

## Yanabia Annual Report for 2021 and Plans for 2022



**Yanabia**

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## Background

*Yanabia (registered nonprofit) was established in 2018 and began operating in January 2019. We are a strategic development organization whose aim is to turn the Negev Bedouin community from a burden that lies at the bottom of all national negative statistics into a major growth engine for the entire Negev. We consider this mission to be of crucial national importance, and we were glad to discover that our strategic partners in the Israeli government and esteemed philanthropic foundations feel the same way. We have established five core areas of activity:*

- Socioeconomic development
- Education
- Life expectancy/health
- Human capital development
- Developing innovative housing model

*Yanabia works in six stages to address each of these areas:*

1. Identifying the problem
2. Developing a model for intervention
3. Locating prominent professional organizations specializing in the relevant area and establishing strategic partnerships with them
4. Initiating a pilot program
5. Based on the success of the pilot program, hiring a leading social research institute to create a generic model that neutralizes “background noises”
6. Scaling up to reach the entire Negev Bedouin community

*One of Yanabia’s main advantages is the trust and support it enjoys within the Bedouin community, evidenced by the 27 heads of local government (both Bedouin and Jewish) signing to Yanabia’s foundational charter.*

## Defining the Need

*(Please note that the needs, as presented below, refer to the pre-COVID-19 era).*

A range of parameters attest to the growing gap in the standard of living between the 270,000 members of the Bedouin community in the Negev and the rest of the rapidly developing Israeli society. All the Bedouin towns (including the city of Rahat) fall under the jurisdiction of local and regional councils ranked in the lowest socioeconomic cluster in Israel. Despite the unemployment rate in Israel being relatively low in comparison to the rest of the world, only 26% of Bedouin women participate in the workforce, compared to 76% of all Israeli women and 45% of all Israeli Arab women. Among Bedouin men, this number is 65%, compared to 83% of non-Bedouin men. The gap between Arab citizens of Israel and the Bedouin community of the Negev is also growing. The percentage of those with a *Bagrut* (Israeli high school matriculation diploma) in the Bedouin community is 43% lower than in the rest of Israeli society and 37% lower than in the Israeli Arab population. Per capita income in the Bedouin community is four times lower than in Israel as a whole and is approximately

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half of that in the Arab community. Additionally, there exists a strong undercurrent of mistrust within the Bedouin community of local and national governments and among the different tribes within the community itself.

## Executive Summary

In Israel and globally, this past year has truly been like no other. The health, social and economic wrath of COVID-19 has left few unscathed. Nonetheless, despite the immense challenges posed by COVID-19, Yanabia's budget (and activities) have increased by over 70%. Moreover, to date, the organizational leadership's prudent financial monitoring of its budget and cash flow has resulted in ongoing financial stability.

In order to fulfill its mission, Yanabia's overarching goals remain: to develop a wide talent pool of local leadership, to create a unified voice for Bedouin society, to direct efforts toward areas that improve quality of life such as employment, education and life expectancy, to narrow gaps between the Bedouin society in the Negev and wider Israeli society, to empower professional intra-community actors and develop a new nontribal urbanization model.

## Major Achievements in 2021 and Plans for 2022

### Socioeconomic Development

Narrowing economic gaps through the employment of women and advanced employment through use of the following:

- Employment model (across all employment areas): employing women in dignified conditions.
- Paying above the legal minimum wage.
- Monthly empowerment days.
- Door-to-door transportation.
- Financing further education to improve social mobility.
- Incentive scheme to encourage prospective employers and unemployed Bedouin women to engage in employment and overcome negative stigmas and stereotypes through direct interaction.

#### **a) Agriculture – in joint venture with the Government of Israel – the Ministry of Agriculture and Rural Development.**

##### Achievements in 2021

- 217 Bedouin women, 84% of whom came out of long-term unemployment, now work in 12 farms.
- Farmers expressed high levels of satisfaction with the employees.
- Substantially reduced dropout rates to about 16%, compared to over 65% general dropout rate in the industry.
- High motivation, sense of belonging and productivity.

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- Substantial erosion of “black market employment” where women’s rights are often abused and severely violated.
- Broke ground on a 12.5-acre greenhouse pilot project jointly owned by Yanabia, representing the Bedouin community, and Kibbutz Kramim as an agriculture cooperative (the first of its kind in the State of Israel).

