

Annex IV PROGRAMME COMPLETION REPORT

Author: Randa Siniora/Executive Director

Project No.: None/ Core Funding by Donors' Consortium to ICHR

Date: 13 October, 2011

KEY DATA:

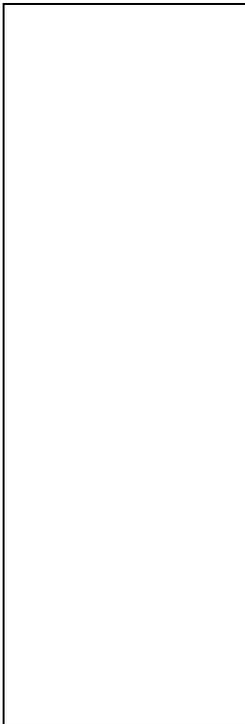
Project Title	Core Funding for the Program and Activities of the Independent Commission for Human Rights (ICHR) as the Palestinian National Institution for Human Rights.	
Project Period	Planned	Actual
	1 April 2008- 31 December 2010	1 April 2008- 30 June 2011

Achievement of objectives

OBJECTIVES	Very satisfactory	Satisfactory	Less satisfactory	Quite Unsatisfactory
Development Objectives: Establish respect for basic freedoms and human rights in Palestine based on principles guaranteed in International Human Rights Declarations and Conventions.		√		
Immediate Objectives 1: 1. To establish and enhance ICHR's Role as a National Human Rights Commission that also operates as Ombudsman for human rights violations.		√		
Immediate Objective 2: To bolster ICCR's efficiency, sustainability and independence.		√		

SUMMARY:

Summary	<p>During the reporting period, ICHR has been able to establish itself as the Palestinian National Institution for Human Rights. ICHR obtained full accreditation with the Independent Coordinating Committee of National Institutions for the Promotion and Protection of Human Rights (ICC) and full membership of the Asia-Pacific Forum for National Institutions (APF) in May 2009 and August 2010 respectively. Full accreditation recognizes that ICHR complies fully with the international standards for NHRIs, namely the 1993 Paris Principles regulating the work of National Institutions.</p> <p>In the extremely difficult context of the Occupied Palestinian Territory (OPT), ICHR has achieved its objectives to a very high level and has been highly effective in its work of promoting and protecting human rights. It has also made good and steady progress towards becoming the reference point for official Palestinian institutions and to civil society organizations,</p>
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especially, human rights organizations, and has achieved significant gains in consolidating its work and establishing itself as the Palestinian national institution for human rights.

Internally, ICHR has taken major steps towards reviewing its internal processes and systems, and has accomplished an organizational structure to meet its work requirements, through the enhancement of ICHR's regional offices to ensure the widening of our outreach and interaction with victims of human rights violations and the Palestinian community at large. The new organizational structure also established the centralized planning, and the decentralized implementation of ICHR's programs, ensured a clear chain of command, job descriptions and individual appraisal forms for staff. The Administrative and Financial operational procedures were re-visited and a draft was prepared for the review and approval of the Board of Commissioners. ICHR also worked diligently on the development of the capacities of its staff in the field of law and human rights, and has solely relied on its internal human resources and expertise in conducting training to government official and other targeted groups.

Outstanding issues

1. The development of a more detailed "Results Framework" with clear quantitative and qualitative indicators to measure impact of the work of ICHR in the field of protection and promotion of human rights and the rule of law in Palestine.
2. Develop the capacities of senior and middle management of ICHR's staff to monitor their programs and manage their staff and develop their capacities to report in a more analytical based approach, to assess progress made, obstacles faced and impact of ICHR's work in their areas of specialization.
3. Further develop ICHR's internal processes and systems to ensure effectiveness, efficiency and further transparency within the organization. Work with the Board of Commissioners to adopt new administrative and Financial Procedures. Among other internal issues that still require further enhancement are the following:
 - 3.1 Adopting management principles of decentralization, consultation and participation in decision-making, consistent with the defined roles and responsibilities of key bodies at ICHR, and operational procedures to ensure implementation of the principles.
 - 3.2 Defining appropriate roles at all levels of the ICHR leadership- the Board of Commissioners, Executive Team and Technical Teams of the West Bank and the Gaza Strip Programs.
 - 3.3 Establishing appropriate formal delegations to implement those definitions of roles, empowerment of senior and middle managers to act within the scope of their delegations.

