ICHR's bylaws'.</p>
<p><b>4.2. ICHR's programs</b></p>	<p>25. The level of target</p>	<p>4.2.1. Developed guidebook</p>	<p>58. The number of</p>	<p>4.2.1.1. Reviewing and evaluating the procedures</p>

<p><b>and operations have high efficiency and effectiveness .</b></p>	<p>groups' stratification about ICHR's programs and interventions in the field of human rights.</p>	<p>of the main functions of ICHR.</p>	<p>activities that were developed, revised, or amended every year.</p>	<p>and forms of the current activities of all the functions of ICHR. 4.2.1.2. Suggesting modified procedures and forms. 4.2.1.3. Periodical review of performance procedures.</p>
	<p>26. The annual reports include clear information about the progress made in realizing ICHR's outcomes and outputs.</p> <p>27. ICHR's employees, the donors' consortium , and the target groups clearly understand the work procedures that ICHR implement.</p>	<p>4.2.2. Implemented results-based management monitoring and assessment system.</p>	<p>59. Implementation of all the monitoring and evaluation activities required by the internal procedures.</p>	<p>4.2.2.1. Developing the monitoring and evaluation system. 4.2.2.2. Training ICHR's staff on implementation of the monitoring and evaluation and system. 4.2.2.3. Periodical collection of data about the monitoring and evaluation system. 4.2.2.4. Regular annual review of the monitoring and evaluation system and review of the chain of results annually. 4.2.2.5. Comprehensive evaluation/surveys of the main aspects of performance every two years.</p>
<p><b>4.3. ICHR's resources (financial, material &amp; human) are available and meet the needs of</b></p>	<p>28. The number of employees who indicate professional development in specific fields related to their work, as a result of a</p>	<p>4.3.1. ICHR is governed by regulations and statutes achieving transparency and accountability.</p>	<p>60. The number of updated systems that are put to use.</p> <p>61. The staff is committed</p>	<p>4.3.1.1. Reviewing ICHR's bylaws. 4.3.1.2. Reviewing ICHR's structure. 4.3.1.3. Reviewing staff evaluation system.</p>

<p><b>the organization.</b></p>	<p>training or guidance that they received.</p> <p>29. The increase of ICHR's employees' satisfaction, sense of belonging/commitment, and positive spirit.</p> <p>30. The increase in the number of donors every year.</p>		<p>to work in accordance with regulations.</p>	<p>4.3.1.4. Developing and modernizing the administrative and financial procedures manual.</p> <p>4.3.1.5. Preparing proposals concerning salaries scale and staff's dues in relation to consumer price index, currency exchange rate, awards, etc.).</p> <p>4.3.1.6. Developing ICHR's code of conduct.</p> <p>4.3.1.7. Informing ICHR's staff of ICHR's policies, work strategies, Board of Commissioners' decisions and all administrative and procedural instructions and decisions.</p>
		<p>4.3.2. Report on the capacities of ICHR's human resources every two years.</p>	<p>62. The capacity building plan is designed to fit the staff needs, includes all staff, and is fully implemented.</p>	<p>4.3.2.1. Annual evaluation of functional performance.</p> <p>4.3.2.2. Annual assessment of training needs based on the findings of the functional performance evaluation.</p> <p>4.3.2.3. Setting a plan for building training capacities of ICHR in general and of each staffer of it according to the findings of needs assessment.</p>
		<p>4.3.3. All ICHR's staff received training courses on</p>	<p>63. The number of</p>	<p>4.3.3.1. Holding training courses how to read</p>

		<p>necessary administrative and technical skills.</p>	<p>training days which staff participate in.</p> <p>64. The number of staff members who participated in trainings.</p> <p>65. The level of the staff satisfaction with the training.</p>	<p>legislations and policies from human rights perspective.</p> <p>4.3.3.2. Holding training courses on how to use international human rights mechanisms.</p> <p>4.3.3.3. Holding training courses on how to set indicators relevant to economic, social and cultural rights of the marginalized groups and how to analyze them based on HRBA.</p> <p>4.3.3.4. Holding training courses on statistical surveys.</p> <p>4.3.3.5. Holding training courses on analysis of human rights patterns using HRBA.</p> <p>4.3.3.6. Holding training courses on results based management, monitoring and evaluation.</p> <p>4.3.3.7. Holding English Language learning courses.</p> <p>4.3.3.8. Holding external training courses in certain areas.</p>
		<p>4.3.4. Staff care.</p>	<p>66. The number of internal sessions to</p>	<p>4.3.4.1. Holding an annual retreat and organizing outings and social events to</p>

			strengthen staff relations.  67. ICHR staff indicates that the work environment is healthy, positive, encouraging, and enhances social and human relations in the institution.	promote internal relationships among the members of ICHR's staff. 4.3.4.2. Organizing ventilation sessions, especially for the field researchers. 4.3.4.3. Further Develop ICHR's motivation system and implement it.
		4.3.5. Sustainability of ICHR's financial resources.	68. The number of new relationships established with potential donors.	4.3.5.1. Developing financial strategies for ICHR. 4.3.5.2. Developing new financial partnerships. 4.3.5.3. Holding meetings with the PNA to ensure transfer of its financial contribution to ICHR/ and work towards increasing its contribution. 5.3.5.4. Holding dialogue sessions with partners from the Donors' Consortium to ensure regular flow of information.

