

Final Report on Actions and Accomplishments

Sikkuy: The Association for the Advancement of Civic Equality - 2007

June 2008



SIKKUY FACILITATES A DIALOGUE BETWEEN
SENIOR GOVERNMENT OFFICIAL AND ARAB MAYORS

Overview

1. Achievements in 2007

During 2007, Sikkuy had the following outstanding achievements:

- Produced and distributed 4,000 copies of the Equality Index and Sikkuy Annual Report in Arabic, Hebrew and English.
- Successfully completed the three year Or Watch project to advocate for implementation of the civil recommendations of the Or Commission. As a result of this advocacy, Sikkuy has become a key consultant on policy making for civic equality within the Prime Minister's Office and numerous ministries.
- Successfully exited from the Wadi Ara-Eiron Jewish Arab Mayor's Forum for Regional Cooperation, after helping to build a sustainable framework for the forum's continued work.
- Obtained the agreement of the Carmelim Tourism Association to include the Arab communities of Furadeis and Jisr a Zarqa as members of the association, leading to increased income and employment for residents of these communities.
- Prepared and distributed more than 500 copies of a yearly calendar that presented the basic principles and laws regarding employment equity and fair representation to various divisions within the civil service commission, to executives in private high-tech companies such as Hewlett Packard, Intel, etc, as well as to leading figures in the employment market in Israel.
- Distributed weekly announcements about job opportunities from Sikkuy's on-line data base to an e-mail list of more than 100,000 people through the National Association of Arab Students list.
- Developed and implemented a cooperative agreement with Kav Mashve (Equator) and Arab Job (an Arab professional placement service) to create a systematic employment resource for Arab academics and Arab professionals.

2. Goals for 2008

A. The Equality Policy Department will work to re-orient the policy in government ministries toward equality between Jews and Arabs and will:

- Map the barriers to equality, and the processes and thought patterns in five government ministries (housing, interior, welfare, health, justice) that lead to discrimination against Arab citizens.
- Institutionalize a permanent, constructive framework for dialogue and cooperation between Arab mayors and ministerial officials based on the principal of equality in ministry policies, funding and resource allocation.
- Publish the second edition of the Equality Index in Hebrew, Arabic and English.

B. The Jewish-Arab Mayors Forum for Regional Cooperation will build sustainable frameworks for cooperation and resolution of long standing conflicts between Jewish and Arab municipalities and will:

- Continue to implement the Carmel Coast – Furadeis forum including development of tourism opportunities, infrastructure, and planning for a joint industrial zone.
- Promote shared civic projects with the involvement of the municipalities and the Arab leadership groups;
- Finalize selection of a third Jewish Arab Mayor's Forum and begin to mobilize the Forum in that area.

C. Civic Action Groups in Jewish Communities and Leadership Development Groups in Arab communities will build a base of grassroots community activists who will advance civic equality locally and will:

- Plan and implement social/economic community based projects;
- conduct a conference on Palestinian Arab Community Leadership;
- Engage in educational outreach, lectures and tours in the Misgav and Carmel Coast Jewish Civic Action groups; and
- Conduct a qualitative evaluation of the Sikkuy Misgav civic action group and apply the lessons learned from the evaluation.

D. The Fair Representation and Employment Equity Program will advocate for increased hiring of Arab academics and professionals in the senior levels of the civil service, government corporations and the private sector. Sikkuy will:

- Identify and provide placement assistance for high tech, civil service, and finance companies in order to hire Arab professionals.
- Educate legislators and regulators about the need for government action regarding fair representation among the Arab population.
- Initiate and carry out several job fairs, in collaboration with various other bodies, in Arab locales throughout Israel.

E. Donor and Public Education: Sikkuy engages in an integrated effort of fundraising and information-education for its donors and the wider public in Israel and abroad. Sikkuy will:

- Implement two fundraising and education trips to North America.
- Hold a Sikkuy educational seminar in Toronto.
- Develop a business leader's forum in Israel to support Sikkuy's actions.
- Secure increased funding from veteran supporters and identify new foundations and apply for major grants.

F. Staff and Board Development

In 2008 Sikkuy will continue its staff and board strategic consultation and conclude it with an updated set of goals and action plans for the organization's activities for the coming years.

I. About Sikkuy

Sikkuy (a "chance" or "opportunity" in Hebrew) is a non-partisan, non-profit, NGO in Israel that develops and implements projects to advance civic equality between Arab and Jewish citizens of Israel in government budgets, resource allocation, hiring policy, land usage etc.

Founded in 1991 as a Jewish-Arab advocacy organization, Sikkuy's actions are motivated by the right of every citizen to influence government decisions and policies. Sikkuy is an active member of the international civil society community and is dedicated to advancing civil society in Israel through the values of:

- ◆ **EQUALITY** - Advancing complete equality between Arab and Jewish citizens.
- ◆ **SHARED CITIZENSHIP** - Promoting the core value of citizenship as the basis for equality.
- ◆ **HUMAN DIGNITY** - Mainstreaming human dignity as the supreme value in relations between the citizen and the state and the state and its citizens.

