

# סיכוי-אופוק סיקקוי-أفق



# 2021

Sikkuy-Aufoq

Annual Report



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## Dear friends of Sikkuy-Aufoq,

We are excited to present the organization's annual report - a review of our work and achievements in 2021. Despite the many challenges in the struggle for equality and a shared society for Arab and Jewish citizens in Israel, this past year was also marked by progress and opportunities for change.

In May we were painfully reminded of how fragile the relationships between Arabs and Jews in Israel are, and how this relationship is closely linked to the Israeli-Palestinian conflict. The dangerous escalation in violence brought us frighteningly close to civil war and threatened to pull down much of the infrastructure for a shared society that has been so hard-won. Most of all, it exposed the failure inherent in the government's attempt to advance Arab society solely in material economic areas and through the rights of individuals. We believe the events of May are proof that the definition of equality must include collective rights, an equitable division of resources such as land and a seat at the decision-making table, as well as more symbolic issues such as the broad acceptance of Arab language, culture and national identity.

Sikkuy-Aufoq's work going forward, as defined in the Strategic Plan completed in 2021, is focused squarely on advancing this broader definition of equality, which encompasses the need to strengthen Arab society from within after years of discrimination, violence and crime, and the ongoing inequitable impact of the pandemic. This past year we began operating in several new areas designed to strengthen the economic and social infrastructure in Arab society and Arab municipalities, including the promotion of planning and developing hubs for employment and industry inside Arab towns and cities; addressing deep-seated planning and economic issues that lead to an increase in crime, and working to combat food insecurity in Arab society. We look forward to sharing progress on these topics in next year's Annual Report.

In spite of the many challenges, we are certain that together we can make far-reaching progress towards equality and shared society. In this report we will describe several important achievements from this past year that we accomplished in collaboration with our many partners. We will also take a brief look at several of the major challenges we expect to face in 2022.

Finally, we would like to share an exciting change: Our name is now Sikkuy-Aufoq - For a Shared and Equal Society. The addition of an Arab name to the organization reinforces the centrality of equality and partnership within our organization.

We wish to thank all our friends and supporters: your partnership on our shared journey gives us the strength to persevere and drive change towards a more equal and just society.

Amjad Shbita and Ofer Dagan | **Co-Executive Directors**

# Thirty years on, **this is who we are today**

**Thirty years ago, in 1991, Sikkuy-Aufoq was established as a shared Arab-Jewish nonprofit organization. We work to advance equality and partnership between the Arab-Palestinian citizens of Israel and the country's Jewish citizens and lay the foundation for a truly shared society. To advance this vision, we work with local Arab municipalities and the leadership of Arab society and engage in advocacy vis-à-vis government ministries, public bodies, the media, and the public at large.**

We map the barriers in government ministries and in Arab local authorities that impede equitable allocation of state resources; and work with government offices to ensure our policy recommendations are adopted and implemented.

In addition to advancing material equality, we work to create a shared society and strengthen shared spaces that accord Arabs as well as Jews an equal place and a sense of belonging and acceptance. Segregation between Jews and Arabs remains the norm in Israel, perhaps most notably in housing and education. Our goal is to ensure that Arab citizens feel at home in public spaces - public and cultural institutions, nature and leisure venues, workplaces, the health system, academic institutions, public transportation - not only as individuals but as part of a collective, without feeling they must hide who they are or change their identity and appearance. To this end, we advance greater status for the Arabic language and Arab culture and promote real change in both the public square and public awareness.

Given the importance of the media in shaping people's perceptions and knowledge, we advocate for increasing and improving the representation and coverage of Arab citizens and society in the Hebrew mass media. We work to make education for a shared society an integral part of Israel's educational system. We also work with Hebrew, Arabic and international media as well as social media to shape an equitable public discourse, offering our professional expertise in conversations concerning relationships between Jews and Arabs in Israel.

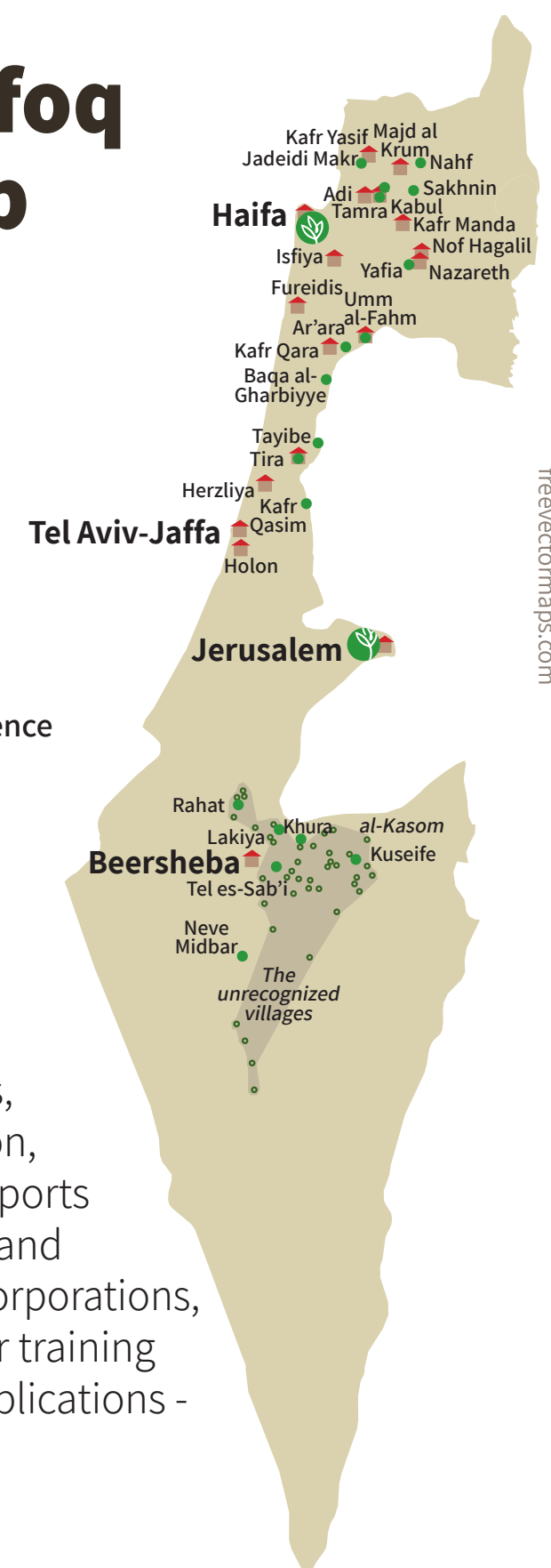
We practice what we preach: Sikkuy-Aufoq is co-directed by Jews and Arabs and we are proud of our organizational model that features Jewish and Arab management and field staff at all levels. This model ensures equal and shared participation in the decision-making process within the organization and in all our activities. Three decades later, Sikkuy-Aufoq continues to dive deeper and expand its work according to our vision of respect and equality between Arabs and Jews in Israel in both material and symbolic terms. As part of this vision, we have decided to change our name to

