

## **B'Tselem's Strategic Plan for the Years 2016- 2018**

B'Tselem's current strategic plan is written with several shadows looming overhead: the shadow of the fast approaching 50<sup>th</sup> year of the occupation; the shadow of the increasing permanence of Israel's domination over the Palestinians; the shadow of lack of effective action both on the Israeli political scene and on the international scene toward a real change in the situation; the shadow of the current surge of violence; the approaching shadow of the point at which Gaza will become "uninhabitable", and the fear of another round of fighting, and the gradually growing shadow cast by certain moves inside Israel that are meant to restrict B'Tselem's freedom of action, as well as other organizations that fight the occupation.

It is difficult to remain optimistic in the current state of affairs, but as a human rights organization that has, for generations, been at the forefront of the fight to reliably and thoroughly expose the occupation, its apparatuses and what it means, we have no intention of giving up. Alongside our professional commitment to exposing the situation for what it is, we identify opportunities, even now. The goal of B'Tselem's current strategic plan includes mapping risks and opportunities and outlining the courses of action that are relevant for the organization, with the aim of increasing our ability to affect reality in an effort to improve the state of human rights and put an end to the occupation.

The document begins with a review of the current reality in the OPT and what it means, followed by a description of the Israeli public's positions on the future of the Palestinians and on human rights organizations – aspects that are relevant for formulating an up-to-date strategy for the organization. We then present our strategic premises, B'Tselem's current theory of change and the organizational practices that stem from them.

### **The situation in the OPT**

A year from now, Israel's occupation of the West Bank and Gaza Strip will mark its fiftieth anniversary. A third, even fourth, generation of Palestinians and Israelis have been born into this reality, and it is the only one they know. Given what has been happening on the ground for decades, it is highly unlikely that Israel will change its policies regarding the Occupied Territories; their implications are set to continue or worsen.

In 1967, all Palestinian residents of the Occupied Territories had the same status. Since then, Israel has annexed thousands of hectares, declared the Gaza Strip a "hostile entity", and signed the Oslo Accords that divided the West Bank into dozens of disconnected enclaves. These territories now comprise several separate units that differ based on how Israel defines them, what it plans for them, and the status of their residents. This disjointed reality also dictates the structure of this document, which reviews the situation in each of these units separately.

Despite, or in fact largely because of this fragmentation, even after the formation of the Palestinian Authority and the withdrawal from the Gaza Strip, Israel continues to control all Palestinians living in the West Bank (including East Jerusalem) and the Gaza Strip. These residents have no part in decisions made by the state that runs their lives and controls their future.

## *The Gaza Strip*

In September 2005, Israel completed its 'disengagement' from Gaza: It evacuated all settlements there, withdrew the military, and declared the end of its military rule in the Gaza Strip. In September 2007, after Hamas took control of Gaza, Israel declared the area a "hostile entity", a status equivalent to that of an enemy country. Israel claims that other than fulfilling the barest humanitarian obligations necessary to prevent a severe crisis in Gaza, it bears no responsibility for, or duties toward, the population there.

Although Israel has no permanent military presence within Gaza, it retains control over all border crossings, including sea and air space, and forbids Palestinians to build an airport or seaport. The opening of Rafah Crossing depends on Egypt, not on Israel. Ever since the 'disengagement' it has been closed for long periods of time; in any case, the crossing does not enable regular transport of goods. Consequently, Israel has virtually complete control of all movement of people and goods in and out of Gaza, administering this in consideration of Israeli interests. Any entry into Gaza or exit from it – whether to Israel, the West Bank or third countries via Israel – requires a permit from Israeli authorities.

Israel has used its control over the crossings to lay siege to Gaza for almost nine years, since June 2007. It prohibits residents from exiting Gaza other than in exceptional circumstances. In the early years of the siege, Israel prohibited export from Gaza and banned the entry of thousands of commodities, including many types of food. Israel currently limits the ban on goods entering Gaza to those it defines as "dual-use", which, it alleges, can be used for both civilian and military purposes. As part of this policy, restrictions are imposed on the import of construction materials such as cement and iron, as well as raw materials for the furniture industry. Israel still bans almost all export out of Gaza.

The siege has led to the collapse of Gaza's economy, with most factories and hundreds of businesses shutting down. Its impact can be seen in reduced food security in many segments of the population, widespread dependency on humanitarian aid, and some of the highest unemployment rates in the world, especially among the younger population.

The state of Gaza's infrastructure and public services is dire: About 95% of water pumped there is contaminated and non-potable. Gaza residents receive electricity only a few hours each day, partly because of the fuel shortage. The electricity shortage also impacts water and sewage facilities, which rely on a constant supply. Medical services are far from meeting the needs of the population and providing it with the necessary care.

Since the 'disengagement', Israel has conducted three military operations in Gaza – Operation Cast Lead, which ended in early 2009, Operation Pillar of Defense in November 2012, and Operation Protective Edge in July-August 2014. In these operations, especially the first and third, the high number of deaths and injuries was compounded by extensive damage to homes, to agriculture, and to electricity, sanitation and water facilities, which were already on the verge of collapse due to the prolonged siege.

In early September 2015, the United Nations Conference on Trade and Development published a report cautioning that unless economic trends shift, Gaza may become unliveable by 2020. The report referred to the results of (then) eight years of siege and three rounds of fighting, concluding that Gaza's unemployment rate had peaked at 44%, that 72% of Gaza's households suffered from food insecurity, and that there was negative economic

growth. Gaza's reconstruction is proceeding too slowly. Until now, only a fraction of the structures and basic facilities destroyed in the fighting has been rebuilt. While the continued flow of donations into Gaza and the work of aid organizations are essential, in this state of affairs, they will not suffice for Gaza's reconstruction. Without significant changes to Israel's policy, note the authors of the report, the Gaza Strip stands no chance of recovery.

### *The West Bank*

In the Oslo Accords, the West Bank was divided into three types of areas:

- Areas A and B: Mostly built-up Palestinian areas at the time the accords were signed, and where most of the Palestinian population lives. They were formally handed over to full or partial control of the Palestinian Authority. Together, these areas account for about 40% of the West Bank. They are not contiguous but rather constitute 165 fragments scattered throughout the West Bank, forming "islands" surrounded by Area C.
- Area C: The rest of the West Bank, which remains under full Israeli control. This area is contiguous, engulfing the Area A and B enclaves. It accounts for about 60% of the West Bank. This is where almost all the land reserves of the Palestinian communities are located, as well as all Israeli settlements and areas allocated by Israel for their development.

The division of the West Bank was meant to remain in effect for five years only, but is still enforced by Israel more than 20 years later. This fragmentation fails to answer the needs of the Palestinian population for urban and regional development, and denies any prospect of economic growth. It also creates the illusion that the Palestinian Authority is the main body responsible for the lives of most Palestinian residents; in truth, any decision the Palestinian Authority makes, however insignificant, necessitates the consent (even if tacit) of the Israeli authorities.

The separation between the area under formal Israeli control and the areas handed over to the Palestinian Authority is artificial. It does not reflect Palestinian life in the West Bank but is merely an administrative division. Areas A and B are not contiguous, but made up of scores of islands surrounded by vast areas and narrow corridors defined as Area C. Though the vast majority of West Bank Palestinians live in these areas, almost all the land reserves required for developing their communities remain in Area C, including lands that used to be within the municipal jurisdiction of their communities, some of them privately owned. Any use made of this land for expanding communities inside Areas A and B, building industrial plants or agricultural facilities, laying water mains or building roads, is subject to Israeli approval, which is extremely rare. Referring to figures from 2011, the World Bank found that the Palestinian GDP could have increased by 3.4 billion dollars US yearly, if it were not for the restrictions Israel imposes on economic development in Area C. There has been no significant change in Israel's policy since then. In addition, Israel controls all crossing points between the West Bank and Israel, and between the West Bank and Jordan, as well as all the roads leading to Areas A and B. This leaves Israel with sole authority to determine what goods enter the West Bank in general, and the areas handed over to the Palestinian Authority in particular.

Israel also continues to individually control all residents of the West Bank, who are ostensibly ruled by the Palestinian Authority: Travel from town to town and area to area involves transit through parts of the West Bank that are under full Israeli control, which means coming into contact with Israeli security forces. These forces also frequently enter Areas A and B, often in coordination with the Palestinian Authority. Israel also continues to maintain the military court system in the West Bank, where it tries thousands of Palestinians every year, most of them residents of Areas A and B. In addition, Palestinian residents of the West Bank cannot travel abroad without Israeli approval, and foreign nationals cannot enter the West Bank without such approval.

Despite this reality, Israel does not consider itself responsible in any way for Palestinian residents living in Areas A and B, claiming they are the sole responsibility of the Palestinian Authority. As a matter of fact, Israel does not consider itself obligated to provide for the needs of the estimated 200,000-300,000 Palestinians living in Area C, either. Citing a variety of grounds, Israel denies virtually all construction and development by Palestinians in Area C, and has declared vast parts of it as military zones and state land in order to prevent Palestinians from building there. In the few remaining areas, which account for only about a third of Area C, the Civil Administration refrains from drafting master plans that match the needs of the population; when, left with no other option, Palestinians build without permits, the Civil Administration threatens to demolish these homes, and in some cases delivers on this threat. The policy takes on a particularly violent slant in the way Israel treats dozens of semi-nomadic communities scattered throughout Area C, expelling or attempting to expel residents of these communities from their homes and areas of residency, in a bid to force them to move to areas defined as Area A and B.

Israel treats Area C as though it were its own sovereign territory and meant to serve Israeli needs alone. The area is used to expand the settlements, whose population has more than tripled since the Oslo Accords were signed. Hundreds of thousands of Israeli citizens currently live in more than 200 settlements and unauthorized outposts throughout the West Bank, all established in contravention of international humanitarian law, and some even in contravention of Israeli law.

Tens of thousands of hectares, including pastureland and farmland, have been seized from Palestinians over the years and generously allocated to settlements. A significant portion of these lands has been declared state land, based on a dubious interpretation of the law and disregard for the fact that public land is meant to serve the Palestinian population. Other areas have been usurped from Palestinians by creating facts on the ground, including use of violence. All lands allocated to settlements have been designated closed military zones which Palestinians may not enter without a permit.

Israeli settlements are the major factor influencing the reality of life in the West Bank; their impact on Palestinians' human rights goes far beyond the size of the land seized for building them. Additional lands have been confiscated from Palestinians to build hundreds of kilometers of bypass roads for settlers; checkpoints and other measures that restrict the movement of Palestinians only have been set up based on the location of settlements; much Palestinian farmland – both in and outside settlements – has become effectively off-limits to its owners; and the meandering route of the Separation Barrier, which seriously impinges on the rights of Palestinians living in its vicinity, was planned to run inside the West Bank,

primarily in order to keep as many settlements as possible, as well as large areas designated for their expansion, west of the barrier.

### *East Jerusalem*

In June 1967, immediately after the war, Israel annexed about 7,000 hectares of West Bank territory to the municipal borders of Jerusalem, applying Israeli law there in breach of international law. Residents of the annexed area were given permanent residency status in Israel, which enables them to move freely throughout Israel and gives them access to Israel's social security system and state health care. However, they have never been treated as having equal rights by the authorities.

Ever since Israel annexed East Jerusalem and its environs, the Israeli authorities have implemented discriminatory policies toward Palestinian residents and taken various measures to increase the number of Jewish residents there while reducing the number of Palestinians. The purpose of this policy is to manufacture a demographic and geographic reality that would prevent any future attempt to question Israel's sovereignty over East Jerusalem. To pursue these objectives, the authorities have confiscated hundreds of hectares from Palestinians and built 12 neighborhoods designated for Jews only on the annexed territory. In terms of international law, the status of these neighborhoods is no different than that of settlements in the rest of the West Bank.

Without land reserves, Palestinians are forced to crowd together in existing neighborhoods. The authorities impose broad restrictions on construction inside Palestinian neighborhoods, yet allow Jewish settlers to move into the core of these neighborhoods and live there while expelling Palestinians from their homes. The authorities also wilfully neglect Palestinian neighborhoods and discriminate against residents there in terms of budgeting and municipal services, which are partial and limited in these neighborhoods.

In the years that followed the annexation, East Jerusalem continued to serve as the major urban center for many West Bank residents, who continued to work, shop and study there. However, in the early 1990s, Israel began restricting Palestinians' access to Israel, put up checkpoints between the annexed area and the remainder of the West Bank, and forbade West Bank residents who did not live in the city to enter it without a special permit. As a result, East Jerusalem was cut off from the rest of the West Bank and lost its status as a regional urban center.

Israel's longstanding policies toward East Jerusalem have driven many Palestinian residents to leave the city limits and move elsewhere, most commonly to other parts of the West Bank. In the mid-1990s, they discovered that the move had cost them their permanent residency status and the possibility of living where they were born and raised. The policy of revoking the residency of these Palestinians is based on treating their status as equal to that of immigrants who chose to live in Israel – despite the fact that Israel annexed East Jerusalem and its residents.

Israel's disregard for the needs of Palestinian residents of East Jerusalem and the fact that they are viewed as foreigners in their own city was poignantly manifested when the Separation Barrier was built in the area. The route chosen for the barrier left eight Palestinian neighborhoods, including Shu'fat Refugee Camp, on the other side of the barrier, effectively cut off from the city. These neighborhoods, with a total estimated population of

more than 100,000, are included in Jerusalem's city limits and their residents pay municipal taxes, yet the Jerusalem Municipality and various government ministries continue to ignore them, avoid entering them, and refuse to provide their residents with basic services. These neighborhoods have now become a no-man's-land, suffering from severe neglect. There are no basic municipal services such as waste collection, roadworks or education, and there is a tremendous shortage of classrooms and daycare facilities. The existing water and sewage infrastructure fails to meet the needs of the population, and there is no development of new infrastructure. On top of all this, residents are subject to severe travel restrictions caused by delays at checkpoints and the congestion on the roads leading to them.

### **The situation in Israel**

After fifty years, the occupation has become a permanent, "normal", situation in Israel's collective consciousness. But, a democracy cannot be sustained together with control over another people that is excluded from the decision-making process, and indeed, there are increasing signs that Israel is drifting away from humanistic, liberal, democratic values and using a slew of excuses – related to identity, religion and security – to justify the deepening gap between it and the democratic world.

