



**The Arab Thought Forum**

**2010**

# **Annual Report**

**Jerusalem**

**February 2011**

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## **Executive Summary**

This narrative report is covering the period January 1<sup>st</sup> —December 31, 2010, aiming to sustain the ongoing activities of ATF. The report includes an overview of the activities and objectives referred to in the annual plan, and highlight progress made and obstacles faced.

The ATF contributions covered a range of issues related to electoral reform and human rights issues, awareness-raising on different issues including: the rights of citizens in Jerusalem. In total 29 program activities and 38 bi lateral meetings have been conducted with a total participation of 1124 participants including 253 females, among the participants about 30 public figures, senior officials, mayors, religious and opposition leaders and heads of NGOs and grassroots organizations, Additionally, three different publications, proceedings reports, analysis paper and policy paper have been produced. Additionally; the local media covered the ATF activities widely, more than 23 times has been detected, in addition to several TV and broadcasting interviews. At the institution level, ATF staff participated in more than 26 different events including training course, progress has continued on website development and the resources centre.

This period, continue to witness setback concerning the Palestinian society as no development on the Cairo dialogue, with pessimistic atmosphere as signs of dead lock faced the dialogue in Cairo which was associated with mutual detentions practiced by both authorities in the West Bank and in Gaza. The agreement on January 25, 2010 as target date for the next presidential and legislative elections was not respected. Furthermore, the elections for the local authorities scheduled for July 17, has been canceled leaving the country without democratic activities for more than three years.

The ATF concentrated on developing its awareness activities rendered to target groups and to connect conceptual issues to tangible and operational processes when appropriate choices allowed. The ATF contributions covered a range of issues related to electoral reform and human rights issues, awareness-raising on different issues including: the rights of citizens in Jerusalem. The civil society participation component of the program includes conference, public debates, working group meetings, training for youth in addition to tens of coordinating meetings and contacts.

One of the major accomplishments of the program is the maintaining of the networking that ATF established with the democratic and human rights organizations, as well as with the branches of the PNA and the political parties in addition to the hundreds of friends and volunteers. This networking enables ATF to make the required interventions. The received wide recognition would consolidate a professional base that would facilitate additional contributions in advocacy and preservation of citizen rights.

## **1. Advancing Good Governance**

### **1.1 Electoral reform**

ATF, in partnership of the Carter Center and in cooperation of the political parties, the Central Election Commission, continued to make appropriate interventions aiming at building consensus on electoral reform as a mean for ending the internal crisis. A Steering Committee composed of official representatives of the political parties and other main stakeholders continue to meet and a final workshop of Electoral Reform Project was held on April 25, 2010 under the title "Reconciliation and Elections: achievements, Failures and Scenarios" in order to shed light on the Palestinian political process and reconciliation. The Joint CC/ATF initiative continue; however, benefiting from the fact that all political parties including the two main ones continue to be committed to their membership on working group.

The Arab Thought Forum (ATF) and The Carter Center (TCC) started on December 2010 Phase II of the joint consensus building initiative. The new phase will focus on three objectives including, i) Regularize the appointments to municipal councils and promote future municipal elections. ii) Design and agree on possible mechanisms for facilitating community reconciliation, once a political reconciliation agreement is reached and iii) Enhancing electoral dispute resolution. The Project main outputs would include:

- Specific recommendations on regulating the process of appointments to local councils proposed
- Political consensus built around regulating the process of appointments to local councils
- A system for addressing community reconciliation proposed
- Political consensus built, through the Steering Committee, on a means for addressing community reconciliation, in the context of a political reconciliation agreement
- Consensus built around mechanisms to enhance Palestinian electoral dispute resolution.

The project will produce an analytical study on the appointment process and the legal framework of local elections. The study will examine data on the appointed councils as well as their legality, examining in particular the party affiliation of the appointed mayors or council members and that of those who were dismissed.

As such, the project will do initial research on best practices surrounding community reconciliation systems which have been used in Palestine and in other conflict zones. the findings of the research will be discussed with members of the experts Working Group, and then we will raise this subject with the Steering Committee, first in individual meetings and then as a group.

