

BADIL

Annual Report

1999

Approved by BADIL GENERAL ASSEMBLY
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I. Executive Summary

BADIL started its second year of operation in January 1999 equipped with a new and ambitious three-year plan (1999-2001) and the mandate to build two community-based campaigns: i) a Campaign for the Defense of Palestinian Refugee Rights; and, ii) a Campaign for the Defense of Palestinian Residency Rights in Jerusalem. While our three-year plan provided the general guidelines, it was our first task in 1999 to develop priorities, content and a suitable mechanism for these campaigns, which are to have impact on the local, regional, and international level.

1. Program Development

1.1 Program Framework

(a) Strategic Decisions

Priority to the Development of Our Refugee Rights Campaign

Since BADIL as a small organization lacked the capacity to prepare (conceptualize, obtain feedback from the community, produce information resources, network with partners) simultaneously two campaigns (Jerusalem, refugees), we chose to focus first on the development of our Refugee Rights Campaign. This decision was based on several assumptions:

- comparative shortage of community resources and updated information required for refugee rights advocacy (BADIL is the only NGO working in this field);
- presence of a community infrastructure with a strong demand for professional assistance;
- importance of the Palestinian refugee question within the general Palestinian agenda (some 70% of the Palestinian people are refugees); and,
- the urgent need for a strong and unified Palestinian position on refugee rights in face of upcoming Israeli-Palestinian final status negotiations.

(b) Mechanism

Program Development and Implementation in Dialogue and Cooperation with the Community

A first workshop for the discussion of BADIL's refugee rights program with a number of Palestinian activists in 1998 provided vital input and resulted in the formation of the BADIL Friends Forum, an activist body working to assist BADIL in program development and implementation among the community. This positive experience provided the basis for BADIL's efforts, in 1999, to facilitate the development of a refugee rights campaign whose principles, aims, and strategies are shared by the grass-roots organizations of the refugee community in Palestine. BADIL networking efforts in the region led to the productive involvement of Palestinian activists and NGOs in exile, especially in Lebanon.

(c) Content

Development of Concepts and Strategies

Based on the aims and principles defined by the refugee community, BADIL staff set out to develop resource materials to enrich the debate among refugee grass-roots organizations and to strengthen the efficiency and impact of their lobbying and advocacy activities. Conceptual and strategic development was to be guided by research of professional literature, as well as dialogue with Palestinian and international experts.

1.2 Assessment of 1999 Program Development

Refugee Rights Campaign: By mid-1999, we had collected ample evidence that supported our strategic decision to prioritize building our refugee rights campaign initiative. The positive feedback to BADIL's initiative from the Palestinian people (in Palestine and in exile) and from our international partners confirmed the strong and urgent need for such a campaign. The general sense of urgency increased following the Labor Party victory in the 1999 Israeli elections and with the start of the final status negotiations. The mechanism chosen for program development and implementation (regular dialogue and cooperation with the refugee community on the one hand, and professional experts on the other), although slow and stressful, proved both feasible and fruitful for the design and implementation of a refugee rights agenda that meets two essential criteria: legitimacy and meaningfulness for the refugee community, and correctness and adequacy according to professional standards.

Jerusalem Campaign: Due to fact that BADIL's institutional input in the development of this campaign was defined as secondary, progress in the development of a community-based campaign did not go beyond the exploratory stage. At the same time, BADIL continued to fulfill its role as a source of information on Palestinian residency rights in Jerusalem, and was able to take an important role in several NGO initiatives for human rights advocacy in the city (*Campaign to End ID Card Confiscation*; public protest against Israel's closure policy).

2. Institutional Development

The growth of BADIL's ties with the refugee community and the expansion of our activities in the field sharpened our understanding of both organizational vision and requirements for community-based operation, including the idea of establishing a community General Assembly. While BADIL's internal structures (administrative and program units) set up in 1998 proved a useful framework for institutional and program development, work was interrupted by an unexpected conflict with the Board of Trustees in summer 1999. The conflict was based on a controversy over BADIL's character as an open/public vs. partisan organization, and led to a dispute over ownership and legal status of the institution. The conflict, which involved BADIL staff, its constituency (refugee community activists organized in the BADIL Friends Forum), and BADIL's Board of Trustees, was finally settled based on a court decision and a decision by the Palestinian Authority (PA) Interior Ministry. The decision of the Interior Ministry required BADIL registration according to the current law (charitable organization), and the establishment of a General Assembly composed of the BADIL Friends Forum (community reference), the previous Board of Trustees, and senior BADIL staff. The new BADIL Board is to be elected by and from the General Assembly.

By the end of 1999, BADIL was engaged in preparations for the first meeting of its new General Assembly, and staff had returned to routine operation. Negative effects of the institutional crisis on program implementation were successfully contained by the Executive Committee and the staff, and the dedication of the BADIL Friends Forum to the implementation of our field program. Due to this collective effort, only a small number of projects were postponed, and BADIL's financial management was successfully adapted to the fact that several funding agreements were delayed (see also: III. [Organizational Development](#)).

II. Project Progress Reports

1. Campaign for Palestinian Refugee Rights

1.1 Statement of Purpose

BADIL 3-year plan 1999 - 2001; 1999 Project Proposal

- *Protect Refugee Identity in order to counter the negative effects of marginalization on individual and collective memory and self-esteem;*
- *Empower Initiatives of Self-Organization among the Refugee Community in order to support community-based structures, which can speak out for and defend refugee rights via the PLO, PA, and the international community.*
- *Promote Refugee Unity in order to assist refugees to overcome their isolation in the respective host countries and to facilitate coordinated action between refugees in Palestine and in exile.*

1.2 Process of Project Development 1999

1.2.1 Stage 1: *Preparation* (January - March)

Most of BADIL resources in the first three months of 1999 were dedicated to the preparation of the basic information resources and logistics required for launching our refugee rights campaign initiative in a much shorter time period than previewed in our original three-year plan. These preparations included:

- a) *Fact finding mission* and discussion with Palestinian NGOs and activists in Lebanon (26-1 to 6-2-99);
- b) Drafting of the *Petition for Palestinian Restitution* in conjunction with partners in Lebanon and Kuwait; initial endorsement of the Petition by Palestinian personalities and refugee community activists in Palestine.
- c) Re-design of BADIL's *English language quarterly* to serve as an efficient tool for information and mobilization under a new name (*AL-MAJDAL*, instead of previously Article 74).
- d) Compilation of a basic *package for information and mobilization* for BADIL's refugee campaign initiative. The packet proposed a campaign on three fields of priorities:
 - i) right of return and restitution;
 - ii) support of refugee community initiatives, especially in Lebanon, and;
 - iii) the ongoing importance of UNRWA services. The packet included relevant research reports and data. BADIL's Campaign Packet was printed (2000 copies/Arabic; 500 copies/English) for dissemination and discussion.



1.2.2 Stage 2: *Presentation, Networking & Dissemination* (April - July)

The period of April-July 1999 was dedicated to the presentation and discussion of our proposed initiative with Palestinian community activists, NGOs and researchers in the West Bank, Jordan, Lebanon, Syria, Europe, the United States, Canada, and Australia. Presentations of the initiative to Palestinian refugees in Gaza and Israel (internally displaced) were delayed by external factors and eventually completed in August and October 1999.

Palestine:

- a) Two workshops with some 80 Palestinian activists were organized by the BADIL Friends Forum in Bethlehem (15-4-99; for southern West Bank) and Nablus (27-5-99; for northern West Bank). An additional workshop planned in Gaza was postponed several times due to Israeli restrictions on freedom of movement. The participants approved the plan of action proposed by BADIL; the PLO Department for Refugee Affairs publicly announced its support of this campaign initiative.
- b) In June, BADIL presented its campaign proposal to the Coordinating Committee of NGOs in Palestine (PNGO) which promised to distribute BADIL's Campaign Packet among the some 50 NGOs, members of PNGO.
- c) The Middle East Council of Churches (MECC/DSPR), interested in involving its branches in the West Bank, Gaza Strip, Israel, Jordan and Lebanon, in advocacy for refugee rights, offered BADIL the opportunity to present its campaign initiative and promised cooperation (workshop: Jerusalem, 5-7-99);
- d) BADIL team visit to Palestinian refugee organizations and NGOs in Israel (5-8-99 to 7-8-99; National Committee of Internally Displaced in Israel, activists of the former Committee for the Defense of Arab Lands, Association of the Forty, and others.)
- e) Finally, in October 1999, we were able to send a large number of Campaign Packets to the refugee organizations in the Gaza Strip (Women Activity Centers, Youth Activity Centers); feedback was very positive.