Some believe Israel's current policy in the OPT is related to the fact that an out-and-out right wing government has been in power for more than a year. Major players in this government openly seek to have the situation in the OPT continue as it is, or promote different types of arrangements in the OPT, that are not based on a democratic value system, but on a religious-messianic one, or on a sense of ethnic/cultural superiority. However, past experience indicates that even if a different government were in power, in terms of the reality in the OPT, it is unlikely that the policy would be substantively different, barring perhaps the degree of callousness, willingness to pay lip service to the international community or clarity on the intentions with respect to the future of the OPT.

The Israeli public's attitude toward the fate of Palestinians in the West Bank and Gaza Strip is composed of two elements: indifference to their current and future state, and sensitivity to any internal or external criticism of Israeli policies.

#### *Indifference to the current and future state of Palestinians*

Ahead of the 50<sup>th</sup> year of the occupation, B'Tselem commissioned a comprehensive public opinion poll to check how Israeli society sees control over the Palestinians. The poll revealed that the Israeli public is well aware of the scope of control over the lives of Palestinians: barring a 25% minority who believed the Palestinians control their own lives, the general public is well aware of Israel's complete control over the Palestinians, including in terms of water and electricity infrastructure, the dispersal of settlements all over the West Bank, and more.

A relative majority of the Israel public (more than 40%) sees through the statements made by officials regarding their commitment to the two-state solution and believes the government intends to carry on with military control over the Palestinians. Only a fifth of the poll participants believed the government is interested in advancing the two-state solution (the rest of the public is divided into those who believe that government intends to annex the OPT and those who do not know what Israel's intentions are). Moreover, the poll also indicated that a relative majority of Israelis believes that Israel holds the key for changing

reality: When asked which side has the better ability to advance toward an agreement – 42% replied Israel did, 25% replied both parties had equal abilities and only 24% replied that the Palestinians have the better ability. This contradicts the common belief that the Israeli public has fully adopted the “no partner” approach that sees the failure to arrive at an agreement as lying squarely on the shoulders of the Palestinians.

The poll, similarly to previous polls, indicated that the majority of the Israeli public holds right-wing opinions with respect to the Israeli-Palestinian conflict (50% define themselves as right wing, 30% as center and only 16% as left – among those who have political views). As a rule, this poll, like others, indicated that right-wing and center leaning individuals tend to accept security explanations, a course of action the government uses effectively. In addition, the poll indicated that only a small minority of the Israeli public (15% to 20%) is ideologically committed to resolving the conflict.

### *Rejection of criticism of the occupation and persecution of critics*

Along with accepting the continued military control over the Palestinians, Israelis exhibit extreme sensitivity to criticism leveled at Israel for this policy. There is a lively media debate about the BDS movement and the increasingly critical attitude of the world toward the continuing occupation. A major Israeli daily newspaper has recently held an anti-BDS conference. The conference was open to the public and received a lot of media coverage, but there was no conversation about the major reason for the BDS movement – the occupation. Other media outlets devote a great deal of attention to any statement that is critical of Israel, even when it is relatively insignificant.

Where in the past, Israel would boast the fact that it has a thriving, free civil society, in the last few years, human rights organizations have been the target of a smear campaign that tags them as traitors. The prime minister, and other senior ministers in the current government often make strong statements, sometimes amounting to incitement, against organizations that criticize the government for its policy in the OPT. Academics, writers and artists who are critical are also pegged as traitors.

The attacks on human rights organizations are backed with legislative initiatives meant to restrict their activities. These initiatives contribute to a public discourse that delegitimizes human rights and silences critical voices in academic and cultural circles using the threat of funding cuts. The poll held by B'Tselem indicated that the positive connotation attributed to the term ‘human rights’ dropped from 65% in a 2011 poll to 45% in the current poll, which is an alarmingly low rate for a country that still considers itself a democracy.

This hostility presents significant potential risks for B'Tselem and its staff-members, including the possibility that the organization’s work would be limited by some statute or other. Worse still are scenarios of physical or other threats to staff-members: There have been incidents in the past two years, where hate speech toward B'Tselem spilled over into physical threats and incidents. In addition, the possibility that B'Tselem or one of its staff-members would be “framed”, as has recently happened, cannot be ruled out.

Given the realistic assessment that clashes with the government and its agents will increase, B'Tselem must prepare and establish a system for physical, cyber, legal and public protection to help face this expected challenge.

### *Opportunities in Israel*

There are signs that the indifference shown by most of the Israeli public toward the current and future state of the Palestinians can be broken through several directions:

- The fact that critical elements receive so much attention from the public and the government attests to a measure of effectiveness on their part, success in cracking Israelis' self-image and sense of righteousness. Disregard for the criticism would indicate a complete marginalization of the critics;
- The regime is effective in using security to intimidate the public – a counter narrative can be presented with respect to what the future holds, and the government's responsibility for the lack of a reasonable future vision;
- Political persecution of the organizations increases their importance and power and positions them as a counterweight to the government's policy. It also provides a platform for a media conversation about the occupation and its injustices both in Israel and abroad;
- As B'Tselem's poll shows, the non-ideological center is divided on the issue of the settlements – half believe they hurt national security;
- The Israeli public is aware of the current state of affairs between the Israelis and the Palestinians, and knows that the power to change is mostly in Israel's hands. However, changing the situation is not a priority. Public opinion may change if – a) The price paid for the occupation rises to an extent that shifts the cost balance and b) A positive alternative is presented.

### **Summary of current situation and future expectations**

Almost fifty years ago, Israel occupied the Gaza Strip and the West Bank, including the areas annexed in East Jerusalem. It continues to control these territories to this day – along with their inhabitants.

In Gaza, Israel disavows any responsibility for the residents and is willing to answer only their barest needs. This falls far short of what is necessary for Gaza's reconstruction and economic recovery. Despite the dire situation in the Gaza Strip, and the projections that it will become unliveable in several years, Israel refuses to change its policies. Given that the way in which Israel 'disengaged' from the Gaza Strip was unprecedented, the lack of clarity around its current legal obligations is not surprising. However, in the years that have passed since the withdrawal, legal scholars and policy-makers in Israel and abroad have formed the understanding that, even if the laws of occupation no longer fully apply to Israel when it comes to the Gaza Strip, it is clear that Israel cannot treat its obligations toward Gaza's population the same way it treats its obligations toward residents of "enemy states". The scope of Israel's control over the Gaza Strip, both past and present, comes with responsibility for the lives of its residents, and any formalistic interpretation that does not reflect the



provisions and spirit of international law is unreasonable. No elaborate legal argument can hide what is happening: Life in Gaza is like life in a collapsing third-world country, a reality that is not the result of a natural calamity but purely man-made.

In the West Bank, Israel's conduct indicates that it does not view the occupation as a temporary situation. Instead, it treats the West Bank as if it were part of its sovereign territory: grabbing land, exploiting natural resources for its own needs and building permanent settlements. At the same time, it shirks responsibility for all Palestinian residents of the West Bank, who, for almost fifty years now, have been living under rigid military rule that primarily serves the interests of the government of Israel and the settlers. These Palestinian residents are governed by a slew of military orders that restrict them and violate their rights, and they cannot participate in electing the Israeli officials who serve on the bodies responsible for making decisions about their lives.

East Jerusalem, part of the occupied territory, was annexed by Israel in breach of international law. Despite the annexation, Israel treats Palestinian residents of the city as unwanted immigrants – even though it was Israel that entered their territory, not vice versa – and systematically applies policies designed to drive them away from their homes and city.

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Israeli officials deny state responsibility for this systemic violation of Palestinians' human rights, claiming that the fault lies with the Palestinians and resultant security concerns. Although Israel has largely succeeded in promoting the argument that the Palestinians are primarily to blame for this situation, security concerns have very little to do with the reality described here.

In fact, as detailed above, Israel is the one controlling millions of Palestinians, dictating their daily lives and futures. It could choose to end the occupation, stop the siege on Gaza, and set millions of Palestinians free. It can also choose to prolong the current state of affairs indefinitely.

It is Israel's choice to continue its policy of controlling Palestinians – and the Israeli public knows this full well. Therefore, and especially after almost fifty years, it is untenable to view these policies as temporary or continue to believe that Israel has any intention of changing them. It is just as untenable to believe that a different future, one in which all persons living between the Mediterranean and the Jordan River enjoy their full human rights, is possible as long as Israel's policies receive international backing and consent.

The political dynamics in Israel regarding the Occupied Territories range from disregard – especially where the situation in Gaza and in Area A is concerned – to attempts to further the dispossession of Palestinians, mostly in East Jerusalem and in Area C. The handful of recent initiatives by the “political center”, as it is known in Israel, concerning a future arrangement with the Palestinians include driving more Palestinians out of Jerusalem; right-wing proposals center on formally annexing more parts of the West Bank.

Neither does the legal realm offer much hope for a solution: While many facets of Israeli government combine to facilitate control over Palestinians, it is the legal system's readiness to sanction almost every request by authorities that makes this possible. Home demolitions, administrative detention, expulsion of communities, torture, road closures and the

Separation Barrier are only some of the measures sanctioned by Israel's High Court of Justice. Israel's legal system has breached its duty – and professed aspiration – to protect the human rights of Palestinians living under Israeli control. Instead, it has become a key player facilitating this control while providing it a guise of legality.

On an international level, contrary to Israel's claims and despite international responsibilities for human rights, very little has been done to challenge Israel's occupation of the West Bank and its policies towards Gaza. Round after round of negotiations has failed to protect Palestinians' rights (in fact, the Oslo Accords ultimately made matters worse), granting Israel more time to promote its interests while trampling them.

The longer the world allows this reality to continue, the worse it will grow. A realistic assessment of the future paints a grim picture. In ten years' time, will any Palestinian communities remain in the Jordan Valley? How will the paralyzed Palestinian economy function? How many more Palestinian neighborhoods will be cut off from East Jerusalem? And what will the lives of millions in Gaza look like?

The facts and analysis presented here are well-known and agreed upon in the human rights and international community. Further, the implications of continuing to idly standby are well understood, too. What is needed is not more words, but decisive action marking an end to international cooperation with Israel's policies.

## **Premises**

The current reality in the OPT and in Israel, as detailed above, forms the basis for B'Tselem's current work, which is based on the following three premises:

1. The occupation is not temporary and there is no point continuing to work as if Israeli policies are temporary;
2. Israel will not end control over millions of Palestinians without external pressure. The current political map, and relevant historical lessons are completely clear – regimes like the one Israel implements in the OPT perpetuate themselves until they reach a point at which the regime's own interests compel change, whether as a result of violence (which B'Tselem has and will always vehemently oppose) and whether as a result of economic-diplomatic changes. And so, the question B'Tselem needs to ask is what non-violent action can bring a change in the balance of convenience on the Israeli side, and from there, and end to the control over the Palestinians;
3. The playing field for Israeli human rights organizations, with B'Tselem at the forefront, is expected to continue to be threatened, both in terms of public discourse and in terms of legislation.

## **Updated theory of change and derivative organizational practices**

B'Tselem is an information center for human rights in the OPT. Based on the information we gather, we publish reliable data and express criticism, both on specific violations and on systemic issues. This is a tremendously important mission, which B'Tselem has lead with great success for years. However, questions such as "Does B'Tselem oppose the occupation?" have been answered vaguely in the past, and the same holds true for the dilemma as to whether our goal is "improving" the occupation, or some other result.

Under B'Tselem's current strategy, the goal is not localized improvements. Our premise is that Israel has exploited a legal framework that is suited for a short term situation in order to create not only a reality of dispossession, oppression and human rights abuses in the OPT, for almost fifty years, but also a reality that reflects far-reaching, long-term goals. The illusion shared by most of the Israeli public that this situation can simply go on is becoming more and more entrenched, even as this very reality perpetuates the injustice and necessarily leads to daily violations of the human rights of Palestinians living under occupation. This reality will change only when the occupation ends.

B'Tselem's current strategy is based on opposition to the occupation and to military control over the Palestinians, and we are vying to take the lead on this approach. This conceptual shift is rooted in human rights, as opposed to, for instance, a desire for political stability or peace.

It is difficult to formulate a theory for change with respect to the occupation. The occupation is a pliable, shape-shifting creature with an intricate system of rules and laws that has always managed to twist itself into just the right shape, enabling it to preserve enough local and international legitimacy while still pursuing its own goals.

B'Tselem's original theory of change was that change could be effected by providing the Israeli public with reliable information about human rights violations in the OPT and exposing injustice. B'Tselem invested in improving the success of this theory of change and has been more successful than any other body in the history of the occupation in doing so. Still, the recognition that despite the critical historical role this theory has played, it has ultimately failed to bring the desired result, is unavoidable. Looking forward, it is also clear that reliable information, as essential as it may be, is not expected to lead to any significant resistance that would bring an end to the injustice.

And yet, this is not a binary choice. Abandoning the mission of collecting comprehensive, reliable information about what goes on in the OPT is both pointless and not beneficial. B'Tselem will continue to engage in documenting and exposing Israeli human rights violations in the OPT and collecting data and information. This is one of B'Tselem's strongest assets. Our statements are not theoretical, but based on years of collecting and thoroughly analyzing information. This is an essential condition for continuing to fight Israeli policies, but it is not enough.

A relevant strategic goal for us comes from the understanding that the occupation will not end so long as the occupier's balance of interests remains unchanged. Reality will change when the cost/benefit balance changes, and the non-violent means to achieving this end, to changing the equilibrium, is effective international intervention, unlike the intervention seen so far.

The change in our analysis of reality and theory of change has resulted in a change in B'Tselem's statements and daily operations. There have been a number of significant examples of B'Tselem's updated approach over the past two years, both in terms of reports and position papers (the Operation Protective Edge investigations, Black Flag, military courts, and soon, the MPIU report), and in statements on specific incidents.