#### Plans for 2022

- Employ over 300 women, 80%+ coming out of long term unemployment.
- Reach an agreement with the Israeli government to scale up to approximately 800 women over four years; at a total investment exceeding USD 9.0m.
- Towards the end of 2022, scaling up the Yanabia-Kramim greenhouse project to 125 acres of land; an investment exceeding USD 5.0m in a joint venture with the Government of Israel – Ministry of Agriculture and Rural Development and the Ministry of Welfare.

- b) Industry:** To establish and operate labor-intensive production lines within Bedouin towns for the purpose of attracting women from culturally conservative tribes that do not encourage women to work outside the town. The participating companies guarantee full capacity; Yanabia guarantees a cost per product lower or equal to that in the main factory.

#### Achievements in 2021

- Established a SodaStream assembly line in Kseifa and started operations in July 2020. At its peak employing 86 women (over 75% moved to direct employment by SodaStream), all of whom came out of long-term unemployment. The pandemic adversely affected SodaStream markets which resulted in a temporary reduction in the workforce to 45 by the end of December 2021.
- High motivation, extremely high productivity, almost zero rejection rates.

#### Plans for 2022

- Adding two more assembly lines, increasing the workforce back to 80+ women.
- Reaching an agreement to build a much larger, publicly owned facility to facilitate further increases in capacity and workforce.
- Source another industrial company to establish similar assembly lines in another Bedouin town.

Note: SodaStream operates a very strict policy of employing one member per family. This means that over 80 families in Kseifa earn a decent living from this initiative alone with extra benefit for the whole local economy.

- c) Digital marketing (“Ratam”, formerly known as “Sama19”):** Employing higher education graduates in liberal arts whose degrees lower weight in the labor market, thereby

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establishing a platform for Israeli companies that are interested in penetrating the Arabic-speaking market in Israel and in neighboring countries.

Situation to date: Unfortunately, we were unsuccessful in securing commercial contracts as companies across the whole country moved into survival mode and were not looking to invest in penetrating new markets. We had no alternative but to put the operation on hold and lay off all employees. We believe that the employees gained practical knowledge in the digital marketing field which may become useful in their future careers.

Plans for 2022: Due to the spread of new variants of Covid-19 we cannot realistically see a way back in 2022.

- d) Advanced employment:** There is a clear shortage of technical personnel in a wide range of roles in Israel due to chronic under-investment by the government and a perceived negative image of the industries and jobs in question. Previously addressed by the Russian immigrants of the 1990s, this boon is coming to an end as that generation approaches retirement. On the other hand, there are 5,000+ young Bedouin men and women who graduate each year from high school and do not go on to academia. They are natural candidates to fill this shortfall while earning very decent wages.

#### Achievements in 2021

- Reached an agreement with the IEC (Israel national Electricity Company) to conduct a 17-month course for practical engineers which guaranteed 100% employment for all participants in a mixed class of 12 Bedouins and 12 Jews.
- 12 Bedouin students started the 17-month long course in February 2021 and by the end of December nine of them were on course to successfully graduate.
- Initiated and managed a course for crane operators. Nine Bedouin men completed the course including the follow-on apprenticeships and have all secured highly paid placements.

#### Plans for 2022

- Mentor the nine Bedouin participants of the first IEC course, supporting them through to successful graduation in 2022 and their initial months of employment.
- Identify needs, reach agreements with additional companies who are ready to guarantee 100% employment to successful graduates, plan and operate courses and recruit suitable candidates.

- e) Tourism – female entrepreneurship:** COVID-19 brought tourism in Israel almost to a standstill. Our main efforts were redirected towards the planning of a new tourism site and receiving statutory certification to B&B locations adjacent to houses.

#### Plans for 2022

- Assisting the Economic Authority of Rahat to train entrepreneurs in establishing high-end Bedouin lodging (B&B accommodation).
- Complete the planning and obtain certification for the establishment of a "glamping" site, possibly near the Wadi Attir project.