Lebanon, Jordan, Syria:

BADIL's Campaign Packets were distributed among Palestinian NGOs, activists, and researchers in Lebanon, Jordan and Syria and received with interest. The representative of the NGO Forum/Lebanon at the European workshop in Brussels (see below) supported the initiative.

Europe:

- a) BADIL's initiative was first presented to European solidarity committees and NGOs at a workshop organized by Oxfam Solidarity on behalf of the European Coordinating Committee (ECCP) in Brussels (29-3-99 to 1-4-99). Our proposal was adopted to serve as the basis for a *European Campaign for the Defense of Palestinian Refugee Rights*.
- b) In an additional workshop in Holland, organized by the Oecumenical Institute for Advocacy on Development Policy (BBO) in De Hague, our initiative was welcomed by the three major Dutch church affiliated NGOs (16-5-99 to 19-5-99).

USA, Canada:

In December (6-12-99 to 13-12-99), BADIL had a chance for direct discussion with activist organizations (Arab-American, church-affiliated groups) in Boston, Washington DC, Pennsylvania, and Chicago. While general interest in refugee rights and the strong motivation among the young generation of Palestinian-American activists were identified as assets, obstacles to a coordinated initiative are larger than in Europe (i.e. lack of basic information on refugee issues, strong pro-Israeli bias of US media and policy makers).

1.2.3 Stage 1 and 2: *Preliminary Results and Impact*

BADIL's intensive debate with Palestinian refugee community activists and international partners during the first half of 1999, set the foundations for the launching of a first series of public campaign activities in the second half of the year:

a) Establishment of a Community-Based Consensus on Principles and Aims of the Refugee Rights Campaign:

Organizational Principles

- A *broad and non-sectarian movement* is the best organizational model to pressure and lobby for the protection of Palestinian refugee rights.
- The backbone of the campaign must be *Palestinian popular organizations and initiatives* that express the genuine needs and demands of Palestinian refugees.
- The campaign must be *independent* from the PA/PLO bureaucracy bound by the Oslo program and independent from partisan interests. It will work, however, to assist and strengthen the PLO, in order to prevent a political compromise of the legitimate rights of Palestinian refugees.
- A just and durable solution of the refugee question requires Palestinian unity and mutual support, and must include the refugees in the homeland (1967 and 1948) and the diaspora in order to overcome the *threat of geographic separation*, and include Palestinian non-refugees in order to avoid *sectarian* activism.

Campaign Agenda

- Focus on raising awareness and support for the Palestinian *right of return* in order to counter the position - held by Israel and powerful western governments - that this right is outdated. Palestinian organizations are called upon to raise UN Resolution 194 (right of return) in conjunction with UN Resolution 181 (UN Partition Resolution).
- Recognition by Israel, of the *right of return as a principle* is a Palestinian pre-condition for negotiations over a concrete solution of the Palestinian refugee question.
- *Immediate refugee needs* that result from the lack of civil rights and heavy economic pressure in the camps must be addressed.
- *The Palestinian debate about the concrete meaning of the right of return in the current political context must be continued and intensified.* Central questions must be clarified with the assistance of experts, in order to achieve a sound Palestinian consensus and the unification of Palestinian public speech. Among the central questions are:
 - i) The complementary relationship of the right of return, restitution of property *and* compensation as part and parcel of Palestinian refugee rights in order to avoid inappropriate contraposition;
 - ii) The implications of the right of return as both an *individual* (human) and *collective* (political) right: options of return must be explored on both levels; the debate about return with or without Palestinian sovereignty must be continued;
 - iii) Concrete Palestinian scenarios for the *oof* return to 1948 Palestine/Israel must be developed (return to where, under which mechanism?);
 - iv) The impact of Palestinian statehood on the right of return must be further explored in its legal and political context;
 - v) The difference, according to international law, between return to the PA areas and return to the original homes must be clarified.
- Palestinian pressure for maintenance and improvement of UNRWA services is important, not only because of the services provided by the Agency, but also because UNRWA is an expression of the international responsibility for the Palestinian refugee question.
- Democratization of PLO institutions dealing with the refugee question, especially the Department of Refugee Affairs and the PLO Service Committees, is a condition for productive involvement of popular refugee activists and experts.

b) Strengthening of the Activist Network in the West Bank:

The presentation of our campaign initiative to Palestinian refugee activists in Palestine resulted not only in fruitful debates over aims and principles, in the building of trust between BADIL as an NGO and the community, but also in rapid growth of the BADIL Friends Forum (from a dozen in January to 40 in July). By July, the BADIL Friends Forum was composed of two groups, one including activists from the southern West Bank (meeting bi-weekly in BADIL's office in Bethlehem), the other including activists from the northern West Bank (meeting in the office of the Committee for the Defense of Refugee Rights/Balata Camp). Since BADIL as an NGO is to play the role of facilitator (and not initiator) of the community-based campaign, major responsibility for the implementation of Campaign activities and community involvement was delegated to the BADIL Friends Forum. The latter in early summer designed a plan of action.

c) Establishing Cooperation with Palestinian Refugees in Lebanon and Internally Displaced in Israel:

By summer 1999, exchange of ideas and opinions via email and messengers had become routine, thus turning joint activities into a concrete option. In Lebanon, a group of activists engaged in dialogue with BADIL began to set the foundations for a Campaign for the Right of Return, and several NGOs, members of the NGO Forum, were ready to cooperate with BADIL on a project basis. The National Committee for the Rights of the Internally Displaced in Israel, on the other hand, expressed its strong interest in joining the activities of the BADIL Friends Forum in the West Bank.

d) Establishment of a Core-Partner Network in Europe:

Since April 1999 Oxfam Solidarity/Brussels has served as the coordinator of the initiative for a European Campaign for the Defense of Palestinian Refugee Rights on behalf of the European Coordinating Committee on the Question of Palestine (ECCP) and the Inter-NGO Network Group (including the major four European NGO networks). A preliminary plan of action for Europe, including mobilization around BADIL's *Petition for Palestinian Restitution*, lobbying for UNRWA support, and awareness raising among policy makers and the broad public, was designed in spring, and ready for implementation by summer 1999.



e) Increased Community Involvement in BADIL Decision-making:

The close cooperation with local community activists had also an unexpected side-effect on BADIL institutional affairs, as activists, members of the BADIL Friends Forum, pressured for more influence in BADIL policy and decision making.

1.2.4 Stage 3: Implementation of Campaign Activities (July - December)

In spring, BADIL began implementation of selected activities. However, implementation of the bulk of activities began in summer, when the BADIL Friends Forum was prepared to take responsibility for community awareness-raising and mobilization, and our European core-partner network was ready to take action on lobbying and advocacy.

