

CMICOMMISSIONEDREPORT

Review report: Al-Haq

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1. Main findings

1.1 Performance

- Al-Haq has clearly stated, yearly action plans with objectives, outputs, activities and indicators defined for each overarching goal in the strategy.
- It reports its activities and achievements goal by goal in an adequate manner.
- Overall, the review team finds Al-Haq's strategic and action plans to be implemented in a satisfactory manner. The organization maintains a high activity level that is consistent with its purpose and strategic objectives.
- Al-Haq remains focused on its core activities while managing to explore new directions. It has built new competence on business and human rights and targeted international corporations in advocacy work.
- The stakeholders interviewed are unison in praising Al-Haq's performance.

1.2 Effectiveness

- Al-Haq has strong human resources and channels them through organizational resources in an adequate way.
- The main impediments to Al-Haq's effectiveness reside in the political context.
- Al-Haq has demonstrated ability to partially influence, constrain and hold accountable the Palestinian National Authority.
- It faces greater challenges pursuing human rights-friendly laws, policies and accountability internationally.
- The review team nevertheless deems Al-Haq's *contributions* to be substantial both nationally and internationally.
- The potential of the Al-Haq Center for Applied International Law is great but not yet fully exploited.

1.3 Impact

- Al-Haq contributes significantly to the vigor of Palestinian civil society.
- It uses its standing in society and prominence in the local media to put pressure on the PNA.
- Al-Haq is a driving force behind the Palestinian Human Rights Council. It gains additional impact by coordinating campaigns with other human rights groups.

1.4 Relevance

- The relevance of Al-Haq's work is very high in the Occupied Palestinian Territories.
- Al-Haq's programs are relevant to the organization's strategic objectives.
- The Al-Haq Center for Applied International Law builds nicely on the organization's strength and comparative advantage.
- Al-Haq's work is relevant to Norway's foreign and development policies.

1.5 Sustainability

- Al-Haq has spread its financial dependence on 14 different donors.
- It has an unusually high portion of core funding.
- It enjoys a lead position within the human rights field.
- Staff members express feeling financially secure working for the organization.

1.6 Efficiency

- Al-Haq is run at a reasonable cost level.
- The value for money is good.

1.7 Gender mainstreaming

- Al-Haq employs women at all levels of the organization.
- However male employees predominate in executive positions.
- Al-Haq does not have a written policy for gender balance.

2. Recommendations

2.1 To Norad and the Norwegian Representative Office

- Uphold support and consolidate partnership with Al-Haq.
- Consider financing based on a three years' framework agreement.
- Consider increased allocation for Al-Haq with a separate budget line for the Center for Applied International Law (to encourage internationalization).

2.2 To Al-Haq

- Strengthen the organizational foundation of the Center for Applied International Law.
- Use the Center to increase visibility and attract international competence.
- Invite regional and international experts to participate in events to build a roster of supportive legal scholars.
- Consider organizing annual conference in the OPT to attract international competence and provide publicity.
- Strengthen female representation in the Steering Committee.
- Develop guidelines for the choice of General Director with limits on the time in office in the Bylaw.
- The field researchers are exposed to stressful and traumatic events. Institute periodic counseling and/or group therapy to make de-briefing part of operation routines.

3. Background to the review

Norad, in cooperation with the Norwegian representative office, contracted the Chr. Michelsen Institute (CMI) to carry out this review. The evaluation team, Drs. Are John Knudsen and Kjetil Selvik, conducted interviews in the Occupied Palestinian Territory (OPT) 22-27 September 2014.

Al-Haq, a Palestinian human rights organization with its headquarters in Ramallah, West Bank, was established in 1979, with the goal of protecting and promoting human rights and respect for the rule of law in the OPT. For over 30 years, Al-Haq has been the West Bank affiliate of the International Commission of Justice in Geneva. The organization has special consultative status with the Economic and Social Council of the United Nations. Al-Haq conducts and disseminates legal research based on international humanitarian and human rights law. In addition, the organization, using its extensive database, documents and monitors violations of international human rights and humanitarian law.

Norway has funded Al-Haq since 2006. The annual contribution was between USD 153,882 and USD 166,252 in the review period. This constituted approximately 10 percent of Al-Haq's total budget, which lied in the range of USD 1,578,688 - USD 1,653,469 in the review period.

3.1 Purpose

- The main review purpose is to assess the implementation of the Al-Haq's strategic plan and action plan for the last three years 2011-2013 and to what extent Al-Haq achieved its objectives in relation to the agreed goal hierarchy and identified indicators.

Al-Haq's strategic goals for the review period were as follows:

1. Laws and policies at the national and international levels that respect and comply with International law are promoted.
2. Accountability of perpetrators and justice for victims of international human rights and humanitarian law violations in the OPT is pursued.
3. Develop Al-Haq's work as a center for applied international humanitarian and human rights law.
4. Al-Haq's organizational, capacity, effectiveness and potential sustainability are improved

The review team has further assessed;

- Al-Haq's program impact and the extent to which Al-Haq plays a vital role on human rights situation in Palestine, and its elements of sustainability;
- the Relevance of Al-Haq Center for Applied International Law and its benefit, and;
- the capacity of Al-Haq as a lead organizer and coordinator of the Palestinian Human Rights Council.