### Education

The education system in the Bedouin society is failing to provide Bedouin children a decent chance to reach their potential and this is strongly linked to the tribal structure of Bedouin society. As a consequence, Bedouin participation in higher education is lagging well behind the national average as well as the average in Arab communities. In September 2020, Yanabia launched its educational model as a pilot project in Kseifa. This revolutionary, non-selective model is based on seven core principles:

- A cross-tribal approach.
- Active community involvement in the school environment.
- Encouraging students to be involved in their community.
- Languages being taught by native speakers.
- Shifting the focus from rote learning to life skills, recognizing and analyzing problems, conducting research and planning and implementing solutions.
- Developing and nurturing emotional intelligence alongside cognitive skills.
- Following these pedagogic principles consistently from birth to employment — from daycare through kindergarten and all the way to high school.

#### Achievements in 2021

- The pilot project in Kseifa has grown from seven to 12 classes (7<sup>th</sup>, 8<sup>th</sup> and 9<sup>th</sup> grades) with 340 children.
- Started an evening school for parents with very high participation rates.
- Plans were completed to establish in Kseifa a cluster of four kindergartens, full elementary school and a growing high school, all to be launched in September 2022.
- Received and confirmed the Ministry of Education invitation to establish a whole new education system in one of the newly recognized towns.

#### Plans for 2022

- Launch the full program in Kseifa in September 2022, including kindergartens, elementary school and high school, reaching over 1,000 children.
- Establish and start the new, holistic education system in Khashem Zane which includes kindergartens, elementary school and a growing middle school, reaching over 500 children.
- Start to identify suitable (mainly young) Bedouin teachers and train them to facilitate the planned scaling up across the whole of Bedouin society, based on the successful outcome

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of the pilot projects in Kseifa and Khashem Zane (expected to take place in approximately five years' time).

- Secure a long-term, strategic partnership with a foundation that was not previously involved with the Bedouin society in the Negev.

### Nurturing Human Capital

One of the most problematic aspects of Bedouin society is the division into tribes with longstanding differences and conflicts. This situation impedes Bedouin society from taking its rightful place within the larger social fabric of Israel. We aspire to unify the varied voices of Bedouin society with the legitimacy and broad support of major Bedouin factions and community leaders.

#### Achievements in 2021

- Created and operated a forum of community leaders (department heads, CEOs, civil society leaders) who graduated from 14 different national management schemes such as Maoz, Rothschild Ambassadors, Hotam/TFI, Mandel, Desert Stars and others. The forum currently has 34 active members who meet on a regular basis.
- The Yanabia forum (mentioned here above) submitted to the Ministry of Finance the analysis and recommendations for the next five-year plan for the development of the Bedouin society in the Negev. 90%+ of the recommendations were adopted.
- Identified suitable candidates and helped them to apply to various national leadership programs (based on merit), mentored them all the way through and, upon successful completion, brought them into the graduates' forum.

#### Plans for 2022

- The Yanabia forum is set to increase its membership to 60+ members and operate in three working groups: strengthening localities, education and economic development.
- Identify unacceptable practices within the Bedouin society, such as nominations based on tribal affiliation rather than professional excellence, and work on changing them.
- Actively participate in realizing the government's next five-year plan which is expected to be launched by February 2022.
- Continue to identify high potential candidates and mentor them in leading national leadership programs.

### Life Expectancy/Health

Bedouin life expectancy is currently about five years below the average for the overall population in Israel's periphery, which itself is lagging some three years behind the general population average in Israel. We took it upon ourselves to tackle this highly important issue. In partnership with AJEEC-NISPED and Rodaina, we devised a three-tier model to address this situation, which was presented to and approved by a national volunteer committee of health experts. The three tiers include:

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- Designing, building and implementing a health promoting medical center that will provide accessible and affordable medical care alongside education services such as preventive medicine, medical research and a knowledge center.
- Establishing departments for promoting health within Bedouin municipalities so they will be able to assume full responsibility over their residents' health and wellbeing by managing the various healthcare programs.
- Identifying and training professionals in allied health professions, which are currently lacking.