1.3 Project Activities and Impact

1.3.1 Activities in Palestine

a) PUBLIC EDUCATION & AWARENESS RAISING on Refugee Rights:

- **Media Projects**

(Conducted by BADIL Friends in cooperation with local Palestinian radio and TV stations, and the Quinoa volunteer team/Belgium)

Video Documentaries:

- Video clip: “Return is Possible, Legal, and the Only Way to a Just and Stable Peace in the Middle East” (40 min., Arabic; recorded lecture and discussion with Dr. Salman Abu Sitta in Deheishe refugee camp, 24-8-99); broadcast by Al-Mahed TV/Bethlehem.
 - Video documentary: “A Trip of Hope, A Trip of Sorrow” (15 min., Arabic); includes oral history interviews with eyewitnesses of the evacuation of Beit Jibrin, interviews with their children and grandchildren in ‘Azza refugee camp/Bethlehem; filmed in Beit Jibrin and ‘Azza camp. The film was presented to residents of ‘Azza camp on 2 December 1999, a copy of the film was sent to refugees of Beit Jibrin residing in refugees’ camps in Jordan.
 - *Promotion clip* for IBDA’A Children Center and Folklore Dancing Troupe of Deheishe refugee camp (draft; Arabic, 5 min.).
 - *Interactive video for refugee children in Palestine and Lebanon* (Arabic; scheduled for release in 2000): The first part of this film, which will combine the stories of refugee children in Deheishe camp/Bethlehem and Shatila camp/Beirut was filmed in Deheishe in July, and sent to Beirut in August for the completion of the second part in Lebanon.
 - *Video project*: Documentary on Palestine and Palestinian Refugees (French): raw material for a French language documentary was filmed and translated by the Quinoa volunteer team in July, and will hopefully be completed by Quinoa in Belgium.
- **Pilot projects for future local radio and TV series on refugee issues:** Two pilot radio programs were broadcast by Radio Bethlehem 2000, one part of a possible future TV series was completed and will be submitted for screening to the BADIL Friends Forum.

- **Poster (Right of Return:** 3000 copies of the poster were distributed and used as an awareness-raising tool by the BADIL Friends Forum.
 - **Public Debates:** Two public debates on the feasibility of Palestinian refugee return were organized in Deheishe (24-8-99) and Balata (25-8-99) refugee camps in order to familiarize the refugee public with the arguments and findings of Palestinian researcher Salman Abu Sitta (600 participants).
- **Strategy Workshops**
Two closed strategy workshops on mechanisms to defend refugee property rights were organized for activists from all major refugee organizations in Palestine (including the National Committee for the Rights of the Internally Displaced in Israel). The first workshop was held in Bethlehem on 26-8-99 (with Dr. Salman Abu Sitta), a follow-up workshop was held in Balata camp on 27-8-99.



b) LOBBYING for Refugee Rights:

- **Public Rally for the Refugees' Right of Return**

-

(BADIL Friends Forum, Tulkarem, 11-11-99): The rally aimed to give strong public expression to refugee rights and demands in the early phase of Israeli-Palestinian final status negotiations. The rally featured speakers from all major Palestinian refugee organizations and PLO institutions and was attended by some 1000 persons.

c) PROTECTING REFUGEE HERITAGE & IDENTITY:

- **Refugee Children's Photo Workshop and Photo Exhibition**

(BADIL Friends, Quinoa volunteer team): In July, a group of some ten children of Aida refugee camp were trained in black and white photography including dark room. The children shot pictures documenting their friends and families, environment (camp, settlements), their village of origin, play, etc. The first course was completed at the end of July and ended with a photo exhibition in Shahida Amal Center / Aida Camp (31-8-99). A follow-up workshop with the most dedicated children lasted from August until December. Two additional photo exhibitions were consequently organized in Palestine; one in



the framework of a public rally in support of the Palestinian right of return in Tulkarem (BADIL Friends, 25-11-99), the second one in the Old City of Jerusalem, organized in cooperation with the African Community Club there (7-12-99 to 10-12-99).

- **Refugee Study & Fact-Finding Visits to Villages/Towns of Origin**

Four tours of this kind were organized in the framework of BADIL's media projects, the children photo work, and as part of the program of children summer camps ('Azza Camp - Beit Jibrin, twice; Jaffa - Lifta; Deheishe - Jaffa). In response to the enthusiasm with which the refugee community received these tours, we decided to adopt them as a regular component of BADIL's activities for community empowerment in the year 2000.



- **Oral History Project**

Based on an administrative decision in spring, the start of project implementation was postponed to the second half of the year. By summer 1999, all basic project components were in place: work-agreement between BADIL, Union of Youth Activity Centers, Union of Women Activity Centers; guidelines for interviews and analysis; an academic consultant team; logistics for interviewer training and conducting interviews. By the time we were ready to start project implementation in August, time and energy of BADIL staff and its network of community activists were, however, consumed by a different agenda (see III. Organizational Development, below), and BADIL program resources had to be restricted to already operative projects. Since we still consider the systematic documentation and analysis of the experience of

rural Palestinian refugees of great importance to the Palestinian people's understanding of its own history, BADIL decided to re-launch this project in the year 2000, based on the plan designed in 1999.

d) ADVOCACY TRAINING:

- BADIL facilitated the participation of a member of the BADIL Friends Forum in a human rights training course with Institute for Social Studies (ISS)/Netherlands (March-April 1999);
- A first English language course for refugee activists was conducted in BADIL's office between March-May and completed successfully. A second, follow-up course for ten participants was planned for the summer, but had to be postponed due to the emergence of new priorities. (See III. Organizational Development).

e) ASSISTANCE & MATERIAL SUPPORT to Refugee Community Initiatives:

Aiming to strengthen existing refugee grass-roots initiatives and to encourage the formation of new ones, BADIL mandated the BADIL Friends Forum to study incoming requests and select initiatives to be supported by means of a special and limited BADIL budget reserved for this purpose. A number of grass-roots initiatives were thus supported, until support had to be discontinued in August for lack of additional financial resources:



- Financial contribution to youth activities (Yafa Cultural Center/Balata Camp);
- Provision and guidance of a volunteer fundraiser for the Beit Jala Olive Oil Cooperative;
- Donation of books to children's libraries in refugee camps (Deheishe, Balata, Aida, al-Fawwar);
- Computer training for children in Shahida Amal Center/Aida Camp (provided by BADIL staff, May – August);
- Assistance to UNRWA school summer camps in Deheishe, Arroub, and Fawwar Camps (June): BADIL contributed T-shirts and hats, as well as educational videos.
- BADIL T-shirts and hats for a children's arts team of the Aida Youth Activity Center travelling to France;
- Art training by a BADIL volunteer at Shahida Amal Center/Aida Camp during summer vacation;
- Initiation of email correspondence between youth of Deheishe and Aida Camp with youth in Shatila Camp/Beirut.
- Contribution of scanner to IBDA'A Children Center/Deheishe Camp.

1.3.1 Summary - Impact of 1999 Activities in Palestine and Future Perspectives

a) BADIL has succeeded in facilitating the formation of an efficient, loosely organized network composed of activists of refugee grass-roots organizations and Palestinian national institutions. By the end of 1999, popular readiness and demand for activities for the promotion of Palestinian refugee rights was tremendous, and can only be served partially by a small organization like BADIL.

b) Campaign activities in Palestine were reported by the Palestinian media, and closely followed by the Palestinian Authority and PLO institutions directly related to the Palestinian refugee file (especially PLO Department for Refugee Affairs), and BADIL's initiative was welcomed and supported by all sides. Our activities contributed to the unification of public Palestinian speech on refugee rights (return, restitution and compensation), rights which are expressed also in the official Palestinian opening position in the final status negotiations with Israel. Although we consider this fact as an indicator of our success, we remain deeply concerned about the status of Palestinian refugee rights in the future stages of the political negotiations,

and convinced that only a strong Palestinian lobby for the defense of refugee rights can prevent premature Palestinian concessions to strong Israeli and international pressures for a political settlement which falls short of meeting international standards and law.

c) Refugee rights activities and lobbying showed some impact on the official Israeli position, which has progressed from suggesting that the refugee question is of minor importance (by not addressing it at all) towards increasing recognition that the final status negotiations will have to tackle the refugee question (resulting in the addition of the NO to Palestinian return to the already existing "Noes" of the Israeli Prime Minister). On the level of Israeli public opinion, interest in the refugee question is increasing, although more than half of the Israeli public still holds that international law and principles do not apply to Palestinian refugees (see, for example, opinion poll by Elia Zureik, December 1999; www.arts.mcgill.ca/mepp/prn/papers/zureik.html).