3.2 Scope and definitions

The review addresses and is structured around standard evaluation criteria (see Appendix 1). Besides the instructions that figure in the Terms of Reference, and with reference to the Sida Evaluation Manual, we understand the principal evaluation criteria in the following manner:

- **Relevance.** The extent to which the development intervention conforms to the needs and priorities of target groups and the policies of recipient countries and donors.
- **Effectiveness.** The extent to which the development intervention has achieved its objectives.
- **Impact.** The totality of the effects of a development intervention, positive and negative, intended and unintended.
- **Efficiency.** The extent to which the costs of the development intervention can be justified by its results, taking alternatives into account.
- **Sustainability.** The continuation or longevity of benefits from the development intervention after the cessation of development assistance.

4. Performance

Al-Haq combines meticulous documentation of human rights breaches with legal research and advocacy work at the national and international levels. Its backbone activity is the collection of first-hand testimonies of violations of international human rights and humanitarian law through affidavits (sworn statements) by field researchers throughout the Occupied Palestinian Territory. The number of affidavits collected lie in the range of 935-1032 for the review period. The statements are categorized and archived and can be retrieved to pursue legal action. Al-Haq disseminates them in the Weekly Focus web-based publication with short narrative descriptions and simple legal commentaries. Moreover, Al-Haq gathers data through questionnaires and visual documentation.

The legal research and advocacy department builds on the monitoring and documentation department's data to defend human rights at the national and international levels. It targets practices and legislation in the Palestinian National Authorities (PNA) on the one hand and Israel's human right violations on the other. Al-Haq's national team addresses the PNA based on complaints from the local population. The yearly number of received complaints rose from 140 to 188 in the review period. Al-Haq further pushes for integration of international human rights into Palestinian domestic legislation and policies. It provides correctives to draft laws and executive actions that, in the absence of a functional national assembly, are imposed by decree, and contributes to law-making committees.

The international advocacy work seeks adherence by the international community to its international legal obligations regarding Israeli breaches of international law in the OPT, on the one hand, and accountability of perpetrators and justice for victims on the other. Al-Haq releases statements, publishes and promotes reports, and receives visiting delegations. The organization targets international corporations that are complicit in violations of international law in the OPT in pursuit of accountability. Al-Haq moreover engages with UN mechanisms to highlight Israeli violations and hold the country responsible. It advocates third-party states to prioritize international law in their relationship with Israeli and Palestinian authorities.

Al-Haq has finally worked to build the Al-Haq Center for Applied International Law in the review period. The center aims to increase understanding of international law and its applications and conducts training courses at the national and regional (Arab state) levels. It was officially opened in September 2012 and has worked with Palestinian lawyers, human rights activists, journalists and educators. The center has moreover conducted trainings in Tunisia, Morocco, Yemen, and Turkey, targeting Syrian human rights activists in the latter country. However the center's head has recently been changed and the administrative capacity achieved is modest.

4.1 Findings

- Al-Haq has clearly stated, yearly action plans with objectives, outputs, activities and indicators defined for each overarching goal in the strategy.
- It reports its activities and achievements goal by goal in an adequate manner.
- Overall, the review team finds Al-Haq's strategic and action plans to be implemented in a satisfactory manner. The organization maintains a high activity level that is consistent with its purpose and strategic objectives.
- Al-Haq remains focused on its core activities while managing to explore new directions. It has built new competence on business and human rights and targeted international corporations in advocacy work.
- Al-Haq has made progress in the use of multimedia tools but still has room for improvement. It should continuously invest in technology.
- The quality of Al-Haq's publications is high.
- The stakeholders interviewed are unison in praising Al-Haq's performance.
- Two years after its establishment the Al-Haq Center for Applied International Law is still in the early stages.

5. Relevance

Human Rights in Palestine are violated on a daily basis. The primary source of violations is the Israeli occupation of the West Bank and Gaza in effect since 1967. Israel continues to control the Palestinian territories by force and to strengthen territorial presence through settlements. It exposes the Palestinian population to restrictions of access and movement and frequently also to forced displacements, attacks from settlers, arbitrary arrests, and fatal injuries by the occupation forces. The internal Palestinian split between Fatah and Hamas is another source of human rights violations. Basic freedoms are often denied to members of Fatah in Gaza and to members of Hamas in the West Bank.

Al-Haq's programs are tailored to the human rights situation in Palestine. The monitoring and documentation department comprises seven field researchers in different West Bank locations and two in Gaza. The legal research and advocacy department is equipped with both a national and an international unit. As for the Center for Applied International Law it responds to growing demand for competence of international law in the OPT. Al-Haq is widely seen to be the leading civil society knowledge bank in field of international law. Overall the programs are relevant to Al-Haq's strategic objectives and to the human rights situation in Palestine more broadly.

The promotion of human rights is at the heart of the Norwegian foreign policy. The foreign ministry puts emphasis on Norway's world-wide commitment to human rights defenders.¹ Democracy and good governance are also main areas of priority in Norwegian aid- and development policy.²

¹ www.regjeringen.no/en/dep/ud/selected-topics/human-rights.html?id=1160

² www.norad.no/en/thematic-areas/democracy-and-good-governance

5.1 Findings

- The relevance of Al-Haq's work is very high in the Occupied Palestinian Territories.
- Al-Haq's programs are relevant to the organization's strategic objectives.
- The Al-Haq Center for Applied International Law is builds nicely on the organization's strength and comparative advantage.
- Al-Haq's work is relevant to Norway's foreign and development policies.

6. Effectiveness

In order to assess the extent to which Al-Haq reached its 2011-2013 objectives we shall go through the main achievements goal by goal.

Goal 1: Laws and policies at the national and international levels that respect and comply with International law are promoted.