#### Achievements in 2021

- Completed the business model and the modus operandi of the new health promoting medical center including required investments.
- Completed mapping potential partners and sources.
- Reached an agreement with the government of Israel to include the establishment of the center in the next five-year plan for the Bedouin society in the Negev.
- Completed mapping the obstacles for training Bedouin allied health professionals and drafting a plan for the establishment of a holistic training program.
- Continued supporting our partners AJEEC-NISPED in establishing the "transitional year" for the allied health professions.

#### Plans for 2022

- Conduct negotiations with all health agencies and reach partnership agreements.
- Come to an agreement with the Ministry of Health on the principles for establishing the new healthy living centre and issue a tender.
- Help with establishing and launching a healthy living department in Rahat and in the eastern Negev cluster.
- Continue to tackle the various obstacles (placement positions, recruitment, availability of dedicated classes, improved remuneration for graduates) to promoting allied health professionals.

### **Municipal Capacity B and Living Standards**

The goal is to develop a holistic approach to advancing the quality of life of the towns' residents by working with and mentoring the municipality heads and their teams. Success is defined by the continued progress after Yanabia has completed its mentoring role and exited, the hope is that the municipality will continue to operate on a high level independently. After proving the feasibility of the pilot model, we will commence with our second goal of creating a model that will provide a paradigm for improving municipal function in all Negev Bedouin localities. The overall aim is to demonstrate to members of the Bedouin community that they can live in significantly improved conditions, whether within their own town or in a wholly new nontribal city, with a very high standard of living.

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### Achievements in 2021

- The strategic plan and budget for Kseifa were completed, submitted to the Ministry of Finance and included in the 2021-22 state budget.
- Yanabia worked in conjunction with the local leadership to ensure capacity building in a way that facilitates the local municipality to be able to independently achieve its goals and efficiently utilize available governmental, quasi-governmental and non-governmental resources.
- Mentored the mayor of Kseifa and his team in overcoming barriers and obstacles.
- Completed mapping of all ongoing initiatives and organizations involved and created a Gantt chart for close control.
- Agreed with the Ministry of the Interior to scale up from 2022.
- Submitted a proposal to the Israeli government to establish a new nontribal Bedouin city with high socioeconomic standing and received approval in the government meeting on November 3, 2021.
- Assisted in securing government recognition for three formerly unrecognized Bedouin villages in the meeting on November 3, 2021.

### Plans for 2022

- Continue working with the mayor of Kseifa and his team toward the municipality assuming full responsibility independent of any Yanabia involvement.
- Recruit a top civil servant to establish a department in Yanabia which will provide mentorship for two to three additional mayors of Bedouin towns and their teams.
- Recruit highly successful former mayors (Jewish or Arab) to provide one-on-one mentoring to the Bedouin mayors under the supervision of Dr. Al-Nabari and the new department head.
- Recruit highly successful former municipal department heads (Jewish or Arab) to provide one-on-one mentoring to Bedouin municipal department heads (based on pre-identified needs) under the supervision of our Yarona Ben Shalom and the new department head.
- Complete the search for a suitable location for the new Bedouin city and receive governmental approval.
- Promote the idea of the new Bedouin city throughout Bedouin society and start recruiting potential residents.
- Cooperate with the government in the planning process of the new Bedouin city.

### Government Relations

Over the last year there has been a great deal of attention and willingness to advance significant steps aimed at reducing disparities between the Negev Bedouins and the rest of Israel's population. For Yanabia, this has meant a significant increase in the scope of collaborations with the government. The main components of this development are:

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1. For the first time in Israeli history, an Arab party is part of the ruling coalition. This party (the United Arab List - Ra'am) brings with it a high level of commitment to addressing core issues for the Negev Bedouins.
2. Mr. Meir Cohen, the Minister of Labor, Social Affairs and Social Services, was given the responsibility of addressing the needs of the Negev Bedouin community. As a resident of Dimona who served as the town's mayor for many years, Mr. Cohen knows the Negev Bedouin community well.
3. Mr. Cohen has appointed Ms. Sigal Moran as the ministry's director general. Ms. Moran is also a Negev resident (a member of the Beit Kama kibbutz) and has served in the past as the head of the Bnei Shimon Regional Council. She is very familiar with the Negev Bedouin community and has extensive connections with community leaders.
4. The Department for the Socio-Economic Development of the Bedouin Society in the Negev was moved from the Ministry of Economy and Industry to the Ministry of Labor, Social Affairs and Social Services, where it enjoys a high level of support and attention.
5. Mr. Cohen and Ms. Moran have appointed Mr. Lior Kalfa as head of the department. Mr. Kalfa has already worked extensively with the Bedouin community in his previous position at the Authority for Development and Settlement of the Bedouin in the Negev.