**Sikkuy-Aufoq - For a Shared and Equal Society.**

## Sikkuy-Aufoq on the map

### Map Key:

- Arab municipalities with whom we work
- Unrecognized Bedouin villages
- 🌿 Sikkuy-Aufoq offices
- 🏠 Sikkuy-Aufoq staff residence



### We work vis-à-vis

government ministries, the Knesset, Arab local municipalities, Israel Electric Corporation, Israel Railways, Israel Airports Authority, Israeli Nature and Parks Authority, media corporations, major museums, teacher training colleges, major book publications - and many more.

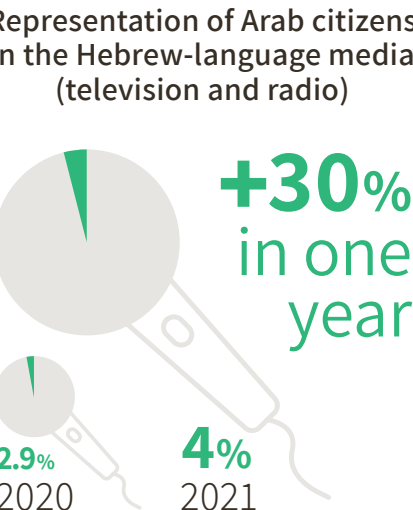
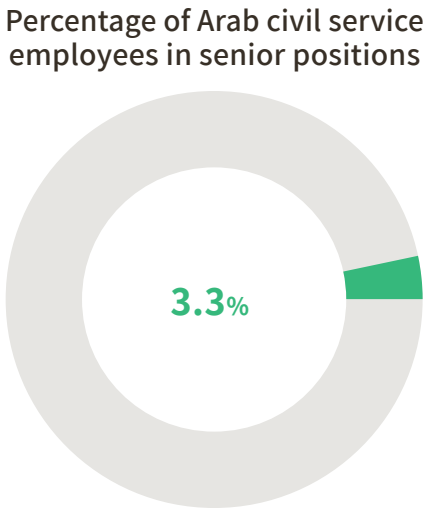
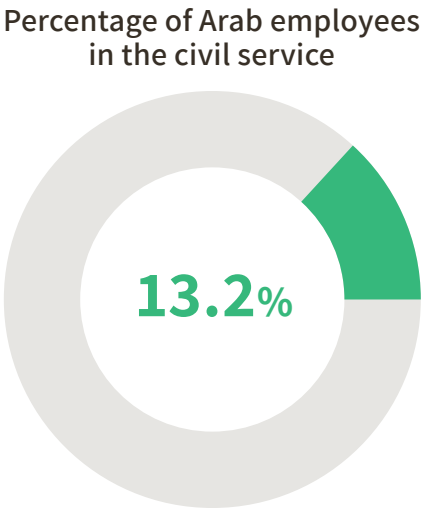
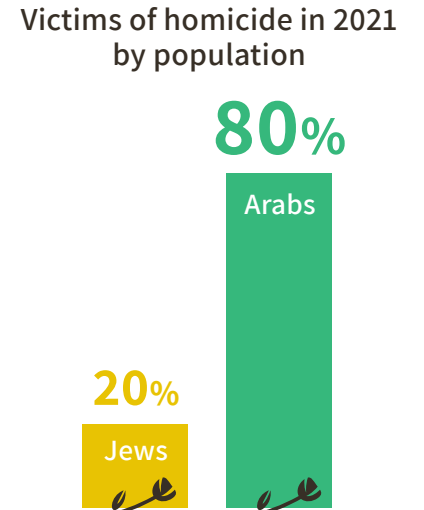
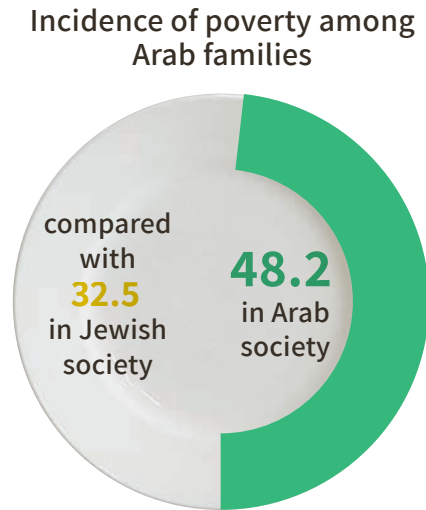
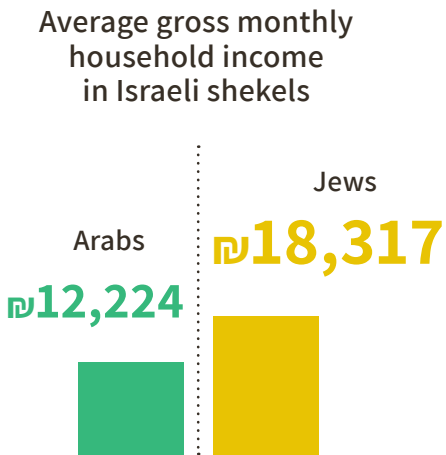
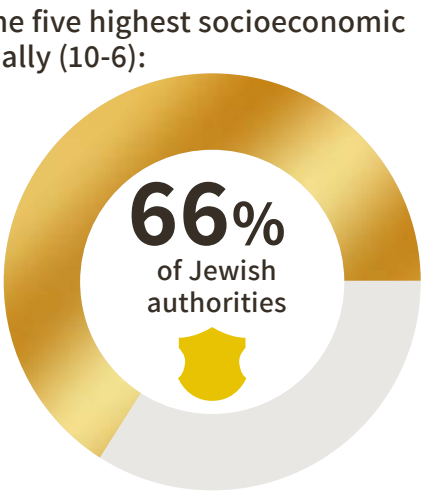
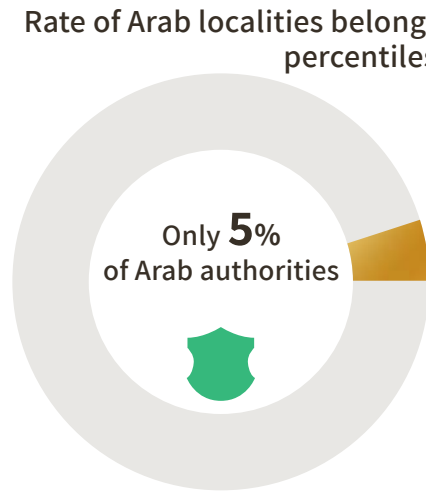
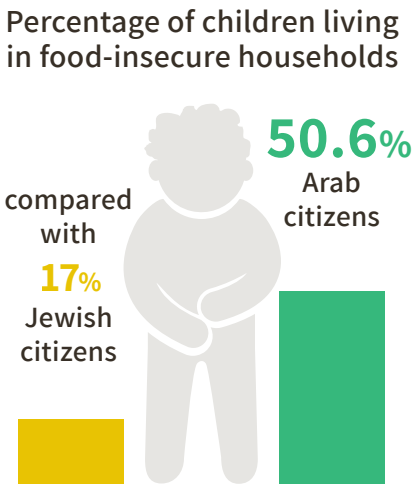
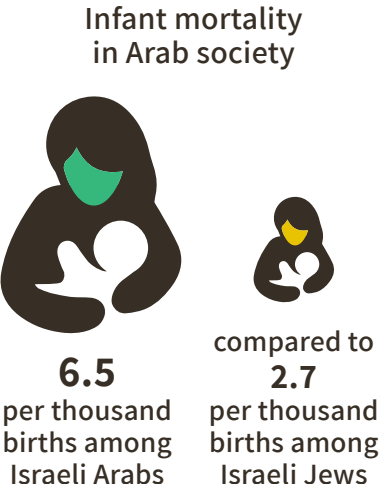
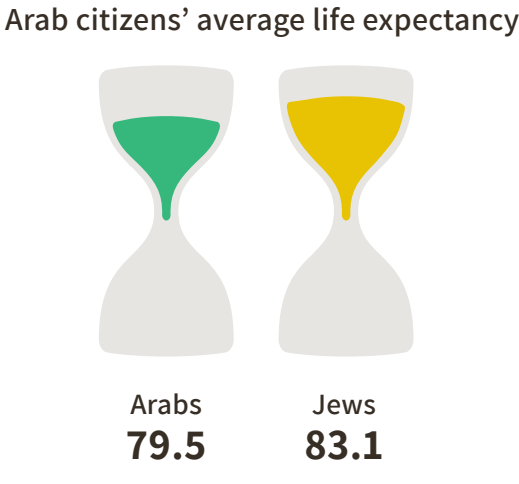
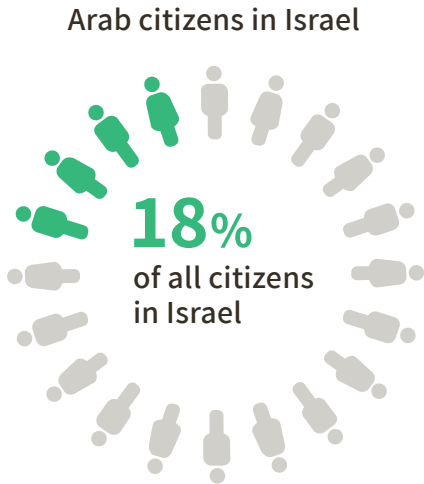
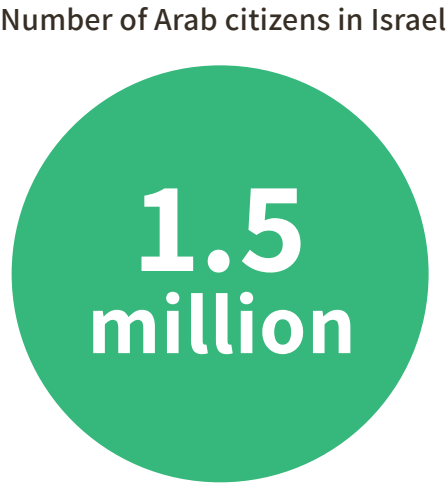




# Arab society by the numbers

While this report does not seek to present the condition of Arab society over the past year, background information may help to better understand the context for our work. The data tell just a small part of the story, yet shed some light on the living situation of Arab society in Israel, the large gaps that still exist between Arab and Jewish citizens, and point to the way we still must make towards an equal and shared society.

**Sources:** Central Bureau of Statistics, Sikkuy-Aufoq, National Insurance Institute, Taub Center for Social Policy Studies in Israel, Israeli Civil Service Commission



# Key events from this past year

## The violent events of May 2021

The violence that erupted in May was painful but unfortunately unsurprising. Once civilian violence broke out, we worked to bring Jewish and Arab local leaders who preside over 80 local councils in Israel to publish joint declarations calling upon their constituents to refrain from violence and respect the right to peaceful protest.

In addition to calling for an immediate end to the violence, we analyzed the root causes that led to the protests in an effort to help decision-makers understand how to prevent further escalation. To this end, our experts appeared almost daily on various current affairs programs and on radio shows, and we published a series of Facebook posts as well as a dedicated informative section on our website.