Sikkuy is jointly governed by Arab and Jewish co-chairs, managed by Arab and Jewish co-executive directors and staffed by Arabs and Jews. Sikkuy's programs are aimed at mobilizing a transformation of the relations between the state and the Arab minority in Israel. They include:

1. The Equality Policy Department advances civic equality between Arabs and Jews in social and economic policy. It directs its work toward the central government through in-depth consultations with government ministries and senior professionals, research and publications of reports and policy papers.

2. The Jewish-Arab Mayors Forum for Regional Cooperation – Sikkuy facilitates cooperative forums between neighboring Jewish and Arab municipalities based on advancing shared agendas based on equal apportionment of and access to state resources.

3. Civic Action Groups in Arab and Jewish Communities organize separate Jewish and Arab groups of citizens who work to advance equality at the municipal and community level and leadership development in the Arab communities.

4. The Fair Representation and Employment Equity Program advocates for increased hiring of Arab academics and professionals in the senior levels of the civil service, government corporations and the private sector.

5. Donor and Public Education and Fundraising: Sikkuy conducts an integrated effort of fundraising and information-education for its donors and supporters in Israel and abroad.

II. Project Actions and Activities in 2007 and Plans for 2008



SIKKUY OR WATCH CONFERENCE

A) The Equality Policy Department (continuation of Or Watch)

In July 2007, the Or Watch project to advance the civil recommendations of the Or Commission completed its three-year funding from the European Union and the Foreign Ministry of the Netherlands.

Sikkuy's Or Watch Project in 2007 had the following outputs:

- Conducted meetings with government officials
- Published Sikkuy's annual report and the Equality Index
- Convened an annual conference
- Published a website and monthly electronic newsletters
- Produced a plan for advancement of a national media awareness campaign
- Produced and published the Equality Index - a quantitative tool for assessing the government's capacity to ensure equal allocations to Arab communities as compared to Jewish communities.

Meetings with government officials: Sikkuy conducted dozens of advocacy meetings with government officials in the various ministries. These meetings focused on drawing attention to inequalities in policies and programs, and proposing suggestions for policy change based on Sikkuy's position papers, research reports and the Equality Index.

Equality Index: One of the most significant outcomes of the Or Watch project was the development and publication of the first Equality Index. The Index created measurable parameters for evaluating the extent of public policy commitment to civic equality and implementation of it.

Sikkuy established an Equality Index team which developed a work plan with deadlines and anticipated outcomes. The team was chaired by Professors David Nachmias and Ahmed Haj Yihya. The Sikkuy staff that worked on the Index included Michal Belikoff and Manar Mahmoud from Sikkuy's Research Department, Yasir Awad, statistician and director of the Employment Equity and Fair Representation Project, Uri Gopher, project coordinator, Dr. Joubran Joubran and Rachela Yanay, co-directors of the Or Watch/Equality Policy Department.

The research staff created an Index concept paper and wrote the Equality Index. The Index team developed criteria and chose the five fields to be examined. These included: education, social welfare, housing, employment and health. In each field, two specialists were selected and hired; one specialist wrote a position paper which defined the problem and proposed criteria for examination. The second specialist reviewed the material and interviewed the other to ensure that the criteria were valid. The criteria were selected based on the capacity of the researchers to collect and analyze the data. Sikkuy staff member Yaser Awad was responsible for evaluating and selecting the methodology for the index together with Professor Yossi Yahav.

Sikkuy staff met with the senior staff in the Prime Minister's Office to present the findings of the Equality Index. On March 28, Sikkuy released the Equality Index at a press conference in Tel Aviv. The release coincided with five articles about discrimination and inadequate government allocations which appeared in the Haaretz newspaper. Sikkuy's staff continues to use the Equality Index as a policy analysis tool. The second Equality Index will be published in the summer of 2008.

The Equality Index was not originally planned as a component of the Or Watch, yet it has emerged as an outstanding and extremely positive and important contribution to the entire action. It offers the benefit of being an objective tool for demonstrating the extent of the inequality to decision makers, the media and the general public.

Representatives of the Prime Minister's Office noted that:

"The Index is a valuable tool and we look forward to being able to use it comparatively within another year or two."

"We are delighted with this initiative. Sikkuy presented the Index to the PMO's office even before it was released to the public. They met with the head of the NSC division, Udi Praver, the Internal Comptroller division, and others. The PMO gave Sikkuy its feedback and suggested changes. They pushed to present the E.I. to all of the directors of the relevant agencies."

Final conference: The Or Watch final conference was a rare opportunity to bring together representatives of the national government, local government and civil

society. At this conference, the government spoke in terms of equal allocations and the need to close gaps. Among the presenters were the director-general of the Prime Minister's Office, the top executive agency charting government policy; and Shawki Khatib, the chairman of the Higher Arab Monitoring Committee. Sikkuy presented the Equality Index of Arab and Jewish citizens as a precise and reliable tool for measuring the disparities between the two populations and monitoring government. During the final conference session, Sikkuy presented models of cooperation between neighboring Jewish and Arab municipal authorities.