The immediate results of these developments were:

1. Extending the tripartite partnership agreement between the Israeli government, Yanabia and the Joint Israel/JDC ELKA Institute for Leadership and Governance for two additional years and expanding its scope. Our deepest gratitude to our friends in Elka institute for leadership and Governance headed by Oro Gil, Netta Rozenfeld and Keren Duhl. We are blessed by most loyal, professional and dedicated partners
2. November 3rd, 2021 – approval of the government resolution to establish a new, non-tribal Bedouin city with high socioeconomic standards. The resolution was based on a proposal brought forward by Yanabia.
3. November 3rd, 2021 - approval of the government resolution to recognize three Bedouin villages that had been previously unrecognized. The intention is to continue working to recognize additional unrecognized villages in the future.
4. Expanding Yanabia's partnerships with additional governmental ministries such as the Ministry of Interior and the Ministry of Labor, Social Affairs and Social Services. This is in addition to maintaining existing relationships with the Ministry of Finance, the Ministry of Agriculture and Rural Development, the Ministry of Health, and the Ministry of Economy and Industry.
5. Accelerating discussions regarding funding and scaling up Yanabia-led initiatives that have demonstrated success.

## Partnerships

As evidenced by our long list of partners (Appendix D, attached), our partners engage in long-term collaborations with Yanabia, and most of them have even expanded the scope of their partnership and committed to several years in advance. We are also delighted to welcome the additional partners who joined us in 2021. For some of them, this is their first time engaging with the Negev

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Bedouin community. As a strategic infrastructure organization, one of our most important goals is getting more organizations and foundations involved in the Negev Bedouin community.

Some of our most important partners are government ministries, who recognize Yanabia as a strategic development organization. This is expressed in the many government collaborations and joint initiatives in all Yanabia's areas of activity. We consider these partnerships one of the most important tools we have. We endlessly appreciate the trust and support and promise to make every effort to justify the confidence in our organization. Though we cannot guarantee the success of every initiative, we promise to do everything in our power to achieve our common objectives and reduce socioeconomic disparities between the Negev Bedouins and the rest of Israel's population, with the ultimate goal of seeing the Bedouin community fully integrated into the State of Israel.

### The Yanabia Team

We believe that an essential element of being able to achieve Yanabia's most ambitious goals is the quality of the team leading the organization. It is out of this recognition of the importance of our team that we regularly hold empowerment and team-building activities, with the assistance and support of our partners at the JDC ELKA Institute for Leadership and Governance. Several changes were made to the team in 2021 (detailed below) and we are planning additional changes for 2022. Profiles and details of our team members can be found in Appendix B of this report. Yanabia enjoys the support and guidance of our wonderful board of directors; this is the perfect opportunity to thank them for their contribution to the organization's success. Profiles and details of our board of directors can be found in Appendix C of this report.

#### Changes in 2021:

- Socioeconomic development: the dramatic increase in the scope of our activities required us to expand and reinforce our team of coordinators. We had to say goodbye to Shams Ghrava and Mais Abu Kaff, who greatly contributed to Yanabia's development; and we were happy to welcome Hadil Masudin, Haigar Abu Shareb, Horia Abu Jaber, and Faten Elhawashla to the team.
- Education: We said goodbye to our dear friend Yosef Alamor, who took up a very senior position in the Eastern Negev Regional Cluster. We are endlessly grateful for Yosef's great contribution in establishing and running the education system pilot in Kseifa. We decided to wait with appointing the new head of education until a very senior educator becomes available, as detailed in the 2022 plans below. Sultan El quran, the head of Kseifa's education, volunteered to help by filling the position temporarily, which is greatly appreciated.