4. Revise ICHR's draft law to ensure full compliance with the Paris Principles regulating the work of national institutions for submission once the Palestinian Legislative Council convenes and resumes its functions. Meanwhile, develop new by-laws as an interim measure to provide greater compliance pending enactment of the law. (the definition of human rights, the procedure for appointment, and dismissal of members of the Board and their term of office and ICHR's funding arrangements).
5. Increase international support and action for the promotion and protection of human rights in Palestine by increased interaction with the international human rights system, including by bringing to attention of the international community the results of the ICHR's research and analysis on the human rights situation in Palestine.
6. Build a comprehensive, centralized database, with decentralized data entry and appropriate levels of security for access, on human rights issues, including violations in Palestine. Include within this database more data on marginalized groups such as women, children and persons with disabilities.
7. Increase the contribution of the PNA in the annual budget of the ICHR, to ensure that the PNA gradually takes over the whole responsibility of funding ICHR as the Palestinian institution for human rights.

Lessons learned

1. To heavily depend on ICHR's human resources and expertise, and reduce as much as possible dependence on external consultants and experts, and limit that only to areas where ICHR does not have enough knowledge and expertise.
2. Regular communication with the donors' consortium and steady reporting on progress made and obstacles faced to ensure a good relationship built on trust and true partnership.
3. Avoid dispersing our efforts on project-based funding outside the donors' consortium to avoid overloading ICHR's staff with work and spreading ourselves too thin, with focus being given to the implementation of ICHR's strategic plan and enhancing the niche of ICHR as a national institution with an advisory role to official Palestinian institutions.
4. The need to improve our reporting system at ICHR, and to develop qualitative and quantitative indicators to measure impact of our work. Also to develop clear criteria and develop capacities of ICHR's senior and middle managers in monitoring, documenting and reporting on the progress of their programs. ICHR also needs to further develop a "Results Framework" to measure impact of its work.

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INTRODUCTION:

<p>Contributors to the present report</p>	<p>Contributors: Board of Commissioners, Commissioner General, Executive Team, Executive Director, Administrative and Financial Director.</p> <p>Author of the Report: Randa Siniora/ Executive Director</p> <p>Financial & Admin. Matters: Nisreen Di'bas/ Administrative and Financial Director.</p>
<p>Documentation</p>	<ol style="list-style-type: none">1. Strategic Plan (2008-2010)2. Plans of Action (2008, 2009, 2010 and Action plan for extension period from Jan-June2011)3. ICHR's Progress and annual Narrative Reports (2008, 2009, 2010).4. Semi-Annual Report for extension period (Jan-June 2011).5. External Evaluation Report of the ICHR (September, 2010).6. Capacity Assessment Report (September, 2011).7. ICHR's Annual Reports on the Status of Human Rights in Palestine (2008. 2009. 2010).8. ICHR's Audited Statements by Ernest &Young (2008, 2009, 2010), and letters to the Management.9. Financial Reports by ICHR's Management (2008. 2009. 2010).10. Minutes of Meetings of the Executive Office of the Board of Commissioners, and the Annual Meeting of the Board of Commissioners.11. Minutes of ICHR's regular meetings of the Executive Team and the Technical Teams.12. Minutes of ICHR's meetings with the Donors' Consortium.13. ICHR' Internal Files (management files).

FULFILMENT OF OBJECTIVES:

