مركز إعلام حقوق الإنسان والديمقراطية "شمس"

Human Rights and Democracy Media Center "SHAMS"

Strategic plan
2018 - 2020

December 2017

Content

Human Rights and Democracy Media Center "SHAMS"

I. Introduction

The substance and the need to the strategic plan originate from its capacity to identify the center's objectives, and to select alternatives pertaining to policies, work procedures and mechanisms taken to fulfill these objectives. Planning is considered as a balancing process between capacities, competences and available resources with what does the organization seek to achieve in terms of goals, prospects and aspirations, in a specific timeframe. It is developed for the purpose of making change in the circumstances, having a vision of the future and expecting the upcoming requirements in light of the present potentials.

Apparently, advancing the center's performance depends on having a clear vision of the future, identifying our objectives and fulfilling it and this will have a positive impact on the center's performance. Accordingly, the strategic plan will contribute to solving the main impediments facing the center, identifying reachable solutions in which the center will invest to overcome such impediments. Strategic planning will enable us to work more professionally, enhancing future prospecting, and thus rectifying the sense of planning towards future besides creating awareness for handling the center's affairs and assuring the center's continuity notwithstanding the lack of resources.

The center endeavors to strengthen the principle and culture of human rights both in thought and in practice, to prevent discrimination among citizens due to ethnicity, language or sex, and to enhance civilian oversight and social accountability of the Palestinian security institution. Aiming to spread out liberties, assuring political pluralism, the respect for rule of law as well as rights and both public & private freedoms. Moreover, the center endeavors to encourage Palestine's accession to additional international & Arabic conventions and treaties on human rights, to follow up any developments in the Palestinian legislations related to human rights and to improve it in line with international treaties or standards that Palestine has committed to or will commit to in the future. In addition to enhance that all human rights are universal, indivisible, interdependent and interrelated.

Definitely, the strategic plan depends on the objectives the center seeks to accomplish as well as the vision & message of the center. Also, it is developed according to a precise identification of the activities to fulfill the objectives, vision and mission and according to a specific clarification for the indicators of successful performance in implementing activities within a reasonable timeframe. This plan which the center reviewed and modified grounds mainly on the issue of civilian oversight and social

accountability of the Palestinian security sector. It is worth noting that "**SHAMS**" Center is considered of the few organizations working and specializing in this theme so, an obvious adjustment is noted on the center's work by putting emphasis on cooperation with Palestinian security sector. The modifications appeared in the strategic plan in December of 2017 is on the basis of its work and focusing in civilian oversight and social accountability of the Palestinian security sector and efforts in the field of human rights. As the Board, staff, volunteers, members of the General Assembly, beneficiaries and some partners joined the meetings and discussions held for this purpose, in addition to the primary external expert.

Accordingly, the plan will be evaluated upon the completion of its timeframe based on adherence to these bases, in particular the attainment of objectives in reference to indicators of successful performance. The current strategic plan of 2018-2020 is developed as continuation for the approach of strategic planning taken by the center and based on the previous plan that contributed to having a significant shift in regard to performance, programs, proficiency and effectiveness. It is developed within a set of principles, strategic objectives and activities prioritized by balancing the protection, promotion and prevention activities with measurable targets designed to fulfill the tasks of the center based on the following methodology:

- Identifying the key opportunities and challenges.
- Assessing the center's capacity to respond to challenges and overcome impediments.
- Identifying strategic prior objectives in the three-year plan's duration.
- Classifying activities starting from the objectives and evaluating common elements among units.
- Recognizing actors within the center responsible for implementation and external work partners.
- Developing a realistic executive action plan with and a timeframe for implementation.
- Clarifying the cost of some activities which may be changed into projects supported by donors.
- Preparing appropriate mechanisms and actions to measure the plan's implementation.
- Following corrective measures when necessary.