## The new government

In June, the longstanding political crisis finally ended, and a new Israeli government was formed, which included an Arab political party. This coalition government presents several opportunities and challenges. Now that an Arab political party has access to the halls of power and decision-making, this is likely to afford more influence on promoting budgets and seeking professional solutions in areas where Sikkuy-Aufoq works. However, the Arab political leadership is divided between the coalition and the opposition, and political factions within Arab society have profound disagreements. At the core, this disagreement is about whether securing civil rights should mean conceding collective, national rights. As a non-partisan civil society organization, we will continue to work for equality at all levels and search for the most effective and influential ways to do so. Therefore, we maintain professional relationships with all factions of the Arab society's political leadership, as well as with all political parties and Knesset members who are committed to equality.



Sikkuy-Aufoq team at the organization's yearly retreat, announcing the name change, Nov. 2021

## Our 30-year anniversary - and name change

Sikkuy-Aufoq celebrated 30 years of work this year in a series of events reflecting the organization's vision and the values at the heart of our work. These include an art project in collaboration with the Arab-Jewish culture center in Haifa, Beit HaGefen (continue reading to learn more), and a festive event celebrating the organization's past work and vision for the coming years.

We launched a website featuring milestones in Sikkuy-Aufoq's work as well as key issues in the relationship between Jews and Arab in Israel over the past 30 years. The website will also host the organization's archives, and serve as an interactive platform for the art lab project.

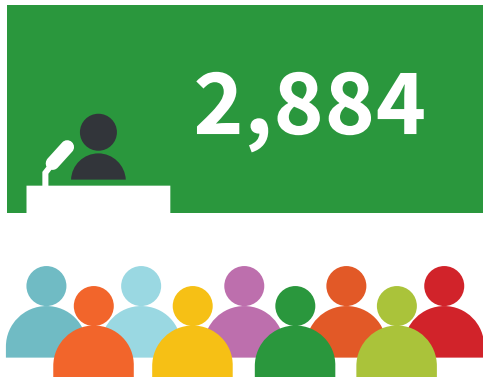
We decided to add an Arabic name and change our name from "Sikkuy - The Association for the Advancement of Civil Equality" to "Sikkuy-Aufoq - For a Shared and Equal Society". This change reflects the importance of promoting equal status for Arabic. While each respective word - Sikkuy (chance in Hebrew סיכוי) and Aufoq (horizon in Arabic أُفُق) - has its own meaning and identity, both refer to similar ideals and complement each other. Replacing the term "civil equality" with "shared and equal" reflects our approach to partnership: as both a methodology and a social vision. Through this change we recognize that achieving equality cannot be undertaken by advancing civil rights alone; it requires addressing collective and national rights.

**Please continue reading to learn more about our achievements this past year.**



# Sikkuy-Aufoq's past year in numbers

Number of participants  
in Sikkuy-Aufoq public  
events in 2021



Number of  
decision-makers  
with whom  
we met

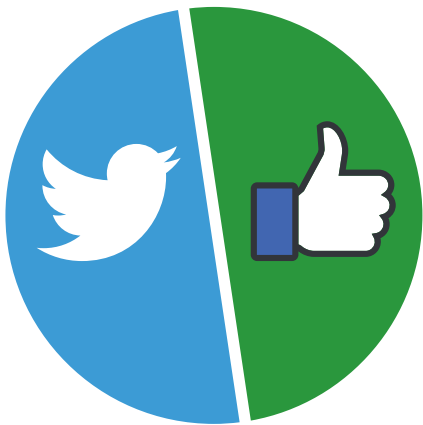


Number of research  
studies and policy  
papers we published



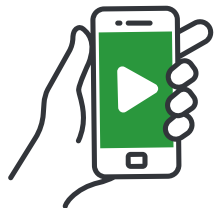
83,713

Number of followers  
on social media  
pages we operate



1,321,969

Total views of  
videos posted on  
social media pages  
we operate



6,432,445

Total reach of social  
media posts



Number of Hebrew  
and Arabic media  
items

304





# Achievements in advancing equality

**This past year we realized a very significant achievement with the approval of a new five-year plan for social and economic development in Arab society - Government Decision 550. The new plan holds the potential for meaningful change - please continue reading to learn about three particularly meaningful items included in the new plan, partially thanks to our work:**

## 1 Urban renewal in Arab towns

Currently in Israel there are two main mechanisms for urban renewal, neither of which are suitable for the older residential neighborhoods in Arab municipalities. Such neighborhoods have different characteristics than Jewish towns and cities and require policies adapted to their particular needs. Despite the dire need, no suitable models had been adopted for such renewal, nor had specific budgets been allocated to this issue - until now.

The newly approved five-year plan includes the first such allocation - and of sizable budgets: over one billion shekels dedicated to urban renewal projects in Arab municipalities. This achievement is based in part on Sikkuy-Aufoq's intensive work alongside the National Council of Arab Mayors, the Arab Center for Alternative Planning and the Hagar Center. The new plan offers an opportunity to change current planning policy and introduce mechanisms suited to the needs of Arab municipalities, such as those Sikkuy-Aufoq recommended in the research we conducted and published with our partners last year.

## 2 Fair representation for Arab civil servants

Although Arab citizens make up 18% of Israel's citizenry, only 13.2% of employees in the civil service are Arab. Part of the reason the numbers remain so low is that the Civil Service Commission has for the past six years refrained from setting new targets for increasing representation of Arab society. This is finally about to change.

Following our work and recommendations on this issue, Government Decision 550 requires the Civil Service Commission to bring new targets for employing Arab citizens in the civil service for the government's approval in 2022.

The new decision brings good news also on another front: While today less than 2% of employees in government-owned companies are Arab, the government finally committed to implementing fair representation by amending the Government Companies Law. While a commitment to increase the number of Arab employees does not resolve the many and significant obstacles Arab citizens who seek employment or promotion in government-owned companies face, it does reflect the government's recognition of the need for fair representation - an important achievement.