<p>Relevance</p>	<p>ICHR's program is extremely Relevant/ As the Palestinian National Institution for Human Rights, ICHR aims at safeguarding and promoting human rights in accordance with the Palestinian Basic Law and international principles of human rights, through monitoring and reporting, complaints handling, litigation, reviewing policies and legislation, and training and awareness building</p>
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	<p>programs. ICHR has a wide mandate in accordance to 1993 Paris Principles for national institutions to observe the extent to which the PNA adheres to principles of human rights. As a state institution, it also has the role of advising the PNA on human rights issues to ensure its compliance with human rights principles. The unique role of ICHR as a national institution still functioning in the absence of a Palestinian sovereign state, and still under occupation, renders its reporting (especially its annual report on the status of human rights in Palestine) additional weight in advising the government on status of human rights and providing it with concrete suggestions to overcome those violations.</p>
<p>Achievements</p>	<p>During the reporting period, ICHR has made significant achievements and gains. ICHR has established itself during the past three years as the Palestinian national institution for human rights, and not as one of the Palestinian NGOs working for the protection and promotion of human rights. It has become the reference point to official institutions (civil and security) in the field of human rights, and its statements, reports, and recommendations are seriously addressed by relevant Palestinian authorities.</p>
<p>Indicators</p>	<p>Development Objective/Strategic Goal: Establish Respect for human rights and basic freedoms in Palestine as guaranteed by international declarations and Conventions:</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Human Rights and/or Citizens' Complaints Units were established in numerous Palestinian ministries to address human rights issues and grievances of Palestinian citizens against specific human rights violations. 2. A remarkable improvement in the situation of vigilantism within the Palestinian-controlled Territory after the implementation of the security plan by the ministry of interior, resulting in a general feeling by ordinary Palestinian citizens of security and public safety over their personal safety and their properties. In the West Bank, the state of vigilantism has ended and the civil police was able to maintain public order. Similarly, there has been an improvement in the state of vigilantism and lawlessness in the Gaza Strip, although ICHR continued to report on incidents of vigilantism, vandalism and attacks on persons and properties perpetrated by masked persons in the Gaza Strip, and no serious investigations were made by the government in Gaza. Generally, however there was a noticeable improvement in this regard. 3. Systems and mechanisms were established within security agencies to monitor performance of government officials

and their compliance with Palestinian laws and principles of human rights. Within the Civil Police Departments, three such systems were set in place, 1. Police Security and Discipline Department, Bureau of Grievances and the General Inspectors' Department. Disciplinary measures were taken against government officials who have violated the law, but no criminal charges were taken yet against those officials who commit serious violations of human rights while performing their duties and responsibilities. In the Gaza Strip a Bureau for grievances was established but has not functioned. In addition a general inspector on security agencies and human rights was established and cooperated with ICHR, but has not resulted in remarkable improvement in violations of human rights. Numerous bodies were formulated in the Gaza Strip to investigate into incidents, but results of these investigations were never announced or publicized and ICHR has never been informed of the results of those investigations into specific human rights violations.

4. PNA Development plans and different ministerial strategic plans of the PNA in the West Bank included sections devoted to principles of human rights. ICHR and other civil society organizations were involved in working groups divided among 23 sectoral basis to develop action plans related to those issues. ICHR and other human rights organizations were also invited to specific consultation sessions to address human rights issues (By Prime Ministers' Office, Ministries of Justice, Interior , Planning and International Relations...etc.
5. Strategic Plans related to addressing rights of specific marginalized groups and /or victims of human rights violations were developed in consultation with ICHR and other civil society organizations (i.e. national plan to combat violence against women, higher council for persons with disabilities...etc.
6. The review and development of specific draft legislation in compliance with international human rights principles for future adoption by the PLC (Palestinian Child Rights Law, Juvenile Justice Law, and Palestinian draft Criminal Law). All legislation were developed in close consultation with ICHR and other civil society organizations.
7. Slight improvement in the Palestinian Justice System, with the reducing the back log of cases before Palestinian courts, and the establishment of the "Judicial Inspection Unit" by the Higher Judicial Council, to inspect on courts and follow up cases. In cases of arbitrary arrests brought to the High Court of Justice, hundreds of those cases were resolved by rulings in favour of the complainants, and the rulings for

their immediate release. The High Courts' ruling in the case against the postponing of Palestinian elections was also positive in highlighting the illegality of the decision of the Palestinian Cabinet to postpone the elections. Court rulings of cases of teachers illegally dismissed from their jobs due to lack of "security clearance" were frustrating with the rulings of the non-jurisdiction of the court to look into those cases, leaving hundreds of Palestinians without justice.

8. Based on ICHR's interventions and calls on the Palestinian Authority and security agencies addressing specific human rights violations and recommendations made in its consecutive annual reports, the following was achieved:

8.1 The Minister of Interior in the West Bank widely disseminated to security agencies that torture and ill-treatment is prohibited, and government officials who commit such violations will be made accountable. (There was a slight drop in registered cases of torture in last quarter of 2009, but then ICHR registered regular return to this practice starting from February 2010).

8.2 Upon our intervention, the Palestinian President widely disseminated among heads of security agencies that civilians should not be brought before military courts. The practice continued however, until January 2011, when it has been announced that civilians will be brought before civilian courts.