A background on the center

"**SHAMS**" membership:

1. World Coalition against Death Penalty "international".
2. The Union of Arab Human Rights Defenders"(AHRDU) "International".
3. The Coalition to defend freedom of expression "Palestinian".
4. Arab Coalition for Darfur- "Arabic".
5. International Coalition against War Criminals ICAWC "International".
6. Arab Organization for the Defense of Human Rights.
7. Palestinian Coalition Against the Death Penalty "Palestinian"
8. Euro-Med Youth Platform's "International".
9. The permanent Arab Committee for Human Rights in the Arab League/ as observer. "Arabic".
10. Anna Lindh Foundation Euromed. "International".
11. Network of Human Rights Defenders "Palestinian".
12. Network of Social Accountability in the Arab World-ANSA-"Arabic".
13. The Civil Forum for Enhancing Good Governance in Security Sector "Palestinian".
14. Civil Coalition for Monitoring Legislations "Palestinian".
15. Civil Commission for Monitoring Elections "Palestinian".
16. Regional Alliance of Civil Society Organizations against Extremism and Hatred "Arabic".
17. Palestinian coalition against Torture "Palestinian".
18. Civil Coalition for Public Protection of Judiciary "Palestinian".

Programs that the center has worked on:

Since establishment, the center has endeavored to accomplish its objectives within a set of diverse programs, projects and activities which get along with the center's goals & strategic approaches as follows:

First: program of civilian oversight and social accountability of the Palestinian security sector

Apparently, strengthening civilian oversight and social accountability on the performance of Palestinian security sector reflects the democratization of the political system and the scope of respect for the rights & freedoms. Also, it reflects to which extent democratic citizenship of its two parts the rights & duties is being enhanced and to which extent the elements of good governance in particular transparency and integrity in managing the public money are enhanced. As well, the public performance is assured to comply with by-laws, regulations, decisions and instructions in force. It is worth noting that strengthening oversight of the Palestinian security sector will reinforce self-censorship, reduce breaches of employees, reveal the forms of financial & administrative corruption including the abuse of public job, and will achieve justice that contribute to accomplishing political development.

Accordingly, reinforcing the grounds of good governance and foremost among them is integrity, transparency, accountability and combating corruption in the performance of Palestinian security sector, depend on CSOs assuming its oversight role. However, there are other factors which have influence on the future of oversight of the Palestinian security sector. Taking democracy away is considered one of the most critical impediments, in addition to elimination, absence of tolerance & accepting others, not giving space for dialogue between political system and the societal & political powers, the absence of political will to accomplish the national and social reconciliation through transitional justice.

The main objective of the center's work on civilian oversight and social accountability of the Palestinian security sector is to ensure that official institutions assume its constitutional & legal role to control the performance of the security institution. In addition to follow up the application of laws, instructions and guidelines issued by the political levels, also other government authorities and managements for the security sector in a precise way. Moreover, to guarantee the respect for human rights by the security apparatuses according to local & international customs and conventions, and to assess the scope of adherence to

legal and judicial measures by security forces. Also, the center aspires to fulfill the highest level of integrity and transparency of security performance and behavior, to put an end to forms of financial & administrative corruption in security departments and other units related. And to keep the security performance away from personal, political and geographical factors which contribute to keep it away from the actual approaches.

For this purpose, the center implements a program in collaboration with Palestinian security institution which addresses including the principles of human rights in the work of Palestinian security forces, and establishing a strong relation based on trust, cooperation, and mutual respect between security officers and citizens besides clarifying the societal role of security men. The center arranges a set of activities, events and meetings held with officials, aiming to convey the viewpoints and recommendations of citizens to decision-makers. Such activities vary in terms of open meetings, focus groups, conferences, trainings, capacity building, workshops, arranging hearing sessions, issuing position papers, organizing lobbying & advocacy campaigns and utilizing media outlets.

Second: program of human rights, democracy and combating death penalty

In its diverse programs, the center spares no effort in defending human rights and enhancing values of liberty & dignity by educating and disseminating the culture of human rights and documenting violations pertaining to rights and freedoms.
 Also the center keeps communication with young people in different areas by implementing programs/activities aiming to build the capacities of youth, raise their awareness on human rights, international conventions and educating their rights & freedoms according to such conventions and Palestinian laws. By establishing a group of young people which supports human rights and has the knowledge to defend the rights of Palestinian people and their public freedoms in the community. In terms of conducting workshops on different topics of human rights as the center conducts such workshops in the West Bank governorates with emphasis put on remote and marginalized areas. It is worth noting that training courses and workshops address the topics on human rights aiming to build youth capacities in the fields of human rights, International Law and international conventions.

