

Baladna — Association for Arab Youth

Strategic Plan for 2020-2024

Organizational Background

Baladna was founded in 2001 by a group of young Palestinians committed to advancing the social, political, cultural, and economic rights of Arab Palestinian youth in Israel. Frustrated by a lack of outlets through which Arab youth could realize their transformative potential as agents of social and political change, they established Baladna as a non-profit organization dedicated to empowering youth to overcome discrimination and marginalization while advancing their individual and collective rights. Since its establishment, Baladna has touched the lives of tens of thousands of Arab Palestinian youth and remains the only independent youth organization in the Palestinian society in Israel operating at the national level. As a non-partisan organization, Baladna's team and network brings together individuals and groups from different political and social backgrounds, representing Arab Palestinian youth in all their diversity.

Vision and Mission

At Baladna, we envision a future free of discrimination and asymmetrical power relations, in which all people enjoy equality, dignity, and justice regardless of race, ethnicity, nationality, or gender. We believe that youth are the key to this future. Thus, it is our mission to empower Arab Palestinian youth to fulfill this role by placing them at the center of social action, equipping them with the skills and values to take the lead in community advancement. Accordingly, Baladna seeks to build youth capacities in networking, grassroots activism, critical thinking, community organizing, and advocacy while strengthening their understanding and application of principles of equality, democracy, social solidarity, and human rights. Baladna recognizes that uneven power relations cannot be overcome without transforming both societal norms and structural inequality. Baladna, therefore, seeks to instill in Arab Palestinian youth a deeper understanding of the societal and political conditions that have given rise to their marginalization, placing their day-to-day challenges within a larger socio-political context. By organizing youth around their needs and priorities, building their skills and knowledge, and enabling spaces for civic engagement, Baladna ensures the meaningful engagement of youth, enabling them to overcome decades of marginalization and inequality. Far from promoting youth engagement as isolated from wider movements to promote equality, democracy, and human rights, Baladna sees youth as a fundamental component of such movements and aims to empower youth to play a more active role in them.

Contextual Analysis and Needs Statement

The Arab Palestinian community, constituting about 18% of the population, is the most marginalized and disadvantaged population in Israel. As a result of systematic discrimination, severe gaps exist between Arab Palestinian citizens of Israel and the Jewish majority. Poverty is among the most concerning issues facing the Arab community in Israel. 47% of Arab households live under the poverty line.¹ Many Arab families are barely able to make ends meet, with average incomes accounting for only two-thirds that of Jewish

¹ https://www.btl.gov.il/Publications/oni_report/Documents/oni2017.pdf

households. 40% of Arab households report barely being able to secure their monthly needs and 63% that they do not have any savings put aside.²

With 62% of the Arab population under the age of 30, Arab youth constitute a significant portion of the Arab Palestinian society in Israel.³ As a result of systematic discrimination materialized in a shortage of services and inadequate infrastructure, however, they face great challenges in their daily lives and fewer opportunities for personal and economic development. Roughly two-thirds of Arab children live below the poverty line, more than double the national percentage. This reality significantly impacts all aspects of life.

In education, Arab students have lower enrollment rates and test scores than their Jewish counterparts at all grade levels. As a result of a range of factors, including economic hardships, academic challenges, and inadequate transportation services, a significant portion of Arab students who enroll in higher education drop out (38% among men and 24% among women). Outside of school, Arab Palestinian youth struggle to find alternative outlets to advance their personal and academic growth. Access to green spaces, recreational facilities, and public services such as libraries and community centers are severely limited in Arab localities.

Arab Palestinian youth are also disproportionately affected by high crime rates and intracommunal violence, which are increasingly prevalent in the Arab society in Israel. Arab youth constitute the majority of both victims and perpetrators of violent crime. Indeed, according to a study published by Baladna in 2019 and 2020, of the 575 homicides that took place in the Arab Palestinian society between 2011 and 2019, 50.9% of the victims were below the age of 30.