## 3 First train stations in Arab municipalities

There is not a single train or tram station in an Arab town or city throughout Israel. We have been working intensively on this issue and were very pleased when the ministry of transportation announced a plan to build the two first train stations in Arab cities, Taybeh and Tira. However, due to an excess in spending the ministry suspended the decision to build these new stations. After much work, alongside our partner organizations, the decision was revoked and budgets were allocated for a train station in Taybeh but not Tira. As part of Sikkuy-Aufoq's advocacy efforts for the new five-year plan, we worked extensively to challenge this decision. These efforts paid off and the government budget for 2022 will include 170 million shekels for building a train station in Tira.

Establishing two first train stations in Arab cities is an important first step. It does not remedy the larger issue - that nearly all Arab municipalities still lack access to a train or other rail service and continue to rely on failing infrastructure and inadequate public transportation. But it is a significant first step. Transportation is key for integration in the labor force and the civil service, as well as for supporting the business sector.





# Achievements in advancing a shared society



Promoting Arabic Language in Public Transportation

The addition of Arabic to the train station's electronic signs, Pilot at Lod Station, Nov. 2021



## 1 Arabic language in public spaces and services

Public spaces and services are supposed to benefit all citizens but most public spaces in Israel are not accessible to Arabic speakers. This alienates Arab citizens, erases Arabic culture and identity from these shared spaces and ultimately creates separation. To change this, we advance greater status for the Arabic language and Arab culture, and in November, we celebrated a major achievement: After nearly a decade of work on this issue, information in Arabic was finally displayed on electronic signage in train stations. This is currently a pilot program in one train station, but is slated to expand to all stations across the country.

Culture: A study we conducted in 2020 showed that Arabic was absent from museums at all levels. Based on this research, this year in collaboration with the International Council of Museums in Israel and representatives from the ministry of culture, we launched a series of inclusion workshops for representatives of 30 museums in Israel. We addressed the obstacles that prevent Arab citizens from visiting museums and ways of making museums accessible by speaking Arabic and addressing Arabic speakers in their language through mass and social media.

And finally, our partners at the Israeli Electric Company are now making all the company's services accessible in Arabic and addressing customers in their language. The company launched a Facebook page in Arabic, began providing full telephone services in Arabic and publicly announced this change.

## 2 More Arab journalists and spokespeople in the media

After years of applying public pressure and criticism, senior media editors seem to finally understand that when the only commentators on the news are Jews, there is a problem. Therefore, when Channel 12 announced that it had appointed the Arab journalist Mohammad Majadle as a regular commentator for the channel in July, it was a meaningful achievement in the struggle to increase representation for Arab interviewees, commentators and journalists in Hebrew-language prime-time television. It also suggests a shift in the dated norm of placing Arabs backstage in technical positions, such as film or recording crew, a norm we have been working to change for a long time. Responses to Mohammad Majadle's appointment repeatedly noted the refreshing change, his eloquence and interesting perspective. These responses reflect the desire of many viewers to see and hear new speakers who bring diverse perspectives and approaches to prime-time television.

In addition to Mohammad Majadle's appointment, there has been a wave of appearances and appointments of Arab journalists and commentators in Hebrew-language media, including the project Ha'aretz 21 for promoting Arab journalists.



Mohammed Majadle on Channel 12, May 2021

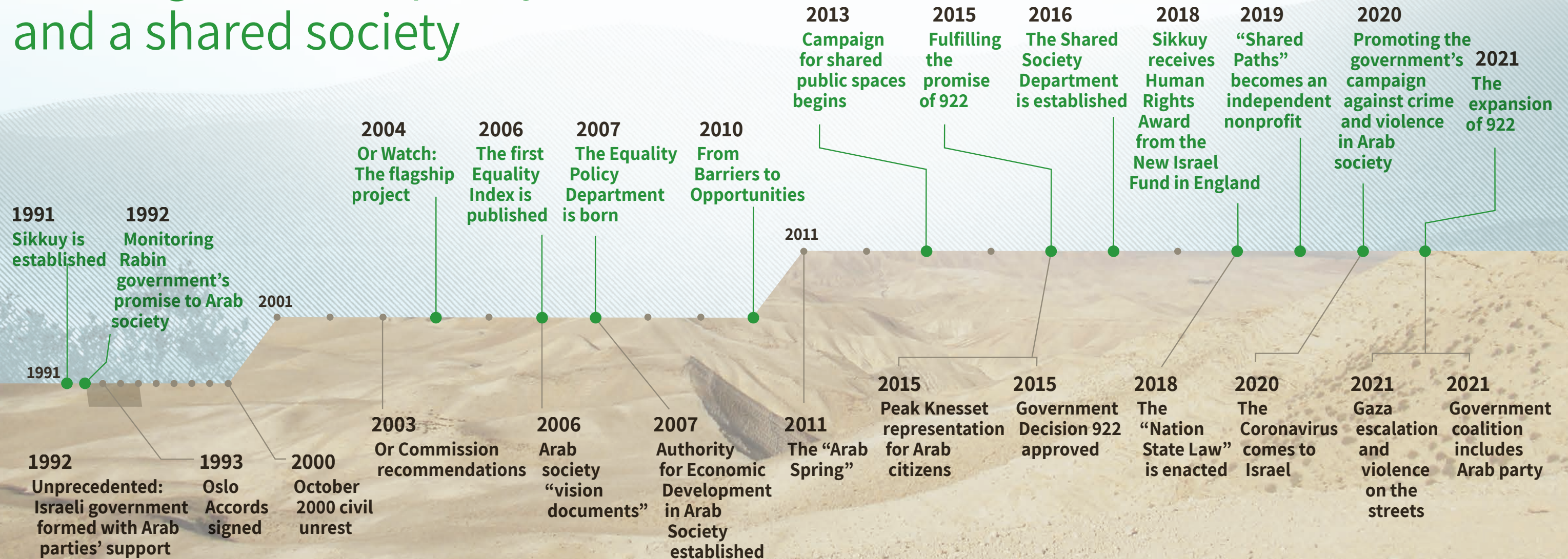
## 3 Teacher training to include education for a shared society

Sikkuy-Aufoq has worked to incorporate education for a shared society in the education system, and we are proud to share a major accomplishment. The ministry of education issued a new plan for the coming decade for teacher-training programs' curriculum, and for the first time it now includes a section that states that "education on preventing racism and fostering democratic values, and educating for a shared society will be binding core topics for education, teaching and clinical training." For the first time, the Council for Higher Education has determined that education for a shared society is now a core subject for all future teachers studying at all teacher-training institutions in Israel and an obligatory component of their training. In addition, the ministry of education issued a directive on how to promote the issue and demanded it be applied both institutionally and among academic and administrative staff.