Al-Haq's strategic plan and action plans divide this goal into three parallel objectives. The first is "to contribute towards the respect for the rule of law, access to justice, and the independence of the judiciary in the OPT". Al-Haq has made several contributions in this respect. The most noteworthy achievements are; i) documentation of torture cases and subsequent prisoners' release; ii) the release of 111 individuals detained in breach of international human rights' law; iii) end to the practice of issuing military arrest warrants against civilians and trying them before military courts; iv) winning a 2012 case against the Ministry of Interior in the Palestinian Supreme Court, and; v) approval by the General Intelligence Services to conduct surprise visits to West Bank detention centers. In Gaza Al-Haq's effectiveness is far more limited.

The second objective is "Integration of international human rights standards into Palestinian legislation and policies". Al-Haq has delivered on this objective by; i) successfully campaigning against a proposed judicial reform that would have merged the roles of Minister of Justice and Attorney General; ii) successfully campaigning against the President's amendment of the Palestinian Constitutional Court Act by decree, and; iii) reducing the Ministry of Interior's authority to interfere in civil society affairs in the Association Act. It moreover participated in the drafting of the Palestinian Social and Economic Council Law and the Administrative Law. Al-Haq is part of several other legal drafting and discussion groups and has defended human rights standards in the (pending) Palestinian Penal Code and the Palestinian Personal Status Law.

The third objective is "to contribute to the international community's adherence to its international legal obligations with respect to Israeli breaches of international law in the OPT". Effectiveness on the international level is more difficult to assess but Al-Haq has contributed; i) 10 reports; ii) 25 short documentary films; iii) 365 responses to the press; iv) reception of more than 90 visiting delegations, and; v) advocacy visits to Paris, Brussels, Geneva, Belgium and the Netherland by Al-Haq's general director.

Goal 2: Accountability of perpetrators and justice for victims of international human rights and humanitarian law violations in the OPT is pursued.

Al-Haq cites three objectives under this heading. The first is to "pursue individuals and corporations for violations of international law through the appropriate judicial, administrative, international justice and any other mechanisms available". Al-Haq has reaped some fruits from

campaigns against corporations that violated international law in the OPT: i) It contributed to VeoliaTransdev losing a contract with the city of Hague by documenting and drawing attention to the company's involvement in the construction of a light rail tramway linking illegal Jewish settlements in the occupied East Jerusalem to West Jerusalem; ii) it was instrumental to Dutch lawyers submitting a criminal to the Dutch public prosecutor against the private rental company Riwal for renting out equipment to constructors in the OPT; iii) it contributed to the Dutch company Royal Haskoning DHV's decision to terminate its involvement in a municipal wastewater project in the occupied East Jerusalem.

The second objective is to “engage with UN mechanisms to highlight Israeli violations and hold Israel accountable”. Al-Haq has much to show for on this objective. The most notable contributions are: i) Active engagement with the UN Human Rights Council and its Fact-Finding Mission on the rights of the Palestinian people in the OPT; ii) A 5 staff members' delegation to the UN Working Group on Business and Human Rights in Geneva 2013 with active participation in side events; iii) Meetings with, and written inputs to, UN Special Rapporteurs, and; iv) Written input to the UN High Commissioner for Human Rights.

The third objective is to “advocate third-party states to prioritize international law, including international human rights and humanitarian law, in their relationships with Israel and Palestinian Authorities”. Al-Haq has a strong record of advocacy in the EU thanks to the presence of a permanent advocacy officer in Brussels. It sits on the Executive Committee of the Euro-Mediterranean Human Rights Network and has engaged with a range of EU institutions including; i) the European Parliament; ii) the EU-Israel Association Council; iii) the EU Human Rights Strategies and Progress Reports relating to Israel and the Palestinian Authority; iv) the EU Informal Human Rights Working Group Meetings; v) the EU-Israel Subcommittee, and; vi) the EU-PA Joint Committee. Al-Haq has moreover; vii) joined forces with other human rights networks in Europe, and; viii) made advocacy trips outside Europe, to New York, Washington D.C., Australia and Brazil.

Goal 3: Develop Al-Haq's work as a center for applied international humanitarian and human rights law.

Goal number three is split in two objectives in the 2013 Action plan. The first is “to contribute towards capacity building of civil society in understanding international law and its application”. Some of Al-Haq's contributions in the review period were; i) the training of approximately 50 supervisors and some 800 students in cooperation with the Palestinian Ministry of Education; ii) the training of 25 journalists in cooperation with the Ma'an News Agency; iii) training of members of the General Intelligence Services in Jericho; iv) training of young lawyers and activists in Tunisia, Morocco and Yemen; v) training courses in Turkey on Monitoring and Documentation of Human Rights violations for 30 Syrian activists in 2013.

The second objective is “to encourage and facilitate engagement in the analysis and development of international law relating to the OPT”. Al-Haq reports that; i) it hosted the Palestine Works Law Fellows Conference in 2013 to familiarize fellows from law schools in the United States with Palestinian human rights organizations and the situation in the field; ii) its Internship Program recruited nine interns in 2012 and 12 in 2013.

In the review team's assessment the potential of the Al-Haq Center for Applied International Law is great and has not been fully exploited. Al-Haq should aim beyond scattered training courses and use the center to internationalize its networks and outreach. The center should fill the dual role of increasing the visibility of Al-Haq and attracting useful competence. It could invite regional and international experts to participate in events and gradually build a roster of supportive legal

scholars. It could also organize an annual conference in the OPT to network and provide publicity. The Center would need extra resources to draw more actively on international competence. It should also improve its public profile (logo, digital presentation etc.) and administrative capacity.

Goal 4: Al-Haq's organizational capacity, effectiveness and potential sustainability are improved.