Example: The ability to kill Palestinians without negative repercussions for the killers is a basic occupation apparatus. It is intrinsic to the ability to continue to control Palestinians

using state violence, under the guise of “legality”. And so, when we are successful in disrupting this apparatus, when we manage to show that a specific case is indicative of a long-term policy and is part of the apparatuses of the occupation, we succeed in disrupting the convenient equilibrium of the occupation. From the Operation Protective Edge bombings, to the military actions in the West Bank, from the video of the Hebron execution to [Black Flag](#), particularly the international attention it got – these are examples of how we disrupt the routine.

Our experience over the last two years has been that these disruptions do make waves among the Israeli public, waves that reach beyond audiences that sympathize with our cause. They also position B’Tselem in a leading role among target audiences, and empower the segment of the public that feels that it too is under attack by the government and its agents. Around the world, these actions garner appreciation for B’Tselem and preserve its position as a leading organization.

Therefore, this course of action, clear statements, which are aimed at the most senior level officials and create real disruptions for the regime, has to be the main yardstick by which to measure our significant public action. In practical terms, this means identifying where B’Tselem actions disrupt the existing order, through a combination of action in Israel and on the international scene.

## **Conclusion**

- The Israeli public will not bring change on its own, because only a minority of it is interested in ending the occupation for ideological reasons. In the current political circumstances, the Israeli public will not produce enough pressure to protect Palestinians’ human rights or end the occupation;
- Even in this state of affairs, where it is clear that any effective pressure would come from abroad, we have a moral duty to continue working inside Israel, and this is also ethically and practically important;
- Contrary to the local reality, there is potential for deterring Israel from specific moves in the OPT, if the world is mobilized. B’Tselem must leverage the information it has and its reliability, prestige and connections toward achieving this goal;
- Moves that will help shift the balance of interests on the Israeli side are the ones that, cumulatively and over time, will manage to challenge the occupation policy itself;
- B’Tselem’s international activity vis-à-vis foreign governments will help promote the organization’s current messages regarding the permanency of the occupation policy and the necessary conclusion that the international community must move from rhetoric to action;
- Such a change in the position of foreign governments requires the mobilization of civil society, and the public, in relevant countries, in order to set the stage for influencing decision-makers and creating the right political climate. This can be done partly by relying on the power of the international media, which is relatively less impacted by Israeli government propaganda. Deep involvement from civil society is required given the political and economic interests that play a significant role in these countries’ relationship with the Israeli occupation regime.

## **B'Tselem: 2018 Work Plan**

The 2018 work plan is based on the organization's current strategic approach, which seeks to erode the status quo by challenging the principal mechanisms that maintain the occupation, and by calling for international action to end the occupation. This is accompanied by ongoing documentation of the reality on the ground and public outreach in Israel and abroad.

As things appear now, the most realistic – or perhaps even optimist – scenario for the coming year is the continuation of Israel's current policies, which seek to maintain the trends we have discussed in the past: In the West Bank – seizure of land, expropriation of its resources, and displacement of the Palestinians; in the Gaza Strip – remote control of the residents while abandoning any responsibility for the disastrous outcomes of this policy.

The Trump Administration in Washington DC and political pressure in Israel to exploit his period of office – which is seen as giving a green light for the gross violation of Palestinian rights and the intensification of Israeli rule in the West Bank (including East Jerusalem) – are exacerbating the situation. Conversely, the isolation of the United States and the exposure of true American policy have created an opportunity for more meaningful intervention by Europe in events here. Accordingly, it is possible that the picture may change, or may at least become more complex and multipolar, over the course of the year.

Inside Israel, there is no reason to anticipate that the hostility of the domestic environment to actions against the occupation will change. Indeed, it is reasonable to assume that the situation will continue to deteriorate gradually. Among other developments, additional legislative initiatives are possible, some of which are already at various stages. In this context, around the middle of the year we will be required to begin implementation of the legislative amendment passed in 2016 requiring the public labeling of NGOs most of whose funds come from “foreign political entities” (as defined in the law). This will take place in accordance with the full financial data for 2017.

The current plan is based on two key axes: Firstly, efforts to erode the image that Israel seeks to promote of a clean and lawful occupation. Secondly, intensified attention to the routine of occupation, in an attempt to make this more real and less transparent, so as to make daily occupation a component of public discourse.

As is always the case, developments may occur that will cause substantial changes or escalations in the situation. Insofar as these transpire, we may need to amend the detailed work plan below in order to respond to changing reality.

## **Planned Projects for the 2018 Work Year**

Hebron (ends at the end of 2019; in cooperation with Breaking the Silence)

Some 40,000 Palestinians and 800 settlers presently live in the H2 area in Hebron. Israel has imposed a regime in this area based openly and overtly on the “principle of separation,” entailing the physical and legal segregation of settlers and Palestinian residents. This regime includes the imposition of extreme restrictions on Palestinian movement and the closure of hundreds of shops and businesses. These restrictions, together with acts of violence by

settlers and the security forces, have made the Palestinians' lives intolerable, leading in turn to the mass abandonment of the area and the economic collapse of the city center.

B'Tselem documents and analyzes this reality on an ongoing basis. However, our last comprehensive update of data and mapping of the city were undertaken [over a decade ago](#). As part of the current project, alongside the ongoing documentation of this reality through the collection of testimonies and video work, we will also prepare a report including a new map and discussing the expansion of the settlements in the city. The report will also include updated data on the number of Palestinian residents who continue to live in the city center and the businesses active in this area. The second part of the report will discuss the ramifications of the settlements in the city for the lives of Palestinians, including the heightened presence of the security forces, restrictions on movement, entries into homes, detentions, and so forth. The research will be undertaken over the course of 2018 and the report will be published at the beginning of 2019. In the second year of the project, we will continue our video work and the collection of testimonies, and we will also prepare a virtual tour of the city and a public campaign accompanying the publication of the report.

The involvement of Breaking the Silence in the project includes the publication of a new book of testimonies from soldiers who served in Hebron, as well as tours of the city (some together with B'Tselem) for the diplomatic community.

### **Communities Facing Expulsion (ends at the end of 2019; in cooperation with Bimkom)**

Dozens of communities inhabited by thousands of Palestinians are scattered around the 60% of the West Bank defined as Area C. The residents make their living mainly from agriculture and grazing flocks. For decades, the Israeli authorities have imposed policies intended to expel these communities by imposing a reality that fosters despair and is unbearable for the residents. The goal is to cause the residents to leave their homes, ostensibly voluntarily. This illegal behavior by the Israeli authorities is based on the political goal, as declared by official representatives on various occasions, of establishing facts on the ground, expropriating land, and seizing control. This is intended to lead, in the first stage, to the *de facto* annexation of these areas to Israel, and later to facilitate *de jure* annexation in a future agreement.

B'Tselem has been active for several years in defending communities facing expulsion. The current project, which forms an extension of this work, will include documentation of the violations they face and of attempts to expel them from their land, including residents' testimonies and the publication of video footage. The project will also include some new themes. For example, we will organize briefings and visits to the communities for diplomats, foreign decision makers, and journalists; arrange a visit to Europe by representatives of the communities; and promote twinned city agreements with the communities. We will also provide workshops for Israeli volunteers who will create Wikipedia pages for the communities.

In addition to documentation, we will also prepare an interactive map exposing the ongoing Israeli efforts to seize control of Palestinian space. The map will detail the changes introduced by Israel over the years, exposing the motivation behind the plans to expel the communities. The map, which is due to be published in August 2018, will illustrate the dissection of Palestinian space into dozens of separate “islands,” in contrast to the careful maintenance of territorial integrity in areas inhabited by Israeli civilians – a practice that enables Israel to impose a “divide and rule” policy. From the perspective of the processing and analysis of information, this project is analogous in terms of its depth and scope to a regular B'Tselem report. This time, however, the report will have a typographical form, rather than a verbal one. The map will include several layers of information – such as settlements, roads, blockages, the Separation Fence, and agricultural land – and will be interactive, including the possibility to navigate along a timeline.

During the first year of the project, B'Tselem will publish a survey of the communities and work to ensure that they appear on sites featuring digital location (Facebook, Waze, Google, etc.), in order to add previously unknown communities to digital maps worldwide.

### **The Supreme Court and the Expulsion of Communities (planned for second half of 2018)**

In its publications and statements, B'Tselem regularly refers to the Supreme Court as one of the main mechanisms that permits the ongoing occupation and human rights violations by granting judicial legitimacy to Israel's policies. However, we have never prepared an in-depth study on this subject.

B'Tselem would need to invest unreasonable resources in order to prepare a comprehensive study addressing all areas in which the Supreme Court has facilitated the occupation, such as punitive house demolitions, administrative detentions, the Separation Barrier, torture, and so forth. Accordingly, we have decided to focus this year on a study on one issue: the expulsion of communities, particularly in the Jordan Valley, the Southern Hebron Hills, and the Ma'ale Adumim area.

Dozens of petitions have been submitted to the Court to date against expulsion and house demolitions in specific communities. However, in most cases the justices have repeatedly refrained from halting the expulsion, and in some cases, they have explicitly facilitated it. The study will examine the justices' handling of these petitions and the various decisions they have made, including an analysis of their ramifications.

### **Minors in the Military Justice System (ends March 2018)**

Israel prides itself on securing a significant improvement in the protection of the rights of minors in the military courts. Reduced periods of detention, the raising of the age of minority, and particularly the establishment of the Juvenile Military Courts have all won Israel considerable credit around the world. In practice, however, almost nothing has changed and the “improvements” are largely cosmetic. The rights of Palestinian minors continue to be violated in these courts on a daily basis.

As part of the project, we will publish a report exposing this reality and showing how the principal function of the military justice system is merely to create an illusion of a functioning legal system, due process, and protection of defendants' rights. In reality, most of the system's work focuses on extensions of detentions and the approval of plea bargains. This reality is particularly serious in the case of youths prosecuted in this system, who are treated as adults not entitled to special treatment, contrary to any other legal system in the world and contrary to the provisions of international law. In order to illustrate this reality, we will collect testimonies from youths tried in this system and from their parents. The report will be published in March 2018.

### **The Routine of Occupation**

In recent years, B'Tselem's work has emphasized the illustration of the daily routine of occupation in the West Bank (including East Jerusalem) and the Gaza Strip. Our goal is to highlight the intensive military presence in Palestinians' lives – something that has become virtually transparent for the Israeli public. Despite the prevailing perception in Israel – and in some cases around the world, there is no “calm” in the West Bank and Israel did not “leave” the Gaza Strip. In reality, Israel exercises constant control over the residents' lives, leading to daily harassment.

This year, we will continue to address this subject extensively. Over the year, we will publish a series of items and several short studies illustrating different aspects of everyday life in the Territories – both in the West Bank and the Gaza Strip. We will also run two major projects on this issue focusing exclusively on the West Bank:

- We will continue the project we began in September, and which is due to end in February 2018. As part of this project, we are uploading biweekly reports to social networks and to our website addressing three key issues: freedom of movement, detentions, and house invasions. These reports are linked to testimonies connected on the same issues and form the basis for our public action. At the end of the project, a brochure will be produced based on the background sheet on the new website [concerning the routine violence of the occupation](#) and including testimonies illustrating this routine.
- We will run a public campaign with the goal of clarifying that the occupation in itself constitutes violence against the entire Palestinian population – violence that has been imposed for over 50 years, yet which is transparent in the Israeli media and in public discourse. The campaign will reframe our work on this issue and set it in the broader context of opposition to the occupation.

### **Jilazun Refugee Camp (ends in May)**

The settlements of Beit El was established close to Jilazun Refugee Camp. As a result, the security forces maintained a heightened presence in the area, leading in turn to regular



clashes between the residents and soldiers and to fatalities and injuries. The project will focus on the ramifications of this reality for the lives of residents of the camp.

The project will include publication of a background sheet about the camp, including basic facts concerning the reality in the camp and the residents' lives. We will also publish three extended items about the camp, with an emphasis on minors. Among other aspects, we will describe the situation at the school situated just outside the camp, close to the settlement. Due to this location, the school is subject of various restrictions. We will document the condition of residents of the camp who were shot and injured in the past during the confrontations, most of which take place close to the school.

### **Women's Rights in Gaza (ends February 2018 for now; hopefully will be resumed)**

The project concentrates on presenting the voices of women in the Gaza Strip – who have faced a siege for over a decade – to the Israeli and international public. As part of the project, we recruited a new field worker in the Gaza Strip. [Testimonies](#) collected from women in the Gaza Strip have already been uploaded to the website as items and disseminated on social networks. We also held a gender training workshops for field researchers and produced an internal paper discussing our gender work policy in the Gaza Strip.

This year, we will continue to publish these testimonies, and we will also produce a video clip featuring a factory that manufactures products from dates. The factory was established and is run by women and exists against the backdrop of the siege and the deteriorating economic situation in the Gaza Strip. The factory faces restrictions on overseas travel for in-service training and the acquisition of equipment, as well as financial difficulties.

### **Routine Activities**

#### **Collection of Information**

We will continue this year to document the situation and collect information from the field concerning various violations in the Gaza Strip and West Bank (including East Jerusalem). For example, we will document incidents involving the killing or injuring of Palestinians; restrictions on freedom of movement; invasions of residents' homes; violent incidents, etc. This year, we will resume our processing of incidents involving settler violence (which we only addressed very rarely in 2017 due to a shortage of staff members). As every year, our field researchers will relay approximately one thousand testimonies and reports on diverse subjects. These will be processed by the data coordinators.

In addition, we will continue to collect data from the field and update our existing information, including data relating to deaths, house demolitions, and checkpoints. We will update the information we receive from the authorities regarding the number of settlers and settlements and regarding prisoners and detainees. We will continue to focus on the documentation of Palestinian communities facing expulsion, including monitoring and publishing a blog on our website following all instances of destruction, confiscation, and military exercises.

We will make a particular effort this year to collect information regarding **accountability**, with the goal of publishing a report on this subject in 2019, by way of a follow-up to our Fig Leaf report. Among other steps, we will submit a request to the IDF Spokesperson to receive data about the number of investigations opened and closed, and the number in which indictments were served. We will also ask the MAG Corps to forward investigative files relating to several cases we have investigated.