We are proud of our role, alongside our partners in civil society, in shaping the new and important ministry of education directive. The ministry's directive reflects that the education system is committed to promoting education for a shared society as both a social interest and a value, as the body responsible for educating all students in Israel to become active citizens in a society plagued by rifts and protracted national conflict.



# Three decades working toward equality and a shared society



For details on these key moments, please visit [www.sikkuy-aufoq30.org](http://www.sikkuy-aufoq30.org)



# Thirty years – the history and story of Sikkuy-Aufoq

As Arab citizens' struggle for equality grew stronger and liberal discourse became popular in the 1990s in Israel, various government offices seemed willing to start addressing the gaps between Jewish and Arab citizens. Yet it was difficult to obtain reliable data on the issue. And so, in 1991, former foreign service official Alouf Hareven and social work doctoral candidate Faisal Azaiza registered a new organization - Sikkuy: the Center for the Advancement of Equal Opportunity. Sikkuy was the only joint organization for Arabs and Jews researching and disseminating comparative data and working systematically to eliminate inequality.

Political and societal changes that took place during the late 1990s and throughout the 2000s pushed Sikkuy to become more confrontational and more directly challenge the government for change. In 2000, protests within Arab society spread throughout Israel culminating in the bloody events of October 2000. These events brought civil society organizations to profoundly question their role, and strengthened Sikkuy's belief in the need to build partnerships and promote policy change rather than work for "coexistence". The October 2000 events also led to a state commission of inquiry - the Or Commission - which heard testimonials from six experts, including two of Sikkuy's then-executive directors.

The following years saw the introduction of numerous discriminatory bills, including the Nakba Law and the Admissions Committee Law, followed by unprecedented incitement and delegitimization directed at Arab society in Israel. In addition to working for equitable distribution of material resources, Sikkuy decided to expand its work to include advancing the presence of the Arabic language, culture and identity in public spaces.

Amid these changes, senior economists at the Finance Ministry and the national economic council began predicting that the Israeli economy would collapse if the country's Arab citizens were not fully integrated. Closing gaps in the Arab and ultra-Orthodox societies in Israel was a prerequisite for Israel to join the OECD. Sikkuy realized that in many instances the culprit for

discriminatory policies is a complex system of ingrained barriers in both central and local governments and adopted an innovative model, "from obstacles to opportunities", examining government policies and locating where and how they discriminate against Arab citizens. In addition to mapping and analyzing inequality, this model also pointed to the barriers that preclude change and suggested solutions.

Subsequent political changes led to the growing realization in government offices that excluding Arab citizens from employment opportunities severely harms the national economy and paved the road to the unprecedented Government Decision 922. Grounded in the government's recognition of discriminatory budgeting practices against Arab society, the decision sought to amend many of the injustices intrinsic to the government mechanisms for allocating resources to Arab society in various areas. After Decision 922 was approved, Sikkuy expanded the work of its Equality Policy Department and established a team of urban planners to confront the obstacles in this field and assist Arab local authorities to utilize budgets and work with government offices.

Then 2019 arrived. Israel was embedded in a political crisis with four elections and then a severe health and economic crisis fueled by the COVID-19 pandemic. These and other challenges slowed execution of Government Decision 922 and Sikkuy collaborated with other organizations to extend the decision for an additional year and promote an extensive follow-up plan. Based in part on this work, in 2021 the government approved a 30 billion-shekel budget for a new program: Government Decision 550. The decision included several critical elements, for example that the government would address Arab communities in the Negev as part of Arab society rather than separately. The plan also includes non-economic related issues such as health and welfare, and provides flexibility for utilizing the budget.

Today, 30 years after its founding, Sikkuy-Aufoq continues to work according to the same vision of respect and equality - both on the material and symbolic levels - for Arabs and Jews in Israel. Given current social processes in Israel and the relationship between Arab society and the State, Sikkuy-Aufoq looks to the future knowing that true partnership must embody cooperation between Arabs and Jews and equality for all sides.



Alouf Hareven (left) and Faisal Azaiza, Sikkuy-Aufoq founders



Watch the movie  
about the history  
of Sikkuy-Aufoq



# Celebrating thirty years of activity

In 2021 Sikkuy-Aufoq marked 30 years in a series of events dedicated to its vision and the values that are at the core of our work. We launched an ongoing art project in collaboration with the Arab-Jewish Cultural Center Beit HaGefen in Haifa. We also hosted an event summarizing our three decades of work for an equitable and shared society and discussed our vision for the upcoming years. This event, also held at Beit HaGefen, was attended by members of Knesset, heads of local councils, partners from civil society and philanthropic organizations, and Sikkuy-Aufoq’s past and present executive directors, chairs, board members and staff.

We also began a research project that included an in-depth review of the organization’s archives as well as interviews with dozens of individuals involved in the organization’s work since its inception. We then produced a document capturing the organization’s history, reflecting historical events and their impact on the relationship between Jews and Arabs over the past 30 years, and the evolution of the struggle for equality and partnership. We used these materials to prepare a short film about the organization’s history and launched a website to incorporate this history together with significant milestones in the work of Sikkuy-Aufoq and key events in Arab-Jewish relations in Israel. The website will host the organization’s archives for documenting key work for the long term and an interactive website for the art project.