8.3 The implementation of court rulings. Officially, it has been declared that all court rulings will be respected, but in practice ICHR continued to receive complaints on the non-implementation of court rulings.

Immediate Objective 1: Establish and enhance ICHR's role as a national human rights commission and ombudsman:

Indicators:

1. ICHR was accredited an "A" status by the UN International Coordinating Committee of National Institutions, and the Asia-Pacific Forum for National Institutions, entailing the compliance of ICHR with the 1993 Paris Principles regulating the work of national institutions.
2. ICHR is an active member of regional and international networks of national institutions, such as the Arab network for National Institutions, the Mediterranean Ombudsman Network, ICC and APF.
3. ICHR is a reference point for the UN Office of High

Commissioner for human rights in sharing its experience with developing national institutions in the region (Iraq, Oman, Qatar and Bahrain).

4. ICHR is recognized by the official Palestinian Institutions as the national human rights institution in Palestine and not another NGO, especially by the PNA in the West Bank. This has been reflected by the following:

4.1 The submission of the Annual Report to the President and the PLC in accordance with Article (31) of the Palestinian Basic Law. Starting 2009, ICHR also officially submitted the report to the Prime Minister in the Gaza Government.

4.2 Recommendations of the Annual Report and other reports are seriously addressed by officials in the West Bank and the Gaza Governments as well as by different parliamentary blocs of the PLC, and official responses received by ICHR regarding its different recommendations.

4.3 ICHR sits on numerous official bodies in ministries and is consulted in issues related to bodies and issues related to human rights. ICHR's suggestions related to specific legislation and policies to ensure compliance with human rights are seriously addressed by different Palestinian ministries and government officials.

4.4 ICHR is given access to visitations to prisons and detention centres as a state institution, to monitor, document and report on the human rights situation.

4.5 ICHR's complaints and interventions are seriously addressed by the government officials, especially in the West Bank and both civil and security institutions respond to ICHR's complaints, letters and interventions.

4.6 ICHR is invited to undertake training in the field of human rights to government officials, and security agencies.

5. The active role ICHR plays as a member of the Palestinian-European Committee for Human Rights, and its presence and active participation in meetings of the Committee as the national institution for human rights.

6. The official invitations and participations of ICHR on important national bodies and initiatives as the Palestinian National Institution for Human Rights. Some examples are the following:

6.1 ICHR's participation on the official delegation sent to address support for the security and justice

6.2 system in Palestine (held in Berlin in June 2009)
ICHR's invitation by the German Foreign Ministry to participate with the official Palestinian Delegation to Germany in October 2009 and October 2010 to share experiences on civilian oversight over security agencies.

6.3 The official invitation by the Independent Palestinian Commission in follow up on the recommendations of the Goldstone Report established in 2009/2010 to sit on the Commission and contribute to the national efforts to investigate into human rights violations in the West Bank and the Gaza Strip.

7. ICHR is a reference point and source of information to diplomatic missions and international organizations in issues related to human rights. ICHR reporting and recommendations are used as talking points for international institutions and diplomatic missions in Palestine with Palestinian Officials in issues related to human rights and the rule of law in Palestine.

8. ICHR is a reference point for civil society institutions in the field of human rights at the national level, and a reference point for other national institutions at the regional and international levels.

9. ICHR's judicial interventions and litigation of specific human rights cases and cases of interest to the public. One such important intervention receiving high interest and wide media coverage was the case of the illegally dispensed teachers for political considerations.

Immediate Objective 2: Increase the effectiveness, impact and sustainability and Independence of ICHR

Indicators:

1. ICHR's new organizational structure approved and implemented. This has led to a clear chain of command among different entities, clear job descriptions and individual appraisal forms of staff performance, a new salary scale, new decision-making bodies within the organization, greater weight to regional offices in the West Bank and Gaza Strip, and new draft of administrative and financial manuals for future adoption by the Board of Commissioners.