In a recent survey carried out by the Galilee Society, youth respondents indicated considerable cynicism regarding the future. In the study 54.4% of youth aged 15-19 indicated that they believed that their quality of life would stay the same while 19.3% of youth aged 20-24 indicated that they believed that their quality of life would worsen in the future. Similarly, 47% of youth aged 15-19 indicated that they lacked hope that their economic status would change.⁴ Indeed, without avenues to promote change in their communities, and in light of the hardships outlined above, many Arab Palestinian youth have adopted reclusive coping mechanisms, withdrawing into personal spaces and pursuing individualistic measures to manage the tough circumstances. With the exception of Knesset voting, collective activism and political action have largely been sidelined by individualistic approaches to personal growth. In addition to placing unrealistic expectations on a small group of legislators, this trend has undermined social cohesion and even given rise to fragmentation.

Meanwhile, at both the grass-roots and the grass-tops, the Arab Palestinian community lacks a collective vision to move forward to address these challenges. The social, economic, and political circumstances outlined above—coupled with the systematic suppression of Palestinian identity and political awareness—has undermined the Arab Palestinian citizen's ability and motivation to stand up and collectively lead initiatives to advance positive social change. Moreover, the deterioration of social relations resulting from discrimination and inequality and their discontents have sewn distrust and isolation, undermining the social fabric Arab Palestinian communities. This extends to youth, many of whom have become frustrated by the stagnant political and social context. Accordingly, many young people have developed a sense of apathy

² http://www.gal-soc.org/files/userfiles/The_Galilee_Society_2017_Annual_Report.pdf

³ http://www.gal-soc.org/files/userfiles/The_Galilee_Society_2017_Annual_Report.pdf

⁴ http://www.gal-soc.org/files/userfiles/The_Galilee_Society_2017_Annual_Report.pdf

and alienation, adopted individualistic mindsets, taken up stereotypes, and become fearful of taking responsibility and action.

Contributing to the scarcity of youth-led collective initiatives are a lack of accessible frameworks promoting their engagement. Although increased awareness of its marginalized status has spurred action within the Arab community in Israel, there remain no independent, non-sectarian bodies that address the day-to-day needs of Arab Palestinian youth or that seek to inspire them to take action based on a deeper understanding of the broader socio-political context shaping their lived reality.

Organizational Objectives:

In line with its mission to enable Arab Palestinian youth to fulfill their role as transformative agents of change, Baladna has adopted the following organizational objectives:

- To strengthen Arab Palestinian youth's understanding and application of the principles of democracy, equality, and social solidarity
- To foster a deeper understanding of the socio-political context that surrounds Arab Palestinian youth and its influence on their daily lives
- To enhance youth capacities so that they can take a leading role in promoting change at all levels
- To facilitate youth engagement through the creation of spaces and frameworks for youth activism and dialogue
- To address the day-to-day challenges facing Arab Palestinian youth as both an obstacle to and a vehicle for their engagement

Target Groups:

Baladna works with Arab Palestinian youth in regions across Israel, reaching up to 10,000 annually over the last five years. In addition to its broad-based outreach, Baladna has selected fifteen localities in four regions in which it will work intensively from 2020-2024. The localities include Arrabeh, Kfr Manda, Sakhnin, Shefa-ʿAmr, Iʿbillin, Kabul, Tamra, Majd al-Krum, Biʿina, Reineh, Nazareth, Umm al-Fahm, and Arʿara. This approach has been adopted in order to better enable us to monitor the impact of our work, to provide greater support and guidance to youth as they develop and implement strategies to create sustainable services that are responsive to their needs, and to foster an enabling environment for youth engagement by building partnerships with key stakeholders in the locality.

The majority of the youth targeted are between the ages of 14 and 18. However, Baladna also targets youth leaders and facilitators aged 19-30. Baladna targets additional key stakeholders, such as relevant staff and officials in Arab local authorities, schools, community centers, and religious institutions. Through our 'Tawasalo: Enhancing Social Cohesion and Combatting Stereotypes,' Baladna also targets Palestinian youth in the West Bank and Jerusalem.