Photographs from Sikkuy-Aufoq’s 30th anniversary celebration, Dec. 1, 2021, Beit HaGefen, Haifa



# Imagining a shared society – Art lab

Celebrating 30 years of work this year, we wanted to imagine what a truly shared society might look like. To do so, we launched a long-term art project in collaboration with the Arab-Jewish cultural center Beit HaGefen in Haifa. We invited Arab-Palestinian and Jewish women artists to explore the meaning of shared society as a group in an art lab and formulate their vision through their chosen media. This project will conceptualize the renewed imagining of a shared Arab-Jewish society through novel and groundbreaking work. We will use this journey to think profoundly and critically about the meaning of partnership and shared society. The art will be presented in a joint public exhibition in 2022 that will conclude the project.



**Yael Messer**  
B. 1982, Jerusalem  
Lives in Giv'atayim,  
works in Haifa  
Director and Art  
Gallery Curator,  
Beit HaGefen



1



2

The artists participating in the project operate in various media forms and offer diverse artistic strategies that challenge the imagination:



**Rahma Hamza**  
B. 1995, Bir al-Maksur  
Lives and works in  
Bir al-Maksur. Painting  
and performance art



**Safa Kadah**  
B. 1982, Sandala  
Lives and works in  
Kafr Manda.  
Sculpture and video



**Nawal Arafat**  
B. 1991  
Lives and works in  
Jaffa. Visual  
communication,  
teaching and research



**Nawal Abu Issa**  
B. 1962, Haifa  
Lives and works in  
Haifa. Content  
Development Manager,  
Beit HaGefen



**Maria De Pina**  
B. 1969, Haifa  
Lives and works  
in Haifa. Project  
Coordinator,  
Beit HaGefen.  
Spoken Arabic teacher



**Maayan Tsadka -**  
B. 1982, Petah Tikva  
Lives and works  
in Haifa. Sound,  
composition,  
and research



**Leoni Schein**  
B. 1970, Jerusalem  
Lives and works in  
Tel-Aviv. Installation  
art and artistic action  
based on research and  
archival methodology



**Li Lorian**  
B. 1987, Haifa  
Lives and works in  
Jerusalem. Performance  
art and transformation  
of documentary work  
into poetic languages



**Yara Mahajna**  
B. 1993, Muawiya  
Lives and works in  
Umm al-Fahm. Video,  
performance art, and  
installation



**Talia Hoffman**  
B. 1979, Düsseldorf  
Lives and works in  
Tel-Aviv. Video,  
performance art and  
research





# Three major challenges for the coming year

## Implementation of the new five-year plan for Arab society

Government Decision 550, the five-year plan for reducing the gaps and targeting economic development in Arab society approved this past October by the Knesset as part of the state budget for 2021-2022 is a significant program with an unprecedented budget. It could potentially have far-reaching effects on Arab society in Israel, as well as on all of Israeli society. And yet, much of the plan has not been translated into official policy, and at present only calls for establishing teams to develop policy for varying time-frames. There is still much to do; this is precisely where we will work to have our recommendations embedded in the official policies as they are formed.



Promoting Equality for Arab Citizens in the Negev



Promoting a Shared Society in the Health System

## Expanding work promoting a shared society in the Ministry of Health

The healthcare system includes a high percentage of Arab medical personnel and experts; the effective professional collaboration between Jews and Arabs during the Covid-19 pandemic was particularly striking. But do Arabs who work in the healthcare system or receive care feel they are partners or equal to their Jewish counterparts? In 2022 we will examine this question and work with administrations and decision makers in the healthcare system to ensure the answer will be yes. Sikkuy-Aufoq will research and map the field, formulate practical recommendations and use advocacy tools to ensure that government bodies adopt and implement these recommendations.

## Advancing recognition of unrecognized Arab villages in the Negev

To date we have worked on the issue of unrecognized villages in the Negev by focusing on infrastructure for public transportation, education, water lines etc. Based on our work in the field we have concluded that we can and must do more. We will begin advancing official recognition of the unrecognized villages in the Negev, as well as municipal development and organization. A decade ago, the government recognized it needed to promote recognition of unrecognized villages in the Negev, but this decision was consistently neglected, and the gaps have only widened. Together with long-term partners at the Regional Council for Unrecognized Villages and Bimkom – Planners for Planning Rights, we are launching a joint project that will identify barriers to developing infrastructure and formulate recommendations for overcoming them, and will create an adapted model for municipal organization.

Tel Hashomer Hospital, 2021

Al Amal Primary School in the Unrecognized village of Khirbat al-Watan in the Negev







# Our staff



**Amjad Shbita**  
Co-Executive Director



**Ofer Dagan**  
Co-Executive Director



**Ella Gil**  
Coordinator,  
Negev Equality Project



**Amal Oraby Hussein**  
Violence Reduction  
Project Coordinator

I have always seen the power and role of civil society and wanted to be a part of it. Many things directed me to where I am now – my degrees addressed social action, politics and governance, communications and gender, international law and transitional justice. I believe it is important and meaningful to participate, influence and improve my society. Today's political situation is complicated, but we have no other choice but to continue working towards our vision of a shared society. We have to take it step by step, every small step is important and influential and leads to a different reality. After a year and a half at Sikkuy-Aufoq, I'm inspired by our work and it gives me strength to continue. I wish us many more small steps that pave the way to a shared and equal society!