2. Established the PNA's responsibility towards the provision of financial support to ICHR as the national institution for

	<p>human rights. Although the PNA’s contribution to the annual budget of ICHR is still small (5%), it has confirmed the legal responsibility of PNA towards ICHR. The PNA also committed (US\$371,500) for the construction of a third floor over main premises of ICHR for training purposes.</p> <ol style="list-style-type: none"> 3. Commitment of Five-Like Minded Donors to support a Donors’ Consortium for ICHR for another three-year funding period (2011-2013). 4. The instalment of a new financial system which meets donors’ consortium requirements linking approved budgetary items with actual expenditures, and enables ICHR to provide required financial reporting to donors. 5. The establishment of a new human resource system at ICHR, which enables the organization to link between personnel issues and financial implications related to personnel. Staff at Administrative and Financial Department trained and qualified to use the new programs. 6. Staff training and capacity building in the field of human rights resulted in the development of ICHR’s staff, led to the development of ICHR as an “expert home” for other human rights organizations, at the national and regional level in the field of human rights, and a reference point for official Palestinian institutions, in human rights and the rule of law issues.
Other Facts	See Sections Above on “Outstanding Issues” & “Lessons Learned”.
Attribution	<p>Indicators related to this development objective and immediate objectives above, cannot be only attributed to the work of ICHR. Generally, during the past three years, and as a result of the continuing Israeli military occupation, and the internal political divide between the two major Palestinian political parties (Fateh & Hamas), ICHR has witnessed adeterioration in the human rights situation within the Palestinian-controlled Territory as has been reflected in its Annual Reports on the Human Rights Situation in Palestine. Despite that, ICHR has been able to achieve remarkable gains as highlighted above and establish itself well as a Palestinian national institution with remarkable impact on the human rights situation in Palestine, as the indicators of achievements above clearly indicate.</p>
Sustainability	ICHR is a sustainable organization with a program and mandate in

the field of human rights which is unique and different than the work of other human rights organizations. The new initiative towards “statehood”, entails new tasks and responsibilities on ICHR as the Palestinian National Institution to provide advice and consultancy to the nascent Palestinian State in meeting its legal obligations under international human rights law. It has new responsibilities in advising and encouraging the Palestinian state to sign and ratify international instruments and engage with the UN human rights regime.

ICHR has also been able to show credibility, professionalism and competence in human rights issues, resulting in ICHR becoming a reference point at the national, regional and international levels. ICHR was also able to gain the confidence of the Donors’ Consortium for longer commitment towards supporting ICHR new strategic plan.

PROJECT/COMPONENT BACKGROUND:

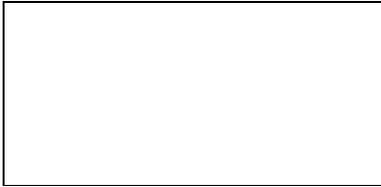
<p>Description of project/component</p>	<p>The mandate of ICHR given by the Presidential Decree No. 59 (1993) is to “follow up and ensure that all requirements to safeguard human rights are provided for in the various Palestinian laws, by-laws and regulations, and in the work of the various departments, agencies and institutions of the State of Palestine and the PLO”. The Palestinian Amended Basic Law (2003) art 31 provides that the commission “shall submit its reports to the President of the National Authority and to the Palestinian Legislative Council”.</p> <p>ICHR’s mission is that in its capacity as a national human rights institution that aims at safeguarding and promoting human rights in accordance with the Palestinian Basic Law and the international principles of human rights, ICHR observes the extent to which the Palestinian National Authority adheres to these principles through monitoring and documenting violations; handling complaints and following up on them; litigation; reviewing legislations to ensure compliance with international standards; propagating a culture of human rights through awareness raising and training so as it becomes inseparable of the value system of the Palestinian culture, all through effective, efficient and sustainable programs.</p> <p>The core functions of ICHR consist of monitoring and documenting the extent to which the Palestinian National Authority adhere to their international and domestic human rights obligations. The Commission handles complaints and follows them up with the Palestinian authorities, it reviews legislation to ensure compliance with international human rights standards, it makes strategic judicial intervention and it propagates a culture of human rights through awareness raising and training. Based on overall findings and patterns the ICHR informs and advises the PNA. The Board of Commissioners of ICHR intervenes at the political level to ensure compliance by PNA with international human rights principles.</p> <p>The main target groups of the work of the Commission are Palestinians living in the Gaza Strip and the West – Bank. Due to the overall political context, however, Palestinians at present face three different authorities who exercise jurisdiction over them – the Israeli occupational authorities, the Palestinian Authorities in the West Bank, and the Gaza Strip authorities. This situation considerably impacts the work of the Commission. Unlike most national institutions, the Commission must relate to three different authorities, two of which are not States and therefore are not formally subject to human rights obligations that commonly bind States.</p>
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**PROJECT/COMPON.
DESIGN:**