Judging by the Narrative reports the main improvements in the review period are ; i) moving to a new office location in 2011; ii) rehabilitation of the old premises for the Al-Haq Center for Applied International Law; iii) staff training at the Cairo Institute of Human Rights Studies and the "Anabtawi" summer school for Arab human rights defenders; iv) ten days training of 12 staff trainers and; v) development of a multimedia portal.

The review team's interviews revealed that Al-Haq has a competent and highly motivated staff and that the work environment is good.

6.1 Findings

- Al-Haq has strong human resources and channels them through organizational resources in an adequate way.
- The main impediments to Al-Haq's effectiveness reside in the political context.
- Al-Haq has demonstrated ability to partially influence, constrain and hold accountable the Palestinian National Authority.
- It faces greater challenges pursuing human rights-friendly laws, policies and accountability internationally.
- The review team nevertheless deems Al-Haq's *contributions* to be substantial both nationally and internationally.
- The potential of the Al-Haq Center for Applied International Law is great but not yet fully exploited.

7. Impact

We shall discuss the broader impact of Al-Haq's activities with a view to three main issues: A) Palestinian Civil Society; B) Palestinian National Authority and the rule of law; C) the Palestinian Human Rights Council.

A. Palestinian Civil Society

Al-Haq is an important component of the Palestinian civil society. It defends the rights of civil society organizations and constitutes an important civil society actor itself.

Al-Haq enjoys high standing in society. It has 35 years' experience and is known for the thoroughness of its work. "*Al-Haq is one of the most credible institutions in Palestine*" Chief electoral officer at the Central Elections Commission, Hisham Kuhail, told us. He described the credibility as a function of its history, achievements, proficiency, outputs and reliability. The reputation was confirmed by all seven stakeholders we interviewed. Osama H. Al-Risheq at the Al-Quds Human Rights Clinic underscored Al-Haq's integrity: "*they are serious, unbiased,*

opposing both the Palestinian Authorities and donors. There is a price of opposing and they are willing to pay”.

Al-Haq is also credited for enhancing Palestinian capacity to resist the Israeli occupation. For General Director Tharwat L. Z. Keilani at the Minister of Education & Higher Education, who benefits from Al-Haq’s legal training of teachers and students, the organization’s work is fundamentally about empowerment: *“It is a form of struggle, resistance to the occupation. We must be able to master the legal discourse”*. Mr. Keilani and others stress that Al-Haq is number one among Palestinian NGOs on international law and its practical applications. *“Others speak about international law from a theoretical perspective”*, the Education Minister explained, *“Al-Haq is able to connect law to the Palestinian realities”*.

Director of the Medical Legal Institute and specialist in forensic medicine Dr. Saber al-Allul credits Al-Haq for changing attitudes towards autopsy in society. Palestinian families were traditionally resistant to medical investigation of deceased family members because they feared de-sacralization and did not see the need for it. However Al-Haq’s field researchers have systematically built awareness about the need for technical evidence to legally pursue human rights violators. According to Allul, whereas five years ago a mere one percent of the families accepted autopsy conducted on victims the percentage has risen to approximately 80 today.

B. Palestinian National Authority and the rule of Law

Al-Haq’s impact extends the Palestinian National Authority (PNA) and the rule of law. In the absence of a functioning Palestinian legislative council the relative importance of civil society organizations like Al-Haq as counterweights and correctives to the executive powers has grown. Al-Haq consciously uses its standing in Palestinian society to put pressure on the PNA where it fails to live up to democratic standards. Managing Director Shawan Jabarin is a frequent and outspoken commentator in the Palestinian media. Combining courage and knowledge he is able to get his message across. In the words of Lamia Shalalda of the Jerusalem-based Women’s Center for Legal Aid and Counseling (WCLAC), *“when Al-Haq speaks the PNA listens”*.

Deputy Assistant to the Ministry of Justice, Monjed Abdullah, confirms that his ministry takes Al-Haq’s recommendations into account. The reasons stated are *“technical competence, built over time”* and *“mastering of international law”*.

Having the ears of the PNA is an important source of progress. One of Al-Haq’s important achievements mentioned above was agreement from the General Intelligence Services to conduct surprise visits to detention centers in the West Bank. It can reasonably be assumed to forestall the use of torture. On the other hand there are also limits to Al-Haq’s effectiveness. A second branch of the security services, The Preventive Security, did not open its doors to surprise visits. At the time of fieldwork in September 2014 Al-Haq was still pushing the Preventive Security to acquiesce to its request, but no concrete agreement had materialized.

C. The Palestinian Human Rights Council

The Palestinian Human Rights Council is an attempt to coordinate the work of different NGOs in the human rights sector. It was founded in 2009 and has recruited 12 NGOs from the West Bank and Gaza. The aim is to maximize impact by issuing joint statements on targeted issues from all the human rights groups. There is also coordination on administrative issues.

Al-Haq was a founding member, participates in the executive committee, and takes a leading role within the council. Having wider competence areas than most other human rights organizations it

is frequently involved in drafting statements and providing insights to junior partners. Lamia Shalalda of WCLAC confirms the preeminent role of Al-Haq within the council. In her words: *"when Al-Haq sets forth a proposition the other support it. I have never experienced a case where we took another position"*.

Al-Haq increases its influence in the Palestinian human rights field by coordinating with the other council members. Some NGOs also rely on Al-Haq to further their cause. According to Shalalda women's rights organizations are a case in point because they strive for an agenda that is challenging local convictions. When Al-Haq lends support to statements on women's rights the impact is greater than when women's groups speak for women alone.