New Appointments for 2022: as mentioned earlier, we are fully committed to the quality of the team that leads this organization. We are pleased to note that Yanabia's high reputation makes the organization attractive to leaders of the highest quality, who want to be a part of our important activities. Two such leaders are scheduled to join our team in 2022:

- Education: Dr. Muhammad al-Athmin, currently serving as a senior supervisor for the Southern District in the Ministry of Education, has decided to leave the ministry after

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- many productive years in order to serve as the head of education at Yanabia. He will take up his new position in Feb 2022. Dr. al-Athmin is an exceptionally well-respected
- figure in education and will greatly contribute to the development of Yanabia's educational content and knowledge.
- Local government mentorship: Roei Dahan, currently Senior deputy to the Director of the Ministry of Interior, has decided to leave his position and join us in February of 2022 to establish and run the new division for local government support in collaboration with our Yarona Ben Shalom. Mr. Dahan brings his rich knowledge and extensive experience in local government, and we have no doubt that his joining the Yanabia team will greatly improve our capabilities in the local Bedouin government.

We are thrilled to welcome Dr. al-Athmin and Mr. Dahan and wish them the best of luck in the important missions they have taken upon themselves.

## Finances, Administration and Communication

**Budget** (in USD due to the philanthropic grants that are received in that currency):

As can be seen in appendix A below, Yanabia's overall organizational budget was increased by around 70%, from USD 2,082,408 in 2020 to USD 3,545,000 in 2021. The budget planned for 2022 is USD 7,743,000. This reflects Yanabia's extremely high pace of progress.

Sources of income: Another important factor is the diversification of income sources:

- Philanthropy: from 75% in 2019 to 34% in 2020, 25% in 2021 and 27% in 2022.
- Government funds: from zero in 2019 to 20% in 2020, 13% in 2021 and 14% in 2022.
- Income from activities: From 25% in 2019 to 46% in 2020, 62% in 2021 and 59% in 2022.

**This is a far improved spread which strengthens the financial stability of the organization.**

### Administration

As can be seen in appendix B, the number of team members has grown parallel to the big increase in operations. This has put significant pressure on our offices, which couldn't facilitate all departments. As you may remember, in mid-December 2020 we moved to our new offices with more than double the space and substantially improved support facilities. We have no doubt that this was, and continues to be, an important factor in our ability to improve our performance.

**Communication**: In 2021 we finally got around to establishing a proper digital means of communication. We built our website (link below), Instagram and Facebook. Ella Reskin is our communications manager and we are also planning to establish an Arabic-language Facebook page in 2022. In addition, we realize how important it is to proactively manage our story in order to counterbalance the bad publicity that often afflicts Bedouin society.

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We are planning to do so, starting in 2022, under the professional guidance of our partner Mr. Daniel Schwartz. <https://www.yanabia.org.il/>

## General Conclusions

At Yanabia, this past year has been marked by tremendous growth in the scope and depth of operations, as well as identification and recruitment of high-quality personnel to manage the ever-changing and often unpredictable current reality. Our program continues to develop and we continue to build the most innovative models and pilots; the sustainability of which will be guaranteed through their subsequent adoption and implementation by the communities themselves with the support of relevant governmental authorities and expert organizations.

The ongoing support of like-minded individuals, foundations, organizations and government agencies enables us to pursue our mission. Enclosed please find in appendix D a list of our partners, whose support enables us to work toward our goal of facilitating the creation of a thriving Bedouin society that is able to reach its full potential and become an active part of the social and economic fabric of wider Israeli society. We thank each and every one of you and are greatly indebted to you. We couldn't have done it without your support, long may it continue.

With great respect and gratitude

Muhammad Al-Nabari  
CEO

Yanabia (NGO)