### **The Video Project**

Building on our ongoing work in the Camera Project and the strengthening of our existing network of volunteers, this year we will focus on the distribution of cameras in communities facing expulsion, including training residents. Another area of focus will be producing materials that highlight our framing of the routine of occupation, in synchronization with the other projects relating to this theme. We will continue to develop and upgrade our video archive (routine backups, upgrading software to respond to new formats in the video world, option to inspect backups on the Cloud).

Much of the video work is inherently unpredictable and depends on the materials we receive from the field. If over the year, we identify an interesting story that would be suitable for a longer documentary format – as happened in the case of *If You Smile* or *The Boy from H2* – we will invest the necessary resources.

In addition to the aspects already detailed under the various projects above, we will also concentrate this year on the following actions:

- Production of an end-of-year video clip (the last time we produced such a clip was in December [2014](#);
- The Israeli premiere of [The Boy from H2](#);
- Holding at least one public event including the screening of video materials for the general public;
- Continuing Khaled's blog [My Own Private Gaza](#) – a fourth episode;
- Producing two video diaries with women volunteers from the West Bank.

### **Public Activities**

This year our work will focus on an attempt to expand our public activities abroad, alongside ongoing public activities in Israel and the campaign on the occupation as violence (see above). It is safe to assume that over the year we will also need to respond to new attempts to curtail our work.

Planned public activities:

- Displaying the [50 Years](#) exhibition at additional locations, particularly abroad;
- Organizing delegations of journalists from abroad;
- Public opinion survey – to be held around March. This year, we will hold a survey among both Palestinians and Israelis;
- Coping with attacks on B'Tselem or partner organizations: Based on last year's experience, we will prepare for two or three campaigns in the social media and five-eight newspaper advertisements.

We will also continue our routine work, with an emphasis on increasing the distribution list for the newsletter, sending fundraising letters every two months, and expanding circulation via social networks.

### **International Activities**

This year, we will continue to invest substantial efforts in our international work. As part of these efforts, we will continue our ongoing work with the international community – diplomats and representatives of the UN and other international organizations. This will include the production of information and documents; sending regular email updates; responding to requests for information; tours; and expanding the distribution list.

In addition, we also plan:

- Advocacy tours by staff members to European capitals, in cooperation with organizations active in these countries;
- As part of our goal of raising the rank of those we meet with, we will continue to try to organize meetings with the ambassadors of relevant countries, based on predetermined priorities. Our target for this year is to meet with three new ambassadors;
- Extending our connection with relevant organizations and players in Europe, including civil society organizations;
- Sending periodic email updates to the diplomatic community.

### **Fundraising**

B'Tselem's budget for 2018 will total NIS 9.85 million. We continue to raise funds from diverse sources, including embassies, UN agencies, the European Union, human rights foundations, family foundations, and private donors.

This year, we face particularly complex challenges in raising funds for the organization's activities. This is the result of ongoing Israeli pressure aiming to harm donations from

abroad as well as Israeli legislative initiatives focused on human rights organizations operating in the occupied territories that intend to make recruitment from abroad difficult.

In order to cope with these challenges, we will maintain regular contact with our main existing foundations and donors. At the same time, we will make an effort to recruit diverse new funding sources based on mapping undertaken in 2017. We will work to develop fundraising from private donors and launch a crowdfunding program, while maintaining existing donors and renewing contacts with past donors. Lastly, we will launch several small projects to be offered to smaller foundations or major private donors.

In addition, the department invests a considerable part of its time in preparing reports for foundations. Requirements in this field have been increased significantly, and we are being asked to prepare more criteria for evaluation. We will prioritize a stable and orderly internal financial system and work with our CPA in drafting reports, authorizing expenses, and preparing audits. We will also work to enhance our cooperation with other departments in the organization in order to secure our goals and meet all the grant conditions.

### **Administration**

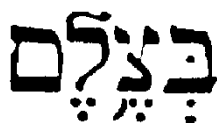
As in previous years, B'Tselem will continue to operate in accordance with the Associations Law and tax laws, as well as in accordance with our own internal procedures relating to staff recruitment, financial management, tenders, associations with suppliers, and so forth.

The total number of staff positions is expected to be similar to last year, though it is possible that two new positions will be added – one in the Research Department and the other in the International Relations Department.

This year, we will continue to emphasize the issue of project management in order to tie together all our undertakings in each project and ensure that we meet them all.

We will devote time and resources (as budgeted) in order to run professional in-service training for the staff in accordance with our internal mapping.

This year, we will change the organization's computer system. Due to technical clashes between the video servers (including the storages containing all our video archive) and the other office systems, we have decided to separate the servers. The office IT team will continue to be responsible for the office servers, while responsibility for the video servers and storages will be transferred to the video IT team. As a result, temporary or protracted defects in the office servers will not influence the Video Department, and vice versa.



**בצלם - מרכז המידע הישראלי לזכויות האדם בשטחים (ע.ר.)**  
**بتسيلم - مركز المعلومات الإسرائيلي لحقوق الإنسان في الأراضي المحتلة**  
**B'Tselem – The Israeli Information Center for Human Rights in the Occupied Territories**

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January 2013

Update: January 2015

## **Employee hiring procedure**

### **General**

1. Once a position becomes available or a new position is created, it must be ensured that B'Tselem's budget includes the change/continuation.
2. The process of recruiting and accepting employees will be identical in all cases, barring specific changes required by each position, as will be detailed in the following.

### **Recruiting new employees**

1. The director of the relevant department will formulate an advertisement including a short description of the position and its requirements. The advertisement will also list major qualities needed on the job and relevant experience and qualifications.
2. **Advertising:**
  - a. On the organization's website and Facebook page.
  - b. On the SHATIL nonprofit listings website.
  - c. In Adv. Dan Yakir's mailing list.
  - d. Lists of sister organizations (including the Association for Civil Rights in Israel, HaMoked: The Centre for Defence of the Individual, Physicians for Human Rights-Israel, the Public Committee Against Torture in Israel, Bimkom, Gisha, Adalah, Rabbis for Human Rights, Musawa, the Israeli Committee Against House Demolitions, Yesh Din, the Arab Association for Human Rights, Kav LaOved, Defense for Children International-Israel, ASSAF (the Aid Organization for Refugees and Asylum Seekers in Israel), Ahoti, the Association of Centers for Victims of Sexual Abuse, Itach-Ma'aki, Vehadarta, and the Israel Women's Network).
  - e. Via staff and board members.

- f. In certain cases, a paid advertisement in a newspaper will be considered. The advertisement will include a deadline for sending applications. The extent of applications will be monitored in order to assess whether broader advertising is necessary.

### 3. Selection:

- a. Initial selection: file applications in a folder according to potentials, doubtful, and definite mismatch.
- b. Have short phone call with every potential candidate to ensure they understand the nature of the position, the work hours, the location, and so on. After the phone interviews, applicants can be summoned to an interview at the office.
- c. **Summoning for interviews:**
  - i. Every candidate will be interviewed twice. Two staff members will take part in every interview. If there are many candidates (five or more), ideally the interviewers will remain the same.
  - ii. When the interview is over, the candidate will be given an exercise. **The exercise must be carried out in the office, and under no circumstance at home. If the candidate cannot stay after the interview, another date can be set for coming to the office to finish the exercise.**
  - iii. The interviewers must be made aware of legal requirements including the prohibition on discrimination based on family status, birth country, age, and political views.
  - iv. If the interview goes well and the exercise is good, the candidate is summoned for a second interview. **The executive director will always take part in the second interview, along with the relevant manager. Note: the final confirmation for hiring an employee is given by the executive director alone.**
  - v. The candidate's salary will be determined by the executive director. No information must be provided without first consulting him or her.
  - vi. After the second interview, if it went well, the candidate is asked to provide two references, preferably previous employers
  - vii. Rejection letters will be sent to all candidates who sent in applications. Candidates who attended the first stage of interviews can be called on the phone.

### 4. Employment testing center:

Experience has shown that recommendations by employment testing centers can significantly aid assessment of an employee's chances of success. We have agreed with the center that we will not accept a score of 5, which does not allow for a clear choice. Therefore, applicants who score 6 and up can be confirmed for employment. The results of the assessment should be used to boost the employee's work and help him or her work on areas of difficulty.

### 5. Trial period:

Employees are hired for a six-month trial period. Upon hiring, the employee will receive the organization's regulations, an employment contract, and a training program prepared by the department manager.

The trial period must be taken very seriously, as it can indicate the employee's chances of future success. Therefore, the following must be ensured:

- a. Hold an informal feedback conversation after a month of work, to check how the employee is doing and what could use improvement.
- b. Hold a feedback conversation in the middle of the trial period (after three months). This is an opportunity to check how the employee is getting on with his or her manager, the other members of the department, and the rest of the staff. It is also a chance to set goals for the next three months, including points for improvement. It is important to do this in writing.
- c. Hold a feedback conversation at the end of the trial period. If the employment is to continue, professional goals must be set together, and also personal goals as the case may be, with the aim of the developing the employee professionally, arranging training, and developing ties with the rest of the staff or with relevant groups. This must be set in writing and signed by the employee and the department manager.
- d. All these protocols will be kept in the employee's file.

**6. Very important:**

It is important that the feedback conversations be honest and that the measurement criteria be taken seriously. When something requires improvement, it is important to lay out a concrete plan for doing so: training, guidance, slowing things down, etc., in order to help the employee meet demands.

It is also very important to give the employee positive feedback, including compliments and explicit appreciation.

**It is important to hold department talks and feedback conversations at least once a year.**

## **GENDER MAINSTREAMING IN B'TSELEM**

B'Tselem strives to provide a full picture of the implications that Israeli policy and daily reality have with regard to the human rights situation of all people, both men and women.

Analyzing the human rights situation in the Occupied Territories from a gender perspective is important not because gender is a trendy topic, but as a matter of principle: all types of human rights violations, relating to all people, must be documented, not just the immediately apparent ones.

To present a full picture of human rights violations, our data collection and research tools must be able not only to document the obvious, but also to unearth information. No one person or team is responsible for promoting gender awareness in our work – we aim to integrate it into the organization's routine. Our goal is for every department in B'Tselem to carefully consider gender issues on each level of work.

B'Tselem integrates gender issues into the workflow and examines the effects of human rights violations that are potentially gender-based, with the effects of a particular violation on women unlike that on men. Thus, gender awareness is incorporated into each stage of B'Tselem's work, with a view to achieving a comprehensive record of human rights violations in the Occupied Territories.

In 1997 the United Nations passed a resolution to incorporate work plans and training on gender framing into its institutions. This has been done since. The precise definition provided in the UN resolution suits B'Tselem's needs:

Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.  
(UN Economic and Social Council Resolution 1997/2:  
Agreed Conclusions, I. A)

We routinely handle an extensive variety of human rights violations and examine their impact on people in the Occupied Territories. As stated in the above-quoted UN resolution "an assumption of gender-neutrality should not be made." In order to address gender issues properly, we do not assume that the phenomena we document, research and publicize have the same effect on women and men, the elderly and the young. We must try and expand our analysis to reach a fuller understanding of the human rights situation.

### **B'Tselem's use of language**

Language of reports and items will be sensitive to gender issues. We may do well to consider, as part of B'Tselem's cautious style, whether we are sensitive enough to gender issues. This is particularly prominent in specific cases that involve women, their partners, and their families.



## Organizational structure

Other organizations have found that establishing a “Gender Unit” has been an unsuccessful arrangement. Anything conceivably gender-related was referred to the team and gender-related concerns were not integrated into the organization’s work as a whole. It is therefore important that the entire organization – at all levels and all departments – be involved in promoting gender concerns, and that the subject not become a niche issue for specific members of staff or in particular topics only. Initially, and as part of the staff training (as detailed below), we must examine our basic terminology in order to heighten our awareness and ability to deal with the topic. We must discuss key issues and concepts in their particular significance for women

Most gender mainstreaming programs start out by analyzing women’s place within the organization itself, examining whether women are sufficiently represented, especially in key roles. Women have always been adequately represented at B’Tselem, holding key positions in both board and staff. Therefore, no change is currently proposed on that front, although this issue must be monitored to ensure no drop in representation.

Checklists and workflow:

1. Organization strategy and work plan: B’Tselem will make gender issues and considerations an essential part of any strategy discussion and work plan.
2. Field research: At least 30% of testimonies must be taken from women so our data reliably represent the entire population (There are significantly more incidents that involve men and minors and therefore it’s not 50 percent). In addition, merely collecting testimonies from women is not enough; the testimonies must also reflect these women’s view of reality.
3. Data coordination: B’Tselem’s data will include gender distinction where relevant.
4. Research B’Tselem’s research aims to present a comprehensive picture of a range of human rights violations in the Occupied Territories. To approach gender issues as part of our work, we unpack every concept and area we address, in order to understand whether, and how, they have gender-relevant angles that we do not want to miss, to ensure that we are reporting the full spectrum of violations. The initial stages of every research project at B’Tselem involves focusing our questions to uncover possible gender concerns, and analyzing which fall under our mandate. B’Tselem is not a gender studies institute, so it makes sense that we research women’s conditions both independently and as part of the general population, choosing how to handle the topic by case, using both types within the same report.
5. B’Tselem’s outreach and target audience: (a) To ensure gender sensitive perspective in our volunteer activities, the number of women volunteers with the camera project will maintain its current level. B’Tselem will ensure that participation of women in the project will range between 40 -60 percent; (b) Campaigns will reflect gender equality and gender perspective. (c) Visibility of Palestinian women will be considered in any campaign and outreach activity; (d) At least 3 campaigns each year will place women’s voices and issues at their center.

## Organization Governing Body

B'Tselem is governed by a **Board of Directors**. The board appoints an executive director and supervises his or her work. The executive director is the senior staff person within the organization, responsible for ongoing operations, staff management (especially of senior staff, the directors of the various departments), strategy development (together with the board of directors) and public representation of the organization. Our planning and learning processes occur on an ongoing basis, both within the board of directors and its committees, and also within B'Tselem's staff and its six departments.

There are currently ten board members: five women and five men. The board of directors sets the organization's policy, determines the organization's strategy, and modifies the organization's activity to ensure it conforms to the organization's stated objectives. The Board meets once every two months to consider policy issues and monitor ongoing work. Once a year, the board reviews and approves an annual work plan, including the strategic plan, usually a three-year plan. Annually, following a comprehensive briefing and discussion, the board also monitors and approves the financial plan and budget.