7.1 Findings

- Al-Haq contributes significantly to the vigor of Palestinian civil society.
- It uses its standing in society and prominence in the local media to put pressure on the PNA.
- Al-Haq is a driving force behind the Palestinian Human Rights Council. It gains additional impact by coordinating campaigns with other human rights groups.

8. Efficiency (cost effectiveness)

Al-Haq's costs are kept at a reasonable level. Staff salaries are by far the biggest items in the budget. The salary level is slightly above local average but Al-Haq offers no perks. The money spent on expert commissioned services is not excessive. It means that Al-Haq makes good use of its internal human resources.

The Norwegian Representative Office's total budget support for the human-rights sector is NOK 9.5 million, supporting twelve Palestinian organisations. Al-Haq's share of the Norwegian HR-sector funding is about seventeen percent.

Al-Haq's impressive production of affidavits, legal research, reports, short films, advocacy and international outreach activities (see Appendix 2) provides good value for money.

8.1 Findings

- Al-Haq is run at a reasonable cost level.
- The value for money is good.

9. Sustainability

Al-Haq's financial basis is solid. Although it relies on donors, like most Palestinian NGOs, it is relatively better positioned for several reasons. First, it enjoys support from 14 different sources (see Appendix 3) and have maintained relations with several of them, like Norway, for a long time. Second, approximately 90 percent of Al-Haq's funds are core funding, allowing the organization to steer a clear and consistent course. Al-Haq is program-driven, not project- or donor-driven. Third, it is the leading NGO within its field and therefore sometimes approached by donors. There is in fact greater demand for Al-Haq among donors than the need and the

organization declines offers that fall outside the core area of work or have strings attached. Staff members express feeling financially secure working for Al-Haq.

9.1 Findings

- Al-Haq has spread its financial dependence on 14 different donors.
- It has an unusually high portion of core funding.
- It enjoys a lead position within the human rights field.
- Staff members express feeling financially secure working for the organization.

10. Management setup

Al-Haq is organized in three main departments, Monitoring & documentation, Legal research & advocacy, and Administration & finance under the General Director (see Appendix 4). The latter responds to the Board of Directors, which is chosen by the General Assembly. Management decisions are made by the General Director in consultation with the Administrative and Financial Manager and the heads of departments through meetings in a steering committee.

According to the Al-Haq website's description of legal status and structure the Steering Committee meets weekly and consists of the General Director and the heads of the three departments. In practice, the review team's interviews reveal, the Steering Committee meets every second week and includes the Program Officer and the Head of the Al-Haq Center for Applied International Law in addition to the General Director and the heads of the three departments. It works by consensus and makes recommendations to the General Director.

The Steering Committee is actively involved in the management of the organization. Its members express satisfaction with their degree of influence and flexibility to operate. This reflects positively on all levels of the organization. Overall, the employees we met are motivated and content.

The Board of Directors has nine members and convenes every three months. It is not involved in executive decisions but monitors Al-Haq's activities closely. It also engages in the formulation of policies and objectives. The board is made up of well-known and dedicated figures in the local community. There is no problem with absentee board members.

According to the by-laws of Al-Haq the Board of Directors is responsible for appointing employees at the organization and accepting their resignations. There are no written guidelines for the choice of General Director or limits on the terms in office. Mr. Shawan Jabarin has been General Director of Al-Haq since 2006. He had started in Al-Haq as a field researcher and worked his way through the organization.

10.1 Findings

- The management setup is consistent with the work and objectives of the organization.
- Decisions are made by the General Director in consultation with the Administrative and Financial Manager and four department heads in a steering committee.

- The Steering Committee has no formal authority but is actively involved in the management of the organization.
- Its members express satisfaction with their degree of influence and flexibility to operate.
- There are no written guidelines for the choice of General Director or limits on the time in office.

11. Risk management

Running a human rights organization in the Occupied Palestinian Territories is associated with multiple operational risks. From the dry-up of funds to the breakdown of order in the National Palestinian Authority and Israeli attacks, many factors may cause harm to Al-Haq's activities. There are also immediate challenges to field researchers' security on a day-to-day level. So far Al-Haq has steered very well through this tight-walk of challenges.

From the review teams' interviews with board members, the General Director and the heads of department we find that Al-Haq is aware of these risk factors and take measures to reduce them. The pool of donors is wide as noted earlier. Working on the rule of law in Palestine is also a way to assure the organization's domestic security. And Al-Haq's international outreach is the best way to protect from Israeli attacks. As for the risks of everyday operations, Al-Haq has clear routines for field researchers and instruct them to stay away from immediate danger.

If there is a shortcoming in the protection of field researchers, it regards the psychological cost of constantly documenting painful violations. Al-Haq does not have routines for de-briefing field researchers after stressful and traumatic experiences. This may negatively affect on mental health and the organization's effectiveness. The management may want to consider periodic counseling and/or group therapy to make up for this shortcoming.

11.1 Findings

- Al-Haq's capacity of identifying and addressing risk factors is good.
- However it lacks routines for de-briefing field researchers after stressful and traumatic events.

12. Anti-corruption measures

Al-Haq has elaborate procedures for the disbursement of funds and procurements. For all but minor disbursements they involve the accountant, the Head of the Administration & Finance department and members of the board. The General Director is not a signatory in financial transactions. Since 2013 Al-Haq prohibits staff members from holding any paid work positions in similar organizations and carrying out consultancies with other organizations in the field of human rights. It contributes to maintaining a professional and transparent institution. Overall, the anti-corruption measures comply with best practices and are considered sufficient.