Itzik Zivan  
Co-chair of the board

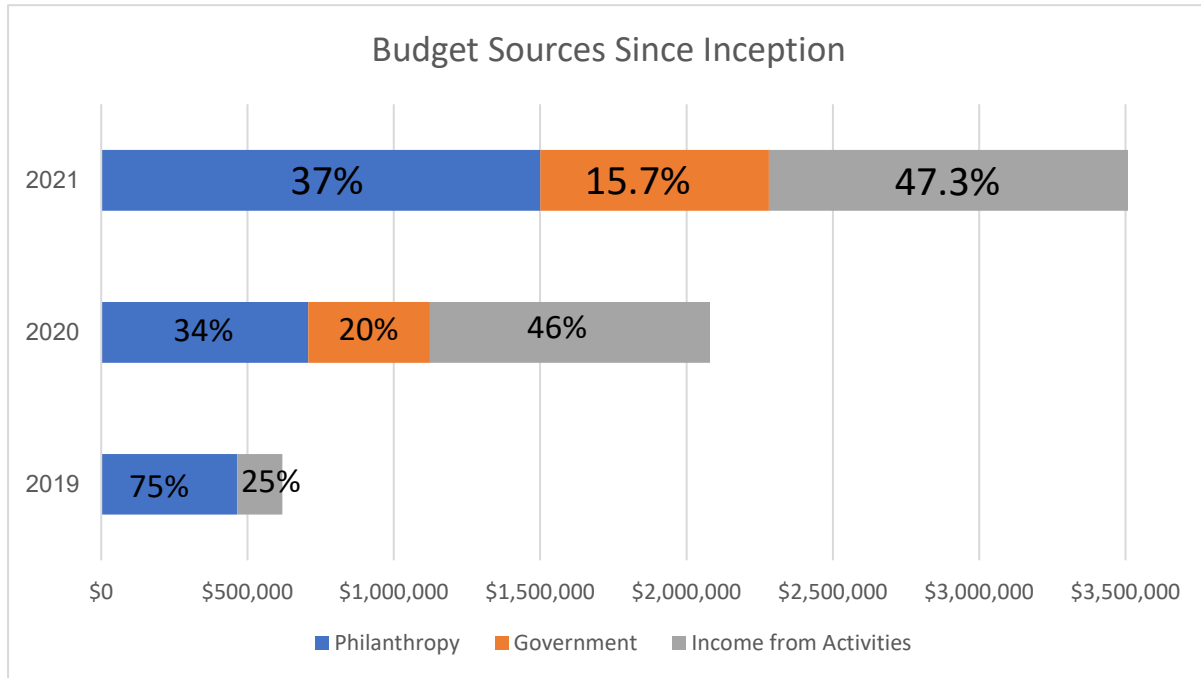


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## Appendix A – Finances



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## Appendix B – The Team



Dr. Mohammed Alnabari – CEO of Yanabia

*Team members (arranged in alphabetical order)*



Muhammed Abu Jafar – Director of the Yanabia-Kramim project



Ghalia Abu Kaff – Head of Socio-Economic Development



Horia Abu Jaber – Socio-Economic Coordinator

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Haigar Abu Shareb – Socio-Economic Coordinator



Faten Elhawashla – Socio-Economic Coordinator



Tayir Azulay – Head of Administration and Partnerships



Yarona Ben-Shalom – Head of Municipal Capacity Building and Tourism



Hadeel Masodeen – Socio-Economic Coordinator

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Ella Reskin – Employers relations manager and Communications Manager



David Shavlev – Head of Life Expectancy



Ebrahim Saiah – Human Capital Development

## Appendix C – The Board of Directors

### Co-chairs of the board



Nasooh Alsana – Entrepreneur, engineer and social activist in the Bedouin community. A construction engineer by trade, Nasooh Alsana is married and a father of four children, lives in Lakiya. CEO and owner of Z.N Engineering and Construction and Reality Impact Ltd, he is a social activist and member of the board of directors of Desert Stars. Also a co-founder and member of the board of directors of Asak – The Forum for Arab Businesspeople in the Negev.



Itzik Zivan – Businessman and social entrepreneur. CEO of Al-Sanabel, which provides employment and empowerment opportunities for women in the Bedouin community, and a member of the board of directors of Desert Stars. In addition to his full-time, volunteer social activism in the Bedouin community in the Negev, Itzik is a co-owner of Zivtex Ltd and served in the past as a head of the division for Delta Galil Industries. He also holds a BSc in Computer Science.

Board directors (arranged in alphabetical order)



Aatef Abu Ajaj – CEO of a municipal corporation.

Aatef holds a BA in engineering and a PhD in philosophy from Ben-Gurion University. As part of his doctoral work, he developed a unique model for dynamic analysis and interaction in state-tribal relations in the Negev.

Aatef has significant experience in senior public management, and for over a decade he has served as the CEO of a municipal corporation serving over 100,000 residents.