Phase II will end with a final workshop to include, as appropriate, Steering Committee and Working Group members, as well as individuals from key civil society organizations, consultants and others who have been involved in the project. The final workshop will afford an opportunity to assess progress on each of the three objectives and to develop a clear set of further recommendations for future programming on these issues. The report will be disseminated to interested government officials, activists and civil society groups.

### **1.2 Reconciliation and Elections: Achievements and Failures**

The first phase of the joint initiative on reconciliation has been concluded with final workshop held on April 25th, 2010 under the title: "reconciliation and elections: achievements and failures". The purpose of the workshop was to shed light on the Palestinian political process and reconciliation.



Speakers at the meeting includes: Nabil Shaath, member of the Fatah Central Committee, his presentation was on "Maintaining the achievement of unity and democracy after the reconciliation. The second intervention by Mahmoud Ramahi the PLC Secretary on "ways to achieve reconciliation and Khaleda Jarrar, PLC member she spoke on "The role of the factions and the prisoners in reconciliation, " and Hani al-Masri entitled: "Effect of division on the Palestinian situation in Gaza and Jerusalem and the West bank.

### **1.3 The Principle of Separation of Powers in the Palestinian Political System**

The Arab Thought Forum organized conference under the title: The Principle of Separation of Powers in the Palestinian Political System, the conference conducted on April 15-16, 2010 in Jericho

The conference designed to explore the overall concept of separation of powers and clarifying the actual implementation by analyzing specific components in the Executive, Legislative and Judicial Authorities. The conference explored approaches to implementing the principle of separation of powers in the Palestinian political system capable of protecting human rights and promoting rule of law. The conference analyzed the institutional challenges that hinder the prospects for the independence of the three branches of the government including identifying the strength and weaknesses. The role the civil society in influencing the government's performance was also explored.

Conclusions and recommendations were presented on the proper implementation of the principle of separation of powers, in addition to contributing to the future discussion on reform and advocacy initiatives aiming at promoting the governance system. The conference proceedings including conclusions and recommendations were published in the final report.<sup>1</sup>

### **1.4 Encouraging citizens' awareness in the local elections**

The Arab Thought Forum has lunch new initiative to support the local election and promote public understanding of the local elections and the electoral system. The project is a multi-intervention that aims to contribute to the general public awareness for the 2010 Palestinian local elections and to assist providing public legitimacy to this disputed act. The elections supposed to be held on the West bank on July 2010, unfortunately, were canceled on June,

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<sup>1</sup> Participants includes: Ali Khashan , Bernard Sabella, Jean-Philippe Kot, Salaheddin Al-Bashir, Larry Garber, Talab El-Sana, Fareed Al-Jallad, Ahmad Misleh, Nafe' Hassan, Ma'en Id'eis, Nasser Al-Rayyes, Azmi Shuaibi, Muheeb Awwad, Issa Abu Sharar, Kamal Hassuneh, Abdul Rahman Tammimi, Mamduh Aker and Ghassan Khateeb. Conference Secretariat: Azmi Shaibi, Nafea Hassan, Najat Amre, Nabil Isifan and Abdel Rahman Abu Arafeh. The conference coordinators: Nassr Yaquop and Wafa Khoury.

Accordingly, the initiative did not continue. However, the initiatives managed to accomplish an important including undertaken interventions including:

- A. Setting up a public awareness working group in the southern areas of the West Bank consisting of youth. The group, which will be called “Youth Voting Network”, ATF conducted several meetings with some important bodies like CEC and Sharek Forum
- B. Forming the 10 youth build a group of non biased Youth Voting Network to carry out various activities with three specific objectives.. The action covers the southern part of the West Bank, with special focus on metropolitan areas and large cities groups in the ten chosen areas with a total number of 99 Young females and males aged (18 - 29) years, to carry out this intervention each group composed of (8-10) members, in addition to one group leader for each group to moderate and coordinate the groups meetings and activities. Although the time was too limited and youth are on the doorstep of their final university exams. This could be achieved through the extensive field visits of ATF to the concerned Local authority’s locations in different times at the day.
- C. Conduct a three days training workshop: on 20, 21and 22ed of May 2010, ATF managed to prepare the work shop training materials and the manual in a record time as the training workshop supposed to be conducted earlier than it was expected. - ATF also managed to prepare all the needed Models including: evaluation model, training exercises, attendance sheets and printed all of them and prepared the folders to be used in the workshop. Provide three days training to its members, enabling them to carry out the planned interventions.<sup>2</sup>
- D. Each group creates its own page on face book for campaigning and lobbying to support the goals of the project. The members and visitors of all the pages are about 1000 persons. The groups begin to send emails and using different kinds of telecommunications to promote public to participate in the local elections.

### **1.5 Activating the constitutional terms of reference for national unity**

A public debate conducted by the ATF on August 7, 2010 under the title: “Activating the constitutional terms of reference as a base for reconciliation and national unity”, the debate was widely participated by academic, civil society representatives, and political leader, The main speaker include Quis Abdel Kareem, DPFLP, Mohmoud Ramahi, the Reform and Change Block and Sabri Sydam, Fateh. The theme was based on the assumption that activating the democratic process will allow for materializing the independent state and ending the occupation and help bring back the national unity.

Over the last three year, all constitution elements was ignored, instead; the issued declaration by the president in Ram Allah and by the Gaza leadership in form of regulations provides the only reference for public performance. The luck of national unity has actually frozen the work towards the liberation from the occupation and the continuation of the democratic process.

The main conclusion of the debate includes:

1. The necessity of forming a specialized team made of experts and specialists with the task of challenging the necessity of forming new political system for the PLO.
2. Need of challenging the Israeli policies and measure taken against the Palestinian People.
3. The emphasis on the need to reactivate the PNA goal towards stead fastening as means to face the occupation.

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<sup>2</sup> Participants of the training course includes: Shukri Radaideh, Director at the MoLG, Hanna Naser, former mayor of Bethlehem, Bader Zamareh, Director of Sharek, Hisham Kahail, CEC director.

4. Encourage all the political parties to contribute to the reconciliation efforts.
5. Realizing that the real problem not exits in the west bank and Gaza but rather it concern all Palestine where they exist. This identification would provide much better venue for solving the Palestinian problem.

### **1.6 Increasing the community participation on the work of local Government**

The ATF has been chosen to lead the discussion aiming at increasing the community participation on the work of local Government. The discussions which composed of four debates were held July 15 to Sept 1, 2010, and were organized by the Ministry of Local Government with the cooperation of the CHF International.

The First debate held with the participation of the MoLG key officials, the second debate was conducted with representatives of the local councils, the second debate was conducted with representatives of the civil society and the Fourth debate was to sum up the conclusion with the participation of the three components. The Ministry of Local Government Mr. Khalid Quasmi, participated in all four debates.

A policy paper has been developed by the end of the debates, outlining the mechanism needed to promote the community participation on the work of local government.

The main principal consists of the following:

- a. Facilitate a flow of information and address community's apathy.
- b. Promote the public participation in the planning and decision making.
- c. Strengthening the accountability of the local government.
- d. Advance the community engagement on consultation, project implementation, confront local problems and improve services.

### **1.7 Awareness workshop targeted young people**

The Arab Thought Forum organize awareness workshop targeted young people in Jerusalem on 24 October 2010 about the importance of elections, the Code of Conduct for the elections, stages of the electoral process and the required conditions for conducting elections.

## **2. Defending Citizen's Rights**

### **2.1 Solidarity with the PLC members threaten of deportation from Jerusalem**

The Palestinian National Campaign for solidarity with bishop Kabouji and the Palestinian deportees headed by ATF, made solidarity visit to the Palestinian PLC members threaten of deportation protesting at the Red Cross in Jerusalem. <sup>1</sup>

### **2.2 The Civil Coalition of Defending the Palestinian Rights in Jerusalem**

- After receiving the contribution from the Norway Representation, the Civil Coalition of Defending the Palestinian Rights in Jerusalem which is hosted by ATF, resume its activities on wide range, three new members has been added to the team, the General Assembly which represent 18 institutions was held on August 18, 2010 and approved the coalition plans.