The board delegates financial oversight to the **Finance Committee**, whose members all have expertise and knowledge in finance and management. The finance committee consists of the Chair of the Board of Directors, 3 board members, the Executive Director, the Associate Director who is also the CFO, and is assisted by the organization's accountant. The Finance Committee may also be joined by a lawyer, who provides legal advice on such matters as labour laws and regulations. The finance committee carefully examines all financial issues, bringing before the board those issues that require its approval. The finance committee receives regular reports from the CFO and the external auditor (see Monitoring Body, below), including monthly budget expenditure updates, updates on issues and procedures related to human resources and adherence to the NGO's by-laws.

B'Tselem also has two external **Monitoring Bodies**. One consists of an external auditor, an accountant that monitors *financial and administrative processes* within the organization, and the other consists of an expert on human rights NGOs, who monitors matters related to *content and activities*. The Finance Committee is monitored by the two Monitoring Bodies.

B'Tselem's strategic plans and annual work plan are authored in a joint process by B'Tselem's managers and staff, in a process monitored by the board. The final three yearly strategic plans and annual work plan are approved by the board.

B'Tselem also holds quarterly Board meetings and bi-monthly Finance Committee meetings. Planning is done according to the annual work plan, while remaining responsive to the actual events on the ground. The Board and Finance Committee also monitor all actions in accordance with the work plan and the organization's mandate. Most Board meetings are attended by the two Monitoring Bodies, who monitor the organization's work in accordance to its declared purposes. Nevertheless, the organization's financial Monitoring Body assesses the financial reporting and actions executed during the year. The organization's Monitoring Body attends 2 Board and Finance Committee meetings during the year.

B'Tselem occasionally make use of external expertise, such as group facilitators, organizational consultants, evaluation professionals, legal consultants, programming experts, information security experts, and public opinion and surveys' specialists.

## **Board Members**

Chair: David Zonsheine, Software Engineer

Smadar Ben Natan, Attorney and political activist. Specializes in human rights and criminal law. A founding member of Gun-Free Kitchen Tables, a feminist project aimed at minimizing the number of guns in the public sphere.

Ido Blum, Attorney, partner at a law firm specializing in administrative and public law.

Elias Khouri, Attorney in private practice who specializes in real-estate law and administrative law.

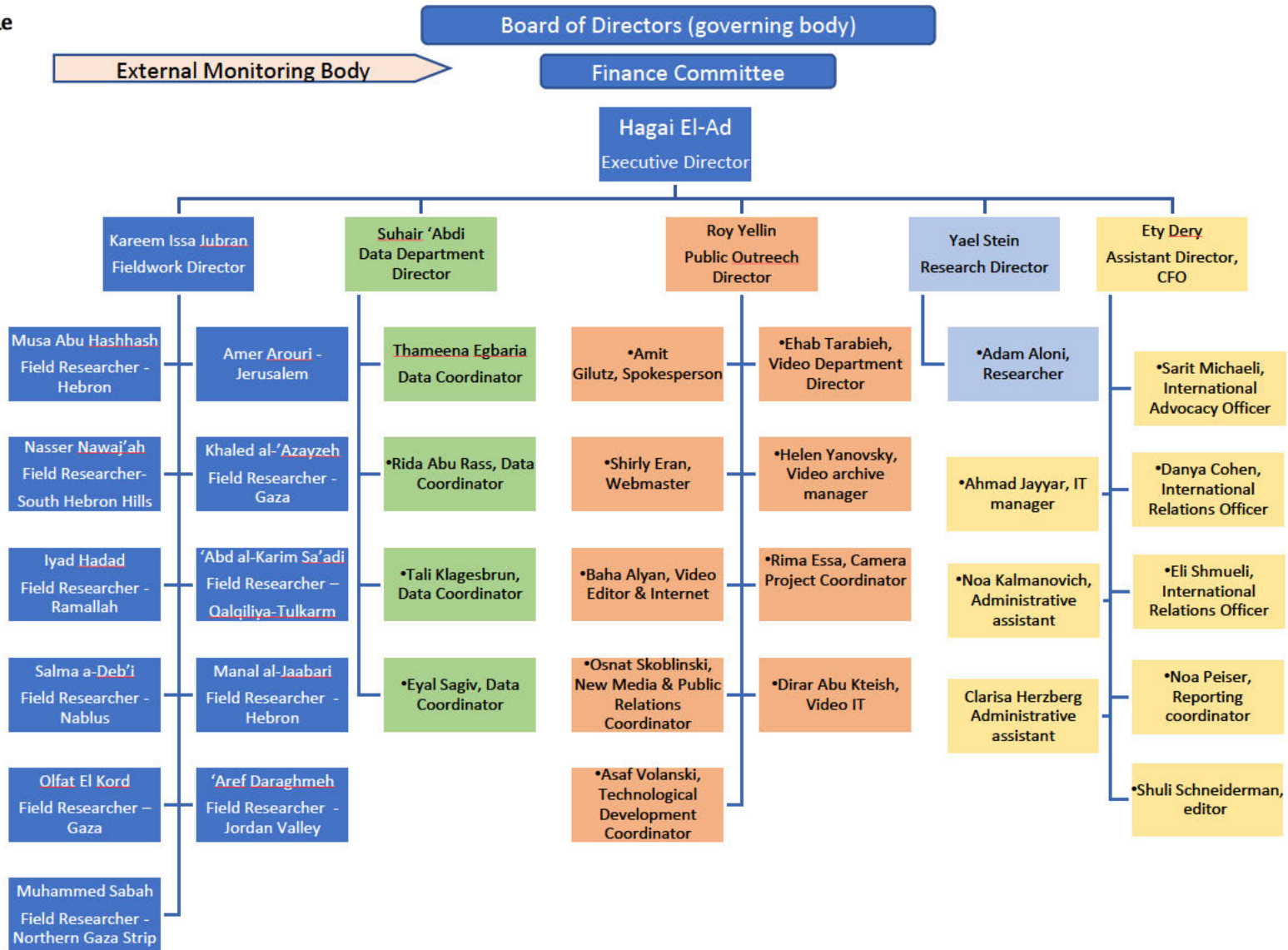
Menachem Klein, Prof. of Political Studies, Bar Ilan Univ., specializing in Israeli-Palestinian relations and the dual-national reality of East Jerusalem. Promoted Geneva Initiatives; advised PM Barak and Foreign Minister Ben Ami at Camp David 2000.

Vered Madar, Academic folklorist; teaches at the Keshet School, Jerusalem.

Ibitsam Mara'ana-Menuhin, Arab-Israeli scriptwriter, film director, film and television producer and media figure. Owner of a private business for film and education productions, and lecturer at the Photography Department of the Bezalel Academy of Arts and Design.

Orly Noy, Left-wing Mizrahi activist, writer and editor on the web-based blog magazine +972, translates Farsi poetry and prose into Hebrew.

# Organigramme



## **Payment procedure**

1. In keeping with the procedure for requesting a price quote, three price quotes must be submitted and the administrative manager must authorize the order before it is placed.
2. Once the goods arrive, the person in charge of the order must sign for receiving it.
3. Any invoice is authorized by the person who ordered the service/equipment and by his or her supervisor.
4. Authorized invoices, signed by two signatories, are passed on to the coordinator and filed in the check preparation folder.
5. Before the checks are written, the administrative manager goes over the invoices to authorize payment against them.
6. The secretary in charge prepares the checks (dated 30 days after the end of the month, and in special cases 60 days later) and hands the written checks and invoices to the administrative manager.
7. The executive director signs the checks first, and they are then passed for signature to one of the people authorized to sign.
8. Each check is mailed with a note requesting that B'Tselem be sent a receipt for it.
9. The invoice, together with a copy of the check and the relevant budget article, are transferred to the accountant for supervision, preparation of reports, and bank coordination.

## **Monitoring and Evaluation Policy**

### *Monitoring and Evaluation Management*

Projects are monitored by B'Tselem's management team, consisting of the managers of each department, the Chief Financial Officer and the organization's Executive Director.

### *Ongoing project Monitoring and Evaluation*

B'Tselem assigns a project manager for every project, and a staffer responsible for monitoring and evaluation, from the International Relations Team. Each project is monitored, and performance evaluated, through the following activities:

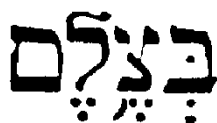
1. **Monthly staff meetings:** Planning, monitoring and evaluation takes place at monthly staff meetings.
2. **Monthly project management meetings:** Monthly, the department managers, the International Relations Team, the financial team, the CFO and the Executive Director, convene to examine each running project with tables indicating targets and performances.
3. **Day-to-day monitoring:** Monitoring takes a day-to-day form by direct and ongoing communication between the project manager and the relevant department managers, and the International Relations Team.
4. **Data consolidation:** Project monitoring data is collected in regular staff meetings, manager consultations, and internal emails and communications. The data is consolidated by the International Relations Team, which uses it to prepare reports, submitted to funders.
5. **Contingencies:** In the monthly project management meetings, goals and actions for the coming weeks are reviewed and decided, and contingencies are mitigated.
6. **Board monitoring meetings:** The Board meets once every two months to consider policy issues and monitor ongoing work.

### *Contingency planning during the lifetime of a contract*

1. **Feedback mechanisms:** Feedback mechanisms are used for handling monitoring results, downwards/upwards in the organization. Feedback is gathered, discussed and communicated both "upwards" and "downwards" and across the organization through regular staff meetings, consultations and communication between staff members.
2. **Means of verification:** The management team compares the anticipated monthly/quarterly/yearly outputs, the indicators of success and the targets devised before the project begins, with the actual performance, using the pre-set means of verification. If a diversion from target is identified, the management team discusses the reasons, and alternatives, in order to reach the targets.

### *Financial Monitoring*

1. **Quarterly board and finance committee meetings:** B'Tselem holds quarterly board meetings and finance committee meetings. The Board and Finance Committee monitor all actions in accordance with the work plan and the organization's mandate.
2. **Finance committee:** The finance committee receives regular reports from the CFO and the external auditor, including monthly budget expenditure updates, updates on issues and procedures related to human resources and adherence to the NGO's by-laws.
3. **Monitoring Body:** The organization's Monitoring Body assesses the financial reporting and actions executed during the year. The organization's auditor attends 2 Board and Finance Committee meetings during the year.
4. **Annual board meeting:** Annually, following a comprehensive briefing and discussion, the board monitors and approves the financial plan and budget.



**בצלם** - מרכז המידע הישראלי לזכויות האדם בשטחים (ע.ר.)

بتسيلم - مركز المعلومات الإسرائيلي لحقوق الإنسان في الأراضي المحتلة

**B'Tselem** – The Israeli Information Center for Human Rights in the Occupied Territories

January 2013

### **Order form – purchase of goods**

Name and signature of person ordering: \_\_\_\_\_

Position: \_\_\_\_\_

Name of manager authorizing purchase: \_\_\_\_\_

Name of company where order will be placed (if known): \_\_\_\_\_

Company contact details: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

#### **Details of products to be ordered**

Type of product (encircle): Electronics / professional literature / office equipment and cleaning materials / other

Brand (if known): \_\_\_\_\_

Manufacturer: \_\_\_\_\_

Quantity to be ordered: \_\_\_\_\_

Number of price quota (must fill out): \_\_\_\_\_

Comments: \_\_\_\_\_



Income 2018		
<b>Budget 2018</b>	<b>₪ 9.857.403</b>	
<b>Received</b>		
<b>Foundation</b>	<b>NIS</b>	<b>Original Currency</b>
Haella	₪ 10.344	2.500 €
UNICEF	₪ 29.643	
Bydale Foundation	₪ 34.670	10.000 \$
UNDP	₪ 52.959	
NIF	₪ 61.545	
CRS	₪ 69.241	20.424 \$
Moriah Fund	₪ 117.890	35.000 \$
Individuals	₪ 137.073	
Bread for the World	₪ 177.333	42.400 €
EU	₪ 214.728	
EU	₪ 377.393	
Sigrid Rausing	₪ 696.660	
<b>Total</b>	<b>₪ 1.979.480</b>	
<b>Secured</b>		
<b>Foundation</b>	<b>NIS</b>	<b>Original Currency</b>
NIF	₪ 60.000	
MAL/BDL CHARITABLE FOUNDATION	₪ 66.216	20.000 \$
Dan Church Aid	₪ 88.560	25.231 \$
Trocaire	₪ 101.143	25.000 €
Moriah Fund	₪ 115.878	35.000 \$
Dan Church Aid	₪ 132.432	40.000 \$
CRS	₪ 142.866	43.152 \$
NIF	₪ 178.783	54.000 \$
Amberstone	₪ 190.000	
Christian Aid	₪ 283.199	70.000 €
Source of Hope	₪ 331.080	100.000 \$
OSF	₪ 496.620	150.000 \$

Individuals	₪	500.000	
Bread for the World	₪	705.028	174.166 €
<b>total</b>	₪	<b>3.391.805</b>	
<b>Total Received + Secured</b>	₪	<b>5.371.285</b>	
<b>Options 1</b>			
<b>Foundation</b>		<b>NIS</b>	<b>Original Currency</b>
Common Services Corporation of the United Church of Christ	₪	16.554	\$ 5.000
Foundation for Middle East Peace	₪	16.554	\$ 5.000
Fabrangen Tzedakah Collective	₪	24.831	\$ 7.500
SIVMO	₪	24.831	\$ 7.500
The Church of Scotland	₪	30.343	€ 7.500
Samuel Rubin	₪	33.108	\$ 10.000
Stichting Niks Voor Niks	₪	40.457	€ 10.000
AECID	₪	50.571	€ 12.500
CRS	₪	69.527	\$ 21.000
Individual	₪	100.000	
Consulat General de France	₪	120.000	
Diakonia	₪	132.432	\$ 40.000
Royal Norwegian Embassy	₪	320.000	\$ 94.118
Pro Victimis	₪	344.323	\$ 104.000
OCHA	₪	397.296	\$ 120.000
<b>Total</b>	₪	<b>1.720.827</b>	
<b>Options 2</b>			
<b>Foundation</b>		<b>NIS</b>	<b>Original Currency</b>
Individual	₪	100.000	
Swiss Development Cooperation	₪	165.540	50.000 \$
OCHA	₪	397.296	120.000 \$
New Secretariat	₪	1.175.334	355.000 \$
<b>total</b>	₪	<b>1.838.170</b>	