This conference reinforced Sikkuy's positive relationship with the government as a serious organization that monitors the implementation of policy. The co-directors of Sikkuy's Equality Policy Department committed to submitting policy papers to the government ministries with operative goals and recommendations

Media: Sikkuy succeeded in increasing its media presence on the Internet, radio, newspaper and television. In 2007 there were 30 media mentions in newspapers and on radio, internet and television, related to Sikkuy and Sikkuy's concerns. These mentions came in regard to conference events, the publication of the Equality Index, the employment equity project, the Jewish Arab Mayors' Forum, and the Civic Action Groups

Film: Sikkuy continued to advise Haim Yavin, media figure and documentary filmmaker, in his production of a documentary series called "*Blue Identity Card*". The series is a comprehensive look at the Arab minority in Israel from social, historic and political perspectives. It premiered at the Jerusalem Film Festival in July 2008 and be broadcast on Israeli television sometime in late 2008. Sikkuy supported the series with funds raised from private donors.

Sikkuy also produced a short documentary video for the 2007 annual conference which presents the work of Sikkuy and its efforts to advance civic equality. The video produced by Sikkuy serves as an excellent introductory lesson to the issue of civic equality and its importance.

In conclusion, the Sikkuy evaluation of the Or Watch project noted the following tangible evidence of achievement:

1. The government of Israel publicly stated its commitment to ensuring equality in all government allocations. Sikkuy played a critical role in ensuring that the government offices committed and allocated funds for the Arab communities following the Second Lebanon War and these stated intentions are now true in regard not only to the North, but all government allocations.

2. The government of Israel now engages in dialogue and discussion with Arab leadership in Israel. This is a result of Sikkuy's active role as mediator and facilitator with the National Union of Arab Local Authorities.
3. A media plan to address the need for increased public awareness has been prepared.
4. Sikkuy was a founding partner in the establishment of a civil society coalition to ensure civil preparedness in the Arab community in the event of war.

The project evaluator noted that Sikkuy succeeded in leveraging its impact through the Or Watch project. "As a result of Sikkuy's intervention over the course of three years, the Prime Minister's Office has requested that Sikkuy evaluate the tangible extent of discrimination and success in reaching equal allocation levels within government ministries... Sikkuy's advocacy regarding government coalition principles has ensured that the government will not attempt to adopt plans which would disenfranchise Arab citizens... Sikkuy has succeeded in ramping up government awareness about the need for civic equality to the point that civic equality is now an accepted principle within central government circles. Sikkuy has emerged as an effective civic advocacy organization that has the listening ear of decision makers and opinion shapers. Sikkuy has increased its media exposure about the need for civic equality substantially and this functions as a supportive lever within government circles and in shaping public opinion."

Sikkuy is applying lessons learned from Or Watch to future activities:

1. Sikkuy's shared Jewish-Arab structure can serve as a vehicle for engaging the government in a situation in which they would not willingly cooperate with Arab-only organizations.
2. It is important to work with the government in a professional way rather than in a critical manner. This provides the government room to respond and plan, rather than react defensively to criticism.
3. Discreet, internal work within government ministries must be paired with public awareness activities which strengthen the government's awareness and capacity to act based on perceived public support.
4. Quantitative research such as the Equality Index is an important tool for working with the government.

Moving Forward in 2008:

As a direct outgrowth of the Or Watch Project and its tangible achievements vis-à-vis the Prime Minister's Office, Sikkuy established an advocacy department to continue the work started with Or Watch. The Equality Policy Department will run:

- A) **"A Seat at the Table"**: a project to map the barriers to equality in five major government ministries and to suggest policies to implement equality with the

inclusion of Arab municipal leaders; conducted in cooperation with the Prime Minister's office. This project has the following goals and objectives:

The specific project goals and objectives for 2008 are:

- Map the barriers to equality, and the processes and thought patterns in five government ministries (housing, interior, welfare, health, justice) that lead to discrimination against Arab citizens.
- Re-orient the policy in government ministries toward equality between Jews and Arabs
- Institutionalize a permanent, constructive framework for dialogue and cooperation between Arab mayors and ministerial officials based on the principal of equality in ministry policies, funding and resource allocation.
- Recruit, train and supervise 10 graduate students to conduct the field mapping within each ministry.
- Identify specific barriers and obstacles within government ministries which prevent equal access to the government's tangible resources.
- Convene a working group of six Arab mayors who will heighten awareness in these offices of the particular needs of the Arab population as the basis for a fair policy toward them.
- Develop policies, procedures, and criteria within each ministry concerning the specific needs of the Arab population and mechanisms for insuring equal distribution of resources, allocations etc. from each ministry.
- Conduct consistent, step-by-step monitoring of the implementation by government ministries of their policies toward the Arab population.
- Increase effectiveness among Arab mayors by developing their tools and understanding of the requirements necessary to achieve an equal share of the central government allocation "pie."
- Create functional, professional interfaces - regarding employment-related, financial-economic, and social-cultural questions - between Arab mayors and the mid-level officials who staff central government bureaucracies.
- Conduct continuous and proactive monitoring and follow-up via the permanent framework of functional interfaces that will be established.