- The Civic Coalition for Defending the Rights of the Palestinian's in Jerusalem, CCDPR, held its annual meeting. A resolution has been taken to choose the ATF as the new host for the Coalition replacing the Welfare Association. The cooperation has been strengthening since then between the two parties, both at the managerial and program levels mainly assisting CCDPRJ in activating its shared program of defending the Rights of the Palestinian's in Jerusalem.

### 2.3 Islamic personalities deplores acts and declarations aimed at Christians

During a meeting convened by the Arab Thought Forum on December 8, 2010, Islamic religious and national intellectuals figures denounced on statement, the criminal nature of the bloody attacks targeting Christian citizens living in Iraq. Abdul Rahman Abu Arafeh, the director of the Arab Thought Forum express his strong disapproval of the attacks affirming that are not permitted by Islam and do not represent Islam and Muslims.



At the conclusion of the meeting the participants sign statement emphasized through that threaten the Christians living in Muslim countries harm the relations of neighborliness and brotherhood between Christians and Muslims, citing what was stated in the Quran where all people will be honored the right to live in dignity and without exception or discrimination. Religious figures expressed great regret at the orchestration of criminal acts in Iraq with the anniversary of the Declaration of Human Rights that Islam was the first to develop its foundations.

**2.3 Press Conference on solidarity with figures threatened of deportation from Jerusalem:** The National Committee for solidarity with the deportees which headed by ATF held a Press Conference on 1.08.2010 at the protest tent in the Red Cross. The purpose was to express solidarity with the Palestinian officials threatened of deportation by the Israeli authorities,

The Speakers expressed solidarity with the threatened personalities, rejecting and denouncing the occupation's measures in Jerusalem and considered the protest tent symbol of steadfastness. The speakers also stressed the unity of the Palestinian in the face of policies of uprooting the citizens of Jerusalem. Speakers at the conference includes: Sheikh Sabri head of the Islamic Supreme in Jerusalem and Bishop Attalla Hanna, Archbishop of Sabastia of the Roman Orthodox, Nazmi Al Jubeh, President of the ATF BoD and Abdel Rahman Abu Arafeh, the Director of ATF.

### 2.4 Other Events

**- Meeting with Prime Minister Dr. Salam Fayyad:** A delegation from the ATF has met with the Prime Minister Salam Fayyad on July 21, 2010. The delegation include Jad Ishaq, the chair of the Board of Trustees, Nazmi Al Jubeh; the head of executive committee and Azzam Abu Al Soud; Treasure, Abdel Rahman Abu Arafeh the ATF General Director and Wafa Khoury the Administrative Officer. Several issues have been discussed during the

meeting mainly related to Jerusalem and the difficulties facing the citizens and civil institutions resulted from the Israeli measure.

**- Policy Committee on Jerusalem:** The ATF as member of Policy Committee on Jerusalem, formed by the Palestinian Presidency has concluded its first stage by adopting the strategic paper on the sector needs in Jerusalem. A finalizing workshop to review the conclusion held in Jerusalem on August 31, 2010.

**- Threatening of Deportation from Jerusalem:** The issue of the PLC members from Jerusalem including the former minister of Jerusalem Affairs, which are threaten of deportation from Jerusalem by the Israeli occupation, was among the issues that involved the ATF, with continuous solidarity with the targeted personal, several visits has been conducted by ATF, Among them; one as the head of the Palestinian Committee to Defend the Rights of Return to the Bishop of Jerusalem, other one in response to the president office invitation during Ramadan and a third one with AMAN delegation headed by Hanan Ashrawi on Eid Al Fetr.