In the recent years, the center has collaborated with reconciliation's men (representatives of informal justice) and the center aspires to keeps collaboration in the future. Apparently, the center believes in the importance of establishing a civil states which respects human rights and follows the organic law based on the Palestinian Basic Law and related laws however, the status of the Palestinian judiciary and impediments facing it implies working with different parties among which are the reconciliation's men. Given that 62% of the country's total area is classified as area (c) which is not subjected to the control of the Palestinian National Authority.

Likewise, the center has collaborated with sharia students in five Palestinian universities since 2007 until present. It is noted that programs/activities of the Palestinian CSOs exclude sharia students, while students themselves consider the topics of human rights and democracy as a western terms, and university curricula lack content and studies related to human rights and democracy. And the center works hard to enhance values of dialogue, acceptance of others, rejecting fanaticism, to raise awareness, to safeguard the social structure and cohesion, to promote the civil speech countering narrow-mindedness and to disseminate human rights & democracy culture.

Also, the center exerts efforts to combat death penalty and to put an end to the penalty in practice at least. So as to fulfill the strategic objective that is abolishing death penalty from Palestinian legislations, by matching Palestinian legislations with international treaties that Palestine has acceded to.

- **Education and raising the awareness:**

Besides conducting specialized training courses, the center regularly implements awareness and educational activities which cope with issues within human rights, international law and international human law. These activities target different sectors in the community and aim at raising the citizens' awareness regarding their human rights and mechanisms to defend it according to related international conventions. Also, for raising awareness and education, the center conducts workshops, seminars, conferences, lectures, roundtables, open meetings, competitions, focus groups and debates.

- **Lobbying and advocacy:**

The center joins social events efficiently in order disseminate human rights and enhance human rights defenders through establishing partnerships, conducting open meetings and gatherings with decision-makers in addition to join lobbying & advocacy campaigns.

- **legal aid and consultancy:**

The center provides legal aid and consultancy for citizens and institutions in all issues related to human rights as well as public and private freedoms.

- **Researches and studies:**

The center since its establishment issues diverse researches and studies tackling subjects of human rights, woman's rights, good governance, law and public freedoms.

Third: Human rights' media program

Media outlets contribute to formulating ideas and attitudes and raising awareness being considered one of the important socialization's institutions. For a long time, media has supported the issues of human rights not only by strengthening and educating the culture of human rights, but also through creating open discussions on related topics. Hence, media is deeply connected with human rights, while media itself represents a human right and should assume a pioneering role in the area of human rights. It is true that the importance of media oversight's role arises from being legal or constitutional texts but, media outlet should assume its role & responsibility effectively.

The main objective of media role in promoting and disseminating the culture of human rights is to empower citizens to recognize the knowledge they require to overcome ignorance, oppression, and to enhance the sense of dignity & responsibility

towards peoples' rights and public interests. Additionally, to empower them to convert human rights' principles into social, economic, cultural and political practices and defend it.

Apparently, media outlets both the traditional or the modern assume a noticeable role in identifying human rights and International Humanitarian Law to a large extent since media is directed to large sectors of the public. Due to its extensive prevalence in the villages and cities and the utilization of the simple understandable accent for everybody (educated or uneducated).

And because the center believes in the key role of media in the dissemination and promotion of human rights' culture, media unit in the center implements a group of activities and events. because media has a vital role in forming the public opinion and affecting it, raising awareness of citizens and observing human rights and public freedoms. And to affirm this idea, the center addresses different subjects in human rights and woman's rights by:

✓ **(The program of Issues & opinions): TV &radio dialogue episodes**
The center implements a talk show (issues and opinions) with local TV and Radio stations in the West Bank, which addresses important topics by hosting experts, academics, activists and decision-makers in the same field. This program which is implemented monthly and periodically has had a special attention because of discussing important topics.

✓ **Human rights' TV and written reports:**
The center produces photographed reports undertake themes on human rights; these reports are considered distinctive because of discussing new themes. The center also broadcasts it via local TV channels and internet network while copies of the reports are submitted to stakeholders and related bodies or institutions so as to employ within its work, programs and activities.