<p>Internal Logic</p>	<p>The new organizational structure emphasizes the importance of centralized planning and decentralized implementation.</p> <p>ICHR encourages a team work spirit at the workplace, transparency, access to information and involvement of staff generally and senior as well as middle managers in decision-making process. These operational mechanisms are important components of the value system at ICHR.</p> <p>ICHR has a functioning hierarchy with clear mandated decision making bodies within the organization. The Board of Commissioners is the highest decision-making body in the organization and develops strategies and policies, while the Executive Team headed by the Executive Director make decisions related to the daily running of the program and internal management of the organization. Other decision-making bodies are headed by directors of different programs and departments and make decision related to their programs. While Managers of regional offices have the role of managing their offices and staff in their own region.</p> <p>The Administrative and Financial Department provide support and manage internal operations to ensure compliance with internal procurement policies and other financial and administrative procedures and enhance ICHR's transparency and the implementation of ICHR program effectively and efficiently. It also manages staff and all relevant personnel issues to create working healthy work environment and ensure job stability for its staff.</p> <p>ICHR encourages training and capacity building for its staff, and always initiates, and encourages staff to join in training and capacity building courses at the national, regional and international levels.</p>
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BUDGET/DISBURSEMENTS:

<p>Main budget lines and accounts</p>	<p>ICHR has generally followed budgetary lines as proposed in the three-year budget (2008-2010), and the annexed Joint Financial Agreement. (See financial reports and Audited financial statements submitted by ICHR to Donors' Consortium during the project period. ICHR also requested in 2008, the approval of the donors for any changes in budgetary items beyond the 10% agreed margin line in the JFA and got their approval. ICHR also requested the approval of the Donors' Consortium for using a part of the contingency fund in 2009 for un-anticipated expenses for ICHR's Gaza Program.</p> <p>The only revision made on the approved three-year budget was in</p>
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2010, due to the loss in exchange rate from three of the donors' consortiums' currency to the US\$. ICHR had to revise its expenses, where it had slightly reduced its activities and submitted to donors for an approval a new budget for 2010. The revised budget was approved by Donors' Consortium.

INPUTS:

Project/component inputs

ICHR commissioned external consultants to undertake the following tasks:
Institutional Development Consultants/ to conduct restructuring of ICHR.
External Consultants to facilitate major ICHR's annual evaluation of program and planning of annual action plans.
An Institutional Development Consultant for administrative staff related to basic management principles.
Consultant to develop financial and human resource systems and train staff on their usage.
Commissioning external consultants to undertake external evaluation of ICHR.
Consultant firm to develop ICHR's Website.
An external team of consulted funded by APF in cooperation with APF & OHCHR to undertake capacity assessment to ICHR.
External Development Institution to conduct strategic planning (2011-2013) in 2010. The outcome however, was an unsatisfactory strategic plan, which required re-visiting by ICHR to make it more realistic and result oriented.
External Consultants from NORAD commissioned by the Donors' Consortium to work closely with ICHR in re-visiting ICHR's strategic plan and the development of a results framework to measure impact of ICHR's work.
Legal consultancy for judicial interventions and commentaries on court rulings.
All technical and information system support for ICHR, commissioned by an external firm to provide the organization with technical support and maintenance of ICHR's equipment and soft-wear programs.

All services and technical support was submitted within agreed time framework in accordance with contracts. The quality of submitted services were generally good, with the exception of the first strategic planning process in 2010, which was not to the level wanted, resulting in extra costs, efforts and time by the organization to revisit the strategic plan and develop a results framework to measure impact.

ACTIVITIES:

Major activities

Output 1: A well functioning program of Monitoring of legislation and National Policies

Activities:

- Preparing & producing, (Arabic and English) the Annual Report on the status of HR in Pal-controlled Territory.
- Prepare a summary of Annual Report. (Eng & Arabic).
- Preparing special reports on patterns of violations.
- Producing monitoring reports on law enforcement in fair trials.
- Conducting public hearing sessions.
- Preparing legal reports on the compliance of legislate to international Standards.
- Printing Palestinian laws and international conventions.
- Preparing legal letters and memoranda.
- Providing consultations to the Government and reviewing governmental plans.
- Reviewing legislation, draft laws, presidential decrees, and agreements signed by the PNA and issue relevant recommendations

Current Status: All above activities conducted as planned especially the preparation and producing of ICHR's annual report on the Status of human rights. Numerous other legal, special and fact-finding reports were prepared and widely disseminated with concrete recommendations to relevant authorities.