12.1 Findings

- Al-Haq's anti-corruption measures are very good.
- Al-Haq sets an example for other Palestinian NGOs by prohibiting the staff from taking on secondary employment.

13. Gender mainstreaming

Al-Haq employs women at all organizational levels including field researchers, which is a recent development. Male employees nevertheless predominate in executive positions. For one the General Director is male Al-Haq though we hasten to say that Al-Haq has previously had female managers. More strikingly, men are overrepresented in the Steering Committee. Only one out of six committee members, the Administration and Finance Director, is currently female. Elsewhere in the organization, the gender balance is more even (see Appendix 5-7):

- Al-Haq staff consists of 14 female and 20 male employees.
- Three out of nine board members in the review period were female.
- Ten out of 22 members of the General Assembly were female.

13.1 Findings

- Al-Haq employs women at all levels of the organization.
- However, male employees predominate in executive positions.
- Al-Haq does not have a written policy for gender balance.

14. Financial review

The review team did not have auditing competence and have assessed this point in general terms.

14.1 Findings

- Budget items are relevant to Al-Haq's activities.
- Al-Haq's disbursement routines are good.
- After 2009 Financial Statements & Auditors' Reports are no longer posted on the Al-Haq website.

Appendix

1. Terms of reference

For Review of Al-Haq

Al-Haq Background

Al-Haq, a Palestinian human rights organization with its headquarters in Ramallah, West Bank, was established in 1979, with the goal of protecting and promoting human rights and respect for the rule of law in the Occupied Palestinian Territory (OPT). For over 30 years, Al-Haq has been the West Bank affiliate of the International Commission of Justice in Geneva. The organization has special consultative status with the Economic and Social Council of the United Nations. Al-Haq conducts and disseminates legal research based on international humanitarian and human rights law. In addition, the organization, using its extensive database, documents and monitors violations of international human rights and humanitarian law.

Al-Haq Objectives in reference to Al-Haq strategic plan 2011-2015:

5. Laws and policies at the national and international levels that respect and comply with International law is promoted.
6. Accountability of perpetrators and justice for victims of international human rights and humanitarian law violations in the OPT is pursued.
7. Develop Al-Haq's work as a center for applied international humanitarian and human rights law Al-Haq's organizational, capacity, effectiveness and potential sustainability are improved.
8. Strengthen Al-Haq's Organizational Capacity

Review responsibility:

Norad, in cooperation with NRO, will lead the review process and will be responsible for contracting the consultants and will covering consultancy cost. The review will take place in coordination with Al-Haq.

Review purpose:

The review's main purpose is to assess the implementation of the Al-Haq's strategic plan and action plan for the last three years 2011-2013 and to what extent Al-Haq achieved its objectives in relation to the agreed goal hierarchy and identified indicators.

The review aims to assess Al-Haq program impact and to what extent Al-Haq play a vital role on human rights situation in Palestine, and its elements of sustainability.

The review will assess the Relevance of Al-Haq Centre for Applied International Law and its benefit.

The review will investigate the capacity of Al-Haq as lead organization and coordination of Palestinian Human Rights Council.

The review will document the lessons learnt while identifying potential areas for improvement.

Scope of Work:

The review should focus on the results achieved and on the process followed or established by putting emphasis on the following aspects:

- Performance: Describe the actual performance of Al-Haq strategic plan objectives against planning implementation and achieved outcomes and results
- Describe the actual performance of the Al-Haq programs and units against planned in relation to delivery of outputs. Describe the actual performance of the project against planned ones; also, cost effectiveness should be assessed.
- Relevance: What was the relevance of the Al-Haq programs to the human rights situation in Palestine?
- Effectiveness: What is the assessment of the effectiveness of activities in achieving outputs, objectives and goals,
- Impact: What has been the impact of the Al-Haq's programs?
- Sustainability: To investigate Al-Haq's programs sustainability, when considered from a financial institutional and political level and Al-Haq capacity to handle the big organization and well known with historically background.
- Management setup: To assess the current management setup among the various stakeholders and advise on the most appropriate project management and quality management setup and process for the organization.
- Risk Management: to identify Al-Haq's capacity of assessing risk factors.
- Anti-corruption measures: Assess Al-Haq's capacity and policies toward corruption,
- Cost effectiveness: to compare the costs of Al-Haq program intervention , and to assess what extent can be regarded as providing value for money,
- Gender mainstreaming: to assess gender mainstreaming and gender segregation in terms of number of women into Al-Haq management team and staff, and women participation in Al-Haq decision making process and representation.
- Financial review: to review sample of Al-Haq's financial document and procurement policy.

Methodology:

The methodology will be based on desk reviews of Al-Haq strategic plan 2011-2015, action plans for 2011, 2013 and 2014 and annual narrative and financial reports, in addition to field visits, focus group and interviews with relevant stakeholder such as e.g. the Palestinian Intelligence, the Independent Commission for Human Rights, the Palestinian police, and other Palestinian human rights organizations and OHCHR.

Reporting:

Draft report to be submitted to NRO and Al-Haq. The Draft Report should include an executive summary, project and organization description, main finding, conclusion and recommendation. NRO and Al-Haq will provide comments on the draft report within two weeks of its submission. Final revised report to be submitted by the consultant within two days of receiving the comments on the Draft Report

The Review will take place during June 2014 (flexible to be changed) the total time is estimated at a maximum of two weeks.