**- Gathering by the Jerusalem Christian Patriarchs:** The ATF participated in the gathering organized by the Jerusalem Christian Patriarchs conducted on September 2, 2010 in which, representatives of the Moslem and Christian religions leadership to strengthen the common values and facing the challenges the followers of the two faiths in Jerusalem.

**- Meeting with the political consul of the United Kingdome:** Responding to request of the British Consulate in Jerusalem, a meeting held between the political consol Mr. David Johns and ATF director to review and disuses the situation in Jerusalem especially as related to human rights and violation to these rights by the occupation authorities.

### **3. Cooperation with other Institutions**

#### **3.1 UNDP program, the Rule of Justice**

- The ATF was among the participants of a meeting organized by the UNDP on August 19, 2010. On the new program the Rule of Justice. The participation has been asked to present a pre- qualification documents to for possible contribution. The ATF submitted its documents.

- The ATF was among the participants of on Round table discussion a meeting organized UNDP/PAPP HQ mission and Palestinian counterparts and partners. The meeting took place on October 17, 2010 and discussed the Thirteenth Government Plan entitled “Ending the Occupation, Building the State” with the intention of preparing Palestine for eventual statehood by 2011. The objective of the meeting was to highlight how UNDP/PAPP can realign its governance programs to support the state building agenda of the government in respect to Governance. More specifically, to be able to improve the quality and strategic focus of UNDP support to the Palestinian State-building agenda, identify strategic gaps with respect to the Palestinian State-building ambitions and design a comprehensive programme of support to the Palestinian Authority and other relevant stakeholders, the State institutions and their

capacity to manage internal conflicts and differences in Palestinian society and their responsiveness to the different needs of the population.

### **3.2 Central Election Commission**

- The ATF among other seven organizations participated on a meeting called by the Central Election Commission (CEC) on July 15, 2010. Dr. Hanna Nasser the Head of the CEC, present the circumstances that lead to the conciliation of the local election suppose to take place on July 2010. The attendance expresses their lack of satisfaction of the decision, and called for taken the necessary measure for resuming the local elections.

- The ATF among other seven organizations participated on a meeting called by the Central Election Commission (CEC) on September 22, 2010. Purpose of the meeting was to discuss the draft of CEC Strategic plan for 2011-2013. It was agreed to integrate the participant's remarks on the second draft and obtaining further remarks through the emails.

- The ATF among other seven organizations participated on a meeting called by the Central Election Commission (CEC) and the Italian Cooperation on 19/10/2010, the meeting was devoted to discuss the status of implementation of educational awareness on elections.

### **3.3 The Palestinian Coalition for Accountability and Integrity – AMAN**

- After the last general assembly meeting of the Palestinian Coalition for Accountability and Integrity – AMAN, the new board including the ATF has met several times to supervise the coalition activities. Among the main issue of concern was the government resolution on the use of public vehicles. As a result of AMAN involvement in subject, a decision was issued by the cabinet to regulate the user of the officer's vehicles. Several individuals have been affected by the new regulation aiming at restricting the personal use of the vehicles. Some of the affected personnel initiated campaign against AMAN for its role on the matter. AMAN Board has met on September 16, to form strategy to deal with the issue.

- The ATF participated on a workshop on 18/10/2010 to discuss the assessment report of the legislative framework governing local councils.

- The ATF participated on the Transparency Award Committee during 31/10/2010-8/12/2010 to review and decided on granting three prizes to contestants on the public and private sectors. The process ended by the annual conference in which the prizes were awarded.

- The ATF met with the director of Transparency International and accompany him to visit the Palestinian PLC members threaten of deportation protesting at the Red Cross in Jerusalem.

- The ATF participated on October 5, 2010 in a meeting with Mr. Gilles Beschoor Plug, Director of North Africa and Middle East of the Netherland Ministry of Foreign Affairs, the meeting conducted with AMAN Board of Directors, Hanan, Ashrawi, Azmi Shuaibi and Abdel Rahman Abo Arafah. The discussion focused in the current political situation and the status of an accountable and transparent governance system.