Publish the second Sikkuy Report/Equality Index – A quantitative, annual report measuring the level of inequality between Jewish and Arab citizens based on government-supplied statistics which serves as an advocacy tool within government ministries and the media.

In 2008, Sikkuy will publish the second edition of the Equality Index in Hebrew, Arabic and English. The outcomes of the Equality Index will be publicized widely in the media. Position papers will be written to accompany the findings, and meetings will be held with relevant leadership in the government ministries. The

Equality Index will be an additional advocacy tool together with the mapping findings from the "Seat at The Table".

B) Employment Equity and Fair Representation

Mapping of Government Corporations: Sikkuy conducted a comprehensive mapping of the employment of Arab citizens in 10 government corporations constituting 41.7% of government corporation employees. The director of the project met with boards of directors and human resources managers at these corporations. All of the corporations in the project increased their employment of Arabs in senior positions during 2007.

Despite the success of this project, there have also been challenges to implementation which Sikkuy is now addressing through its continued efforts. Sikkuy has learned that there is insufficient awareness of the issue of fair representation and/or diversity in human capital within government corporations. There is a need to redefine selection criteria, organizational climate and internal organizational procedures to correct norms that block Arab employment. In addition, the government corporations lack knowledge about affirmative action and anti-discrimination laws. Finally, there is a lack of representation of Arab directors on the directorates of government corporations (the presence of Arab directors invariably is an indicator for increased interest in Arab recruitment).

Data base and cooperation with Kav Mashve (Equator): Sikkuy maintained a data base of more than 1,000 Arabs seeking professional employment and sent out regular announcements of positions available to this data base. Sikkuy is a member of the coalition initiated by "Kav Mashveh" and industrialist Dov Lautman, in cooperation with Haifa University, to advance employment of Arab citizens. Kav Mashve, Sikkuy and "Arab Job: An Arab Placement Service" have joined together to establish an interactive website which will enable private and public corporations to locate suitable candidates for positions.

Employment Fairs: Sikkuy sponsored three employment fairs for Arab citizens at the Technion-Israel Institute of Technology, Tel Aviv University and the Hebrew University. These fairs provided opportunities for private and public corporations to meet and be exposed to Arab post-graduate students looking for professional employment.

Government Advocacy: Sikkuy monitored the government guidelines that set a goal of 10% Arab employees in the civil service by 2012. Until that goal is reached, 30% of the new hires will be Arabs. Sikkuy advocated within the Civil Service Commission, the Knesset and within government ministries for implementation of existing employment equity laws and regulations. Sikkuy testified at the Knesset Labor Committee hearing on the need to pass legislation ensuring equality in hiring for Arab citizens.

Moving forward in Employment Equity in 2008

- Sikkuy will produce and distribute a package of materials focused on equality that will include a Guide to Equality, and a yearly calendar with updated materials on employment equity.
- Sikkuy will continue to reach out and initiate processes among individuals and institutional forums within the government which have the capacity to initiate social and organizational change in employment for Arab citizens.
- Sikkuy will expand its human resource management forum for government corporations, high-tech companies and finance companies, and conduct several study days and/or ad hoc meetings or workshops related to fair representation and employment equity. Sikkuy may also take advantage of existing forums such as the Human Resource Management Forum of Government Corporations. During the meetings, relevant materials will be distributed related to equality, fair representation, barriers and other factors that prevent fair representation, as well as the need for positive integration in order to protect social and economic equality.
- The Government Corporations Authority is responsible for publicizing the employment forecasts of the government corporations. The project manager, with the support and assistance of the steering committee will initiate a meeting with the director of the Authority and/or with the minister who is responsible for the Authority in order to find ways and means to implement and increase awareness among the government corporations about the need for fair representation and employment equality. In addition, Sikkuy will work with the National Economic Council which has responsibility for recommending and shaping economic policy (Sikkuy has succeeded in bringing Arab employees into the Council) in order to advance the promotion of benefits and investment opportunities for Arab entrepreneurs working or leading private companies in the high-tech and financial field.
- The project director will engage in follow-up and monitoring regarding employment developments and will monitor legal developments and governmental decisions in regard to fair representation, affirmative action and employment equity. Sikkuy will publish periodic reports and emergency reports through the written and electronic media.
- The project director will meet on a regular basis with the human resource managers of the government corporations and private high-tech and finance companies to identify their professional employment needs and locate appropriate resumes of Arab professionals through Sikkuy's data base.

- Sikkuy will initiate and carry out several job fairs, in collaboration with various other bodies, in Arab locales throughout Israel. These will take place in the South, the Central area, the Triangle and the North. The presence of the fairs in Arab communities is also a tool for demonstrating the serious commitment of the companies to seek out qualified Arab professionals within their own communities.