Strategic Approach

Baladna adopts a **comprehensive approach** in its efforts to promote a future wherein all people are able to enjoy their rights to equality and dignity. In addition to equipping Arab Palestinian youth with the tools necessary to address their day-to-day needs, we promote **holistic problem-solving**. Rather than simply managing the discontents of existing power relations, we provide platforms and skills through which Arab Palestinian youth can deconstruct the structures maintaining the various forms of oppression they are

facing. This begins at the individual level, where we build communication skills, self-confidence, and critical thinking capacities. We also support youth to leverage their skills and knowledge at societal and institutional levels. At the societal level, we work with Arab Palestinian youth to address oppressive societal norms, including sexism, racism, and intra-communal divisions. We recognize, however, that these oppressive societal norms cannot be isolated from the institutionalized discrimination and inequity facing Arab Palestinian citizens of Israel. Thus, we also work with Arab Palestinian youth to advocate for their rights and entitlements through advocacy at the local, national, and international levels.

Baladna adopts a **participatory approach** in its work. As an organization formed by and for young people, youth are the decision-makers, identifying their own needs, priorities, and action plans. We deem grassroots community organizing and mobilizing youth around their needs as a way to increase society's resilience. We believe that our approach is not only democratic, but that it encourages a sense of ownership and agency, both of which are crucial to sustaining youth engagement and, ultimately, fostering transformative change. As part of this approach, we adopt innovative and interactive methods that respond to the immediate interests and concerns of youth.

In order to ensure the effectiveness of our initiatives, Baladna prioritizes **research and understanding**. Each project is based on a thorough assessment of the needs and constraints facing the target groups, as well as an analysis of the socio-political context in the area of intervention. In addition to adopting this approach ourselves, we work to encourage inquisitiveness and critical thought among youth.

Baladna **mainstreams gender equality** in all of its projects. We recognize that, unless the full potential of women and girls is activated, society cannot be transformed. We believe that it is crucial that young women and girls are not only enabled to address women's issues, but that they are also able to shape the trajectory for society as a whole, leading a wide array of initiatives and movements. By mainstreaming women's leadership in other emancipatory movements, we believe that we can overcome women's marginalization in the public sphere and curtail oppressive gender roles. At the same time, we recognize that the persistence of power asymmetries along other lines inevitably infiltrates gender relations. Baladna addresses this, by directly addressing issues relating to gender in our work at the societal and institutional level.

After nearly 20 years of ongoing work with youth, Baladna has succeeded to build a strong organizational infrastructure that is supported by a growing volunteer base. Thousands of young people that participated in our initiatives over the years are now active in their communities and remain involved in our network. In addition to our base of youth and youth organizations, the organization has established strong partnerships with different stakeholders, spanning schools, municipalities, community centers, and civil society organizations. Baladna actively maintains such partnerships, recognizing that meaningful and sustainable change can only be achieved through collaboration. Thus, we see **partnerships** as central to all aspects of our work. We place a particular emphasis on local partnerships to ensure that our interventions, including our methods, correspond with local needs and capacity constraints. This is why we have made the strategic decision to work intensively in fifteen specific localities over the course of the next five years. This approach also includes international partnerships. Partnerships with international organizations, foundations, and activists enable us not only to empower youth to engage in advocacy at the international level, but they also provide opportunities for us to develop our strategies and methods and offer solidarity with like-minded organizations and initiative.

Future Plans: 2020-2024:

At this stage in our organization's development, we are focused on deepening engagement in several areas. Although these focus areas are reflected in our organizational objectives and the action plans outlined below, we will give special attention to their development over the course of the next five years. These areas include:

- Emphasizing the local level by fostering sustainable, grassroots interventions in four regions
- Strengthening youth advocacy through the promotion of youth-led local advocacy initiatives
- Advancing a deeper understanding of the challenges facing youth and developing strategies to address the underlying causes of these challenges
- Addressing the daily needs of youth as a vehicle to promote their engagement on social and political levels with a special focus on intracommunal violence and crime
- Leveraging our work at the local level to raise awareness of the needs of youth and promote youth engagement at the national level
- Capitalizing on pre-existing frameworks, especially youth volunteering programs, to ensure their effectiveness and to promote life-long civic engagement among Arab Palestinian youth

Staff Development:

Baladna employs eight permanent staff members, including an executive director, five project coordinators, a resource development coordinator, and a financial officer. In addition to its core team, Baladna usually works with two international volunteers per year.