Among BADIL's 1999 Activities Identified as Holding Special Potential for Future Development are:

- Refugee Study tours to villages and towns of origin (awareness raising/education);
- Semi-professional video and radio reportages on refugee issues for broadcasting by local Palestinian radio and TV stations (awareness raising/education);
- Strategy debate about the development of an independent, community based mechanism for the protection of refugee rights and claims (lobbying).

These projects will form the core of BADIL's activities for refugee community empowerment in the year 2000.

Major Constraints Encountered in 1999:

- Unresolved issue of "who can represent refugees"; sectarian among grass-roots organizations, political parties, and individuals;
- Lack of representation of refugee women activists in the BADIL Friends Forum;
- Controversy over internal BADIL institutional affairs led to shortage of funds and postponement of projects (see III. Organizational Development).

1.3.2 Regional and International Activities

- **BADIL Petition for Palestinian Restitution:** Launched by BADIL in March 1999, the petition was presented to members of the European Parliament in November (see below), and served as tool for public awareness raising for the 51st anniversary of UN Resolution 194 in December. More than 1,000 signatures were collected by the end of 1999, and the petition will continue to serve as an international campaign tool also in the year 2000 (text and signatures are published on our website: www.badil.org)
- **First Lobby Meeting with the European Union:** BADIL's partners in Europe (ECCP, Inter-Network Group) and a delegation of Palestinian NGO representatives from Palestine met with 40 members of the European Parliament to raise issues related to the development of a sustainable Palestinian economy and sovereignty of the Palestinian state in formation (17-11-99). This meeting also served to prepare a second meeting with the European Union (scheduled for spring 2000) which will be dedicated exclusively to a briefing on Palestinian refugee rights. As part of the preparation, documents prepared by BADIL (petition; discussion paper on Palestinian refugee rights) were submitted to the European Parliamentarians.
- **Refugee Children Photo Exhibition in Namur/Belgium** (25-11-99 to 15-12-99): The event was organized as part of a series of photo exhibitions resulting from the children's photography workshops conducted in Aida camp/Bethlehem since summer 1999 (Quinoa/Belgium and BADIL Friends Forum).

- **Joint Call for Support of Palestinian Refugees' Right of Return:** (BADIL FriendsForum, Popular Service Committees, National Committee for the Internally Displaced in Israel, Palestinian NGOs in Lebanon) on the occasion of the UN Solidarity Day with the Palestinian People (29 November) and the 51st anniversary of UN Resolution 194 (11 December): wide dissemination, and the fact that this represents the first joint public statement issued by grass-roots organizations and NGOs in the region, gives special importance to this activity.

1.3.2 Summary - *Impact of the 1999 Regional & International Activities and Perspectives*

a) By the end of 1999, impact of BADIL's efforts at raising international awareness for Palestinian refugee rights cannot be considered much more than a drop in the ocean of ignorance, forgetfulness, and political bias. However, the rapid growth of our regional and international partner network (from almost zero to some 150 individuals and organizations on our partner-contact list), the strong demand for BADIL information (the number of subscribers to our email distribution list more than doubled from 400 to over 800), and the establishment of BADIL-London by a group of British and Arab/Palestinian activists in November suggest that BADIL succeeded in raising interest and motivation.

b) On the level of European governments and the European Union, we have evidence of increasing awareness of the importance of the Palestinian refugee question and the need for a solution based on international law and acceptable for the refugee community (i.e. a tendency in the EU to adopt the position that Israel must provide "symbolic recognition" of the right of return).

c) On the level of regional coordination and cooperation with Palestinian refugees in exile, progress is indicated by the readiness of many Palestinian NGOs in Lebanon to share BADIL in debates and activities, and by the formation (in process) of a new refugee rights organization whose vision and program orientation provides a sound basis for cooperation. In Jordan and Syria, BADIL succeeded to make contact with some core activists and involve them in the discussion about campaign principles and agenda. However, BADIL lacked the capacity and opportunity for intensive follow-up in 1999.

Activities Identified as Holding Special Future Potential

- European campaign for awareness raising and lobbying the European Union and governments in Europe; in the year 2000, BADIL will make a special effort at networking and campaign building in Europe.

Among the Major Obstacles Identified in 1999

- Absence of strong networks of NGOs and solidarity committees in Europe, and especially the United States;
- Difficult situation (politically, economically) of Palestinian NGOs in Lebanon; difficulty to access community-based initiatives in Jordan and Syria.

2. Campaign for Palestinian Residency & Refugee Rights in Jerusalem

2.1 Statement of Purpose

BADIL 3-year plan 1999 - 2001; 1999 Project Proposal

- *Raise Awareness of Palestinian Heritage and Rights in Jerusalem, especially among the young Palestinian generations;*
- *Inform the Palestinian Public and Leadership about the Implications of Israeli Policies and Laws aimed at evicting Jerusalem's Palestinian inhabitants and at separating eastern Jerusalem from the rest of the 1967 occupied West Bank;*
- *Facilitate and Support Initiatives of Protest and Palestinian Steadfastness in the city;*
- *Advocate for Palestinian and International Policies which Can Protect the Rights of Palestinian Jerusalemites;*
- *Facilitate and Assist Arab and International Support for Palestinian Rights in Jerusalem.*

2.2 Process of Project Development 1999

2.2.1 Stage 1: *Preparation* (January - May)

Construction of the second pillar of BADIL's program, i.e. of our community-based Jerusalem Campaign, was approached in the framework of several parameters defined by BADIL policy decisions on the one hand, and objective factors in Jerusalem on the other:

- a) BADIL's strategy decision to dedicate the majority of institutional resources (know-how and time of experienced staff) to the conceptualization of our community-based refugee rights campaign;
- b) Absence of progressive and strong community-based Palestinian organizations in the city (work on behalf of the community is dominated by highly professionalized and institutionalized NGOs);
- c) Atomization of the Palestinian community in Jerusalem due to Israeli repression and clientalist community relations with the Palestinian leadership (Orient House).

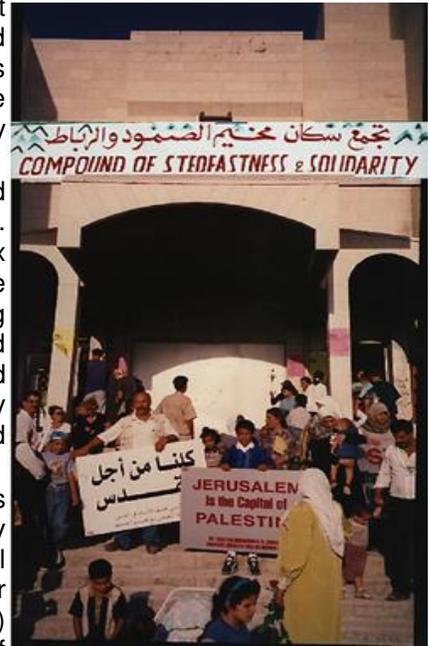
BADIL thus decided to launch its preparations for the new community-based Jerusalem campaign by means of a **two-track approach**: Existing relations and cooperation with the NGO community engaged in monitoring and advocacy of Palestinian residency rights in Jerusalem were to be maintained, while we were to launch simultaneously a first experiment with the building of new relations with authentic grass-roots initiatives. BADIL's Executive Committee was to closely monitor this experiment and to conduct a first evaluation together with the staff in May.

BADIL activities in this period were thus undertaken on two levels:

1. NGO track: Until May 1999, BADIL continued to dedicate major resources to lobbying and campaigning in the framework of NGO coalitions (Lobby for Human Rights in Jerusalem; NGO Campaign to End ID Card Confiscation), triggered by the fact that – the probably last – principled petition to the Israeli high court against the Israeli policy of ID card confiscation was set for 22 April 1999 (with the final court decision eventually postponed until October 1999). On the level of media coverage, locally and internationally, this campaign was a success. On the other hand, the NGOs inability to involve the community in public protest was re-confirmed.