C) Jewish Arab Mayors Forum for Regional Cooperation (JAMFI)



SIKKUY VISITORS MEET WITH THE MAYOR OF UMM AL FAHM

Wadi Ara-Eiron Region:

Following four years of investment in building a sustainable framework for cooperation between the Jewish and Arab mayors in the Wadi Ara region, Sikkuy exited the region leaving behind a permanent, ongoing mechanism in the form of a Wadi Ara Mayors' Forum. Sikkuy will continue to provide consulting assistance to this forum. There is now a paid permanent staff person overseeing the forum and an elected chairperson. This framework continues to meet on an ongoing basis, supported by functioning subcommittees. The main accomplishments of the JAMFI forum were:

1. JAMFI decided to help facilitate the establishment of two joint industrial zones in the western and eastern areas of Wadi Ara. With the financial and institutional support of the Ministry of Industry, Trade and Labor, detailed planning is now underway to construct the industrial zones. The mayors approved a proposal to allocate property taxes fairly among all of the participating communities. Investors have begun to explore the possibility of investing in the industrial zones.
2. Establishment of a tourist infrastructure in Wadi Ara: Sikkuy mobilized a group of activists from the region interested in promoting tourism. With Sikkuy's assistance, this group incorporated as a non-profit tourism association (Marvad Yarok – www.wadiara.org.il) which organized several successful events in Wadi Ara including *Ramadan Nights* during which more than 200 Jews participated in

tours and home hospitality in Umm Al-Fahm. During Passover and Sukkot 2007, the tourism association, with the assistance of Sikkuy, organized a series of tours, visits and home hospitality for incoming tourists. Sikkuy was particularly effective in obtaining the support and assistance of the Ministry of Tourism to provide financial and organizational support. In addition, with the assistance of Sikkuy, the tourism association received invitations to attend several nationwide/international tourism trade fairs that took place at the Tel Aviv Exhibition Grounds.

3. Admission of Arab communities to the Regional Municipal Environmental Union. For three years, Sikkuy worked with the Arab communities to obtain approval for them to join the Regional Municipal Environmental Union - a governmental environmental association representing all of the Jewish municipalities in the Hadera-Afula-Wadi Ara area. The lack of representation from Arab communities had a negative impact on the ability of these communities to address long-standing water and air pollution problems. In 2007, The Municipal Environmental Union admitted the Arab Wadi Ara communities into the union, providing them a “seat at the table” and the ability to advocate on behalf of their own environmental needs.

4. A sustainable framework for continuation: Prior to Sikkuy’s exit from Wadi Ara, the mayors and their professional leadership committed to continuing the framework for municipal cooperation. The framework established in Wadi Ara has become a replicable model for other neighboring Jewish and Arab municipalities. In recognition of this fact, the JAMFI members in Wadi Ara have made themselves available to encourage other municipalities and regions to adopt this model.

Carmel Coast-Furadeis:

The Carmel Coast-Furadeis area Jewish Arab Mayor’s Forum became sustainable in 2007 due to increased efforts to “raise the bar” in terms of their inter-communal commitments to cooperation. While initially there was intense suspicion, bitterness and obvious antagonism between the Jewish and Arab leaders, during the past year, as tangible outcomes of cooperation developed, there has been a deepening commitment to the framework of the forum.

The most significant accomplishment that contributed to the deepened commitment during the past year was the inclusion of Jisr a Zarqa and Furadeis as full members of the Carmelim Tourist Association. As a first step in actual inclusion, the Carmelim Association planned a day-long “happening” in Jisr a Zarqa for 2008.

The Carmel Coast and Furadeis local authorities have agreed to enter into a process of joint planning toward the development of a shared industrial zone. Sikkuy provided all of the groundwork that led to this decision, and it has also

acted as a facilitator between the Ministry of Industry, Trade and Labor to ensure state funding for the planning process.

The infrastructure and environmental working group spent the year identifying and developing action plans to address a number of environmental issues in this ecologically sensitive coastal area. Plans are underway to develop a community garden in Jisr a Zarqa (there are no public parks there) and to seek regional approval for a solid waste transfer station in Beit Hananya, a neighboring Jewish community. This group has also advocated for the construction of a new exit from the major coastal highway to Jisr a Zarqa. This is now under review in the Ministry of Infrastructure.

Toward the end of 2007, Sikkuy began to explore the expansion of JAMFI into a third region. Sikkuy developed specific criteria for selection of an additional location and began discussions with several municipalities.

Personnel Changes:

Naief Abu Sharkiya, the veteran director of the Jewish Arab Mayor's Forum for Regional Development resigned from Sikkuy in order to become the administrative director of Clalit Health Maintenance Organization in the Hadera region. He was replaced by Wajdi Bayadsi. Hagit Naali-Yoseph continues to be the Jewish co-director.

Moving Forward in 2008

JAMFI's plans in 2008 include the following measurable objectives:

- Continue to implement the activities of the Carmel Coast – Furadeis forum.
- Cooperate with the Carmelim regional tourism association to develop tourism opportunities and identify tourism operators in the Carmel Coast-Furadeis area.
- Collaborate with the Sikkuy Arab civic leadership group in Furadeis-Jisr a Zarqa to continue to develop shared civic projects with the involvement of the municipalities.
- Consult and advocate for detailed planning, financing and development of a joint industrial zone in the Carmel Coast-Furadeis region.
- Consult and advocate for the development of infrastructure projects in the Carmel Coast specifically for a new highway exit and a community park for children.