In order to advance its organizational capacities and impact, Baladna systematically invests in the development of its staff. Baladna staff members regularly participate in training workshops and programs. In the next five years, Baladna intends to increase its staff capacities in two areas:

- Youth mobilization strategies and approaches (These capacities will be developed through training workshops and international exchange programs with our partners, including Peace Works, ICJA, CCIVS, and SCI-International.)
- Social media as a tool for advancing social change (These capacities will be developed through training workshops with experts in this field to develop operative methods for optimizing the organization's use of social media. This will allow Baladna to more effectively recruit and impact youth, as well as increase general community awareness of our activities and the importance of youth engagement.)

Risk Analysis:

	Risk	Mitigation strategy
Internal	Inability to ensure the necessary funds to continue implementation of the projects	Baladna intensified its fundraising efforts in 2019 to accommodate new projects and to enhance its sustainability. The organization has raised all of the funds necessary to implement the activities planned for 2020 and has already secured much of its required income for 2021 and 2022. In order to ensure it has necessary funds to carry out all of the projects outlined in its strategic plan, Baladna will continue to invest in strategic and effective resource development.
External	Lack of interest in cooperation among schools due to limitations imposed by the Israeli Ministry of Education	Baladna will make use of its wide network (community centers, schools, youth movements, civil society organizations, etc.) to attract and recruit participants. Baladna will also leverage effective social media strategies to ensure recruit more participants and ensure greater exposure.
	Lack of youth commitment to the organization's activities due to other personal priorities and interests	Baladna is aware of the demanding schedules facing youth. We have also noticed a growing tendency among Arab Palestinian youth towards individualism, apathy, and frustration, which results from the challenging social, economic, and political circumstances facing them. To ensure youth engagement, we have adopted projects and methods that respond to the interests of youth and their daily needs. Baladna will also adapt the programs' activities timeline to the schedule of the participants to ensure greater participation. Additionally, we have adopted innovative methodologies to motivate youth to become engaged, such as hiking tours and board games. Such interactive modes of engagement have already proven to be effective in mobilizing youth in Baladna's past projects.
	Limitations on the ability of stakeholders and partners to	The Tawasalo project is designed to accommodate obstacles limiting travel to/from Israel and the OPT. At the time of writing, it is possible to carry out exchanges

	<p>travel to/from the West Bank and Israel</p>	<p>between youth in the OPT and Israel. An escalation in violence, however, could render such exchanges more challenging. To mitigate this risk, Baladna and its partner organizations will monitor the security situation and consult with relevant UN bodies and INGOs. This will also be mitigated through the adoption of creative solutions, such as three-way exchanges (a group from within Israel and a group from the West Bank go to another location in the West Bank instead of Israel or East Jerusalem).</p> <p>Additionally, school managers, parents, and even youth professionals and activists are sometimes afraid of sending youth to participate in exchange tours in the West Bank. To overcome this challenge, project staff will engage in regular meetings with the stakeholders to dispel false pre-conceived notions that underlie these fears emphasize the value of these exchanges.</p>
	<p>Outbreak of violent conflict or war</p>	<p>In the event of an outbreak of violent conflict or war, youth stakeholders may become preoccupied with other important forms of civic engagement and activism. Such a context, however, also has the potential to motivate stakeholders to become more engaged in Baladna’s initiatives. Baladna aims to empower youth, allowing them to take the reins in identifying and addressing the issues that are of the greatest concern to them. This approach constitutes a built-in mitigation strategy, as it would allow youth to remain involved in the activities while addressing their important concerns relating to the violent outbreak.</p>
	<p>Escalation of the coronavirus or another public health crisis</p>	<p>The coronavirus will continue to present a risk until a vaccine has been approved and is widely available. Additionally, epidemiologists predict a more frequent occurrence of epidemics in the coming years. If the situation with the coronavirus in Baladna’s areas of operation escalates or if there is an outbreak of another virus, Baladna will work to ensure that the organization’s activities and projects continue effectively and in a timely manner while adhering to the recommendations of local and international health officials to ensure the health and safety of Baladna’s team, beneficiaries, and partners.</p> <p>In some cases, project staff will be able to implement activities as planned (e.g. independent research in the Youth for a Peaceful Society project, gatherings of fewer than 11 individuals for outdoor hikes in the Hawiya project, and small meetings to</p>