**Annex (2): ICHR Staff List**

NO.	Name of Current Staff	M / F	Hiring Date	Qualifications
1	Randa Siniora	F	15 / 09 / 07	LLM in International Human Rights Law
2	Musa Abu Idhaim	M	05 / 06 / 00	MA in Law (BAR / Practicing Lawyer )
3	Yousef Warasneh	M	15 / 03 / 97	BA in Social Sciences
4	Sanaa Abu Ta'a	F	15 / 03 / 97	Diploma in Management
5	Ahmad Jamil	M	15 / 03 / 97	Eighth Grade
6	Mustafa Ibrahim	M	19 / 03 / 96	BA in Social Sciences
7	Falastine Dwikat	F	19 / 12 / 12	MA in Applied Linguistics & Transla.
8	Hasan Halaseh	M	01 / 04 / 97	BA in Social Sciences
9	Subhia Jum'a	F	01 / 11 / 97	MA in Law (BAR / Practicing Lawyer )
10	Mai'n Ideis	M	01 / 10 / 01	MA in Law( BAR)
11	Sami Jabareen	M	01 / 01 / 02	MA in Law ( BAR )
12	Yaser Alawneh	M	01 / 01 / 02	MA in Human Rights
13	Zaher Abu Nada	M	01 / 02 / 02	High School
14	Suheil Batanjeh	F	01 / 03 / 04	Diploma in Secretary
15	Walid Alshekh	M	01 / 04 / 03	MA in Law (BAR )
16	Farid Atrash	M	10 / 04 / 05	BA in Law ( BAR/ Practicing Lawyer )
17	Issa Salem	M	01 / 04 / 05	Diploma in "Land Survey"
18	Rana Wehbaeh	F	01 / 04 / 05	BA in Economy & Business
19	Ghandi Rab'l	M	01 / 05 / 05	BA in Law ( (BAR / Practicing Lawyer )
20	Raja badareen	F	18 / 09 / 04	BA Student
21	Ahmad Goul	M	01 / 11 / 05	BA in Law ( (BAR / Practicing Lawyer )
22	Riham Alyyan	F	01 / 10 / 05	Diploma in Secretary
23	Salah Abd el Ati	M	01 / 08 / 05	MA in Law (BAR / Practicing Lawyer )
24	Burhan Ishtayeh	M	01 / 11 / 05	BA in Library Studies
25	Alla' Nazal	M	01 / 08 / 05	BA in Law ( BAR )
26	Nisreen De'bas	F	01 / 06 / 06	MA in Business Administration
27	Islam Tamimi	M	13 / 06 / 06	MA in Human Rights
28	Aiche Ahmad	F	19 / 02 / 06	MA in Human Rights
29	Samir Abu Shams	M	18 / 04 / 06	BA in Social Sciences
30	Hazem haniya	M	01 / 02 / 07	BA in Law ( BAR )
31	Khadija Barghouthi	F	11 / 02 / 07	MA in Law ( BAR )
32	Mohammad Eid	M	02 / 11 / 06	Eighth Grade
33	Fadwa Wa'ari	F	15 / 03 / 07	BA in Law ( BAR )
34	Jad Allah Ishtayeh	M	26 / 09 / 06	Diploma
35	Amani Haja	F	01 / 03 / 07	Diploma in Secretary
36	Nadia Abu Diyab	F	01 / 04 / 07	MA in Human Rights
37	Mahmoud el Hashash	M	22 / 04 / 07	BA in Law ( BAR )