✓ **Radio drama:**

The center produces awareness radio drama which puts the spot light on education and awareness on topics connected with human rights, woman, elections and laws. And it is broadcasted via local radio stations that cover both the West Bank and Gaza Strip.

✓ **Monthly electronic newsletter:**
Newsletter addresses activities and events implemented by the center during the month, and it is submitted via email to a big list of institutions and personnel and published on many websites.

✓ **Press releases:**
The center issues statements /press releases on different local, regional and international occasions and events. Such press releases aim at urging local, regional and international parties to abide by international conventions and the local laws, while it explains the center's position toward these events.

II. The strategic frame work of the plan:

A. Vision

A Palestinian democratic community which is based on the respect for human rights and public & private freedoms.

B. Message

Human Rights and Democracy Media Center "**SHAMS**" is an independent Palestinian non-governmental organization that works to disseminate and promote values of human rights in the Palestinian territories, defend it and enhance the basics of good governance, and rule of law. And to promote the concepts of democracy and civil society through programs of awareness, education, advocacy, dissemination and media which target youth sector and the affiliated members of Palestinian security sector. In order to reach to a democratic Palestinian community that guarantees and respects pubic freedoms.

III. Strategic objectives and strategies of future work

Strategic objectives

Within the coming three years, the center will work to achieve these strategic objectives:

- ✓ Strengthening civilian oversight and social accountability of the Palestinian security sector.
- ✓ Defending human rights and boosting the values of freedom and dignity through educating and disseminating the culture of human rights and documenting violations against related rights and public freedoms.
- ✓ Activating the role of human rights media in promoting and disseminating human rights, and oversight of security sector.
- ✓ Enhancing the center's internal capacities and upgrading the staff's capacity in order to accomplish its objectives in accordance with good governance standards.

Strategies for the center's work:

The philosophy of the work for Human Rights and Democracy Media Center "SHAMS" depends on a set of mechanisms which explain the primary strategies the center will follow in order to achieve its objectives as follows:

- Civilian oversight and social accountability of the Palestinian security sector.
- Defending human rights and raising the awareness of it either individual or collective rights based on related international, regional and local charters & conventions.
- Including the concepts of human rights within Palestinian legislations.
- Activating and mobilizing mass media in order to be part of defending human rights and standing up against societal issues with priority.
- Enhancing coordinating, networking, collaborating and joint working with international and local sides besides civil society organizations.
- Encouraging popular social participation in the public life in order to guarantee the involvement of civil society either individuals or organizations within defending human rights.

- Supporting woman's rights and enhancing her role as well as her social participation.
- Issuing, generalizing and publishing research & studies.

IV. Values, targeted groups and scope of work:

Principles and values:

"SHAMS" center endeavors to achieve its vision and objectives through commitment to work for enhancing the basic principles, values and beliefs within its approaches, work's mechanisms and activities which can be summarized in these regards:

Within the international level:

1. Adherence to international charters, agreements and conventions linked with human rights.
2. Respect for international values and principles related to Human Rights Law as well as International Humanitarian Law.

Within the Palestinian community level:

1. Abiding by the Palestinian laws and foremost of them is the Basic Law.
2. Adherence to what is issued by Palestinian networks and coalitions.
3. Respect for values, traditions and customs of the Palestinian community.
4. Believing in principles, basics and values of human rights.

Targeted groups:

The center targets all community members, individuals working in Palestinian security sector, and young people in particular. Since youth is the most important sector capable of affecting and interacting with societal issues as well as efficient involvement within the center's programs and activities, the main targeted groups are represented in the following:

- Justice sector especially individuals working in the Palestinian security sector.
- Young people from the both sexes.
- Universities' and institutes' students.
- Citizens who are exposed to violations against their public freedoms and human rights.
- Media figures and media outlets.
- The Palestinian people in general.

Scope of work:

The center works to implement its different activities and programs within cities, villages and camps in the occupied Palestinian territories (West Bank & Gaza Strip) through the staff of the headquarter in Ramallah governorate. In addition to the center's volunteers and targeted groups who are widely spread in the west bank who help the center in implementing activities and programs as well as generalizing it in the several cities and towns.