### **3.4 The Palestinian NGO Network PNGO**

- The situation of Palestinian youth in Jerusalem was discussed in a meeting organized by PNGO on 16/10/2010 through study prepared by the Palestinian Central Bureau of Statistics. The aim of the study is to examine the role of NGOs in the formulation of clear policies to help the youth issues in Jerusalem. The draft study was presented and discussed mainly in regard to the demographic indicators, education in terms of insufficient schools and student's dropout, youth migration, the Israeli violations and their impact on all sectors of life in Jerusalem. Turning to the audience the current situation of young people in Jerusalem, was addressed to the issue of culture and identity because

of Judaizing Jerusalem and the impact of youth in Israeli culture. And invited the participants to help young people of Jerusalem and determine whether the responsibility of the Palestinian National Authority, political parties and role of civil society institutions in the light of problem institutions flight from Jerusalem.

- The ATF participated on the role of media in good governance seminar on 22/9/2010 organized by PNGO. The seminar aimed at debating the independence of the media and the news business to the extent of their impact on public opinion and policy information. The ATF also participated NGO meeting on 28/4/2010 on the local council elections.

### **3.5 Other Activities**

- The ATF participated on workshop 15/12/2010 organized by the NGO Development Center NDC to increase the effectiveness of the human rights and good governance institutions problems, role, influence, training, sustainability and coordination. The needs of various institutions and concerns were discussed with respect to capacity-building. The participating institutions express their views on the terms of financing and the reporting system as becoming increasingly difficult.

- The ATF relation with NDC has been reviewed during a meeting on August 31, 2010, with two NDC staff members. Assessment of the relation has been reviewed. It should be noted that a new agreement on core funding has been signed between the two parties on July 21, 2010.

- The ATF help in organizing the Faculty Development Seminar for the Palestinian American Research Center (PARC). The seminar conducted on May 20-31, 2010 in Jerusalem. 15 U.S. faculty members participated in Jerusalem-based activities including lectures, workshops and visits to related institutions in the West Bank. Through these activities, participants learn about the region, deepen their knowledge of their particular fields of interest as they relate to Palestine, and build relationships with Palestinian academic institutions. The Particular role of the ATF was to organize one day field trip to Jerusalem and organize public meeting were the group participated in discussion with Palestinian experts in different subjects.

- Promote cooperation of the Palestinian think tank institutions. By initiative of the Institute of Jerusalem Studies a meeting was organized to discuss means of cooperation between the think tank and research institutions. A formed secretarial was formed included the Arab Thought Forum and the Institute of Applied Research – Areej in addition to the Institute of Jerusalem Studies with the purpose of continue the effort in this regard.

- The U.S. State Department / Project MEPI conduct a workshop on 20/6/2010 during which they view the program of MEPI for the announcement the start of receiving the draft of the Palestinian civil institutions to compete for funding.

## **4. Publication and Research**

The Arab Thought Forum issued three reports and three analysis papers in addition to drafts of for the Democratic Formation Report, publications include:

1. Conference proceeding on "the principle of separation of powers in the Palestinian political system
2. The final paper on electoral reform initiative
3. Training manual for youth on the local council's elections.
4. Analytical papers Interventions electoral reform initiative
5. Analytical papers Activation of the constitutional authorities as a basis for national unity.
6. Analytical papers Reconciliation and the elections: the achievements and failures

## 5. Institutional Development

### 5.1 New Strategic Plan for the Arab Thought Forum

The last comprehensive strategic plan was developed internally by ATF including a small group covering the period 2010-2012.