38	Bahjat el Helo	M	25 / 03 / 07	MA in English Literature
39	Rimal Huribat	F	05 / 11 / 07	BA in Political Sciences
40	Jamel Sarhan	M	15 / 08 / 08	MA in Law
41	Majeed Sawalha	M	01 / 08 / 08	BA in Arabic
42	Mohammad Abu Thaher	M	01 / 09 / 13	BA in Mathematics
43	Heba Ali	F	01 / 08 / 08	Diploma in Office Management
44	Siham Shalash	F	01 / 09 / 08	Eighth grade
45	Ilham Hisham	F	01 / 07 / 10	Sixth Grade
46	Alaa Ghanyem	M	05 / 10 / 08	BA in Law
47	Yazan Sawfta	M	18 / 09 / 08	BA in Law
48	Hazem Makhalfeh	M	18 / 11 / 12	MA in Democracy and Human rights
49	Mohammad Srouf	M	05 / 04 / 09	MA in International Relations
50	Mohammad Kamnji	M	01 / 02 / 10	BA in Law ( BAR/ Practicing Lawyer)
51	Yaser Salah	M	01 / 07 / 09	BA in Law (BAR)
52	Rana Jaabari	F	01 / 11 / 11	BA in Business Administration
53	Suha Jaber	F	01 / 02 / 10	BA in Business Administration
54	Maram Zeid	F	18 / 02 / 10	BA in Accounting
55	Rafat Salha	M	01 / 03 / 10	BA in Law
56	Bilal Mallah	M	01/05/12	BA in Social Science
57	Nisreen Taha	F	18/09/12	Diploma in Secretary

**Current staff members: 57 (excluding the Commissioner General)**

(23) Female

(34) Male

**ICHR currently has 3 vacancies:**

- Legal Researcher

- Secretary

- Internal Auditor

**To successfully implement the new strategic plan, ICHR need to recruit the following new (6) positions:**

- (4) Field Researchers (3) of them currently working on the Child's Rights Program.
- (1) Legal Research Assistant.



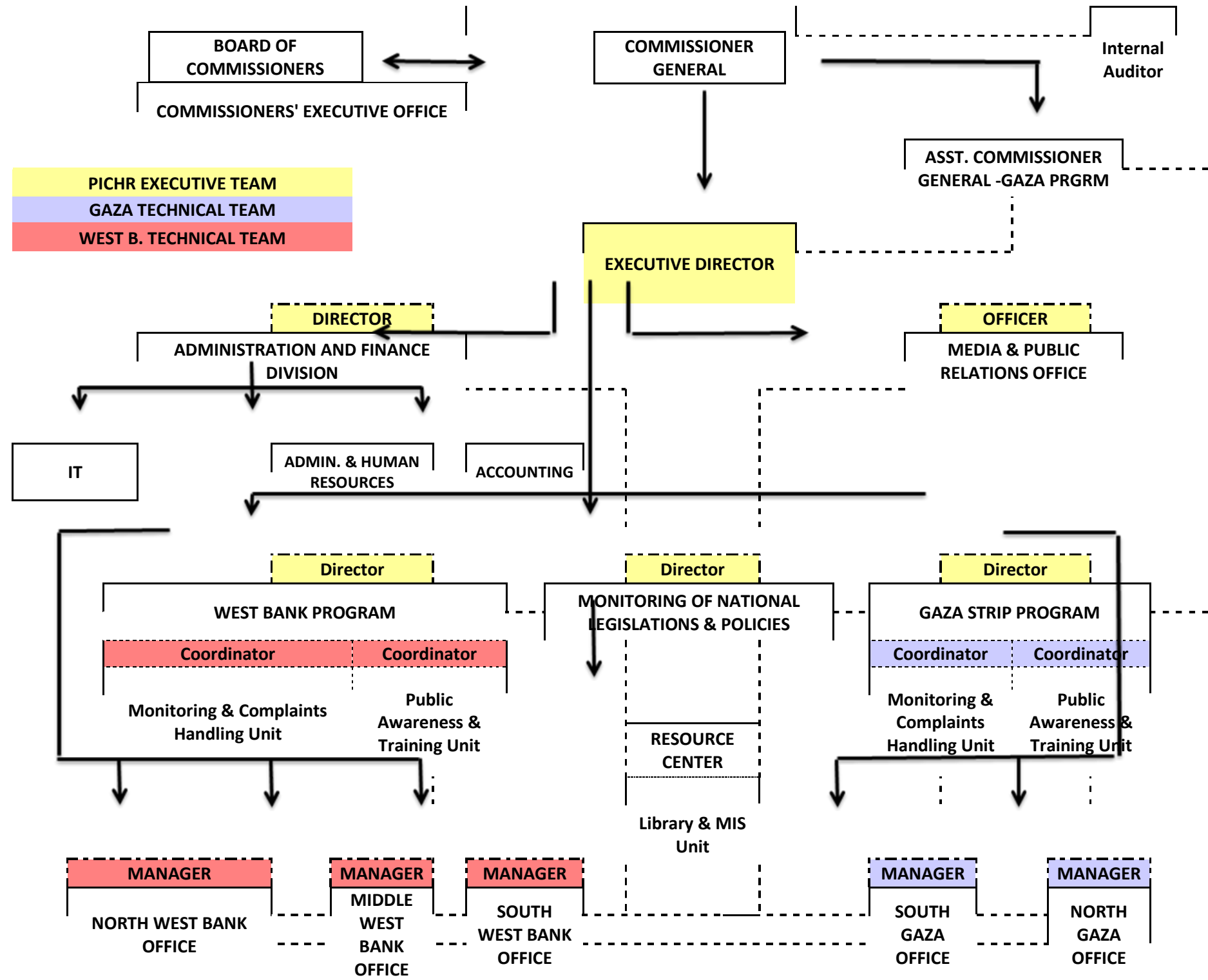
- New position from the 3 main functions suggested in the “Implementation Procedures” section: (Monitoring & Evaluation Officer, International Advocacy Officer, Legal & Judicial Representation Officer).