V. (SWOT) Analysis

The following analysis demonstrates negative & positive aspects which represent weakness and strength points, opportunities and challenges which face the center's work in accomplishing its mission, vision and strategic objectives as follows:

First: strengths and weaknesses:

These represent powerful basic points for the center which are linked with the organizational structure, programs, human resources, by-laws, internal policies and the internal efficiency in addition to other sides of "**SHAMS**" center's efforts as follows:

Strengths
• Having efficient board of directors and staff whose capacities have been developed through joining recent activities.
• Institutionalizing the center's work and benefitting from the growth of the available experiences which provide stability and steadiness in terms of the different programs and activities.
• The center's work in the West Bank & Gaza Strip.
• The center has established positive connections with official &civil organizations.
• The center follows an updated systems and policies including (administrative & financial manual, directory of voluntary work, employee directory, a computerized financial system, and complaints' policy in addition to conflict of interests' policy).
• The center utilizes diverse media outlets so as to disseminate its ideas, generalize its programs and access targeted groups.
• The center's capacity to network and coordinate with local community besides civil society organizations as well as being member within many international, regional and local networks or coalitions.
• The center has a large base of targeted groups in the West Bank besides having a large number of volunteers.
• The center has a good infrastructure in terms of furniture, equipment and assisting tools which reinforce implementing roles and activities.

Weaknesses
• The center has limited capacity in fundraising and looking for new donors to reflect its capacities, potentials and programmatic achievements.
• The absent of permanent funding which affects productivity and staff's continuity.

Second: opportunities & threats

These indicate the situation of the external environment that surrounds the center's work which is basically linked with the social and political situation, fundraising, external relationships, targeted groups and media, and can be summarized as follows:

Opportunities
• Availability of a will and interest in collaboration by the Palestinian security sector.
• Having opportunities for cooperation with international and national organizations or networks because of the specialization of the center's work with human rights issues.
• Some funding entities focus on programs as well as projects that are connected with human rights issues, civil society concepts and Palestinian security sector.
• The Arab spring and its reflections on democracy as well as the increasing space of freedom and expression.

Threats & risks
• Instable and unsafe political and security conditions.
• Confusion between the concepts of human rights in its theoretical and practical contexts especially in the Palestinian territories, the thing which negatively influences the interest of some targeted groups in human rights issues.
• Lack of sufficient or cultural awareness within community sectors regarding human rights, International Law, good governance, democracy and concepts of civil society.
• Deficiency of international, regional and national coordination as well as cooperation in the fields of democracy, human rights and good governance.
• Restricting the education on human rights to the elite.
• Lack of financial support for civil society organizations and non-governmental organizations working in this field, besides restricting the support on few of these organizations.

Matrix of objectives and suggested performance's indicators

First strategic objective: Strengthening civilian oversight and social accountability of the Palestinian security sector.	
Minor objectives	**indicators and results of the operation's due process**
Strengthening civilian	• Number of implemented training courses

oversight and social accountability of the Palestinian security sector	• Number of implemented hearing & accountability sessions • Number of conferences held • Number of TV meetings & radio episodes • Number of radio drama • Number of implemented workshops • Number of reports • Number of studies & researches • Number of meetings held with Palestinian security sector • Number of arranged lobbying & advocacy campaigns. •
Promoting the role of media outlets in civilian oversight and social accountability of the Palestinian security sector by assuming an effective role and control the security sector	▪ Strengthening the performance of the targeted media figures & media outlets in relation to media coverage for issues of security and oversight of security sector. ▪ Number of issues highlighted by media figures on Palestinian security sector ▪ Number of implemented training courses tackling mechanisms of accountability & hearing for Palestinian security sector ▪ Number of TV & Radio episodes ▪ Number of written and photographed reports and newsletters

	- Number of press releases - Number of implemented human rights' films - Number of written and photographed reports

Second strategic objective : Defending human rights and boosting the values of freedom and dignity through educating and disseminating the culture of human rights and documenting violations against related rights and public freedoms.	
Minor objectives	**indicators and results of the operation's due process**
enhancing awareness, respect and dissemination for human rights culture	- Number of conducted workshops. - Number of implemented TV meetings & radio episodes. - Number of implemented training courses. - Number of implemented radio drama. - Number of organized lobbying & advocacy campaigns. - Number of related publications & studies.
Defending human rights	- Number of implemented lobbying & advocacy campaigns. - Number of revisions for drafts of laws' projects. Number of TV meetings & radio drama.