For the purpose of comprehensiveness and necessity of external input into the process, ATF contracted a consultant to facilitate a Strategic Planning process and produce ATF's Strategic Plan for the three-year period (2011-2013), incorporating lessons learned. The methodology followed included a study of relevant documents provided by ATF and interviews with and brainstorming and working sessions with the executive Director, and other staff as well as board members and partners during November 2010. During the brainstorming sessions, an environmental scan, both of the internal and external environments of ATF, utilizing SWOT Analysis Technique (Strengths, Weaknesses, Opportunities and Threats) was carried out highlighting facts and trends in the operating environment of ATF that are likely to affect the organization in its future work. This was the groundwork for elaborating on ATF's vision, mission, strategic directions, objectives and activities.<sup>3</sup>



**The revised ATF's Vision:** *A progressive, pioneering thought prevailing in the Palestinian society leading it an independent, democratic and prosperous Palestinian state.*

**The revised ATF's Mission:** *ATF is an independent Palestinian Think Tank that promotes political participation and a culture of democratic principles through an evolving democratic and development thought and culture by engaging a wide spectrum of Palestinians within a context of openness, tolerance, objectivity and based on cooperation and complementarities in efforts.*

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<sup>3</sup> **Strategic plans working group:** Facilitator: Varsen Aghabekian. ATF Board of Director: Nazmi Jubeh; Professor; Bir Zait University- Head; Board of Director, Azzam Abu Al Soud: Director; Jerusalem Chamber of Commerce- Treasurer, Rami Naser Eddin; Director; Palestinian Vision- Secretary. ATF Board of Trustees: Jad Ishaq; Director; Applied Research Institute (ARIJ) - Chairman of the BoT, Hadeel Qazaz: Program Director; Tiri, Mohammad Omar Yousif: Educator;, Taher Namari: Chairman Al Maqdsie Center, Sami Al Yousif: Director Pontifical Mission for Palestine; Jerusalem, Mussadaq Al-Masri: Director of Continuing Education Center, An-Najah University. ATF Staff: Abdel Rahman Abu Arafah: Director, Nasser Yaqoup; Program Coordinator Wafa Khouri; Administrative Officer, Hanadi Ezghaier; Project Coordinator, Maha Dissie; Accountant, Abeer Abbas; Administrative Assistant. Partners and Friends: Khalil Nakhleh; Researcher, Hisham Kuhail: Director; Central Election Commission, Abdel Qader Hussini: Director; Faisal Hussini Foundation, Ghada Ezghayer: Director; The Palestinian Coalition for Accountability and Integrity- AMAN, Mustafa Al Ostaz; Program Officer; Non Governmental Development Center (NDC) and Zakaria Odeh, Director; Civic Coalition for Defending Citizens Rights in Jerusalem, Leinda Ali: Officer, Palestinian Physiotherapy Association.

### **The revised Strategic directions**

In the next 3 years (2011-2013), ATF will seek to further consolidate its role as a think tank. It will work on maintaining and enhancing its role, and will focus its efforts on influencing policies to promote and protect human and citizen's rights and promote principles of democracy and good governance, given the ongoing political environment with particular reference to the separation between the West Bank and Gaza caused by the internal political struggle and the intensifying Israelization and isolation of EJ. ATF will:

1. Build networks and alliances and consolidate its role with all concerned parties, locally, regionally, and internationally
2. Fully utilize the media and all information technology available at its disposal to disseminate its reports, publications and news, and communicate with the widest possible audience and all concerned individuals on issues of interest.
3. Give special attention to the youth, social and cultural rights in its programs and activities, and / or geared toward special marginalized groups in the Palestinian society such as women or people with special needs / challenged individuals and a focus on Jerusalem
4. Continue its Institutional Capacity Building striving towards best practices in planning, implementing and evaluating its initiatives. Monitoring and Evaluation will become integral to the work of ATF to enable it to measure its impact by identifying some pre-determined key performance indicators for the whole organization and at each level of operations.

### **5.2 Website development**

The process of developing and promoting the ATF's web site will be continued. The site has been announced on various search engines. The contents of the ATF website updated to accommodate and be responsive to the needs of the site visitors, the search engine as will promoted for wider accessibility, and the new additions organized and classified for simple retrieving. Additionally, users and interested institutions and individuals in Palestine and around the world are accessed to wealth of information on Palestine through specific link.<sup>4</sup>

The contents of the ATF website updated to accommodate and be responsive to the needs of the site visitors, the search engine as will promoted for wider accessibility, and the new additions organized and classified for simple retrieving. Users and interested institutions and individuals in Palestine and around the world are accessed to wealth of information on ATF and Palestine. Among the site development are the additions of Who's Who which highlights more than 500 personalities, more than 50 documents related to reform, peace process and other local and international documents; the map section includes about 70 different maps covering wide range of important issues.