**Total secured and likely funding:**

7,092,112

72%

Budget Line	2018 Budget	USD	Euro
<b>Activities</b>			
Human Resources	₪ 5.743.106	\$ 1.689.149	€ 1.367.406
Public Outreach	₪ 525.000	\$ 154.412	€ 125.000
Website Development	₪ 43.760	\$ 12.871	€ 10.419
Roaving Exhibit - 50 years	₪ 50.000	\$ 14.706	€ 11.905
Video Department	₪ 245.000	\$ 72.059	€ 58.333
Reports Production	₪ 110.000	\$ 32.353	€ 26.190
Distribution	₪ 100.000	\$ 29.412	€ 23.810
Activities Abroad	₪ 62.600	\$ 18.412	€ 14.905
Local Travel	₪ 70.000	\$ 20.588	€ 16.667
Vehicle expenses: leasing + fuel	₪ 79.500	\$ 23.382	€ 18.929
Staff Training	₪ 104.000	\$ 30.588	€ 24.762
Translations	₪ 380.000	\$ 111.765	€ 90.476
Safeguarding B'Tselem's activities: Office, Legal, Data Security	₪ 178.000	\$ 52.353	€ 42.381
Safeguarding B'Tselem's activities: Volunteer Insurance	₪ 33.556	\$ 9.869	€ 7.990
Database Development	₪ 14.873	\$ 4.374	€ 3.541
Communications: Telephone & Internet	₪ 186.000	\$ 54.706	€ 44.286
<b>Total Activities</b>	<b>₪ 7.925.395</b>	<b>\$ 2.330.999</b>	<b>€ 1.886.999</b>
<b>Admin</b>			
Human Resources	₪ 622.459	\$ 183.076	€ 148.205
Rent	₪ 378.000	\$ 111.176	€ 90.000
Utilities, Insurance, Taxes	₪ 214.200	\$ 63.000	€ 51.000
Maintenance and Supplies	₪ 112.000	\$ 32.941	€ 26.667
Capital Purchases	₪ 120.000	\$ 35.294	€ 28.571
Server Separation	₪ 107.000	\$ 31.471	€ 25.476
Professional Literature	₪ 73.549	\$ 21.632	€ 17.512
Bank Expenses	₪ 42.700	\$ 12.559	€ 10.167
Hospitality	₪ 9.700	\$ 2.853	€ 2.310
Accounting and Bookkeeping	₪ 93.300	\$ 27.441	€ 22.214
IT Support	₪ 35.100	\$ 10.324	€ 8.357
Professional Consultancy	₪ 24.000	\$ 7.059	€ 5.714
<b>Total Admin</b>	<b>₪ 1.832.008</b>	<b>\$ 538.826</b>	<b>€ 436.192</b>
Unexpected	₪ 100.000	\$ 29.412	€ 23.810
<b>Total Budget</b>	<b>₪ 9.857.403</b>	<b>\$ 2.899.236</b>	<b>€ 2.347.001</b>



Financiële Formulieren Financial Forms

Search this site

## Payment Assessment Forms

Print this page

Choose Form : Payment on Payrequest

Confirm choice

Budget place: RAM

## Assessment Payment GM based on Payment Request\*

ROUTING (if initialization goes through 247Foxy than n/a)					
Action	Officer	Name	Date	Initials	
Assessment:	Financial Adviser	10 2 e	29-6-2018	10 2 e	Approved
Approval/P-statement (BM):	Policy Staff member	10 2 e	29-6-2018		Approved
Approval/A-statement (FA/CTR):	Controller	10 2 e	29-6-2018		Approved
Filing HP-RM:	Financial Adviser	10 2 e	2-7-18		

PAYMENT DETAILS			
Amount to pay	Currency: EUR	Amount:	167.200,00
Type (Advance / Standard)	Advance		
Payment description (always start description with application nr. + period, max. description length is 80 characters!)			
4000001608-B'Tselem-Prepayment-1st Payment Upon Signing the Contract			

BASIC INFORMATION			
Title application:	B'Tselem - The Israeli Information Center for HR	Agreement nr.:	6002672
Application nr.:	4000001608	Earmarked Fund nr.:	
Business partner:	B'Tselem	Business partner nr.:	30014507
Place of Business:	Israel	SAP Cost Center:	0501U02040057
Link HP-RM:	 		
Attachment(s)	Click here to attach a file 		

BANK INFORMATION	
Name of Bank:	10 2 e
Branch:	10 2 e
Account number:	10 2 e
SWIFT/IBAN/BIC:	10 2 e

ASSESSMENT		NOTES	SHORT ANSWER
Basic Data			
1	Is the payment request/invoice an original document?	It's the first payment upon signing the contribution agreement.	No, See notes.
2	Does the payment request/invoice mention the correct currency?	In line with the contract and bemo, and matches bank details created in SAP. The EUR currency. <u>Note: the Bank details provided to us is the local ILS currency, however EUR transfers can be received on this account.</u>	No, See notes.
3	Is the bank information available on the payment request and does this information match the SAP and/or bemo, contract information?	Bank details available on the bemo and in line with SAP. <u>Note: Attached the BP form and the certificate bank letter.</u>	No, See notes.
Direct payment terms			
4	Is the payment request / invoice drawn up according in accordance with contract terms?	1st Payment upon signing the contract	Yes
5	If this is the first payment: Is the fully signed contract/grant decision and (if		Yes

	applicable) payment request money/invoice filed in HP-RM?:	Signed contract in Sophia under (MINBUZA-2018.745757), Bemo saved in Sophia under (MINBUZA-2018.718616).	
6	Does payment request/invoice fit within the approved contract period?:	Contract runs from 01 January until 31 December 2018.	Yes <input checked="" type="checkbox"/>
7	Are sufficient financial resources available within the contract/commitment to execute this payment?:	EUR 176.000	Yes <input checked="" type="checkbox"/>
8	Did Business partner meet (timely) the contractual reporting requirements (F, I, A, IP) with reference to bemo + contract and were the report(s) approved?:	Not applicable. Its the first payment request upon signing the contract. The only and final reports covering the period 01 January until 31 December 2018 and requested from the organization are still due on 31 March 2019.	N.a., See notes <input checked="" type="checkbox"/>
9	Have other contractual payment terms been met (f.e. own contribution)?:	Not applicable, 1st payment upon signing the contract.	Yes <input checked="" type="checkbox"/>
10	Does the payment request fit within the last approved budget and is it according agreed rates?:	Fit within the initial budget saved under Sophia OMINBUZA-2018.745769), and HR Budget for 2018 Bilateral Support reference (MINBUZA-2018.745765)	Yes <input checked="" type="checkbox"/>
11	If applicable, has the correct currency been used?:	The EUR Currency.	Yes <input checked="" type="checkbox"/>
12	Does the payment request show the outstanding balance of previously provided advances? :	Not applicable, 1st payment request.	N.a., See notes <input checked="" type="checkbox"/>
13	Does the payment request show other income and/or costs like Interest, bank costs, other donor payments, etc.?:	Not applicable	N.a., See notes <input checked="" type="checkbox"/>
14	Is the payment request calculated on realistic liquidity needs for the next 6 months (max. 1 year)?:	Not applicable. 1st Payment upon signing the contract.	N.a., See notes <input checked="" type="checkbox"/>
15	Is the payment request according to the milestones as registered in SAP? If not, kindly fill out question 17.:		Yes <input checked="" type="checkbox"/>
16	Do the (to date) received reports show sufficient progress/depletion to execute a next payment? If so, go to 4. to 19 If no, disapprove this payment request and contact the Business partner. After agreement with the business partner you can continue with question 17	Not applicable, reports are still due on 31 March 2019.	N.a., See notes <input checked="" type="checkbox"/>

MILESTONE ADJUSTMENT							
	Month:	Year:				Amount:	
Kindly note here the new agreed or proposed SAP-milestones; please split them by month if that was agreed:  <b>PLEASE NOTE!</b> When an adjustment to a contractual payment schedule is necessary, a fully signed and registered/processed amendment to the contract/the decision is required before any payment can be executed.	<input checked="" type="checkbox"/>	2019	<input checked="" type="checkbox"/>	C u r r e n c y	EUR	<input checked="" type="checkbox"/>	8.800,00
	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				
	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				
	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				
	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				
	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				
	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				
	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				

After registration/processing of:  
 1. the original, fully signed amendment to the contract/grant  
 2. the required information of question 7,  
 3. a milestone payment can be executed by filling out question 4, 5 and 6.

OTHER	
18 Other Remarks:	

\* A payment request can consist out of: an invoice, a liquidity forecast and/or (a 1st payment on) a fully signed contract/grant decision.

**PLEASE NOTE!!** If agreed upon, inform your Business partner about this payment.





The State of the Netherlands, represented by the Minister for Foreign Trade and Development Cooperation, legally represented in this matter by head of mission, hereafter referred to as the Minister, on the one hand,

and

B'Tselem - The Israeli Information Center for Human Rights in the Occupied Territories and with offices in Jerusalem, legally represented in this matter by 10 2 e, hereafter referred to as the other party, on the other hand,

**WHEREAS:**

The Minister is prepared to make a contribution to the other party for B'Tselem - The Israeli Information Center for Human Rights in the Occupied Territories to be implemented by the latter, as described in the letter of 07 May 2018;

The other party will be awarded the contribution subject to the following conditions;

**HEREBY AGREE AS FOLLOWS:**

1. The activity to be financed from the contribution will be implemented under the responsibility of and at the risk of the other party in the manner described in the above-mentioned letter, consisting of an activity plan and a budget. The budget will reflect both the Minister's contribution and any contributions made by the other party or by third parties. The Minister bears no responsibility or liability whatsoever in respect of a third party as regards the implementation of this agreement. The activity plan and the budget are appended to this agreement together with the above-mentioned letter as annexe 1. The contribution has been allocated activity no. 40000001608 in the Minister's records.
2. The contribution is awarded subject to the condition that sufficient funds are made available by the budget legislator.
3. The activity will run from 01 January 2018 to 31 December 2018.
4. Any changes in the manner of implementation of the activity and/or in the budget must be submitted in writing to the Minister for approval in advance. If the Minister does not propose any adjustments within eight weeks of receipt of the changes, they will be deemed to have been approved.
5. The other party will notify the Minister immediately in writing if it proves impossible to keep to the original schedule, in which case the other party will propose a revised schedule. The Minister will inform the other party in writing as soon as possible, and in any event within eight weeks of receipt of such notification, of his/her decision on the proposed alterations to the schedule.
6. The other party must notify the Minister immediately in writing if it suspects or has discovered irregularities (such as fraud, a violation of contract award procedures, serious misconduct (including sexual misconduct) or other serious forms of inappropriate behaviour) relating to the implementation of the activities. It must specify the amount of money involved and the measures it has taken. The other party will include a list of all such notifications, financial interests and measures in the annual progress report or final report.
7. The contribution will not exceed EUR 176,000. The Minister will transfer the funds in advance in instalments not exceeding 95% of the total contribution. The first instalment of EUR 167,200 will be paid within four weeks of receiving the signed agreement. Subsequent instalments will be paid on receipt of payment requests from the other party on the basis of the liquidity needs it has indicated for a period not exceeding 12 months.

**Payment Schedule:**

**Table 1.**

<b>Date milestone payment</b>	<b>Currency and amount milestone payment</b>
Upon signing the contract	€167.200
Upon approval of reports	€8800
<b>TOTAL</b>	<b>€176.000</b>

The other party will ensure that the contribution from the Minister is clearly visible in the accounts showing the expenditures and revenues connected with the funds allocated.

The final instalment will be paid after the final report and/or last annual report has been assessed and the definitive amount of the contribution has been determined, as referred to in article 9.

- B. During the course of the activity, the other party will supply several plans and reports so that the Minister can monitor progress. Table 1 indicates the type of plans and reports required, when they must be submitted and for what period. They are described in more detail below.

The other party should submit these documents as PDF files to **10 2 e**, with a cc to the contact named in article 22.

**Table 2.**

<b>Type of report</b>	<b>Period covered</b>	<b>Deadline</b>
Final narrative report	01 January 2018 – 31 December 2018	31 March 2019
Final financial report	01 January 2018 – 31 December 2018	31 March 2019

**8.1. Annual plan/annual budget**

***8.1.1. Initial budget***

For the first period from 01 January 2018 to 31 December 2018, the plan and budget submitted with the above-mentioned application will form the basis for the activities to be implemented by the other party.

***8.2. Final narrative report***

A final narrative report must contain an aggregate overview of the activities carried out and the results achieved, as set out in the activity plan, together with an explanation of any discrepancies vis-à-vis the intended results. It must link up with the final financial report so that it can be seen whether human and material resources have been used efficiently.

### 8.3. Final financial report

The final financial report must contain the information needed to determine the definitive amount of the contribution. It must contain an aggregate overview of all estimated and actual revenue (including the contribution, the other party's own contribution, funds provided by third parties and interest accrued) and expenditure, in so far as they relate to the funded activities, and an overview of the prepayments provided by the Minister. The report must cover the entire project period and be laid out in the same way as the budget. An explanation must be provided for each budget item that differs substantially from the budgeted revenue and expenditure.