- Finalize selection of a third Jewish Arab Mayor's Forum and begin to mobilize the Forum in that area.
- Continue to provide advice on a consulting basis to the Wadi Ara Forum.

D) Civic Action Groups and Arab Leadership Development Groups



JEWISH AND ARAB RESIDENTS OF THE MISGAV REGION MEET TO PLAN JOINT ACTIONS

During the course of 2007, Sikkuy has strengthened and deepened its work with the Arab leadership development groups in the Furadeis-Jisr a Zarqa and Western Galilee area, and brought them to the point where they are now beginning to apply the knowledge and skills toward establishing community-based social/economic projects.

Throughout 2007, both Arab groups conducted ongoing leadership development training which entailed a range of cognitive, experiential and didactic activities. In December 2007, both civic action groups completed their training programs. In the Furadeis-Carmel Coast area, the Arab leadership development group selected tourism development as their major project.

As of the end of 2007, the Arab leadership group in the Western Galilee was finalizing its proposed project.

Personnel Changes:

In December 2007, Mohammed Younis, the project director, resigned his position. Kifah Daghsh, the project coordinator for the Western Galilee Arab group, was appointed to be the project director with responsibility for both Arab groups.

Sikkuy's Jewish civic action groups continue to be a source of information and knowledge that contributes toward influencing Sikkuy's broader equality initiatives at a national level.

During 2007, the Misgav civic action group continued to meet on an ongoing basis. It convened two conferences which were held in the Misgav area. In addition, it conducted "backyard tours" of the Misgav region in order to demonstrate the inequalities between the services available to Jewish and Arab citizens. The Carmel Coast group also met periodically to learn about issues affecting the Arab community. The Kfar Saba group, which met during 2006, ceased meeting.

In light of the long-term commitment Sikkuy has dedicated to the Jewish Civic Action Groups, and the challenges involved in maintaining these groups, the board of directors decided to conduct an evaluation which will assess the lessons learned from these groups, and recommend future plans.

Moving Forward in 2008

The objectives for the coming year are:

- To conduct a planning and development process leading to the establishment of a social/economic community based project in both the Western Galilee and Carmel Coast Arab leadership development groups.
- To conduct a conference on Palestinian Arab Community Leadership in Israel.
- To convene the steering committee of the Arab leadership development group three times during the course of the year.
- To engage in educational outreach, lectures and tours in the Misgav and Carmel Coast Jewish Civic Action groups.
- To conduct a qualitative evaluation of the Sikkuy Misgav civic action group and apply the lessons learned from the evaluation.

II. Sikkuy's staff and board of directors



SIKKUY BOARD AND STAFF WORKSHOP

With the help of the Kahanoff Foundation and the Ford-NIF Foundation, Sikkuy began a process of strategic consultation with the short-term goals of refreshing and redefining its goals in light of the external and internal changes in the organization. In the long term, the strategic consultation aims to enable Sikkuy to redefine its mission and objectives, set clear goals, and chart a strategy of action and organizational structure that will enable it to carry out its stated mission.

The process has taken place on two integrated tracks:

1. A process of in-depth deliberation regarding the organization's mission commenced in May 2007 and will be concluding in the autumn of 2008. This process is intensive and includes discussions at the ideological and organizational levels. The anticipated outcome of the process will be a renewed definition of the organization, its mission and goals, and the strategy and organizational structure chosen to implement all of this.
2. A brief process of setting the organization's goals for 2008, in accordance with the mission defined in the previous process. These goals were meant to be a guidepost for the 2008 work year, until the completion of the in-depth process. When this process is completed, the organization's goals, strategy and organizational structure will be updated.

These two processes have been led by Shatil organizational consultants Gaby Neuman and Jabbar Asakli. The processes described here taken place within the framework of a series of intensive board, staff, and combined board/staff meetings. Each meeting focuses on a specific aspect of Sikkuy's work and examines it in light of Sikkuy's stated mission and goals.

For example, during meetings of the Sikkuy staff, the following range of issues arose:

- Formulation of procedures for the flow of information between staff members and cooperation between the various projects and departments.
- Explanations and updates regarding the rights of employees, and formulating procedures for the issue of the work culture, etc.
- Presentation of questions, dilemmas and issues stemming from the work on the projects and in the various fields.
- Discussion of current issues of Jewish-Arab relations, the status of Arab citizens, and government policy.

The board of directors underwent a similar process. During their meetings they discussed:

- Sikkuy's various activities during the past year: staff, finances, activity vis-à-vis the government, the municipal government and the public, and more.
- The roles and function of the board of directors. The discussion is being led by a facilitator from Shatil and will define the board of directors' methods of operation.
- A conceptual outline of the strategic process and an initial discussion to present dilemmas and questions for deliberation in the following areas: Sikkuy's mission and goals, methods of operation and structure in the coming years.
- An open discussion was held in which the various questions and dilemmas were raised. At the end of the discussion, we focused on six or seven issues to tackle during the coming year. These issues will be assigned to pairs of board members and staff members who will prepare position papers of one to three pages. These position papers served as the basis for the discussions at the board of directors' retreat in February 2008.