		<p>develop the strategy for the Nazareth Youth Center). In other cases, Baladna will draw on lessons-learned during the 2020 coronavirus outbreak. This will include using technology to sustain operations and shifting activities online when doing so will not undermine the achievement of planned outcomes. Where necessary, project staff will postpone activities that necessitate face-to-face interaction while maintaining close communication with stakeholders in order to ensure sustained engagement. When neither moving activities online nor postponing them is an option, project staff will consider altering activities to fit the circumstances. In such cases, project staff will develop alternatives that will secure planned outcomes and, where possible, transform the challenge into an opportunity.</p>
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Action Plan

- **Harak Youth Leadership**

Objectives:

- Promote among Arab Palestinian youth a deeper understanding of the societal and political conditions that have given rise to their marginalization and an enhanced appreciation for principles of democracy, gender equality, and human rights
- Foster sustained civic engagement among Palestinian Arab youth
- Facilitate the generation of needs-responsive services based on a deep understanding of the challenges facing Palestinian Arab youth and their communities
- Cultivate supportive networks for youth civic engagement that contributes to building societal cohesion

Main Activities:

- Youth groups in 8 strategically-selected localities undergo an intensive training program, equipping them with the necessary tools to lead their own social change processes, deepening their understanding of the societal and political conditions that have given rise to their marginalization, and enhancing their appreciation for principles of democracy, gender equality, and human rights.
- The youth groups, with the support of Baladna's project coordinator, carry out local needs assessments, identifying the main challenges facing youth in their communities
- Each group reviews the results of the needs assessment process and identifies priority areas around which to build their interventions
- Each group builds and implements their own action plans, giving rise to 8 community change processes aimed at generating needs responsive services by the end of each process

Results:

- 1 comprehensive needs assessment report (2021)
- 1 conference on the needs of Arab Palestinian youth (2021)
- 1 media campaign on the needs of Arab Palestinian youth (2021)
- 50 youth from eight localities are equipped with the knowledge, capacities, and tools to effect change in their communities (per year)

- 16 workshops per year (12 introductory workshops, 4 workshops to close gaps in youth activists' skills during the implementation of the action plans)
- 8 youth action plans implemented per year
- 8 sustainable, needs-responsive services per year

- **Tawasalo: Enhancing Social Cohesion and Combatting Stereotypes**

Objective: To combat stereotypes and fragmentation between Palestinian youth living in Israel, Jerusalem, and the West Bank

Partner: PalVision

Main Activities:

- Recruiting 10 exchange leaders (aged 24-30) and 20 youth groups (aged 14-20) from Israel, the West Bank and Jerusalem (35 youth per group) to participate in exchange tours with their counterparts in the other geographic regions
- 75 workshops with the project facilitator and the exchange leader from each locality to prepare for the exchange tours and discuss stereotypes and expectations about the planned exchange
- 45 exchange tours between different groups from different localities in Israel, Jerusalem, and the West Bank during which they will discuss issues relating to stereotypes and fragmentation, tour the locality where the exchange is taking place, and learn more about the geographic and historical realities shaping the place and its people

Results (annually):

- 10 youth leaders are empowered to facilitate exchanges and dialogue among youth from the West Bank, Jerusalem, and the Palestinian society in Israel
- 760 Palestinian youth aged 14-20 from the West Bank, Jerusalem, and the Palestinian society in Israel have been exposed to the perspectives of youth living in the other regions

- **Youth for a Peaceful Society**

Objectives:

- To identify the underlying causes of and factors facilitating organized crime and violence in the Arab Palestinian community
- To develop collective strategies to address violence in the Arab Palestinian society based on a deeper understanding of the phenomenon and its root causes, including a comprehensive intervention strategy to reduce the impact of violence crime on youth
- To address violence and its impact on Arab Palestinian youth through the implementation of collective strategies by way of pilot programs in five Arab localities that can be adapted and applied to other Arab localities in the future

Partner: Coventry University

Main Activities:

- Gathering and analyzing data on organized crime with a focus on the sociological roots of the phenomenon