9. After receipt of the final report and/or latest annual report referred to in article 8, the Minister will determine the definitive amount of the contribution within three months. On this basis, accounts will be settled with the other party. Funds made available by the Minister which remain unspent after determination of the definitive amount must be repaid immediately and unconditionally to the Minister.
10. Any interest accrued on the funds made available by the Minister must be used to finance the activities to be carried out in connection with this agreement and must be included in the financial statement. No funds or interest on funds will be used for capital formation.
11. The other party is responsible for ensuring sound management and keeping proper accounts. Any agreements with third parties regarding the implementation of the activity to be financed from the contribution will be laid down in writing. The policy adopted by the other party's organisation regarding prefinancing of implementing organisations will be applied.
12. The other party must keep an inventory of items purchased partly or entirely with the funds made available by the Minister. When purchasing goods and services, the other party will consistently aim to obtain the best price-quality ratio and, where practicable, call for competitive tenders in which all candidates are treated equally in similar cases.
13. The other party is liable for all customary taxes and levies.
14. The Minister may inspect or instruct others to inspect the activities carried out in connection with this agreement, including the other party's reports and financial accounts. The other party must render every assistance to the official or officials appointed by the Minister to carry out such an examination and allow them access to the documents relating to the activity. The costs of any such examination will be borne by the Minister.
15. The Parties will not offer to third parties or seek or accept from or be promised by third parties, for themselves or for any other party, any gift, remuneration, compensation or benefit of any kind whatsoever, if this could be interpreted as an illegal or corrupt practice. Such practices may provide grounds for the dissolution of this agreement or part of it.
16. When spending the contribution and during the activities for which this contribution has been awarded, the other party must refrain from conduct that is punishable and/or prohibited under Dutch law, including sexual and other forms of harassment. Such conduct may provide grounds for termination of this agreement or part of it.
17. The Minister is entitled to make free use, worldwide, of all products produced in connection with the present contribution which may be subject to copyright or any other intellectual property rights. He/she may do so free of charge.
18. If the Minister is of the opinion that the specific way in which the activity plan is implemented or changes in circumstances have led to a situation in which the financing of an activity is incompatible with the foreign policy of the Government of the Netherlands, he/she will initiate consultations with the other party. On the basis of such consultations, the Minister may give further written instructions regarding the implementation of the activity plan.



19. Incompatibility with the foreign policy of the Government of the Netherlands also includes glorification of/incitement to violence or hatred, and disrespect of the prohibition of discrimination on the grounds of race, ethnic origin or religion, and support to groups and/or individuals, who commend/incite to violence, hatred or discrimination, either directly or indirectly.
20. The other party must take account of the fact that the Government of the Netherlands may be held responsible under international law for the implementation of the activity plan. With this in mind, the other party must refrain from supporting activities whose aim is to undermine the political autonomy of a state or to bring down a lawful government by unlawful means. In this regard, lawful or unlawful will be determined not only by the views of the government of the country in question, but also in accordance with international (or international law) standards.
21. All items purchased using the Minister's contribution will be assigned at the end of the activity to a relevant purpose. The other party will submit proposals on this matter to the Minister for approval. In the final report the other party will account for the purpose to which items have been put.
22. The Minister reserves the right to reduce or prematurely terminate the funding for this activity, suspend the transfer of instalments or demand repayment of all or part of the funds already transferred if the other party fails to fulfil its obligations under this agreement, or fails to fulfil them on time, or uses the resources for a purpose other than that for which the Minister made them available, or if a third party has provided cofinancing for the same activities without the Minister's prior knowledge, the consequences of which for the budget have not been approved. The Minister will reduce or prematurely terminate his/her contribution only after consultation with the other party, after which accounts will be settled on the basis of the costs incurred and taking into account any commitments reasonably entered into for the future.
23. For the purposes of this agreement the following persons are responsible for liaison:

For the Minister

10 2 e

For the other party

10 2 e

Unless this agreement expressly stipulates otherwise, all correspondence relating to this agreement will be drawn up in English and addressed to the above-mentioned representatives.

24. This agreement enters into force on the date of signature. Any changes or additions to this agreement are valid only if agreed in writing by both parties.
25. This agreement is governed by Dutch civil law. Any disputes arising from this agreement will be referred to the competent court in The Hague.

Agreed and signed in duplicate  
In Ramallah  
on 24/01/08

In .....  
on .....

For the Minister for  
Foreign Trade and Development Cooperation

For the other party

10 2 e

**B'Tselem**

The Israeli Information Center

For Human Rights in the Occupied Territories (R.A.)

P.O. 580146256

10 2 e Jerusalem 9342114

Name: Peter Mollerna  
Position: Representative

10 2 e

23 July 2018

10 2 e

10 2 e

*Political Affairs / Humanitarian Affairs / Human Rights*  
Netherlands Representative Office to the Palestinian Authority  
12 Holanda Street, Al-Bireh, Ramallah

Dear 10 2 e

On behalf of B'Tselem's Board, staff, and volunteers, I acknowledge with thanks the receipt of Netherlands Ministry of Foreign Affairs' generous grant in the sum of 167,200 Euro. Enclosed please find a receipt. We are all extremely grateful for the financial backing as well as the moral support it signifies. Both are indispensable to our work of challenging the occupation through the documentation of human rights violations, and making this information available to the public and policy-makers in Israel and abroad.

In recent weeks, Israel has stepped up implementation of its policy to transfer and displace Palestinian communities throughout the West Bank. B'Tselem has documented instances of demolition, of temporarily evacuating residents to allow for military training nearby, and of harassment. All these actions are aimed at creating unbearable living conditions, a reality that would compel residents to leave, as though of their own free will. Israeli efforts are currently underway to transfer the community of Khan al-Ahmar from its Mishor Adumim location, just east of Jerusalem. Such efforts include the demolition of the community school, which serves dozens of pupils from neighboring communities. If this forcible transfer is realized, it will constitute a war crime. All those responsible for the deed – first and foremost the ministers and military commanders who gave the order and the Supreme Court justices who approved it – will bear criminal liability for it. B'Tselem is working with sister organizations to help the community of Khan al-Ahmar organize the fight against the planned transfer.

Thank you for your generosity and support in helping promote human rights and achieve a just future in which Israelis and Palestinians can both live in dignity and with the full benefit of human rights.

Sincerely,

Hagai El-Ad  
Executive Director

Encl.: Receipt for the sum of 167,200 Euro, received on 19 July 2018.



בצלם - מרכז המידע הישראלי לזכויות האדם בשטחים (ע.ר.)

بتسيلم - مركز المعلومات الإسرائيلي لحقوق الإنسان في الأراضي المحتلة

B'tselem - The Israeli Information Center for Human Rights in the Occupied Territories

Non profit registration No. 580146256 מס' עמותה

Receipt for Donation No. 06211 קבלה לתרומה מס'

Received from Netherlands Ministry of Foreign Affairs נתקבל מאת

For B'tselem עבור

Amount סכום	Details פרטים
<u>Euro 167,200</u> $\frac{10}{100}$	<u>Grant</u>
	<u>Bank Transfer 19.7.18</u>
	<u>rate: 4.2359</u>
<u>Euro 167,200</u> $\frac{10}{100}$	סה"כ במט"ח Total in foreign currency
<u>NIS 708,242</u> $\frac{48}{100}$	סה"כ בש"ח Total in NIS

Total Amount: Seven Hundred and Eight Thousand Two Hundred and Forty Two סכום כולל: Seven Hundred and Eight Thousand Two Hundred and Forty Two

Signature: 10 2 e חתימה: Date: 19.7.18 תאריך:

10 2 e

P.O.Box 53132 Jerusalem 9153002, Tel: 972-2-6735599, Fax: 972-2-6749111

**From:** 10 2 e  
**To:** 10 2 e  
**Cc:** 10 2 e  
**Subject:** Agreement Numbers for B"Tselem, Yesh Din and Bimkom  
**Date:** vrijdag 6 juli 2018 13:34:20  
**Attachments:** [image001.png](#)  
[image002.png](#)  
[image003.png](#)

---

Dear 10 2 e,

We have received the 1<sup>st</sup> payments for the 3 agreements mentioned above, perusing the contract, I realized that there was a mistake with the earlier contracts that I created, I would have to create new contracts for all 3 agreements. Please find the new contract numbers below. Sorry for any inconvenience. I have updated Sophia with copies of the new contract numbers.

Kind Regards,

10 2 e .

10 2 e



**From:** 10 2  
**To:** 10 2 e  
**Cc:** 10 2 e  
**Subject:** 4000001608-Contribution Agreement -1st payment in process  
**Date:** maandag 2 juli 2018 14:44:00

---

Dear 10 2 e ,

Hope my email finds you well.

Referring to activity number 4000001608, 'B'Tselem – The Israeli Information Center for Human Rights', kindly be informed that the 1<sup>st</sup> instalment an amount of EUR 167.200 as agreed upon signing the contribution agreement has been approved and is in process. The payment is expected to be deposited to the below account within a maximum of two weeks:

Beneficiary name: B'Tselem

Bank name:

10 2 e

Bank Address:

10 2 e

Account number:

10 2 e

Swift code:

10 2 e

Iban number:

10 2 e

Kindly acknowledge upon receipt,

Kind regards,

10 2

---

**From:** 10 2 e  
**Sent:** woensdag 27 juni 2018 07:50  
**To:** 10 2 e >  
**Cc:** 10 2 e  
**Subject:** 4000001608-Contribution Agreement

Dear 10 2 ,

Hope my email finds you well,

I am happy to inform you that an amount of EUR 176.000, has been awarded to B'Tselem. Kindly be informed that the contribution agreement has already been signed by our Head of Mission Mr. Peter Mollema.

Furthermore, in order to proceed with the 1<sup>st</sup> payment upon signatures, both copies of the contribution agreements need to be signed by your office, one copy for your own records and the other for ours. Would it be possible if one of your staff members can pass by our office to collect both contributions, have them signed and return one copy to us, or we might arrange it differently if it's too much hassle on you.

Please give me call on 10 2 e so we finalize this as soon as possible.

Kind regard,

10 2 e ,

10 2 e

Netherlands Representative Office to the PA

---

**From:** 10 2 e

**Sent:** dinsdag 15 mei 2018 12:22

**To:** 10 2 e >

**Subject:** RE: Supplier setup

Thanks

---

**From:** 10 2 e ]

**Sent:** Tuesday, May 15, 2018 11:41 AM

**To:** 10 2 e >

**Cc:** 10 2 e

**Subject:** RE: Supplier setup

Dear All,

I hope this mail finds you well.

Please see attached the filled out form along with the bank document.

In the bank documents it's states that the account is ILS while in the form it states USD. Please note that our foreign currency accounts are within the ILS account, so there is no problem receiving a transfer in USD.

I am at your disposal for any other inquiries.

Best,

10 2 e

B'Tselem -The Israeli Information Center for Human Rights in the Occupied Territories

---

**From:** 10 2 e ]

**Sent:** Tuesday, May 15, 2018 8:30 AM

**To:** 10 2 e >

**Cc:** 10 2 e

**Subject:** Supplier setup

Dear 10 2

Good morning and hope you are doing well.

Attached you will find the NRO Business Supplier form with all details requested to be filled in the system in order to create a supplier number.

Could you please provide me with the organization account details, I have put the currency in the USD by default only. Please note that this form won't be complete unless you provide us with a support letter / certificate letter from your respected bank with the account details of the organization.

Looking forward to hear from you soon,  
Kind regards,

10 2 e

Netherlands Representative Office to the PA

---

**From:** 10 2 e ]

**Sent:** maandag 7 mei 2018 11:22

**To:** 10 2 e >

**Cc:** 10 2 e >

**Subject:** 2018 Funding

Dear 10 2 e,

I am very pleased to present B'Tselem's 2018 strategic plan, work plan and budget information on secured funding and possible funding sources.

Please let us know if we can provide any additional information.

I am at your service for any request.

Kind wishes,

10 2 e

B'Tselem -The Israeli Information Center for Human Rights in the Occupied Territories

---

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10 2 e

תאריך... 29/08/2011.

10 2 e

BANK NAME:	10 2 e	
BRANCH NUMBER		
BRANCH NAME:		
BIC CODE:		
ACCOUNT NUMBER IBAN (23 Digits)		
BENEFICIARY'S NAME:	B'TSELEM	שם המוטב:
BENEFICIARY'S ADDRESS:		10 2 e

10 2 e

**From:** 10 2  
**To:** 10 2 e  
**Cc:** 10 2 e  
**Subject:** FW: Supplier setup  
**Date:** dinsdag 15 mei 2018 11:24:00  
**Attachments:** [SKMBT\\_36318051510320.pdf](#)

---

Dear Colleagues,

Attached documents for a new supplier.

Thanks,

10 2

---

**From:** 10 2 e ]  
**Sent:** Tuesday, May 15, 2018 11:41 AM  
**To:** 10 2 e  
**Cc:** 10 2 e  
[redacted]  
**Subject:** RE: Supplier setup

Dear All,

I hope this mail finds you well.

Please see attached the filled out form along with the bank document.

In the bank documents it's states that the account is ILS while in the form it states USD. Please note that our foreign currency accounts are within the ILS account, so there is no problem receiving a transfer in USD.

I am at your disposal for any other inquiries.

Best,

10 2 e

B'Tselem -The Israeli Information Center for Human Rights in the Occupied Territories

---

**From:** 10 2 e  
**Sent:** Tuesday, May 15, 2018 8:30 AM  
**To:** 10 2 e  
**Cc:** 10 2 e  
[redacted] >  
**Subject:** Supplier setup

Dear 10 2

Good morning and hope you are doing well.

Attached you will find the NRO Business Supplier form with all details requested to be filled in the system in order to create a supplier number.

Could you please provide me with the organization account details, I have put the currency in the USD by default only. Please note that this form won't be complete unless you provide us with a support letter / certificate letter from your respected bank with the account details of the organization.

Looking forward to hear from you soon,  
Kind regards,

10 2 e

Netherlands Representative Office to the PA

---

**From:** 10 2 e ]

**Sent:** maandag 7 mei 2018 11:22

**To:** 10 2 e [nl](#)>

**Cc:** 10 2 e

**Subject:** 2018 Funding

Dear 10 2 e

I am very pleased to present B'Tselem's 2018 strategic plan, work plan and budget information on secured funding and possible funding sources.

Please let us know if we can provide any additional information.

I am at your service for any request.