Third strategic objective: Activating the role of human rights media in promoting and disseminating human rights, and oversight of security sector.	
Minor objectives	**indicators and results of the operation's due process**
Enhancing media outlets for assuming an effective role for disseminating the culture of human rights and monitoring violations against it	- Improvement within media figures' performance and targeted media outlets on media coverage for human rights issues. - Number of TV& Radio episodes. - Number of violations' cases which have been highlighted by media representatives. - Number of TV and written newsletters. - Number of press releases. - Number of human rights' films. - Number of implemented written & photographed reports.
Monitoring and documenting human rights' violations and complaints' mechanisms	- Number of documented violations' cases against human rights. - Number of implemented training courses. - Number of conducted workshops. - Number of related publications and versions.

Fourth strategic objective: Enhancing the capacities of the center and upgrading the staff so as to achieve its objectives in line with good governance standards.	
Minor objectives	indicators and results of the operation's due process
Building the capacities of the center's staff and improving their professional and media efficiency.	▪ Improvement within staff's performance in the administrative aspects like project management. ▪ Number of implemented training courses. ▪ Number of artistic works produced by the center.
Establishing a clear strategy for dealing with financial crises through designing emergency and fundraising plans.	▪ Having an emergency plan which reduced the budget's inefficiency. ▪ Having a fundraising plan which enhanced the total support provided to the center.

Implementation plan (2018-2020)

First objective: First strategic objective: program of civilian oversight and social accountability of the Palestinian security sector

Minor objectives	Indicators and results of process due	Programs /activities	Unit	Time frame			Estimated budget (USD)
				2018	2019	2020	
1.1 strengthening civilian oversight and social accountability of the Palestinian security sector	• Number of implemented training courses • Number of conferences held • Number of TV & radio episodes • Number of radio drama • Number of conducted workshops • Number of studies & researches • Number of meetings held with Palestinian security sector • Number of arranged lobbying & advocacy campaigns	Conducting (30) educational & raising awareness workshops	Workshop	10	10	10	
		Implementing (6) training courses	training courses	2	2	2	
		Implementing (36) TV & Radio episodes	TV & Radio episodes	12	12	12	
		Producing (9)radio drama	Drama	3	3	3	
		Reports of oversight	Report	1	1		
		Arranging (3) roundtables (extensive discussion)	roundtable	1	1	1	
		Arranging (3) advocacy campaigns about disseminating human rights culture	advocacy campaigns	1	1	1	

Minor objectives	Indicators and results of process due	Programs /activities	Unit	Time frame			Estimated budget (USD)
				2018	**2019**	**2020**	
	• Number of arranged hearing sessions • Number of arranged accountability sessions	Issuing & publishing (6) studies on issues of oversight and performance of security sector	Study	2	2	2	
		Arranging conferences on Palestinian security sector and oversight of this sector	conference	0	1	1	
		Organizing (3) summer camps to raise awareness of human rights' issues related to human rights & freedoms	summer camp	1	1	1	
1.2 enhancing the role of media outlets in the civilian oversight and social accountability of the Palestinian security sector by assuming an efficient role and observing security sector	• Enhancing performance of targeted media figures & media outlets pertaining to coverage of security and oversight issues of security sector • Number of issues highlighted by media figures on Palestinian	Implementing (12) TV & Radio episodes	TV & Radio episodes	4	4	4	
		Implementing (3) radio drama	Drama	1	1	1	
		Implementing (12) TV & Radio episodes	TV & Radio episodes	4	4	4	
		Developing (9) written, visible and audible newsletters & media reports	Report	3	3	3	

Minor objectives	Indicators and results of process due	Programs /activities	Unit	Time frame			Estimated budget (USD)
				2018	2019	2020	
	security sector • Number of implemented training courses on mechanisms of oversight of Palestinian security sector • Number of arranged hearing sessions about mechanisms of hearing & accountability for Palestinian security sector • Number of TV & Radio episodes • Number of written and photographed reports & newsletters • Number of press releases • Number of produced human rights' films • Number of written and photographed reports	Issuing (30) statements	Statement	10	10	10	