**NOTE:**

The Field researchers who will be recruited from the Child Rights’ program will be paid their salaries from Save the Children until the end of April 2014. After that, ICHR will sign short term contracts with them starting May 2014 until the end of December 2014. In January, 2015 another evaluation will be conducted and they will be recruited as full-time field researchers with ICHR and will conduct all relevant work of field researchers with focus on all marginal groups and not on children rights only. This comes in the context of ICHR’s strategic decision to mainstream children’s rights in all programs of the organization.



Annex (3): ICHR Organizational Chart



## Annex (4): Risks and Risk Mitigation:

ICHR faces risks on various levels, whether internally or externally. The organization works under a politically volatile environment, being under Israeli military occupation, and working in the context of an internal political divide combined with a changing political environment in the region after the Arab revolutions especially in the surrounding environment. Lessons learnt from previous experiences, is that ICHR should be ready to respond to crisis and emergency situations in case changes take place requiring a shift in ICHR's focus and priorities, should such crisis and/or emergency situations occur. The following are however, the more specific risks and risk-mitigation measures which ICHR has identified:

### First: Risk Assumptions at the internal Level

**Risk (1): Difficulties in adapting to work requirements of adoption of the HRBA changing work methods and conceptual framework**

**Rating<sup>8</sup>: Risk likelihood High Risk Impact: Medium**

As indicated in this strategic plan, ICHR has opted for the adoption of the HRBA as a conceptual framework and a daily practice within the organization to achieve its vision, mission and strategic activities. First steps already undertaken in this direction reveal that much training and capacity building among staff is required to enable ICHR to make the HRBA deeply entrenched into the daily work of the organization which entails that working habits and approaches in conducting ICHR programs and activities is required. This is especially important because ICHR has committed to the HRBA and has designed this strategy on the basis that it will play a major role in building capacities of duty-bearers in the HRBA, and in conducting all its activities within this conceptual framework, and through participation and empowerment of civil society organizations, especially sectorial organizations working on vulnerable groups as well as formal Palestinian institutions.

**Mitigation:** ICHR will conduct necessary training and capacity building programs within the organization to ensure that all have a full understanding of this conceptual framework and its implications on the future work of the organization. It will consider that the adoption of the HRBA is a first step in a long accumulative process, where more internal and external workshops and discussions will be conducted, especially with partners from other human rights organizations and civil society organizations.

Staff in conducting their activities, will be provided with guidance and directions from their supervisors, and all measures will be undertaken to further empower ICHR staff and board in this respect, especially in the first year (2014) to ensure that the HRBA has been absorbed as a conceptual framework and a way of work within the organization.

<sup>8</sup> The risk impact and likelihood will be rated as low, medium and high, indicating the weak and strong likelihood and impact on ICHR.

In the process of implementing ICHR activities, ICHR will review progress made, obstacles faced and will do necessary modifications to ensure that we are on the right track. We will learn from our experiences, and will share those experiences with our partners at the national and international level.

We will also exchange experiences with our networks of NHRIs at the regional and international levels, and learn from those NHRIs who have already preceded us in implementing the HRBA.

ICHR will articulate a clear change management plan and share with board and staff

**Risk (2) Weak Efficiency in Monitoring and Evaluation:**

**Rating: Risk likelihood High**

**Risk Impact: Medium**

Over the past three years or more, ICHR has committed to a results-based management, and has developed a results framework to measure the impact of its work through the development of a set of indicators at the level of impact, outcomes and outputs. This strategic plan has built up on the previous one, and has committed to upgrade its indicators to measure the impact of its work on influencing change on the status in Palestine. While measuring impact is usually difficult and cannot necessarily be attributed to ICHR and generally affected by numerous factors and influenced by different players, ICHR has taken up this challenge and committed to measuring the impact of its work at the level of outcomes and outputs.

This requires from ICHR to develop a strong monitoring and evaluation system and base-line information, tools and benchmarks to enable the organization to compare with, and measure progress made and obstacles faced. ICHR will also be required to develop more concrete indicators on the five principles of the HRBA (legal obligations, participation, empowerment, accountability and non-discrimination).

**Mitigation:** A more structured system should be set in place with strong monitoring and evaluation procedures instituted within the organization.