2. Grass-roots track: BADIL staff conducted a first round of meetings with numerous Palestinian organizations (mainly active in the field of youth and culture work) in the Jerusalem area:

- Several interested organizations were invited to a first strategy meeting in order to examine experience, needs and priorities that were to guide BADIL in preparing its community-based initiative. The meeting was cancelled due to rumors that it could result in the closure of community organizations by the Israeli occupation authorities.
- A *Palestinian Film Week* was prepared jointly by BADIL and the African Community Club in the Old City of Jerusalem. Films presented were to raise awareness of the complex system of Israeli repression in the city, as well as of the rights of Palestinians exiled from western Jerusalem during the 1947-1948 war. The African Community Club canceled the event after its administrative committee was summoned by the Israeli police and security service. It was replaced by a film week with revised program (mainly children's films and only one rights-oriented documentary).
- BADIL efforts (started in 1997) to assist the homeless Palestinian families living in a squatted building in the city (SUMOUD Camp) were continued and led to the partial completion of basic infrastructure projects begun earlier (children's learning center; insulation for winter; etc.) SUMOUD's internal conflicts over the management of community affairs could not be resolved by the NGOs (BADIL and others), thus making SUMOUD Camp participation in a new community-based activist forum very unlikely.



2.2.2 Stage 1: *Preliminary Evaluation and Project Adaptation* (May)

An intensive evaluation process with staff and close NGO partner organizations resulted in the following decisions:

- a) Community empowerment was reconfirmed as the major aim of our Jerusalem Campaign, and BADIL resources were to be dedicated mainly to this purpose.
- b) The stage of initial exploration of BADIL's possibilities for working with grass-roots initiatives in Jerusalem was closed. Due to the fact, that our efforts to initiate a new coalition of grass-roots organizations had failed, it was decided to work – from then on – from “the bottom up”, i.e. to develop bilateral contacts and cooperation with community organizations in the framework of small joint projects.
- c) Assistance to SUMOUD Camp as a special BADIL project was terminated with the completion of the basic infrastructure projects there.
- d) With regard to BADIL's involvement in NGO coalitions, we decided to remain active in the *Coalition to End ID Card Confiscation* and in the *Lobby for Human Rights in Jerusalem*, without taking on the role of coordinator or back-stage organizer (which was the case in the past), and with the aim of sharing responsibility for coordination with other NGOs.
- e) With regard to local and international awareness raising via press and internet, BADIL was to continue to monitor and update on issues related to Israeli policies of ethnic cleansing in Jerusalem (especially ID card confiscation, where BADIL is one of the few Palestinian NGOs with experience and routine in monitoring), as well as on issues encountered in our work with the community.

2.2.3 Stage 2: *Implementation of Adapted Program* (June - December)

The mid-term evaluation resulted in an adapted activity-program for the second half of the year. Activities were implemented both on the grass-roots and NGO level.

2.3 Project Activities and Impact (6 - 12/1999)

2.3.1 Grass-Roots Activities

A number of concrete and less ambitious projects were defined to serve as tools for the development of cooperation with grass-roots initiatives:

a) EDUCATIONAL ACTIVITIES:

- 15 Screenings of video documentaries (*Yoom Ilak*, *Yoom Aleik*; BADIL 1998; and others.) were conducted for activists and members of Jerusalem community organizations (African Community Club, Youth Club/Christian Quarter, Beit Hanina Community Center, Silwan Sports Club, and others.) and in local TV stations in the central and northern West Bank;
- public consultations (call-in programs) on Palestinian residency rights with BADIL's lawyer were organized with local TV stations in the framework of the Campaign to End ID Card Confiscation in Jerusalem.

b) DOCUMENTATION of COMMUNITY NEEDS and PROBLEMS:

- Field research on Palestinian displacement from the Old City, to serve a special BADIL report, was completed in December.
- Community organizations were invited to participate in the compilation of a directory of Palestinian public service organizations in Jerusalem. Community response was positive, and a draft of the directory was completed in December.

c) AWARENESS RAISING on HUMAN RIGHTS VIOLATIONS; SUPPORT OF COMMUNITY INITIATIVES:

- In the second half of 1999, BADIL monitored the developments around the new Israeli checkpoint under construction on the Jerusalem-Bethlehem road, which will bring about the physical separation of tourists, settlers and Palestinian holders of VIP passes from the majority of the Palestinian population whose access to the city will be further restricted. A strong information campaign (press, poster) among Palestinian institutions and church organizations in the Bethlehem-Jerusalem area resulted in public protest activities and a press conference at the Bethlehem municipality (12-10-99).



Supportive Israeli experts revealed that the new checkpoint project lacks necessary formal municipal approval. They are currently exploring administrative procedures to halt construction temporarily.

- BADIL facilitated legal assistance for the Palestinian residents of the Bir 'Ona neighborhood whose land was illegally annexed to Jerusalem, while its people receive neither municipal services nor the legal status of Jerusalem residents. In December, the *Meretz* party's legal department adopted Bir Ona's quest for exemption from municipal taxes. (see also 4. Legal Aid Services)

2.3.2 Cooperation with NGOs

BADIL continued to monitor and disseminate information about the Israeli policy of ID card confiscation, especially in summer and fall, when vague public announcements by the Israeli Minister of Interior about an upcoming halt of this policy created hope and confusion among Jerusalem's Palestinian population. BADIL also participated in a renewed effort by the NGO *Coalition to End ID Card Confiscation* to organize briefings of the diplomatic missions and international pressure on Israel which still has to clarify its new policy in regards to Palestinian residency rights in Jerusalem.



2.3.3 Summary - Impact and Perspectives of 1999 Jerusalem Campaign

a) Efforts towards building a qualitatively new community-based network of Palestinian resistance to occupation in Jerusalem brought little concrete results, as we were unable to overcome the well-known obstacles to community-based work in Jerusalem. We feel, however, that one-year is too short for reaching definite conclusions. BADIL will, therefore, continue its efforts for building a community based initiative in Jerusalem in the year 2000.

b) NGO monitoring and advocacy for a halt of Israeli violations of Palestinian residency rights in Jerusalem achieved the results already expected based on our experience in the past: while it is possible to update and inform Palestinian and international human rights organizations and policy makers, as well as the progressive Israeli public, it is impossible - without the active participation of the Palestinian community - to achieve the amount of public pressure required to make Israel change its policies.

Major Obstacles Identified in Project Implementation (In addition to the factors already listed above)

- Lack of appropriate staff for the difficult task of community networking

Perspective for Future Development

- Organizational Integration of BADIL Legal Aid staff into Jerusalem Campaign team in order strengthen legal aid component of BADIL's community work;
- Strengthen Arabic language media work and networking.

3. Resource Project for Palestinian Residency and Refugee Rights

3.1 Statement of Purpose

BADIL 3-year plan 1999-2001; 1999 Project Proposal

This project was designed as a support unit for BADIL's campaign initiatives and works to achieve the following tasks:

- *Produce and Disseminate Information required for the progress of BADIL campaigns (refugee rights, Jerusalem);*
- *Develop BADIL's Capacity to Provide Innovative Input into the strategic Palestinian debate on Palestinian refugee and residency rights, and issues related to Palestinian rights in Jerusalem;*
- *Prepare and Develop BADIL Information Facilities and Services accessible for the interested public (library, research guidance, etc).*

3.2 Project Activities and Impact in 1999

3.2.1 Production/Dissemination of Campaign-relevant Information

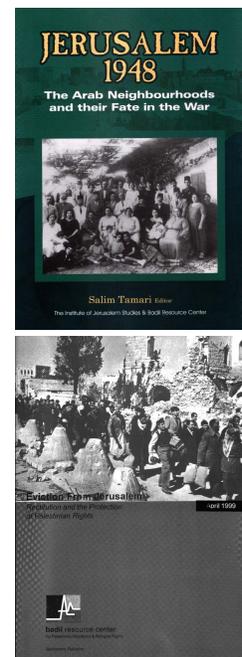
- **Print publications**

- Bound collection of *ARTICLE 74* Bulletin (April 1995 – December 1998, with index; 100 copies, English);
- *Al-Majdal* Magazine (new name and revised format of our quarterly, previously called *ARTICLE 74*); issues no. 1 to 4 (English, 1,500 copies each);
Reader: *Jerusalem 1948*; published jointly by BADIL and IJS (March 1999; 300 pages, 1,000 copies, English);