**Jenny Cohen**  
Director of Learning  
and Evaluation



**Hala Jaraisy-Salem**  
Chief Financial Officer



**Wajde Khalaily**  
Coordinator,  
Housing Project



**Waseem Ighbariya**  
Senior Resource  
Development Associate



**Waseem Hosary**  
Coordinator, Knesset  
Relations & Fair  
Representation Project



**Mays Medleg**  
Senior Grant Writer



**Ya'ala Mazor**  
Project Coordinator



**Kholod Edres**  
Co-Director,  
Shared Society  
Department



**Loria Dally**  
Coordinator, Shared  
Public Space Project



**Yanal Jabarin**  
Project Coordinator, Fair  
Media Representation



**Moran Aviv**  
Urban Planning  
Manager



**Marwa Saleh**  
Economic Development  
Coordinator



**Marcia Shamo**  
Director, Partnerships  
and Strategy



**Noga Malkin**  
Director, Public Affairs  
Department



**Noga Shani**  
Coordinator, Urban  
Renewal and Geographical  
Committees Projects

Before joining Sikkuy-Aufoq I worked as an urban planner specializing in designing strategic processes, social planning and leading collaborative processes. My choice to work at Sikkuy-Aufoq and focus on urban renewal and geographical committees in Arab municipalities came easily. It reminded me why I chose to study and work in planning: the desire to change policies and make spaces more just. I recall standing on the border of a housing project on the seam zone in Jerusalem under the Old City's wall waiting for a bus, and wondering how children - Palestinian or Jewish - feel in these neglected spaces, and what price it extracts. To me, Sikkuy-Aufoq is a source of inspiration and pride; from my work here I learned that through profound partnership and hard work we can create change, and maybe someday even make shared spaces more equal.



**Raghad Jaraisy**  
Co-Director, Equality  
Policy Department



**Edan Ring**  
Co-Director, Shared  
Society department



**Nira Ben Ozer**  
Digital media coordinator



**Saja Kilani**  
Arab Media Coordinator



**Nadav Dagan**  
Co-Director, Equality  
Policy Department



**Suha Farhat**  
Administrative  
Manager



**Fares Lalawi**  
Digital Campaigns  
for Social Change,  
Coordinator

I attended a Jewish junior high school in Haifa and then the local Arab high school in Isfiya, where I grew up. That was the first time I realized the disparities between Arab and Jewish schools. When I was 18, I appeared before the Knesset's Education Committee and talked about those differences. A year later, I founded an organization for strengthening Arab identity among young members of the Druze community. To me, Sikkuy-Aufoq is the ideal place to create a shared and equal society, and I believe that to create such a society we must get to know and learn to care about the other side, their culture, history and problems they face. "Write Down, I am an Arab", a project I coordinate at Sikkuy-Aufoq, is a platform for influencing the public discourse and making the Arab voice heard while empowering Arab citizens' sense of agency and power.



**Samah Alkhatib Ayoub**  
Coordinator, Equality  
Policy Planning Project



**Tziona Gabbay**  
Administrative  
Manager



**Alaa Alem**  
Economic Development  
Coordinator

I joined Sikkuy-Aufoq's economic development team after many years working to support industry, employment and businesses in Arab society, where I succeeded in initiating and leading meaningful social and economic projects. At Sikkuy-Aufoq I coordinate economic development and am responsible for promoting the establishment and development of industrial and employment areas in Arab municipalities, financial credit and consumer funding, and more. I'm especially interested in industry, and believe that planning, building and improving industrial areas in Arab municipalities can generate income for local authorities and provide a living for thousands of families. Ultimately, that may increase employment options, curb violence and improve the quality of life.



**Roi Barak**  
Coordinator, Equal  
Transportation Proect



**Tamer Awad**  
Coordinator, Shared  
Public Space project

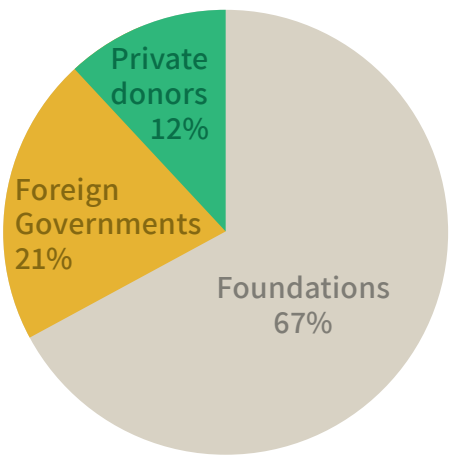


# Financial data

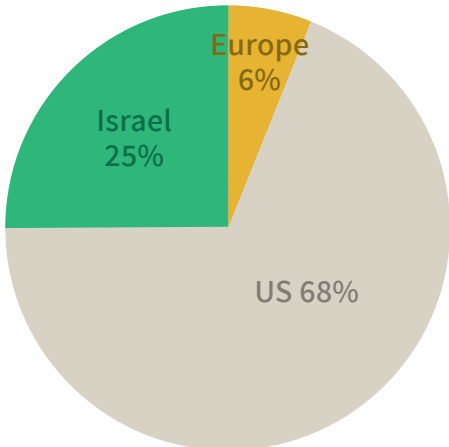
We believe in transparency!

## Sources of revenue

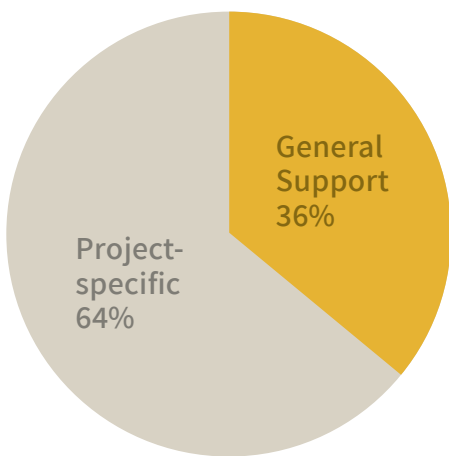
Total revenue:  
\$2,691,000



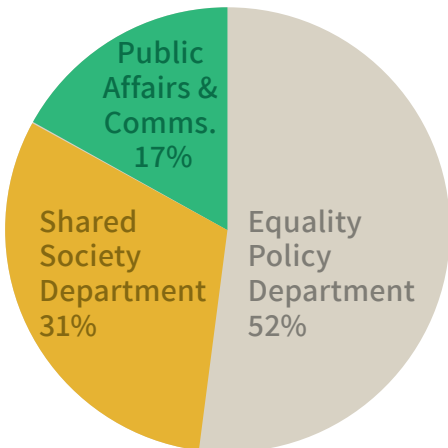
## Financial resources by geographical area



## Restricted and non-restricted grants



## Expenditures by program area



## An incomplete list of our donors

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# Together, we can create our shared future!

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Devising Solutions for the Housing Crisis in Arab Towns



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