The function of monitoring and evaluation will be established within the organization, and meanwhile, the Executive Director with the assistance of the Executive Team will undertake the responsibility, and national experts will be commissioned to assist the organization in setting the system within the organization.

Senior staff and managers of ICHR regional offices will also be trained and their capacities will be built to ensure that they follow up on their programs and results are achieved based on the results-framework adopted by the organization.

A review of the system will take place periodically to detect gaps and improvement needs and to respond accordingly.

**Risk (3) Tension Caused by Restructuring Process:**

**Rating: Risk likelihood High**

**Risk Impact: High**

The implementation of the current strategic plan requires the restructuring of the organization, and a thorough review of the current jobs and functions within the organization during 2014. The process might entail rotation among staff and the recruitment of new expertise for the organization which we necessarily do not have. It also entails decisions which might necessarily be desirable for staff within the organization. Restructuring processes generally create tensions among staff and within the organizations; it makes staff feel insecure and uncertain of the impact of such changes on their tasks and duties within the organization.

**Mitigation:** Staff will be informed of the process, and board and management should ensure transparency, and flow of information through the right channels to avoid gossips, tension and polarization within the organization.

National institutional development experts will be commissioned to assist ICHR in undertaking this task, ICHR will carry out the change as quickly as possible and within the shortest possible time, to avoid a long period of unrest, uncertainty and tension which such a process may bring into the organization.

**Risk (4) Financial Risks and the Fluctuation of the Exchange Rate of Financial Contributions:**

**Rating: Risk likelihood High**

**Risk Impact: (4.1, 4.2, 4.4 ) High while (4.3)**

**low**

Based on previous experiences, ICHR might face some financial problems related to

(4.1) the PNA not transferring its contribution to ICHR and not undertaking its responsibility towards its national institution,

(4.2) the fluctuation in the exchange rate of the financial contributions made by three members of the donors' consortium (Denmark, Sweden and Norway),

(4.3) the possible withdrawal of one of the partners from the donors' consortium for political changes or any other reasons beyond the control of ICHR, and

(4.4) the decreasing purchasing power of staff salaries which may demotivate staff.

**Mitigation:**

**With regard to the (4.1) PNA contribution,**

ICHR will consolidate efforts and communicate with the President and Prime Minister to ensure guarantees that the PNA undertakes its legal responsibilities towards its national institution and even raise this contribution towards taking over the full responsibility towards its state institution.

PNA officials should be informed of this legal obligation, and encouraged to undertake this responsibility. ICHR might also collaborate with the Donors' Consortium to intervene with the PNA if necessary to that end.

**With regard for the (4.2) fluctuation of the exchange rate,**

ICHR will discuss with the donors on gradually developing a reserve fund for the organization, or perhaps request from the donors if found necessary to use the contingency fund at the end of the funding period to overcome the deficit caused by the fluctuation in the exchange rate. It could also agree with the donors to deposit the PNA 5% contribution for potential fluctuation in the exchange rate if it was in disfavor of the organization. ICHR will also be open for other suggestions from the donors

**With regard to the third (4.3) financial risk,**

ICHR believes that it is the least possible and a very weak risk, but to avoid it and ensure sustainability, ICHR will invest time and effort towards developing a future funding strategy and invite new donors to join the donors' consortium if possible. This will also ensure that ICHR is not obliged at any stage of its work to revisit its budgets and reduce on its proposed activities.

**As for the (4.4) risk, of the decreasing purchasing power of staff salaries,**

ICHR will negotiate with the donors to allocate some funds to cover this gap,

Will review its current salary scale in the context of the restructuring process and study possible option to address this problem.

**Risk (5) Corruption within the Organization:**

**Rating: Risk likelihood low**

**Risk Impact: Medium**

While this is a low risk at ICHR, it remains an area where this strategy 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 interactions in accordance with the adopted administrative and financial procedures within the organization, and relevant Palestinian laws that are in force.

**Mitigation:**

Maintaining and developing the function of an internal auditor within the organization,

Continued oversight from the Auditing Committee from the Board of Commissioners to ensure regular reporting and oversight on all ICHR financial and administrative operations and their compliance with the adopted financial and administrative procedures within the organization.

ICHR will maintain a transparent internal control system, a clear, transparent and documented bidding system, internal checks and balances with the financial system of the organization, and clear expenditure policies that are transparent to ensure segregation of duties and an on-going monitoring system within the organization.

ICHR will ensure that all financial transactions are carried out in official transfer funds and checks.

ICHR will maintain its clear and transparent policies and procedures in recruitment of new staff, and will undertake all measures to avoid favoritism.