- - *Information Packet* / Palestinian - International Campaign for the Defense of Palestinian Refugee Rights, including documents on the right of return, plan of action, country reports/statistics and annex; (April 1999; 100 pages; 2000 copies/Arabic, 500 copies/English);
Report: *Eviction from Jerusalem 1948 - 1999* (May 1999; 60 pages, 1,500 copies, Arabic/English);

- **Campaign materials**

- Poster and stickers for Campaign to End ID Card Confiscation;
- Poster/flyers for Jerusalem Week in African Quarter/Old City;
- T-shirts and hats for summer camp organized by the UNRWA schools in the southern West Bank;
- Poster for promotion of refugees' right of return;
- Poster and information materials: new Israeli checkpoint on the Jerusalem-Bethlehem road;



- **Electronic Magazines (www.badil.org)**

- English website updated regularly and re-structured in autumn 1999; twice awarded "Golden Olive" for best human rights website by Birzeit University; high user frequency (25 hits/day), and much positive feedback.
- BADIL's Arabic website was first published in November 1999 and has been gradually uploaded since then.

- **Press Releases**

- English: 58 BADIL press releases (more than one weekly) were disseminated via our email list (some 800 addresses of journalists, researchers, NGOs, UN institutions, governments);
- Arabic: 20 BADIL press releases were disseminated via fax list to local and Arab press agencies, newspapers, and NGOs. The Arabic press reported in some 30 articles about BADIL activities and publications. Interviews with BADIL staff and BADIL information were quoted by the Palestinian press, Israeli newspapers (*Ha'aretz*, *Jerusalem Report*), as well as international press (e.g. *Chicago Tribune*).

3.2.2 Developing Quality of BADIL Information

- **Participation in International Conferences:** Provided opportunities for professional exchange with researchers, and a means for exposing BADIL research to expert critique. Semi-official conferences and workshops accompanying the political negotiations also offered an opportunity for an assessment of prevailing "political solution models". In 1999, BADIL's Resource Coordinator participated in three international academic conferences:
 - "*Palestine at the Crossroads: Perspectives of Citizenship and Perspectives of Identity*": Birzeit University, June 1999: BADIL presented a research paper prepared by Dr. Salman Abu Sitta/Kuwait.
 - "*Compensation in the Framework of a Comprehensive Solution to the Palestinian Refugee Question*": IDRC, Ottawa, July 1999. BADIL presented a working paper on compensation in the framework of refugee return.
 - "*Metropolis Conference on Immigration in Urban Areas*": Washington DC, December 1999. BADIL presented a working paper on options for Palestinian refugee absorption in urban Jerusalem.
- **Research Projects**
 - Comparative research on restitution (case studies and applicability to the case of Palestinian refugees): this research will be published in 2000 in order to focus the Palestinian debate about an efficient and feasible mechanism for the protection of refugee property rights;
 - Research and scenario development for BADIL video documentary on Palestinian refugee rights with focus on return and restitution of property (to be produced in 2000);
- **Establishing a Network of Expert Consultants**
 - In the course of 1999, several Palestinian and international experts expressed their satisfaction about the high quality of BADIL information, and offered to serve as expert consultants. By the end of 1999, BADIL's voluntary consultant group is composed of: Rosemary Sayigh (anthropologist, Beirut); Dr. Salman Abu Sitta (researcher on refugee rights, Kuwait); Dr. Nayef Jarrad (political analyst, PNC, Nablus); Dr. Susan Akram (professor of law, Boston University); Dr. Lex Takkenberg (international law expert, UNRWA, Gaza).

3.2.3 Development of Public Information Facilities and Services

- **Research Library:** Includes files of press/research articles classified and updated according to topic, as well as books and research reports. Compilation of a library catalogue was begun, and will be completed in 2000. Publications are available in English and Arabic; purchase of a substantial number of important publications had to be postponed for 2000 for budgetary reasons.
- **Photo Archives and Photo Documentation:** In development (mainly photos documenting Palestinian eviction in 1948; Israeli occupation in Jerusalem; Palestinian refugee camps); photos are accessible at BADIL or via website/internet. In summer 1999, BADIL received complete dark room equipment for use by BADIL staff and community from Quinoa/Belgium.
- **Guidance for Researchers:** Dozens of researchers (students and graduates) as well as journalists visited with BADIL Resource staff and were offered research guidance, contacts for interviews, and guidance in the field. Hundreds of requests for information and research guidance were received via email and handled by the Unit.

3.3 Evaluation and Future Perspectives

a) BADIL's Resource Unit showed excellent performance in regards to all of its tasks (Campaign support; information development; public information services). It contributed essentially to the success of BADIL's 1999 initiative for a community based refugee rights campaign, and attracted strong local and international interest in BADIL's information work.

b) Scope and quality of Arabic language output - considerably weaker than BADIL English language production at the beginning of the year - increased in the second half of 1999, especially with the publication of BADIL's Arabic language website.

Major Obstacles for Development

- A large amount of time was consumed by integrating volunteers and interns in BADIL research and documentation, creating additional pressure on the small regular staff;
- Lack of space for library development and dark room in BADIL offices (a solution requires fundamental office re-arrangement and financial resources);
- Budget constraints and the scarcity of qualified personnel who combine research skills with skills in Arabic language writing/editing perpetuated a situation in which Arabic writing/editing remained an additional task of BADIL staff working in other projects (temporary solution).

Priorities for Future Development

- Library acquisitions and physical re-arrangement of library;
- Additional staff for the post of Arabic language writer/editor.
- Both issues represent priorities for BADIL development in the year 2000.

4. Legal Aid Services

*In 1999, organizationally part of Resource Project

4.1 Statement of Purpose

1999 Project Proposal

- *Provide Legal Advice and Assistance to Palestinian individuals and groups evicted, denied family unity and/or threatened with eviction;*
- *Document Residency Cases (case database);*
- *Monitor Cases and Legal Developments pertaining to residency rights in Jerusalem and PA areas.*

4.2 Activities and Impact in 1999

4.2.1 Legal Aid and Counseling

BADIL's lawyer offered legal counseling and aid one day weekly at BADIL's office and by means of outreach activities.

(a) In-House Legal Aid and Counseling Services:

- In 1999, BADIL was consulted by some 10 persons on each weekly reception day, i.e. the total number of consultations remained constant in comparison to previous years (approximately 500 annually). Most of the people who approached BADIL were not in need of legal aid in the narrow sense, but of legal consultation and advice in order to be better able to make personal decisions (travel, engagements, marriage, etc.).
- BADIL's Legal Aid Department filed 55 new cases for legal procedures, i.e. some 10 cases less than expected. The number of Jerusalem residents approaching the Department increased due to referrals by a cooperative clerk at the Jerusalem municipality's Social Affairs Offices. BADIL's lawyer continued to handle the case of 12 families of SUMOUD camp whose children are refused registration by the Israeli Interior Ministry, as well as the cases of 9 deportees. In 1999, BADIL filed 6 new petitions to the Israeli High Court, in addition to the 6 petitions pending since 1998 (half of them on behalf of Palestinian deportees). High Court petitions on behalf of BADIL clients continued to be handled by Atty. Lea Tsemel. The yet unresolved issue of the residents of the Bir 'Ona neighborhood (Jerusalem ID cards and urban zoning plans) entered a new stage of discussion about more effective legal and lobbying strategies, after three years of negotiations with the Israeli municipality and Interior Ministry have remained without tangible results.

(b) Outreach Counseling:

BADIL's lawyer served as BADIL's legal expert during the *Campaign to End ID Card Confiscation in Jerusalem* in spring and summer 1999, providing legal analysis and advice to the public by means of public lectures and interviews in the local media.