In addition, the site provides wide coverage to relevant institutions, updated articles, recent news and many other features. The number of visitors has been increased dramatically; the page is sited extensively in large local and international sites.

ATF's website which serves as both an outlet to Palestine and a way to keep track of the different projects planned and executed by the ATF. It encompasses full coverage of ATF programs, publications and 30 years history. Both Arabic and English versions are developed and daily updated. The information section "Access to Palestine" operates almost as on-line service.

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<sup>4</sup> The site's address is [www.multaqa.org](http://www.multaqa.org).

### **5.3 Library and Resource Center**

ATF will continue its efforts to develop its Resource Center and Library by investing in new collections of books relevant to the nature of its programs and by taking inventory of existing collections and classifying them according to subject. The majority of books are already electronically indexed.

The library now holds 3,900 books, 1,300 documents, 150 video tapes, and hundreds of pictures and maps. Recently, ATF start to implement the online library linking its resource center with the internet users. The Library is open to the public during business hours. The ATF Library is an important resource for ATF staff members involved in ATF projects as well as for students, journalists and researchers from both the local and international community.

New additions of about 60 books and other materials added to the ATF library. Upgrade the classifying of the new acquisitions continued. The acquisitions are linked now to the ATF website. Additionally, a new initiative was started to provide secondary school students and other researchers with access to web services through establishing an electronic unit composed of six computers.

The increasing number of visitors to the ATF Resources Centre led to widen the service by establishing an electronic unit. As this service just started there are no indicators so far on its success, however the research environment together with the help of the internet expert would attract and help needy students and researchers. As specialized libraries with relevant subjects to governance, human rights and development is almost not exist in Jerusalem, the ATF resource centre serves as an important venue for needy students and researchers.

### **5.4 Networking**

ATF continue its active cooperation among relevant coalitions, this includes; the Coalition for integrity and accountability – AMAN, the Palestinian Development Fund, the Civic Coalition for Defending the Palestinians' Rights in Jerusalem, the Palestinian Non- Governmental Organization-PNGO.

### **5.5 Human resources**

The ATF member staff participated in more than 20 different events and trainings and gain more skills through training and participating on symposia including out of country events in order to support the institution-building process and to develop individual specialized skills. Training subjects included administration, finance, and research, including training course with the Central Election Commission where two of ATF Staff participated on a special training course on 19-23 September 2010. ATF will carefully select which activities that best suited the needs of the institution, including considering the cost of the training and especially how it would contribute to increasing ATF's capacities and skills that could be used on the largest possible number of programs and activities, and limits the migration of present staff including filling vacancies with qualified candidates. ATF staff gained more skills through training and participating on meetings and symposia including out of country events.

### **5.6 Other Involvements**

- The ATF Continue its internal democratic process, as such; the Board of Trustees held its 31 annual meeting New board has been elected The new elected board consists of:

Nazmi Jubeh, Head  
Iman Al Ammad, Deputy- West Bank  
Salah Saqa, Deputy- Gaza  
Azam Abu Al Soud, Treasurer  
Rami Naser Eddin, Secretary  
Samar Al Nather, Member  
Abbas Abdul Haq, Member

In addition, the office of the Board of Trustees has been also elected, the new members includes, Jad Ishaq, Chairman, Taher Namarri and Mohammad Omar Yousif members. Among the duty of this office is to act as monitoring Committee. 12 new members have been nominated for the BoT membership.

- Improve the working place. The ATF has moved its main office, the new office located in Beit Hanina, north of Jerusalem. Equipment Upgrading: One photocopier and 2 laptops added, new LCD and camera purchased.

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