Before this, Aatef worked as a manager in the Department for Economic Development at AJEEC-NISPED. Ever since, Aatef has been involved in social projects with the goal of promoting and developing the Bedouin community in the Negev. At the same time, he is a lecturer in various forums and institutions for higher education, and he has been awarded recognition as an outstanding lecturer on multiple occasions.



Dr. Yasmeen Abu Fraiha – Doctor of internal medicine, entrepreneur and founder of Rodaina.

Dr. Abu Fraiha is a Bedouin Israeli social activist and entrepreneur as well as founder and CEO of Rodaina, which encourages pre-marital genetic testing, primarily in the Bedouin community.

She is also a doctor of internal medicine at the Soroka University Medical Center in Be'er Sheva.

Dr. Abu Fraiha is a polyglot, speaking Hebrew, English, Arabic and Spanish fluently. During her studies at Hebrew University, she put together and edited presentations in anatomy that are known as "Yasmeen Presentations", which the students use to support their studies.

**Yanabia**

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Shira Bergman – Senior product manager.

In addition to her job as a senior product manager at Taboola, Shira is also involved in media and news products. In the past, she served as a coordinator in the Budget Department at the Ministry of Finance, where she was responsible for transportation, water and agriculture. Among her responsibilities, Shira was involved in shaping the government resolution on socioeconomic strengthening of the Bedouin community in the Negev—the first such decision to be drafted with the active participation of members of the Bedouin community.

In 2018, Shira was part of the founding team of Yanabia and she has served as a member of its board of directors ever since. Shira has a BA in economics and political science from Tel Aviv University, and an MA with a specialization in finance from the Interdisciplinary Center Herzeliya.



Kher Elbaz – Chairperson, AJEEC-NISPED.

Graduated with a BA in social services from Ben-Gurion University in the Negev, an MA in social planning and policy from Wilfrid Laurier University in Canada, and an MBA from the University of Haifa.

For many years, Kher managed the Regional Welfare Division that provided services for the Bedouin towns of Segev Shalom, Kseifa, Ar'ara and the unrecognized Bedouin villages in the Negev. He worked in the Canadian Department of Welfare for three years.

Today, he is an expert in government social policy and contemporary trends in Bedouin society. He is involved in a wide range of initiatives in community planning and development, on a local and national level.

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Ronnie Meninger – Business consultant and mentor.

Having graduated with a BSc in life sciences and a master's in business administration from the Hebrew University in Jerusalem, Ronnie brings with her a wealth of experience from industry, having served as a CEO and in other management positions in various companies.

She also serves on the board of directors of a number of publically-owned companies and works as a business consultant, as well as having volunteered as a mentor for many years with the Keren Shemesh Fund.

**Yanabia**

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## Appendix D – Our Esteemed Partners

### List of Partners (arranged in alphabetical order):

AJEEC-NISPED  
Atidim in Industry  
BeAtzmi  
The Jacob and Hilda Blaustein Foundation  
Branco Weiss Institute  
Cohen Greenhouse Nurseries  
Desert Stars  
Elka the JDC institute for Leadership and Governance  
The Rosalinde and Arthur Gilbert Foundation  
Government of Israel – Ministry of Agriculture and Rural Development  
Government of Israel – Ministry of Economy and Industry  
Government of Israel – Ministry of Education  
Government of Israel – Ministry of Finance  
Government of Israel – Ministry of Welfare, Social Affairs and Social Services  
Government of Israel – Ministry of the Interior  
Green Arava  
Hamidbar Sheli  
Hishtil  
Katzir farm  
Kibutz Kramim  
KIEDF – Koret Israel Economic Development Funds  
Kseifa Municipal Council  
MAOZ  
The Merage Foundation (Israel)  
National Electricity Company (IEC)  
Mack Ness Fund  
Eastern Negev Regional Cluster  
Western Negev Regional Cluster  
One8 Foundation  
Orpaz Hadar  
Debbie, Jeff and Daniel Schwartz  
Ragulski farm  
SodaStream  
UJA – Federation of New York  
The Harry and Jeanette Weinberg Foundation  
Yad Hanadiv  
Zioniut 2000

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