Second objective: defending human rights and boosting values of freedom and dignity through educating and disseminating the culture of human rights and documenting violations related to rights as well as public freedoms

Minor objectives	Indicators and results of process due	Projects /activities	Unit	Time frame			Estimated budget (USD)
				2018	**2019**	**2020**	
2.1 enhancing awareness, respect and dissemination for human rights culture	▪ Number of implemented workshops ▪ Number of implemented training courses ▪ Number of TV episodes & radio drama ▪ Number of arranged advocacy campaigns ▪ Number of related publications & issuances	Conducting (36) awareness & educational workshops	Workshops	12	12	12	
		Implementing (6) training courses	training courses	2	2	2	
		Implementing (12) TV & Radio episodes	TV & Radio episodes	4	4	4	
		(3) Radio drama	Drama	1	1	1	
		Arranging a competition on raising awareness of rule of law & human rights' concepts (3)	Competition	1	1	1	
		Conducting 3 roundtables (extensive discussion)	Roundtable	1	1	1	
		Arranging an advocacy campaign on disseminating the culture of human rights (3)	advocacy campaign	1	1	1	
		publishing and issuing (6) studies on human rights	Study	2	2	2	

		Issuing a poster conveying (6) messages	Poster	2	2	2	
		Arranging a summer camp to raise awareness on issues related to rights & freedoms	Summer camp	1	1	1	
2.2 defending human rights	▪ Number of arranged lobbying & advocacy campaigns ▪ Number of bills' reviews	Arranging (6) lobbying & advocacy campaigns	lobbying & advocacy campaign	2	2	2	
		(6) the reviewed bills	Bill	2	2	2	

Third strategic objective: activating the role of human rights media in promoting, disseminating and protecting human rights & oversight of security sector.

Minor objectives	Indicators and results of process due	Projects /activities	Unit	Time frame			Estimated budget (USD)
				2018	**2019**	**2020**	
3.1 Enhancing the role of	▪ Improvement in the	Implementing (3) training		1	1	1	

Minor objectives	Indicators and results of process due	Projects /activities	Unit	Time frame			Estimated budget (USD)
				2018	2019	2020	
media outlets in assuming efficient role in oversight of human rights' violations	performance of media figures and targeted media outlets in relation to media coverage for human rights' issues ▪ Number of human rights' violations highlighted by media figures ▪ Number of implemented training courses ▪ Number of TV & radio episodes ▪ Number of written and photographed reports & newsletters ▪ Number of press releases issued by journalists	courses & capacity building					
		Implementing (15) TV episodes		5	5	5	
		Implementing (36) radio drama		12	12	12	
		Developing (3) written, audible and visual newsletters & reports		3	3	3	
		Conducting a press conference in collaboration with media outlets		1	1	1	
3.2 observing & documenting human rights' violations and mechanisms of complaints	▪ Number of documented human rights' violations ▪ Number of photographed reports	Issuing a report on the status of human rights in the Palestinian territories	Report	1	1	1	
		Preparing 3 reports to document the violations	Report	1	1	1	
		Preparing 3 reports to document the violations	Report	1	1	1	

Fourth strategic objective: Enhancing the capacities of the center and upgrading the staff so as to achieve its objectives in line with good governance standards.							
Minor objectives	**Indicators and results of process due**	**Projects /activities**	**Unit**	**Time frame**			**Estimated budget (USD)**
				2018	**2019**	**2020**	
4.1 Building the capacities of the center's staff and improving their professional and media efficiency.	▪ Improvement within staff's performance in the administrative aspects like project management. ▪ Number of implemented training courses. ▪ Number of artistic works produced by the center.	Conducting a training course and capacity building based on the annual needs assessment		1	1	1	
		Conducting (3) training courses and capacity building in media topics		1	1	1	
4.2 Establishing a clear strategy for dealing with financial crises through designing emergency and fundraising plans.	▪ Having an emergency plan which reduced the budget's inefficiency. ▪ Having a fundraising plan which enhanced the total support provided to the center.	Developing an emergency plan					
		Developing a fundraising plan					