**Second: Risks at the External Level**

**The Political Implications on the Work of ICHR:**

**Risk (6) is related to the possible emergence of a state of emergency:**

<b>Rating: Risk likelihood Medium</b>	<b>Risk Impact: low</b>
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The current political situation of Israeli military occupation and the continuing state of internal political divide, leaves a lot of uncertainty and unpredictability regarding of the future of the OPT. The current political situation might entail that Israel might launch another military aggression on the Gaza Strip, tightening its military siege on Gaza and restrictions of movement in the OPT, as well as taking many other measures which will entail the need of working under emergency. There is also the possibility that the physical access of ICHR Commissioners and Staff to the Gaza Strip is constrained by Israel as is the case even in ordinary situations.

**Mitigation:** Will develop an emergency plan to deal with such an emerging situation, and ensure that it undertakes its role in monitoring and reporting on the human rights situation. In case ICHR was not granted physical access to Gaza, ICHR will try to travel via the Rafah-



Crossing as it did in previous years to ensure continued physical contacts with Commissioners and Staff in Gaza.

**Risk (7) the implications of the internal political divide on the work of ICHR:**

<b>Rating: (7.1- 7.3) Risk likelihood Medium</b>	<b>Risk Impact: Medium</b>
<b>Rating (7.4) likelihood: Low</b>	<b>Risk Impact: High</b>

as the most probable scenario as highlighted in our strategic plan is the continuing state of political divide, ICHR expects that human rights and freedoms will be negatively affected and require utmost attention by ICHR. This situation might have repercussions on the work of ICHR which includes the following: (7.1) increase in violations of human rights and public freedoms in the West Bank and the Gaza Strip especially those related to the political divide; (7.2) ICHR’s recommendations are not taken seriously by the conflicting parties and weak responsiveness is received on ICHR’s interventions especially with the Gaza government; and (7.3) restrictions on ICHR monitoring task especially in prisons and detention centers from both authorities; and possibly the (7.4) taking over of ICHR by the Hamas Government in Gaza through putting in force the ICHR Law passed by the Change and Reform Bloc in 2010.

**Mitigation:** Having worked under similar situations over the past six years or more, ICHR has developed good strategies to deal with the situation, and has been able to conduct its work in both the West Bank and the Gaza Strip despite all the difficulties entailed.

To deal with the three above listed risks (7.1-7.3) ICHR will maintain its status as an independent non-partisan commission with all parties and will be on an equal distance between the two conflicting parties; it will address all violations with objectivity and neutrality no matter who is the perpetrator to ensure that duty-bearers undertake their legal and human rights obligations, and that accountability is ensured when serious human rights violations take place in accordance with the law and human rights principles. The Commission will maintain its contacts, dialogue and quiet diplomacy with the two conflicting parties to ensure that the organization continues to be perceived as independent, non-partisan and enabled to undertake its work in the field of human rights.

With regard to taking over ICHR in Gaza;

ICHR will communicate with members of the Change and Reform Bloc in the West Bank to intervene with the PLC members in the Gaza Strip, and ask the donors’ consortium members who have dialogue with the Government in Gaza to intervene on our behalf as they did in the past. ICHR will also further enhance its relations with civil society organizations while implementing its initiatives from a HRBA. This will result in a strong relationship and partnership with other stakeholders from civil society organizations including the media who will constitute a buffer-zone for ICHR in case the organization was taken over and will constitute a strong lobbying interest group in support of ICHR.

**Risk (8) Paralysis of the PLC and limitations in the mandate of ICHR with the absence of an organic law:**

**Rating: Risk likelihood High**

**Risk Impact: Medium**

The PLC has not convened since 2007 resulting in the disruption of the legislative process and further enhancing the powers of the President in issuing laws by order on one hand, and the promulgation of new laws and legislation by the Change and Reform Bloc in the Gaza Strip. The disruption of the work of the PLC also affects the civilian oversight over the executive authority, and makes the issue of responsibility and accountability weak. This increases ICHR warnings against the threats of a “security” policing state, with security agencies taking the lead. Since the passage of ICHR requires the convening of the PLC in its full capacity, the paralysis of the PLC is creating serious limitations before ICHR in the passage of its law in accordance with Article (31) of the Basic Law, thereby constraining its ability to establish a more transparent participatory process in the selection of Commissioners, identifying their term and clarifying the criteria of their selection. It also constitutes a limitation on further establishing and clarifying the mandate of ICHR.

**Mitigation:** With regard to the disruption of the passage of laws and the widening of the President’s authority to issue laws by order, ICHR will consolidate efforts with all other stakeholders to ensure that constraints are imposed on the passage of laws by orders as well as on the passage of laws and legislation in the Gaza Strip. This could be done through joint initiatives of lobbying and advocacy campaigns with civil society organizations. ICHR in cooperation with other concerned NGOs and civil society organizations will and stakeholders will work towards the civilian oversight on security agencies and the development of an effective accountability system.