Kind wishes,

10 2 e

B'Tselem -The Israeli Information Center for Human Rights in the Occupied Territories

---

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This message may contain information that is not intended for you. If you are not the addressee

**From:** 10 2  
**To:** 10 2 e  
**Cc:** 10 2 e  
**Subject:** RE: 2018 Funding  
**Date:** zondag 10 juni 2018 10:54:39  
**Attachments:** [image001.jpg](#)  
[2018 Budget USD+Euro.xlsx](#)  
[Gender Policy \(1\).docx](#)  
[Governing Body and Organigramme May 2018.docx](#)  
[Procedures for Monitoring and Evaluation.docx](#)  
[Employee hiring procedure.docx](#)  
[Payment procedure.docx](#)  
[Purchase order form.docx](#)

---

Dear 10 2 e,

I hope this email finds you well.

1. Please find the B'Tselem budget in NIS, Euro and USD attached.
  2. B'Tselem incorporates gender considerations in all of our work to the best of our ability. Women constitute half our managers and nearly half of our staff and board of directors. We have made great efforts to increase the number of women volunteers in our video project, and women's involvement is one of the most important aspects of the project. The Gaza Women's project is continuing as planned. In 2017, B'Tselem hired our first female field researcher in the Gaza Strip, and will continue our gender awareness training with the staff there. Please find our gender policy attached.
  3. We do not have a risk register, however we do assess risks before starting projects, and we usually write risk assessments in our project proposals. B'Tselem is managed according to the highest financial and quality standards. We have strict management procedures and internal policies in many spheres. For example, we have a procurement policy that requires 3 price offers and a manager's signature on a dedicated form in order to make any purchase. We have a human resources policy that sets out a complicated hiring process. We have a strict policy on gifts, and much more. We have attached several of these policies as examples.
- Please see the attached documents concerning internal management procedures.
4. B'Tselem is very cautious in our funding assessments. We only list income as 'secured' when we have a signed contract with a date we expect to receive the grant funds. The options 1 list includes potential grants that are currently being discussed when we are in contact with the donor, and which past experience indicates that we are likely to receive. Options 2 includes both individual donors and for example, the donor states that made up the Secretariat. The funds we have received from the Secretariat have been integral to B'Tselem's operation, and we sincerely hope to receive them for 2018. This is crucial for our continued operation and in order to implement our work plan. If these funds are not received, B'Tselem will be dramatically impacted.
  5. We will be pleased to receive the grant funds in Euro.

Please let me know if you have additional questions. I am at your service for all needs.

Best wishes,

10 2 e

B'Tselem -The Israeli Information Center for Human Rights in the Occupied Territories

---

**From:** 10 2 e

**Sent:** Friday, June 08, 2018 1:43 PM

**To:** 10 2 e

**Cc:** 10 2 e

**Subject:** RE: 2018 Funding

Dear 10 2,

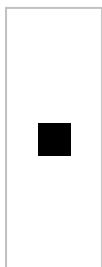
I finally had a chance to go through all the documentation you sent me more thoroughly. In order for me to finalize the internal admin necessary to provide a contribution, I would like to ask you for the following:

1. budget 2018 (as per email yesterday);
2. Can you please elaborate how gender is incorporated in B'Tselem's work? In that context, where does the Women Gaza Project currently stands; will it be continued as hoped?
3. Does B'Tselem maintain a risk register? If so, could you share it with us? As a minimum, I'd like to see the organization's response to the following risks:
  - Fraud/ corruption
  - Inadequate M&E, insufficient internal management
4. In the 'income 2018' overview that you sent me, you include 2 scenario's. On what basis have these been developed/ what additional contributions do you expect to materialize from these 2 scenario's? If a budget gap remains, how will B'Tselem deal with this?
5. Your budget is in shekel, but we usually make payments in dollars or euros. What would your preference be?

Thank you for your elaboration on the points above. If it is easier to call, feel free.

Best regards,

10 2 e



10 2 e

Political Affairs / Humanitarian Affairs / Human Rights  
Netherlands Representative Office to the Palestinian Authority  
12 Holanda Street, Al-Bireh, Ramallah

10

2

10

Web

<http://pal.nlmission.org/>

---

**From:** 10 2 e  
**Sent:** maandag 7 mei 2018 11:22  
**To:** 10 2 e >  
**Cc:** 10 2 e >  
**Subject:** 2018 Funding

Dear 10 2 e,

I am very pleased to present B'Tselem's 2018 strategic plan, work plan and budget information on secured funding and possible funding sources.

Please let us know if we can provide any additional information.

I am at your service for any request.

Kind wishes,

10 2 e

B'Tselem -The Israeli Information Center for Human Rights in the Occupied Territories

---

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From: 10 2  
To: 10 2  
Cc: 10 2 e  
Subject: RE: Bselem BP  
Date: dinsdag 12 juni 2018 15:18:53  
Attachments: image001.png

---

Dear 10

Please see below:

10 2 e



---

From: 10 2  
Sent: dinsdag 12 juni 2018 12:38  
To: 10 2 e  
Cc: 10 2 e  
Subject: Bselem BP

Dear Colleagues,

Do you already have a new BP for the attached supplier.

Thanks,

10

---

From: 10 2  
Sent: dinsdag 15 mei 2018 12:25  
To: 10 2 e  
Cc: 10 2 e  
Subject: FW: Supplier setup

Dear Colleagues,

Attached documents for a new supplier.

Thanks,

10

---

From: 10 2 e  
Sent: Tuesday, May 15, 2018 11:41 AM  
To: 10 2 e  
Cc: 10 2 e  
Subject: RE: Supplier setup

Dear All,

I hope this mail finds you well.

Please see attached the filled out form along with the bank document.

In the bank documents it's states that the account is ILS while in the form it states USD. Please note that our foreign currency accounts are within the ILS account, so there is no problem receiving a transfer in USD.

I am at your disposal for any other inquiries.

Best,

10 2 e

B'Tselem -The Israeli Information Center for Human Rights in the Occupied Territories

---

From: 10 2 e

**Sent:** Tuesday, May 15, 2018 8:30 AM

**To:** 10 2 e

**Cc:** 10 2 e

**Subject:** Supplier setup

Dear 1

Good morning and hope you are doing well.

Attached you will find the NRO Business Supplier form with all details requested to be filled in the system in order to create a supplier number. Could you please provide me with the organization account details, I have put the currency in the USD by default only. Please note that this form won't be complete unless you provide us with a support letter / certificate letter from your respected bank with the account details of the organization.

Looking forward to hear from you soon,  
Kind regards,

10 2 e

Netherlands Representative Office to the PA

---

**From:** 10 2 e

**Sent:** maandag 7 mei 2018 11:22

**To:** 10 2 e >

**Cc:** 10 2 e >

**Subject:** 2018 Funding

Dear 10 2 e ,

I am very pleased to present B'Tselem's 2018 strategic plan, work plan and budget information on secured funding and possible funding sources.

Please let us know if we can provide any additional information.

I am at your service for any request.

Kind wishes,

10 2 e

B'Tselem -The Israeli Information Center for Human Rights in the Occupied Territories

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**From:** 10 2  
**To:** 10 2  
**Cc:** 10 2 e  
**Subject:** RE: enquiry re document 7000021423 - EUR 167.200,00 - BP 30014507 - SRID564143  
**Date:** woensdag 18 juli 2018 13:23:06  
**Attachments:** [bank details.tif](#)

---

Dear 10 2,

Hope this e-mail finds you well.

The name of the Beneficiary is, of course, B'Tselem. 10 2 e is our address.

Please find attached a document stating the correct beneficiary.

Please let me know if you need any further information,

All the best,

10  
2 e

10 2  
10 2 e  
B'Tselem -The Israeli Information Center for Human Rights in the Occupied Territories

---

**From:** 10 2 e ]  
**Sent:** Wednesday, July 18, 2018 2:04 PM  
**To:** 10 2 e  
**Cc:** 10 2 e  
**Subject:** FW: enquiry re document 7000021423 - EUR 167.200,00 - BP 30014507 - SRID564143

Dear 10 2,

Hope you are doing well, the 1<sup>st</sup> payment upon signing the contribution is pending and could not be processed. See email below.

According to the bank certificate submitted by your office, it states that the beneficiary name is 10 2 e, our office tried to carry out the payment as stated but was rejected for the reason mentioned below, they need the complete name of the account holder.

Please correct me if I'm wrong, is the account holder under the name of B'Tselem – The Israelei Information Center for HR, cause it doesn't sound right 10 2 e, if its 10 2 e then please give us the full name of the account holder in order to proceed.

Kind regards,

10 2

---

**From:** 10 2 e  
**Sent:** woensdag 18 juli 2018 13:25  
**To:** 10 2 e  
**Cc:** 10 2 e  
**Subject:** FW: enquiry re document 7000021423 - EUR 167.200,00 - BP 30014507 - SRID564143

Dear 10 2,

Please see email below from 10 2 e yesterday and this morning and help us with requested document as soon as practicable.  
Please call me to discuss further.  
Thanks

10 2 e

---

**From:** 10 2 e  
**Sent:** woensdag 18 juli 2018 07:14  
**To:** 10 2 e >  
**Cc:** 10 2 e  
[redacted]  
**Subject:** RE: enquiry re document 7000021423 - EUR 167.200,00 - BP 30014507 - SRID564143

Dear 10 2 e ,

Thank you for providing the bank details.  
The beneficiary name in the payment is given as 10 2 e  
The beneficiary bank states this account holder name 10 2 e is incomplete and they request us to provide the full beneficiary name.

Do you have any additional details or could you check with the BP ?

Many thanks,  
10 2 e

---

**From:** 10 2 e  
**Sent:** dinsdag 17 juli 2018 17:29  
**To:** 10 2 e >  
**Cc:** 10 2 e  
[redacted] >  
**Subject:** RE: enquiry re document 7000021423 - EUR 167.200,00 - BP 30014507 - SRID564143

Dear 10 2 e ,

Please see attached bank details for BT Selem.  
Thanks

10 2 e

---

**From:** 10 2 e  
**Sent:** dinsdag 17 juli 2018 14:18  
**To:** 10 2 e >

Cc: 10 2 e >

**Subject:** FW: enquiry re document 7000021423 - EUR 167.200,00 - BP 30014507 - SRID564143

---

**From:** 10 2 e

**Sent:** dinsdag 17 juli 2018 14:14

**To:** 10 2 e

**Subject:** enquiry re document 7000021423 - EUR 167.200,00 - BP 30014507 - SRID564143

Dear colleagues,

Please be advised that the foreign bank is unable to effect the below payment, as the beneficiary name is incomplete.

The name mentioned in the payment is given as 10 2 e .

Kindly provide us with the complete beneficiary name asap.

Thanks and kind regards,

10 2 e

77A:TO ENABLE US TO EFFECT YOUR  
BELOW QUOTED PAYMENT ORDER PLEASE  
LET US HAVE BENEFICIARY'S FULL  
NAME AS SAME IS MISSING IN YOUR  
ORIGINAL INSTRUCTIONS.

.

REGARDS

////////////////////////////////////

10 2 e

:33B:EUR167200,

10 2 e

MINISTERIE VAN BUITENLANDSE

ZAKEN BETREFT NON SEPA

RIJNSTRAAT 8

/NL/2515XP S GRAVENHAGE

10 2 e

PO BOX 53132

91531 JERUSALEM ISRAEL

:70:PNUM2000197617 GTR100000035012 RSG

RAM 1608 B' TSELEM 1ST PAYMENT

:71A:SHA

---

Help save paper! Do you really need to print this email?

**From:** 10 2  
**To:** 10 2 e  
**Cc:** 10 2 e  
**Subject:** Receipt of Funds  
**Date:** maandag 6 augustus 2018 10:41:56  
**Attachments:** [Netherlands Representative Office to the Palestinian Authority.pdf](#)

---

Dear all,

I hope this mail finds you well.

Please see attached the receipt for funds received in our account.

I would like to take this opportunity to thank the Netherland's Ministry of Foreign Affairs for your continuous and generous support.

I am at your disposal for any inquiry.

All the best,

10 2 e

B'Tselem -The Israeli Information Center for Human Rights in the Occupied Territories



Reset Form

**BUSINESS PARTNER REGISTRATION FORM****ALWAYS SUBMIT A SUPPORTING DOCUMENT REGARDING BANKING DETAILS**

Classification:	Foundation NGO		
Location budgetholder	R.S.O. NAF (Accra)	Budgetholder	RAM
Contract currency *)	USD	Kind of registration	New
Payment method	Electronic	Business partner #	N/A

**BUSINESS PARTNER INFORMATION**

Business partner name	B'Tselem- The Israeli Information Center for Human Rights in the Occupied Territories
E-mail address	10 2 e
Physical address	10 2 e
Postal code	
City	Jerusalem
Country	Israel
Postal Address	POBox 53132
Postal code	9153002
City	Jerusalem
Country	Israel

**Business Partner with bank account outside the Netherlands or a non-EUR-account**

Account holder name	B'Tselem
Account number	10 2 e
IBAN	10 2 e
Bank account currency *)	USD
Bank name	10 2 e
Bank code (code from bank itself)	10 2
Branch name	10 2 e
Branch or Sort code	10 2
Address	10 2 e
City	
Country	Israel
BIC/SWIFT code	10 2 e

**For a transfer into a USA bank account**

ABA number*	
-------------	--

**For a transfer between 2 USA bank accounts**

ACH number*	
-------------	--

\*The ABA and ACH number could be the same

**Business partner with EUR-bank account in The Netherlands**

Account holder name	
IBAN - Account no.	
Remarks / comments	

Did you add supporting documents regarding bank details? ☒

Drawn up by		Name	10 2 e	Date	15-May-18	Initial	10 2
-------------	--	------	--------	------	-----------	---------	------

**B'Tselem**  
 The Israeli Information Center  
 For Human Rights in the Occupied Territories (R.A.)  
 P.C. 580146256  
 P.O.B. 53132, Jerusalem 91531

10 2 e

Date: 15/05/2018

**Details of account for receiving payments from a bank in Israel or abroad**

BANK NAME:	10 2 e
BRANCH NUMBER:	
BRANCH NAME:	
BIC CODE:	
NUMBER IBAN (23 Digits):	
CURRENCY OF THE ACCOUNT:	NEW ISRAELI SHEKEL
BENEFICIARY'S NAME:	10 2 e
BENEFICIARY'S ADDRESS:	

10 2 e