- Case studies and interviews in 5 localities to further understand how criminal organizations have embedded themselves in and leveraged the vulnerabilities of Arab Palestinian communities
- Dissemination of the findings of the case studies and analyses
- Strategizing to address the violent reality and its impact on youth
- Development and implementation of youth-led pilot strategies to mitigate the impact of violence and organized crime on Arab Palestinian youth

Results:

- A report on homicides in the Arab Palestinian community
- A report on the underlying causes and factors underpinning organized crime and intracommunal violence, including case studies of five localities particularly impacted by the violent reality
- 1 conference on violence in the Arab community
- 5 roundtables to facilitate dialogue and the development of actionable strategies among key stakeholders
- 24 strategy sessions with youth
- The identification of collective strategies to address the violent reality and its impact on youth
- Replicable pilots for addressing the violent situation and its impact on youth

- **Sumud: Finding Common Ground**

Objectives:

- To enhance mutual understanding between Palestinian youth activists living in Israel and from the West Bank as a basis for the development of a common political vision and joint action
- To facilitate spaces for Palestinian youth activists to develop a collective identity and devise strategies to overcome fragmentation and advance the Palestinian cause

Main activities:

- Recruiting 30 youth (aged 18-30) from the Arab Palestinian society in Israel and from the West Bank
- Monthly workshops to promote a deeper understanding of the social and political context facing Palestinian youth in the West Bank and in Israel and how they relate to human rights and international law, gender equality, and democracy
- Sessions to develop strategies to address fragmentation between Palestinian youth in the various geographic areas
- A summer program to expose other youth to the issue of fragmentation through tools developed by the 30 youth who participated in the workshops and the strategy sessions

Results:

- 30 youth activists are equipped with strategies to engage in joint efforts to combat fragmentation and promote Palestinian rights

- **Social Entrepreneurship in the Arab Palestinian community** (Planned to begin in 2022)

Objective: To promote needs-responsive social entrepreneurship among Arab Palestinian youth as a vehicle for personal and community advancement

Main Activities:

- Developing an adaptable model for youth-led social entrepreneurship in the Arab community
- Trainings for 8 Arab youth from 8 localities, providing them with the skills, tools, knowledge, and networks necessary to implement successful entrepreneurial initiatives.
- Professional accompaniment and consultation throughout the implementation of 8 youth-led social enterprises addressing specific issues facing the Arab community in Israel

Results:

- 8 young Arab Palestinians are trained in social entrepreneurship annually
- 8 youth-led social enterprises addressing the needs of Arab Palestinian youth annually

- **Hawiya: Exploring Identity**

Objective: To enable Arab Palestinian youth to explore their identities, including the historical and political processes shaping them, as an integral process for their empowerment as leaders

Main Activities:

- Developing board games that address a range of topics relating to Palestinian identity, including social solidarity, the blockade on Gaza, and freedom of movement
- Developing and disseminating acritical understanding of history to serve as an alternative to civics and history curriculums in Arab schools in Israel
- 'Tijual' (roaming) hiking tours during which youth participants explore Palestinian towns and neighborhoods while learning about their history, geography, and social life as a way to develop a sense of belonging and societal cohesion

Results:

- 900 tenth-grade students from ten localities have participated in board game workshops
- 20 educators are equipped with resources to skills to present Palestinian and Arab history and promote critical engagement among their students
- 2,000 high school students have been exposed to alternative resources and information to study history from a critical lens
- 20 youth leaders are empowered to lead tours of their own villages and towns
- 12 youth groups in 6 localities (360 youth) have participated in hiking tours and developed a better understanding of the history, geography, and social life of their communities

- **Advancing volunteerism in the Palestinian community**

Objective:

- To foster sustained civic engagement among Arab Palestinian youth in the areas of volunteering and activism

- To cultivate supportive networks for youth civic engagement that contributes to building social cohesion

Main activities:

- Building and drafting a curriculum for mandatory volunteer programs in Arab high schools that will better serve to promote volunteerism and civic engagement among Arab youth
- Training students in topics outlined in the curriculum, including commitment and social cohesion
- Coordination of intensive workshops during which the youth will build their own volunteer day projects
- Youth-led volunteer days in eight localities
- Training educators to implement the volunteer program independently
- Volunteer days in eight localities during which the students will implement their volunteer projects