4.2.2 Coordination with the Palestinian Authorities

Satisfactory coordination on case follow-up was established with the PA Civil Affairs Committee, a fact which facilitated the follow-up of the progress (via the PA) of family reunification cases in the West Bank

filed by BADIL (35 cases, two of which could be resolved positively). However, BADIL's target to achieve coordination on the level of regular information exchange about relevant developments and policy-related matters was only partially achieved - for reasons which we attribute mainly to a lack of effort on our side.

4.2.3 Coordination with Human Rights Lawyers and NGOs

While the *Campaign to End ID Card Confiscation in Jerusalem* proved that a concerted effort of Palestinian and Israeli human rights lawyers and NGOs is pin the framework of issue-based campaigns, a revival of the permanent, joint Palestinian-Israeli network of residency rights legalists - existing prior to the 1993 Oslo Accords - was not possible in 1999. A one-time effort by BADIL to contact active human rights lawyers working for Palestinian residency rights failed to bring the desired result, due to lack of interest, clear perspectives (and time) on all sides involved.

4.2.4 Case Documentation (Database)

Legal Aid Report (Summary of Cases Handled by BADIL in 1999)

Total active files by January 1999	57
Total cases filed in 1999	55
Cases inactive due to lack of information	--
Total cases handled	112
Cases coordinated with the PA	35 (<i>FR/WBG</i>)
Cases closed-negative	4
Cases closed-positive	8
High Court appeals (ongoing)	9
<i>(6 deportees, 1 ID/Jerusalem, 2 FR/Jerusalem)</i>	
Total active files by January 2000.	100

Cases Handled according to Type and Location

	<i>East Jerusalem</i>	<i>West Bank/Gaza</i>	<i>Total</i>
Family Reunification(FR)	12	35	47
Revoked ID	13	10	23
Child registration	16*	--	16
Visit Permit	1	16	17
Deportation	--	9	9
Total (files handled)	42	70	112

* Including the case of 12 families (some 30 children) of SUMOUD Camp, Jerusalem

Cases Resolved Positively according to Type and Location

	<i>East Jerusalem</i>	<i>West Bank/Gaza</i>	<i>Total</i>
Family Reunification (FR)	1	2	3
Deportation		3*	3
ID (returnee)		1	1
Visit Permit		1	1
Total files closed positively	1	7	8

* High Court petitions

Cases Closed Unsuccessfully

	<i>East Jerusalem</i>	<i>West Bank/Gaza</i>	<i>Total</i>
Total			4

4.3 Summary and Future Perspectives

a) Limited impact of legal means: Despite the overwhelming problems caused by the lack of legal protection of Palestinian residency rights both in the PA areas, and especially in Jerusalem, the ability of institutions like BADIL to solve the acute problems of the community by legal means remains extremely limited. Israeli courts can be approached only in Jerusalem cases and on behalf of deportees. All other cases are subject to an intransigent bargaining process between the PA and Israel, or a mechanism for handling is completely absent (i.e. "lost IDs"). Success rates in cases actually eligible for submission to the Israeli court system are low, and interest and ability by the local human rights organizations to rebuild coordination, joint strategizing and lobbying appears limited. This situation turns legal aid services of small institutions like BADIL into a costly enterprise whose immediate benefit for the community is marginal.

b) Project Re-organization: Internal evaluations conducted by BADIL in late May and November 1999 served to set the principles for a re-organization of our Legal Aid Department, which, we hope, will make legal aid work a more worthwhile effort to BADIL and the community in the year 2000:

- The Legal Aid Department will be integrated into BADIL's *Campaign for Palestinian Residency Rights in Jerusalem* (instead of operating as a sub-unit of our Resource and Information Project as in the past). This because legal efforts are most feasible and relevant in Israeli annexed Jerusalem, and because we intend to strengthen our Jerusalem Campaign team.
- BADIL decided to discontinue its contract with our current lawyer and to replace her with a lawyer who is willing to dedicate more of his time (5 days/week instead of two days in 1999).
- BADIL will continue to monitor the cost/benefit balance of its Legal Aid Department in 2000, in order to reach a decisive decision about its future (at the earliest in late 2000, at the latest in 2001, in the framework of the preparation of our new three-year plan).

III. Organization and Institutional Development

1. Organizational Structures and Institution Building

Generally speaking, program orientation and the new organizational structures (administrative and program units) defined and set-up in the first year of BADIL's operation (1998) have proved to be a useful framework for BADIL operation and program implementation in 1999.

1.1 Administrative Structures

BADIL's **Executive Committee** composed of the two unit coordinators (Campaign, Resource), the Executive Director, and the Admin-Finance Officer successfully managed BADIL's operation both on the level of program implementation and administration. The Executive Committee met weekly. **BADIL's Finance-Administration Unit** was in full control of BADIL's budget and implemented salary and insurance policies according to the guidelines set by BADIL's Board and the Executive Committee.

1.2 Program Units

BADIL's major **program units** (Campaign, Resource) operated according to plan, and the two Unit Coordinators were able to achieve successful program implementation as well as staff integration. Based on the first year of concrete experience with our new structure, the Executive Committee decided only one minor re-organization of the two program units for the year 2000, i.e. to remove BADIL's Legal Aid Department from the Resource Unit to the Campaign Unit/Jerusalem Campaign in order to provide for better program and staff integration.

1.3 Organizational Consultancy and Training

The program designed for the continuation of the consultancy process begun in 1999 was not continued in 2000, because our original consultant (and Board member) was no longer available due to other commitments by January 2000. As BADIL staff felt comfortable and successful with the organizational framework set up in 1999, we did not feel an immediate need of a replacement for our previous consultant. In spring 1999, staff of BADIL's Resource Unit participated in a one-week training course in **Arabic language web-site construction** offered by the British Council/Christian Aid in Jerusalem. This training course proved beneficial for both staff and the institution and set the foundations for BADIL web-site development in Arabic. In October 1999, BADIL's Executive Committee participated in a one-day **workshop on Program Cycle Management** conducted by staff of an international partner (Oxfam Belgium), a course which has improved our capacity for internal project evaluation, project presentation and reporting.

1.4 BADIL Staff

As predicted in our 3-year plan (1999 - 2001), BADIL's 1999 budget did not allow us to fill all essential positions with employed staff, and volunteer work represented an important component. BADIL staff, employees and volunteers, formed a very dedicated and efficient team, which became the core of BADIL's success.

In 1999, BADIL operated with:

Employees (7.5 as set by 3-year plan 1999 - 2001)

Executive Director: **Ingrid Jaradat Gassner**

Admin-Finance Officer: **Buthaina Darwish**

Secretary/Receptionist: **Jane Sansour** (6-9/99); replaced by **Najwah Darwish** (10-12/99);

Coordinator/Campaign Unit: **Muhammad Jaradat**;

Project Officer/Jerusalem Campaign: **Issa Rabadi**;

Assistant/Jerusalem Campaign: **Matthew Brubacher** (7-12/99);

Coordinator/Resource Unit: **Terry Rempel**;

Project Officer/Resource Unit: **Atallah Salem**;

Contracted personnel:

Lawyer/Legal Aid Department: Atty **Sahar Francis** (2 days/week);

Research Assistant/Resource Unit: **Nathan Krystall** / USA (4-5/99);

Translators: according to need;

Volunteers (10, approximately 6 posts):

Assistant/Jerusalem Campaign: **Matt Brubacher** (1-6/99);

Assistant/Refugee Campaign: **Jamal Ferraj** / BADIL Friends Forum (3-12/99);

Assistant/Photo-Workshops/Refugee Campaign: **Florence Aigner** / Belgium (7-12/99);

Assistant/Refugee Campaign: **Bushra Darwish** (7-8/99);

Networking Assistant/Refugee Campaign in Jordan: **Wahid Qurmush**/Amman (1-6/99);

Networking Assistant/Refugee Campaign in Syria: Dr. **Nabil Al-Sahli** /Damascus (6-12/99);

Web-Assistant/Resource Unit: **Eyad Jeraiseh**;

Library Assistant/Resource Unit: **Abla Darwish** (1-8/99);

Research Assistants/Resource Unit: **Samar Balushi**/USA (8/99);

Cordelia Nance/USA (10/99); **Annelies Dewulf**/Belgium (10-12/99);

Typist: **Najwa Darwish** (1-9/99);

BADIL was moreover assisted by the BADIL Friends Forum (40 activists from West Bank refugee camps). BADIL Friends are operating in two groups (southern West Bank; northern West), and cooperate with BADIL's Campaign Unit on the implementation of public awareness raising and community support projects/Refugee Rights Campaign. Partners in Lebanon and Europe provided assistance in networking for this Campaign in the respective regions (see also: 1. Campaign for the Defense of Palestinian Refugee Rights). Several Palestinian and international experts who provided professional advice assisted BADIL's Resource Unit (see also: 3). Resource Project). The voluntary contribution of grass-roots activists, external

experts, and international partners was vital for the successful implementation of BADIL's ambitious program with a small staff of employees and a very limited budget. Despite the difficulties involved in the recruitment and integration of volunteers and partners, we consider BADIL's dependence on a large volunteer staff an asset and a model for community based institutional development.