With regard to ICHR’s organic law, ICHR has taken mitigating measures through developing its internal bylaws in the spirit of the law, and has already taken measure to establish a democratic, transparent selection process of Commissioners with clear criteria. It will also review its current by-laws and further enhance them. Until the PLC convenes, ICHR will review its current draft law and will do necessary amendments to ensure compliance with the Paris Principles.

## **Annex (5): External Political Environment Analysis**

### **1.1 Escalation of Israeli Occupation Measures and its New Aggression Against the Gaza Strip**

Israel, as the occupying power, continued with its prolonged belligerent occupation and its consistent policies of collective punishment, military siege of the Gaza Strip, invasion of Palestinian towns and villages, expropriation of Palestinian land, expansion of settlements, arbitrary and administrative detention of Palestinians, and colonization and isolation of Jerusalem. Furthermore, the occupying power continued construction of the annexation wall in contravention of the Advisory Opinion issued by the International Court of Justice, installation of permanent and temporary checkpoints, allotment of certain roads for Israeli settler-use only, and division of the West Bank into separate Bantustans.

In 2012, Israel also carried out a new eight-day military aggression within the Gaza Strip, killing dozens of civilians, including children and women. It was in fact UNICEF that reported the Israeli aggression within the Gaza Strip caused harm to children and women, pointing out that the children living in the five Governorates of the Gaza Strip were subjected to physical and psychological injury.

In addition to the direct impact of the occupation and its aggression on the lives of the Palestinian citizens and their freedom, it affects - even if indirect- interfered with the ability of the PNA to fulfill its duties and responsibilities towards its citizens.

### **1.2 According Palestine Observer State Status in the United Nations**

On the 29<sup>th</sup> of November 2012, The General Assembly of the United Nations voted on Palestine's bid for Non-Member Observer State status in the United Nations, disputing Israel's allegations concerning the legal status of Palestine's territories. The occupation of Palestine's territories by Israel shall increasingly be seen by the United Nations members and the international community, pursuant to this new status of Palestine, as an occupation of a State by another United Nations Member State. This in turn will contribute towards the international community deciding that Israel must shoulder its responsibilities as an occupying power and enable the State of Palestine to make use of the legal mechanisms and instruments to which it did not have access in the past. **ICHR** believes that the new status of Palestine as Non-Member Observer State necessitates application for joining some specialized agencies of the United Nations, international organizations, financing programs and international conventions, including the Geneva Conventions and Rome Statute of the International Criminal Court. .

With regard to the United Nations' core human rights conventions, the new status of Palestine provides a new opportunity to ratify them. ICHR believes that it is particularly necessary for Palestine to join these conventions, primarily due to Paragraph (2) of Article (10) of the Palestinian Amended Basic Law of 2003, which states "the Palestinian Authority shall work with no delay to accede to the regional and international conventions and declarations relevant to the protection of human rights".

### **1.3 Failure of Reconciliation Efforts to End the Political Divide between the West Bank and the Gaza Strip**

Efforts undertaken over the past few years to end the internal political divide and achieve the aspired reconciliation between the two major political factions of Fateh and Hamas went in vein despite the calls of Palestinian citizens for the need of ending this political divide. What was witnessed was only a reconciliation process which has not materialized towards concrete and tangible results. In 2012, a series of meetings were held under the auspices of Egypt for reconciliation and the Cairo Statement was announced and identified the framework of a reconciliation agreement. It shed light on the Palestinians' aspiration to end the divide, the final scenario for closing the discussion on the pending files among the two conflicting parties, mainly those files related to the PLO, security agencies, the formation of a Palestinian unity government and the legislative and presidential elections.

It is highly to note the bitter consequences of the political divide on the constituents within the Palestinian society and its negative implications on the political, social and economic fabric. It is also important to note the damage caused to the enjoyment of Palestinian citizens to their rights and freedoms, through the violation of human rights of each party to the rights of the other party due to this political divide and the serious violations conducted through exclusion and reprisals.

### **The Impact of Legislative Policies on Human Rights**

The disruption of the work of the Palestinian Legislative Council for the sixth consecutive year due to the internal political divide and Israeli policies of arresting members of the PLC has negatively affected the work of the PLC. The PLC was unable to propose, adopt, or approve any legislation that would support Palestinians' rights and consolidate the Palestinian legal system. Additionally, it has been unable to fulfill its supervisory role regarding financial and administrative matters, hold the government accountable or investigate claims of human rights violations.

In 2012, President Abbas issued (14) decisions<sup>i</sup> with the power of law, based on Article (43) of the Palestinian Basic Law, which states that the president of the PNA may issue decrees with the power of law when the PLC is not in session. All these decisions were published in the official gazette, save the decision with the power of law concerning the Law of the Constitutional Court of 2006. Representatives of the parliamentary blocs addressed President Abbas on 12/12/2012 not to recognize the decision. In fact, as it was not published in the official gazette, the Law of the Constitutional Court No (3) of 2006 was kept in effect without amendment.