Moving Forward in 2008

Some of the questions and issues that will be explored in 2008 include:

- Is Sikkuy a task-oriented organization for promoting equality, or an ideological home?
- What is the essence of this equality? Is Sikkuy working to achieve equality between Jews and Arabs at the collective level – or at the individual level? Is this equality only in material resources or also in intangible resources? What are the organization's basic premises and focus of activity – professional or political?
- Strategy of action – Is Sikkuy an organization that encompasses a broad range of activity aimed at diverse target audiences, or is it a focused

organization that specializes in unique areas of activity and distinct target audiences?

- How broad a consensus should be formulated among members of the organization? (For example – do points of agreement need to be reached regarding the historic resolution of the conflict between Israel and the Palestinian people?)
- Who is the organization supposed to represent – the interest of the Palestinian-Arab minority or the interest of the Zionist mainstream? (For example, should the organization coordinate its activity with the Higher Monitoring Committee?)
- Strategy: What are the organization's areas of activity and target audiences – Jewish public opinion? The Arab public? Government policy? Municipal government? The business sector? The education system in the schools? The universities?

Board of Directors: Sikkuy's Jewish co-chairperson Prof. Yitzhak Galnoor, resigned in February 2007 in order to accept a position as deputy chairperson of the Council on Higher Education. He was replaced by Prof. Gavriel Salomon, professor of education at Haifa University. Shlomo Gur resigned in order to become the director-general of the State Comptroller's Division.

Sikkuy has appointed two new directors to its board: Alon Liel, former executive director of the Ministry of Foreign Affairs and an internationally recognized diplomat; and Dr. Yousef T. Jabareen, a specialist in international constitutional law, faculty member at the law school at Haifa University and executive director of Dirisat: The Arab Association for Law and Policy.

Board of directors

Dr. Khaled Abu Asbah - Co-Chairman

Professor Gavriel Salomon - Co-Chairman

Nasreen Aley-Kabha, Adv.

Dr. Muhamad Amara

Dr. Nihaya Daoud

Professor Abed Gera

Dr. Ramzi Halabi

Professor Shlomo Hasson

Dr. Yousef T. Jabareen

Patsy Landa

Dr. Alon Liel

Ambassador (ret.) Benjamin Navon

Mary Schweitzer

Professor Sarah Stroumsa

Professional Staff: During 2007 Sikkuy hired new professional staff either as replacements or as part of expansion of existing projects. The addition of these individuals to Sikkuy has strengthened our capacity to carry out our advocacy, research and planning work.

Staff as of April 1, 2008

Shalom (Shuli) Dichter - co-executive director
Ali Haider, Adv. - co-executive director

Yaser Awad - director, Employment Equity and Fair Representation
Wajdi Bayadsi - co-director, Jewish-Arab Mayor's Forum
Michal Belikoff - co-director, research
Kifah Daghash - coordinator, Arab Leadership Development Group Project
Gila Ben-Sheitreet - bookkeeper
Chassia Chomsky-Porat - director, Jewish Civic Action Groups
Dr. Joubran Joubran - co-director, Equality Policy Department
Batya Kallus - program evaluator
Nira Krasne - internet coordinator
Manar Mahmoud - co-director, research
Hagit Naali-Joseph - co-director, Jewish-Arab Mayor's Forum
Carl Perkal - director of Resource Development
Rana Smair - Haifa Office administrator
Rachela Yanay - co-director, Equality Policy Department

Co-executive directors *Ali Haider* and *Shalom (Shuli) Dichter* appear regularly in Israeli and overseas media as opinion shapers in the field of Jewish-Arab civic equality. Their views are routinely sought, and articles and op-ed pieces written by them have been published with great regularity this past year. In addition, both Shuli and Ali were invited to speak at the Independent Sector conference in late October in Minneapolis, MN.

Informational and Educational Activities in Israel and Abroad



SIKKUY'S DIRECTORS SPEAK IN BOSTON

In 2007, Sikkuy operated field trips and seminars to educate groups from Israel and abroad about the Arab citizens in Israel and raise awareness about the need to advance efforts to implement equality between the Jewish and Arab citizens. In addition, Sikkuy organized speaking tours and conferences in the United States and Europe which aimed to raise awareness about the need for civic equality between Jewish and Arab citizens of Israel.

Sikkuy offered 40 educational tours and presentations to groups of Israelis and visitors from abroad. Among the groups were representatives of federation communities, the Inter-Agency Task force on Israeli Arabs, foundation staff and trustees, civil society activists and municipal leaders.

In November 2007, Sikkuy organized a first Sikkuy seminar on civic equality held in New York City. The purpose of the conference was to expose Sikkuy's friends and supporters to Sikkuy leaders and discuss ideas related to civic equality. Forty people attended the conference.