Consultant qualifications should include:

- Human rights background.
- Fluency in English.
- Excellent English writing skills.
- Experience in monitoring, evaluation and assessment of development assistance programmes, in particular NGO program assessment and performance evaluation;
- Understanding of the social, political and economic situation in Palestine,
- Understanding of issues related to conflict and post conflict environments.
- Experience in assessment of the work of civil society organizations and NGOs;
- Preferably a local Arabic speaker to be part of evaluation team.

2. Selected Al-Haq output in numbers

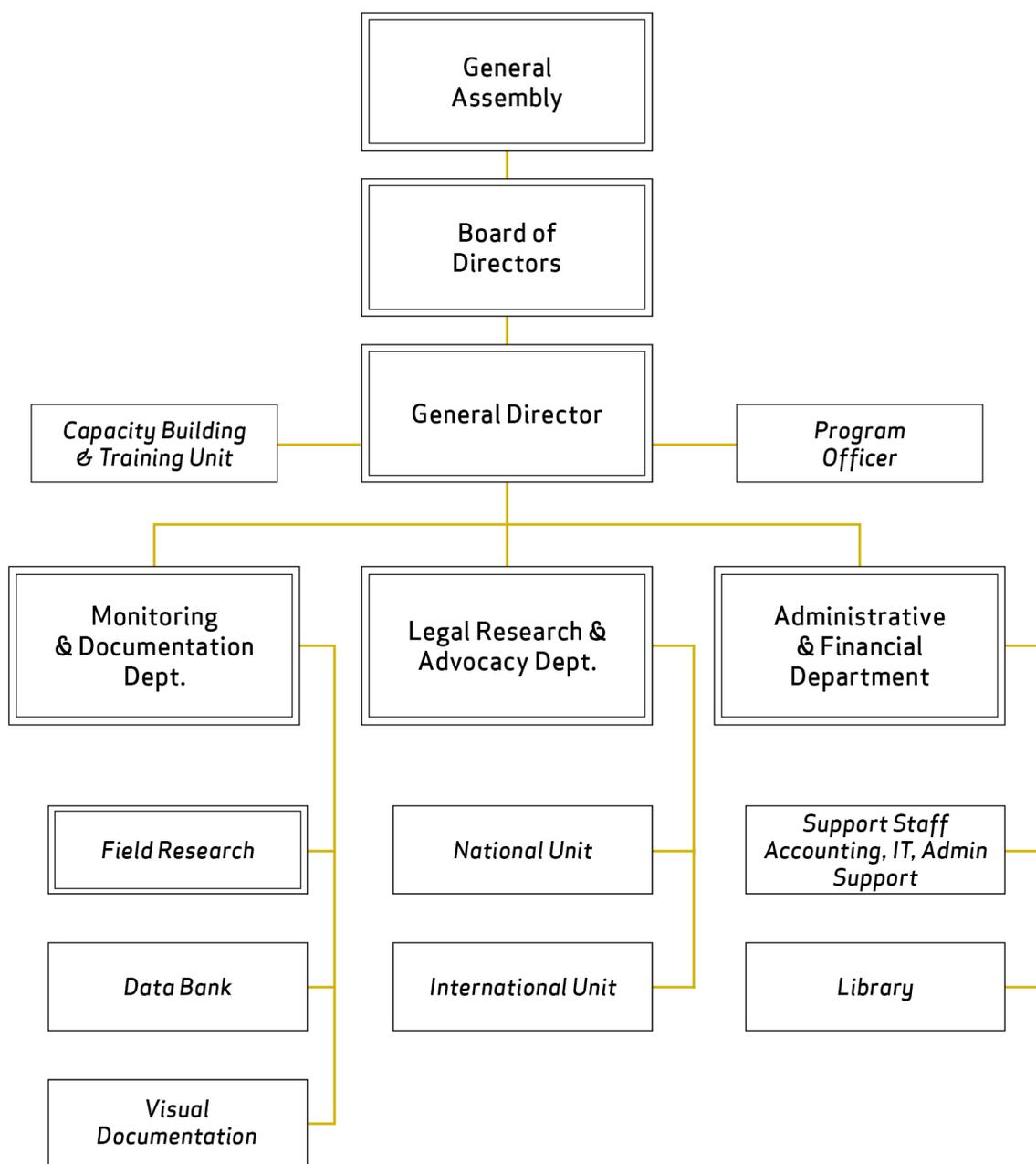
No.	Activity	2011	2012	2013	Total
1.	Questionnaire	341	230	624	1,195
2.	Affidavits	935	1035	787	2,757
3.	Short films	9	9	7	25
4.	Monthly reports	12	12	12	36
5.	Complaints against PA	140	186	188	514
6.	Individual released	60	28	23	111
7.	Papers	3	6	3	12
8.	Draft legislations	4	6	5	15
9.	Media requests	80	120	165	365
10.	Studies	3	4	3	10
11.	Delegations	10	23	18	
12.	Workshops	18	12	10	40
13.	Regional Seminar	1	0	1	2
14.	Press release/ briefing note	14	21	15	50
15.	Activities/UN	5	7	6	18
16.	Activities /EU	7	10	8	25
18.	Publications/books	7	6	4	17

* Given the large numbers of activities carried out annually by the organization, please consider the above figures as an approximate.