The disruption of the work of the PLC for the sixth successive year and ongoing issuance of decrees with the power of law by the president led to a new legislative crisis as the Palestinian Basic Law does not include provisions addressing the exceptional state the Palestinians have been facing due to the internal divide and disruption of the legislative authority. Any debate concerning the necessity of the presidential decrees is futile as the crisis has lasted so long and become increasingly complicated without having an independent supervisory body to examine the compatibility of the decrees issued by the President with the Palestinian Basic Law.

The Reform and Change Parliamentary Bloc in the Gaza Strip continued to impede the PLC and ratify laws<sup>ii</sup> based on a “proxies’ system” which has The Reform and Change Parliamentary Bloc in the Gaza Strip continued throughout the year of 2012 to impede the PLC and ratify laws<sup>iii</sup> based on a “proxies’ system” which has no legal justifications. The government in the Gaza Strip also continued to approve laws and regulations concerning municipalities and governorates in the Gaza Strip.

### **Concluding Remarks and Lessons Learned:**

Based on ICHR’s experience in the field of human rights under the political variables highlighted above, we can sum up the following concluding remarks, and lessons learned which will impact the work and strategic directions of ICHR in future:

1. The ongoing Israeli military occupation of the 1967 OPT and its aggressive policies against the Palestinians in the West Bank, Gaza Strip and Jerusalem constituted the main cause of the deterioration of human rights in Palestine’s territories. The Israeli policies extremely undermined the efforts of the PNA to fulfill its legal responsibility towards the areas under its jurisdiction, including its duty to ensure security for the Palestinians and impose the rule of law. ICHR believes that the PNA is an authority under occupation and has not been fully transformed into an independent state. With that in mind, the occupying power remains fully responsible, according to the international humanitarian law, for its aggressive measures.

2. The ongoing political divide between the West Bank and the Gaza Strip and the failure to achieve reconciliation shall adversely affect human rights and public freedoms. ICHR will continue to monitor patterns of violations linked to the internal political divide. These patterns of violations involve arbitrary deprivation of freedom and due process in addition, torture and ill-treatment, restriction of public freedom, media freedoms, and disregard of courts' decisions.
3. The success of comprehensive and balanced development plans, sustainable development and state building is linked with the socio-economic human rights system on one hand and the political, civil and cultural rights on the other. Democracy, respect for human rights, and the rule of law should have priority over other factors and be the prevailing standard of the independent state of Palestine, where the rule of law should prevail by putting an end to the violations committed by the security services, subjecting their personnel to the rules of law and binding the security level to the instructions and directives of the political level in accordance with the provisions of the law.
4. Respect for human rights and public freedoms are not solely dependent on the laws in place. They also depend on the citizens' understanding of these laws and the ability of public opinion to affect them. It is necessary that parties and civil society organizations work tirelessly to form a strong Palestinian public opinion concerning human rights issues by revealing violations regardless of their perpetrators, discussing them with all the political parties, civil society organizations and the media. This should be done with a view to forming an informed public awareness of the threats such practices and violations pose to the security, freedom and life of every citizen and to Palestinian society as a whole. The enhancement of public opinion would also promote a public supervision of the performance of the authorities to deepen the understanding of human rights culture and rule of law in the Palestinian cultural fabric. This is why ICHR should further enhance its human rights education program, enhance its media and promotional material in the field of human rights, be a source of information to all those interested in human rights, and work closely with civil society organizations towards increasing awareness to human rights issues, and empowering citizens to ask for their rights.
5. An integral and independent judiciary ensures the protection of rights and freedoms in the Palestine's controlled territories, especially in light of the inactivity of the PLC. ICHR strongly believes that binding the different departments of the executive authority to the provisions of the law requires judicial supervision of the decisions of the government to regulate its functions according to the law. The Palestinian High Court of Justice contributed to, by taking express decisions with respect to the issue of the teachers dismissed from their work, the protection of human rights enshrined in the legal principles and constitutional provisions. It formed a very important resource for complaints against the arbitrary measures of the executive authority. It also promoted the citizens' confidence in the judicial system and its ability to protect citizens' rights against the unjust measures of the executive authority and its

prioritization of the security considerations over the rights and freedoms enshrined in the law.

6. Ignoring any allegations of the torture and ill-treatment monitored by ICHR in 2013 and previous years would weaken the legal and ethical position of the PNA in the West Bank and the Gaza Strip. It still does not have clear mechanisms and procedures for serious investigation into such allegations and prosecution of those involved in these violations. ICHR believes that such shortcomings, which promote the culture of impunity, undermine the process of building a system whereby the freedom of the people would be respected and their rights maintained.
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