2. Conflict over BADIL's Legal Status (8 - 11/99)

The growth of BADIL's ties with the refugee community and the expansion of our activities in the field sharpened our understanding of both organizational vision and requirements for community-based operation, including the idea of a community General Assembly. While BADIL's internal structures (administrative and program units) were able to adapt to and integrate the active contribution of the community (BADIL Friends Forum), work was interrupted by an unexpected conflict with the Board of Trustees in summer 1999. The conflict was based on a controversy over BADIL's character as an open/public vs. partisan institution, and led to a dispute over its ownership and legal status. It involved BADIL staff (represented by the Executive Committee), our major constituency (refugee community activists organized in the BADIL Friends Forum), and BADIL's Board of Trustees. While staff and the majority of the BADIL Friends Forum insisted in BADIL's mandate to operate as an open, public, non-partisan and non-governmental organization, the majority of BADIL's Board members engaged in an effort to transform BADIL into a party-affiliated NGO. Since the conflict could not be resolved within the institutional system, BADIL's Executive Committee, supported by the BADIL Friends Forum, appealed to the court to clarify BADIL's legal ownership status. The conflict was resolved in late 1999, based on a court decision and a decision by the PA Interior Ministry requiring BADIL registration according to the current law (charitable organization), and the establishment of a General Assembly composed of the BADIL Friends Forum, the previous Board of Trustees, and senior BADIL staff (non-voting members), which is to elect BADIL's new Board. By the end of 1999, BADIL was engaged in preparations for the first meeting of its new General Assembly, and staff had returned to routine operation.

Despite the hardship caused by this crisis, we feel that the new institutional structure under development (General Assembly and Elected Board), will make BADIL better equipped to work as a community based organization for Palestinian refugee rights in the year 2000.

It goes without mention that the unexpected crisis over the legal status of BADIL caused tremendous strain on the staff who were forced in the second half of 1999, to work on program implementation under conditions of conflict and uncertainty. The unity of the staff, its capacity to cope with these conditions, the Executive Committee's ability to rapidly adapt work and institutional management, and the strong support received from the refugee community were crucial factors for BADIL's success - despite the unfavorable circumstances in 1999.

3. Financial Management

Management of BADIL's finances (in-house accounting, planning and reporting) was under complete control of our Finance-Administration Unit. BADIL's actual budget in 1999 remained considerably below the projected budget (\$192,500 vs. \$278,000), mainly due to the fact that fundraising efforts had be frozen in the second half of the year as a result of the legal crisis. This situation required a drastic adaptation of project activities and spending according to priorities which would still enable us to meet BADIL's central targets: Operational expenses were cut to a minimum (effecting mainly office development), and several projects (oral history, support of community initiatives in refugee camps and Jerusalem, library development, production of the new video documentary) were discontinued or postponed. In this way, BADIL succeeded adapt to an actual budget which was US \$80,000 short of our projected budget in 1999, and to avoid a spillover of the legal crisis on its financial management. By the end of 1999, BADIL had met all of its financial obligations to staff and external sides, and we are able to present timely financial reports. Basic funding for BADIL activities and operation in 2000 was secured in late 1999, so that the process of organizational stabilization is also accompanied by financial stability.

IV. BADIL 1999 - Financial Report

<i>Revenues</i>	US\$
1. Opening Balance	18,880.43
Investment Bank NIS	30.50
Investment Bank USD	18,387.93
Cash on Hand	462.00
2. Fund Revenues	175,650.92
Irish Aid/Oxfam Ireland	32,203.00
Danish-Palestinian Friendship Ass.	13,908.41
ICCO	57,494.95
Foundation for Middle East Peace	10,000.00
Oxfam Solidarity/Belgium	11,518.00
Danish Refugee Council/Danchurch Aid	28,546.00
Broederlijk Delen	7,123.00
CNCD	4,954.00
Private Donation	9,903.56
British Council, in kind donation/computer, printer, www-subscription	
Quinoa/Belgium, in kind donation/dark room equipment	
3. Activity Revenues	15,038.78
Sale and Services *	6,373.41
EU- Young Volunteer Program	4,153.37
(Refund/Internship 1998)	
Oxfam Solidarity/Workshop Refund	3,979.00
BBO/Workshop Refund	533.00
*including stand by checks (105.00 US\$)	
4. Bank Interest	1,563.38
Total Revenues (1-4)	211,133.51
<i>Note:</i>	
1. All income in NIS is listed at an average US\$ rate (1999) of 1US\$=4.12 NIS	
2. Opening Balance: left over from 1999 (grants & own income)	
3. BADIL's capacity to raise funds was negatively effected by the legal crisis.	
Fundraising was stopped in the second half of 1999, so that we remained	
Below the target by US\$ 70-80,000.	

Summary:	
Expenditures	US\$
1. Operation	21,965.32
1.1 Administrative Operation	-
1.1.1 Consultant Fees	-
1.2 Project Operation *	21,965.32
1.2.1 Office Operation	18,607.92
Office Expenses (rent, electricity, etc.)	8,196.27
Communication	5,051.16
Stationary & Maintenance	5,360.49
1.2.2 Audit Fees	3,000.00
1.2.3 Bank Charges	357.40
2. Salary Expenses	99,405.97
Salaries (including health, accident insurance and tax refund)	83,417.47
Restricted Provident & Compensation Fund	15,988.50
2.1 Administrative Salaries	38,465.90
2.1.1 Executive Director	18,427.45
2.1.2 Admin-Finance Officer	13,381.45
2.1.3 Restricted Provident & Compensation Fund	6,657.00
2.2 Project Salaries *	60,940.07
2.2.1 Project Staff	48,358.57
2.2.2 Administrative Project Assistant	3,250.00
2.2.3 Restricted Provident & Compensation Fund	9,331.50
3. Project Expenses (without salaries and operation)	89,624.42
3.1 Refugee Campaign	25,173.73
3.2 Jerusalem Campaign	9,729.69
3.3 Resource/Information Project	54,721.00
3.3.1 Resource/Information	35,763.77
3.3.2 Legal Aid Services	18,957.23
Total BADIL Expenditures 1999 (1-3)	210,995.71
Balance by 31/12/1999	137.80

Investment Bank NIS	306.88-
Investment Bank USD	197.56
Cash on Hand	142.12
Stand by checks	105.00
Total Grants	211,133.51
Total Expenditures	210,995.71
Left over including stand by checks (US\$ 105.00)	137.80
<i>Note:</i>	
1. All expenses in NIS are listed at an average US\$ rate (1999) of 1US\$=4.12 NIS	
2. All items marked * were covered by contributions from BADIL project budgets	
i.e. (US\$ 82,487.04) of operation and salary expenses, thus reducing institutional administrative expenses to a minimum.	
3. BADIL's institutional administrative expenses (US\$ 38,465.90) were covered by ICCO	