Output 2: Awareness Building and Educational Program

Activities:

- Preparing promotional material on HR issues / print media.
- Preparing and publishing specialized human rights quarterly.
- Preparing specialized human rights T.V and Broadcasting Spots.
- Drawing painting wall on HR issue.
- Preparing a HR monthly electronic newsletter and violation report.
- Conducting "Know Your Rights" series.
- Promotional Materials and publication on ICHR role and activities.
- Conducting media campaigns on specific HR issues ;(anti-Death Penalty, Juvenile Justice and Torture Prevention).
- Preparing and Printing specialized training materials and aids.
- Conducting human rights training courses.
- Conducting HR Workshops.
- Target Groups: police officials, security agencies/judges, etc....

Current Status: All activities implemented as initially planned in ICHR annual action plans.

Output 3: Investigation and Complaint Program

Activities:

- Preparing fact-finding/ inquiry reports.
- Conducting visits' prisons, detention centres, and deprivation of freedom quarters, care centres and shelters.
- Satisfactory handling of complaints on human rights violations.
- Using mediation and conducting field missions.
- Analyzing complaints; deduce patterns and violations that require public remedy.
- Following and building up an electronic database on frequent HR violations.
- Documenting violations.
- Litigating specific cases of human rights violations at Palestinian courts.
- Conducting open hall meetings.

Current Status: All activities implemented as reflected in progress and annual report as well as reports on the status of human rights in 2008, 2009 and 2010.

ICHR received and handled 2309 complaints in 2008, 3442 complaints in 2009, and 3828 complaints in 2010, and 1539 during first six months of 2011.

Conducted 687 visits to prisons and detention centres in 2008, 985 visits in 2009, 961 visits in 2010 and 504 visits in first half of 2011.

Produced monthly reports on human rights violations in the West Bank and the Gaza Strip.

Litigating 54 cases of teachers illegally dismissed from their jobs, and another case against Cabinet Decision on “security clearance”.

Output4: Building Networks and Coalitions on Human Rights Issues

Activities:

- Issuing press releases/public statements/ urgent calls etc...
- Participating in local, Arab and international coalitions and alliances on specific human rights issues.
- Institutionalizing the relation with other NHRIs, relevant local and Arab CSO.
- Seeking ICHR membership in Arab and international forums.
- Consolidating the Commission’s role as a liaison between NHRIs networks internationally and regionally.
- Present the Statutes to stakeholders for approval (PLC).

	<p>Current Status: All activities were implemented as initially plans. ICHR is currently a full-fledged member of ICC, APF, Arab network of national institutions, Mediterranean Ombudsman network, and numerous coalitions at the national level.</p> <p>Output 5: Institutional and Capacity Building Program</p> <p>Activities:</p> <ul style="list-style-type: none"> • Identifying a tool to measure impact of ICHR work on national and Arab community. • Training and rehabilitating staff on use of Complaints Manual. Also manual regularly evaluated upon implementation. • Completing job descriptions and define mandate. • Setting up an evaluation and incentives system. • Human resources undertaking by a capacity-building program for ICHR' staff. • Completing a comprehensive review of the financial system. • Completing a work mechanism between Regional Offices and Headquarter. • Printing, Translating and distributing the Complaints Manual. • Developing ICHR website <p>Current Status: Activities implemented as planned, especially in providing consultation for the establishment of national institutions in some Arab countries. The complaints handling manual is regularly updated and developed, and staff trained on its usage. Job descriptions and appraisal forms developed and regular evaluation of staff performance is done on annual basis, and/or when deemed necessary. ICHR has not yet developed an incentive system within the organization. It has on the other hand encouraged training and capacity building of the knowledge and skills of its staff in different fields. It has also completed and upgraded its financial system, and developed its website in Arabic and English.</p>
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OUTPUTS:

Planned/produced	See section above entitled: Major Activities.
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ANALYSIS:

Activities compared to expenditures	As reflected in ICHR's financial reports and audited financial statements, ICHR was able to realistically implement its activities based on proposed budgetary items in the approved three-year budget and the extension period budget. There were no major deviations from status of activities and
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	<p>disbursements. The only exception was the reduction of some of ICHR's activities in 2010 due to the deficit in currency exchange rate. During the extension period (Jan-June 2011), ICHR also reduced many of its activities to focus on the strategic planning process, the development of the results framework, and the capacity assessment exercise.</p>
<p>Project/component efficiency</p>	<p>ICHR was able to work efficiently during the project period. The implementations of its activities and the end results achieved, and the outputs accomplished, reflect that ICHR worked cost-effectively. (For more details, see ICHR progress, annual, financial reports submitted regularly to Donors'</p>
<p>Assessment of annual working plans</p>	<p>Annual Action plans were developed on the basis of ICHR's three-year strategic plan (2008-2010), and there were no major deviations. The annual action plans were objective, activities were realistic, relevant, adequately prepared and managed. Without deviating from the mandate, vision, mission statement of ICHR, staff and management regularly evaluated action plans compared them with strategic plans, and made slight changes and amendments to meet emerging needs in order to achieve strategic objectives of the institution, but also through being flexible and responsive to new developments.</p>
<p>Risks and assumptions</p>	<p>Some of the internal and external risks and assumption made by ICHR in its strategic plan covering the project period remained valid and sufficiently considered during the implementation process of the plan. These include the following:</p> <p>Israeli military occupation and its consistent policies against the Palestinian civilian population and the negative implications of those policies on the performance of the PNA in the controlled Palestinian Territories.</p> <p>The internal political divide between the two major political parties, Fateh and Hamas, resulting in the deterioration of the human rights situation generally and the negative impact this may have on ICHR, in undertaking its mandated tasks as a national institution. This includes the threats of closures, and/or taking over of ICHR in Gaza, difficulties in communicating with ICHR's staff in the Gaza Strip, and obstacles which ICHR might face in conducting visits to prisons and detention centres in the West Bank and the Gaza Strip.</p> <p>The PLC paralysis and the negative implications of parliamentary oversight on the executive authorities, and the obstacles faced for the passage of new legislation and/or amendment of legislation in force. In addition, this has also delayed the passage of ICHR's law by the PLC.</p> <p>The degree of ICHR's responsiveness to ICHR's recommendations.</p>

	<p>Means of measuring impact of the work of ICHR, and clear benchmarks and indicators to evaluate and measure the work of ICHR. The need a results framework.</p> <p>Institutional development and internal process as challenges facing ICHR's operational procedures and management. There is still need to develop incentives for ICHR's staff and ensure clear criteria for training and capacity building of ICHR's staff.</p> <p>Financial stability, including the long-term commitment of the Donors' Consortium and an increased contribution of the PNA in the annual budgets of ICHR.</p>
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IDENTIFICATION OF ALTERNATIVES:

<p align="center">Alternatives</p>	<p>While ICHR has worked effectively and efficiently in accordance to its plans and initially set forth mandate, there is always the possibility to develop new creative means of interventions by ICHR to ensure the protection and promotion of human rights, and the PNA and relevant authorities more accountable to violations of human rights.</p> <p>ICHR also needs to develop in future more effective means to ensure that its recommendations are seriously addressed by relevant authorities, and that redress and justice given to victims of human rights violations.</p> <p>ICHR should also enhance further its role as an advisory and consultative body to the PNA.</p>
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FURTHER ANALYSIS:

<p align="center">Further studies</p>	<p>Further develop ICHR's capacities in monitoring and evaluation of its programs to measure impact, especially in training programs conducted for government officials and other targeted groups.</p> <p>To develop ICHR's results framework to measure impact of ICHR's work through developing qualitative and quantitative indicators through conducting surveys to measure ICHR's outreach programs generally and its presence in the media.</p> <p>Conduct studies related to ICHR's needs assessment in developing its management information system and complaints data bank.</p>
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NEED FOR CONTINUATION/ FURTHER ASSISTANCE:

<p align="center">Further assistance</p>	<p>Assistance of Donors' Consortium to develop further ICHR's Results Framework.</p>
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Annex A

Inventory of assets purchased during the project period:

Assets	Value (US.\$)
Furniture	32,836
Office Equipment & Softwares	110,844
Building	16,820
Vehicle	21,000
Books	36,867
Total	218, 367