Results:

- 1 curriculum for volunteer programs in Arab schools has been developed
- 1,200 students are trained and mobilized as volunteers each year
- 200 volunteer training workshops per year
- 240 youth leaders are trained in media outreach, local fundraising and community organizing
- 32 intensive two-day workshops to plan volunteer days per year
- 16 volunteer days have taken place in eight localities
- 80 school staff (8 per school) are trained to implement the volunteer program
- A model for volunteer programs in Arab schools is piloted, perfected, and documented in a detailed manual and curriculum

- **Nazareth Youth Center**

Objective: To build a sustainable platform for youth in the Old City of Nazareth to develop their capacities and engage in community organizing to promote their needs and the development of their community

Main activities:

- Renovating the Center
- Working with youth leaders from Nazareth to develop a strategic plan for the Center
- Coordinating and hosting activities, such as:
 - Afterschool activities (tutoring, extracurricular activities, leisure activities, etc.),
 - Cultural, community, and youth events,
 - Meetings and events organized by youth movements in the surrounding localities
 - Vocational training courses targeting youth of various socio-economic backgrounds
 - Youth workshops to facilitate discussions on challenges facing Palestinian youth in Nazareth, such as drug and alcohol abuse, mental health, and sexual education

Results:

- Youth in the Old City of Nazareth have access to a space and initiatives through which they can enhance their personal and collective agency

Measuring Success:

Baladna prepared and adopted this **strategic plan** in order for it to steer and drive our work. In the coming years, the strategic plan will also be used as a tool to test and measure our progress. The procedure to elaborate the strategic plan involved a series of sessions during which we evaluated Baladna's past projects, involving as many stakeholders in the process as possible, including staff, members of the board, youth leaders and facilitators, and other youth targeted in our projects. These stakeholders will be reconvened regularly in order to evaluate the relevance of the strategic plan, the status of its implementation, and its impact.

Each project incorporates its own sets of monitoring and evaluation procedures. Baladna sets the indicators and tools used to measure success in a preliminary stage of the project. The monitoring and evaluation processes usually include quantitative and qualitative tools, taking into account the number of beneficiaries and the delivered activities, as well as community dynamics and processes. At the outset of every project Baladna identifies a clear starting point for its indicators. For example, before the 'Harak' youth groups began trainings to develop the skills and values need to effect positive social and political change, project staff distributed a questionnaire to the students to gain insight into their understanding of concepts such as democracy and identity, their stance on issues relating to gender equality such as their perspective on specific gender roles, their sense of agency, and their behaviors. Another set of questionnaires will be used after the workshops have been completed. These questionnaires will be used to gage the effectiveness of the workshops. Baladna also employs qualitative tools, gathering youth testimonials and consulting with key stakeholders involved in the projects. Project coordinators document the progress of the projects and report on them to the Director, members of the board, and partner organizations and foundations on a regular basis.

On a weekly basis the team of Baladna, including staff and volunteers gather to discuss the progress of the organization's projects and take decisions for the ongoing and future implementation of projects and activities. The Board of Directors meets with the Director of the organization on monthly basis in order to be updated on the progress of work, as well as to take strategic decisions.

Partners:

- Adalah- The Legal Center for Arab minority rights in Israel
- ADRID
- The Arab Association for Human Rights (HRA)
- Kayan Feminist Organization
- Assiwar Feminist Organization
- Palestinian Vision Association
- Peace and Conflict Studies- Coventry University, UK
- Anna Lindh Foundation
- Interfaith Council for Peace and Justice (ICPJ)
- International Voluntary Service (CCIVS)
- Service Civil International (SCI)

Recent Donors:

- American Friends Service Committee

- Broederlijk Delen
- CCFD Terre Solidaire
- Euro-Mediterranean Foundation to Support Human Rights Defenders
- European Cultural Foundation
- European Endowment for Democracy
- Galilee Foundation
- Grassroots International
- IM Swedish Development Partner
- Medico International
- Novo Foundation
- Welfare Association

Organizational budget

- 2016: 208.551 Euro
- 2017: 178.315 Euro
- 2018: 325.729 Euro
- 2019: 340.559 Euro