SIKKUY SEMINAR IN NEW YORK

Sikkuy's executive directors and director of resource development made three trips to North America in 2007 for speaking engagements and fundraising.

- April 2007 – New York, Chicago, Detroit, Toronto, Boston and San Antonio.
- June 2007 – New York, Boston and Washington D.C. (trip by Carl Perkal, director of resource development).
- November 2007 – New York, Atlanta, Toronto.

Sikkuy raised more than \$1,000,000 in 2007.

Our fundraising strategy for 2007 was successful in achieving its goals:

1. Expansion of efforts in Europe – grant applications will be sent to foundations in Holland (Levi Lassen) and Germany (Zivik) (secured a grant from the Levi Lassen Foundation).**

2. Development of a joint project with NIF Canada – The purpose of this project is to provide Canadian donors with the opportunity to donate to Sikkuy directly and take advantage of Canadian tax exemption status. The project was funded by the Zukerman Foundation. As of 2008, the project has been developed and funded.

3. Expansion of fundraising in Israel – Sikkuy has established a fundraising committee of the board of directors which will work to promote Israel-based fundraising.

4. In the U.S. – securing major grants from foundations that have previously not supported Sikkuy such as the Naomi and Nehemiah Cohen Foundation and the England Foundation.

Sikkuy Sources of Support 2007-8 Abroad

- Robert Arnow
- Jacob and Hilda Blaustein Foundation
- The Andrea and Charles Bronfman Philanthropies
- Naomi and Nehemiah Cohen Foundation
- Lois and Richard England Foundation
- European Union
- Fohs Foundation
- Ford Foundation - New Israel Fund
- Foundation for Middle East Peace
- Seth Glickenhau Foundation
- Bob and Doris Gordon
- Paul Guilden
- Robert and Ardis James Foundation
- Kahanoff Foundation
- Zanyvl and Isabelle Krieger Fund
- Harvey Krueger
- Levi Lassen Foundation
- Brian Lurie
- Albert E. Marks Charitable Trust
- Wally Marks
- Joseph and Harvey Meyerhoff Family Charitable Funds
- Netherlands Ministry of Foreign Affairs
- New Israel Fund
- New Israel Fund of Canada
- P.E.F. Israel Endowment Funds, Inc.
- Sigrid Rausing Trust
- Irvin Stern Foundation
- Alan B. Slifka Foundation
- Sid Topol
- UJA Federation of New York
- United States Department of State
- Zukerman Family Foundation

In Israel

- Friends of Sikkuy in Israel
- Landa Family Foundation
- Rich Foundation

Fundraising strategy for 2008 – We have three major goals in 2008:

1. Increasing support from our major donors.
2. Identifying and securing new funding in Germany.
3. Developing fundraising in Israel.

Sikkuy has set an ambitious goal of raising \$1.5 million in both 2008 and 2009. This increased funding will enable Sikkuy to achieve its broad-ranging advocacy goals. In addition, as with all Israeli non-profits, the severe devaluation of the dollar against the shekel has resulted in a 15% decline in the value of Sikkuy's philanthropic support from the US.

OPERATING BUDGET - 2007 (Sikkuy's actual budget is in NIS – the \$ amounts are based on an average exchange rate of \$1=4.11 during 2007)

ITEM	EXPLANATION	AMOUNT (\$)
1. General operating expenses	This includes the salaries of the two co-executive directors and the two office administrators, rent and other office expenses for the two Sikkuy offices, accounting and legal fees, insurance, web site.	392,720
2. Resource development and international relations	This includes 75% of the salary of the director of resource development, trips abroad for speaking and fundraising, informational publications.	79,592
Projects	The budgets for projects include staff salaries, travel expenses and project activities.	0
a. Employment Equity and Fair Representation		39,016
b. Mayors Forum, Inclusive Tourism and "Backyard Tours"		95,310
c. Civic Action Groups in the Jewish and Arab communities		125,900
d. Or Watch & Equality Index, Advocacy and media	Includes the publication of the Sikkuy Report in Arabic, English and Hebrew	428,809
Total		1,161,347

PROJECTED OPERATING BUDGET FOR 2008 (Sikkuy's budget is in NIS – the estimated average exchange rate for 2008 used here is \$1=NIS 3.6)*

ITEM	EXPLANATION	AMOUNT (\$)
1. General operating expenses	This includes the salaries of the two co-executive directors and the two office administrators, rent and other office expenses for the two Sikkuy offices, accounting and legal fees, insurance, web site.	436,006
2. Reserves and carried over for completion of projects	Funds that were received in 2007 but will only be used in 2008	84,721
3. Resource development and international relations	This includes 75% of the salary of the director of resource development, trips abroad for speaking and fundraising, informational publications.	82,777
Internet, media and PR		43,847
Projects	The budgets include staff salaries, travel expenses and project activities.	0
a. Employment Equity and Fair Representation		77,194
b. Mayor's Forum		131,709
c. Civic Action Groups and leadership development in the Jewish and Arab communities		119,130
d. Equality Policy Dept.		135,601
e. Research		151,875
Total		1,262,860