3. Al-Haq's 2014 Partners

	<u>Bread for the World- Protestant Development Service (Brot)</u>		<u>Minister for Foreign Affairs and trade of Ireland (Represented by Irish Aid)</u>
	<u>Christian Aid</u>		<u>Norwegian Ministry of Foreign Affairs</u>
	<u>Diakonia Regional Office for the Middle East</u>		<u>Open Society Institute (OSI)</u>
	<u>Federal Government of Belgium</u>		<u>Weltfriedensdienst e.v</u>
	<u>Heinrich Boll Stiftung – Palestine & Jordan</u>		<u>Welfare Association</u>
	<u>ICCO Cooperation</u>		<u>Spanish Agency of International for Development Cooperation (AECID)</u>
	<u>Human Rights and International Humanitarian Law Secretaria</u>		<u>UNDP</u>

4. Organization Chart



5. Staff gender balance

Name	Gender		Profession	Notes
Ashraf Abu Hayeh	M		Lawyer	
Issam Abdeen	M		Lawyer- Head of National Advocacy Unit	
Nasser Al Rayes	M		Lawyer	Leave without pay starting from August 2014
Wesam Ahmad	M		Legal Researcher (Head of Legal Research & Advocacy Department/ International Advocacy Unit)	
Omarn Rishiq	M		Field Researcher	
Mohamad Abu Rahmeh	M		Field Researcher	
Mohamad Raae	M		Field Researcher	
Tariq Al Haq	M		Field Researcher	
Tariq Zaqoot	M		Field Researcher	
Faris Khaleel	M		Field Researcher	
Zahi Jaradat	M		Acting Head (Monitoring Documentation Department)	
Ziad Hmedan	M		Training Officer	
Wael Abu Nemeh	M		Head of the Applied Centre	
Hamza Dadoo	M		IT officer/ Website Manager	
Manaf Abbas	M		Visual documentation officer	
Tahseen Allyan	M		Legal Researcher, Head of Monitoring & Documentation Department	
Majed Abbadi	M		Program officer	
Samer Khalefeh	M		Accountant	
Shawan Jabarin	M		General Director	
Total Males 20				
Maha Abdullah		F	Legal Researcher & Advocacy	
Mona Sabilla		F	Legal Researcher & Advocacy	
Nada Kiswanso		F	Legal Researcher & UN advocacy officer	
Rachel Boriell		F	Media and advocacy officer	
Rawabi Khaleel		F	Field researcher	
Hadeel Huniti		F	Field researcher	
Hana Amer		F	Lawyer	
Nina Attalah		F	Former Head of Monitoring & Documentation department	Annual leave for one year starting from March 2014
Nouran Nassief		F	Administrative & Financial Manager	
Lina Musklem		F	Admin Assistant	
Wisam Abu Aun		F	Secretary	
Rula Majroh		F	Data entry	
Ellen Saliab		F	Librarian	
Eyvon Kreetem		F	Librarian Assistant	
Total Females 14				
Total staff		34		

6. Board members gender balance

Name	Gender		Profession
Laly Faidi		F	Head
Dian Nasser		F	Member
Siham Rasheed		F	Member
Total Females 6			
Nidal Taha	M		Deputy
Amin Thalji	M		Member
Ghassan Abdullah	M		Treasurer
Ziad Khalf	M		Member
Jamil Helal	M		Member
Omya Khammash	M		Member
Total Males 6			
Total staff		9	

7. General Assembly gender balance

Name	Gender	
Hannan Rabbani		F
Liza Taraki		F
Abla Nasser		F
Laly Faidi		F
Dian Nasser		F
Dalal Salameh		F
Salwa Najab		F
Randa Saniora		F
Khdejuh Abu Ali		F
Siham Rasheed		F
Total Females 10		
Nidal Taha	M	
Amin Thalji	M	
Ghassan Abdullah	M	
Ziad Khalf	M	
Izat Abdul hadi	M	
Ehab Abo Ghosh	M	
Jonathan Kuttab	M	
Jamil Helal	M	
Omya Khammash	M	
Alla Al Bakry	M	
Nabeel Al Khateeb	M	
Waleed Namoor	M	
Total Males 12		
Total staff		22

8. Interview list

Date	Name	Title	Organisation
22.09.14	Dr Lily Feidy	Board member	Al-Miftah
	Wesam Ahmad	Head legal research & adv. dept. (inter)	Al-Haq
	Wael Abu Neameh	Head Al-Haq Center for Applied Int. Law	Al-Haq
	Dina Nasser	Board member	Al-Haq
	Shawan Jabrin	General Director	Al-Haq
23.09.14	Issam Abdeen	Head legal research & adv. dept.(nation.)	Al-Haq
	Nouran Nassief	Admin & Financial manager	Al-Haq
	Maha Abdullah	Legal researcher	Al-Haq
	Hadeel Hunity	Field researcher	Al-Haq
	Rachel Borrell	Advocacy& media officer	Al-Haq
	Wesam Ahmad	Head legal research & adv. dept. (inter)	Al-Haq
	Zahi Jardat	Acting head monitoring & doc. dept	Al-Haq
	Mohamad Rai	Field researcher	Al-Haq
24.09.14	Monjed Abdullah	Deputy Minister	Min. of Justice
	Majdi Hardan	Head of the Justice information center	Min. of Justice
	Tharwat Zaid	General Director	Min. of Education
	Ashraf Abu Hayeh	Coordinator HR council	Al-Haq
	Osama Rishq	Law Clinic officer	Abu Dees University
	Hisham Kheel	Director	Central Election Com.
	Lamya Shalaldehy	Researcher	WCLAC
	Saber Al Allul	Director	Medical Legal Institute
	Majed Abbadi	Program officer	Al-Haq

This report reviews the organisational performance of the Palestinian NGO Al-Haq over a three period (2011–13). The report is based on field interviews in Ramallah with staff, stakeholders and beneficiaries and includes main findings, recommendations and annexes. The report was commissioned by Norad under CMI's general framework agreement on human rights.