



# JOURNEY OF EMPOWERMENT

ANNUAL  
REPORT  
2010





## OUR MISSION

is to help disadvantaged communities overcome marginalization through youth activism, civic engagement and education.

## OUR COMMITMENT

- Fulfill our civic responsibility of helping our society meet the challenge of development and progress.
- Empower marginalized communities through youth activism, civic engagement and education.
- Foster creative partnerships between the private sector, civil society organizations, government and the communities.
- Pursue solutions with fundamental and life-changing impacts.

## OUR CORE VALUES

- A dignified life is an absolute right for all.
- Access to a good education is vital for achieving this right.
- Youth activism and civic engagement go hand in hand with good education.
- For disadvantaged communities, these pursuits are a certain path out of marginalization.
- Working for community empowerment is equally the duty of the privileged as well as the disenfranchised.
- As business and social entrepreneurs, we have the experience, reach, leverage, resources, the will and heart to be serious players in our society's progress.
- This progress is best achieved through partnerships between the community itself, the private sector, the public sector and civil society organizations.



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### Founder and Chairman Letter

I am honored to present you with our fifth annual report for Ruwwad, The Arab Foundation of Sustainable Development. When we were first introduced to the community of Jabal Al-Natheef in East Amman and Beida in the South of Jordan, it was easy to spot marginalization: the schools were run down, youth dropout rates out of school were dangerously high and basic services, such as a clinic, a post office or a police station, were missing. The public sector, resource-poor and overtaxed, was simply overwhelmed. It was more difficult to spot our own marginalization: entrepreneurs possessing skills, resources, networks and expertise, and yet supposedly thriving on the margins of our own societies and unengaged in the process of development.

We quickly realized that the only way out of marginalization, for all, was one based on partnerships, one that leverages the expertise, resources, skills and networks of all sectors. And so, Ruwwad was born, in 2005, as a community empowerment initiative. In five years, our partnerships with the communities, the public and private sectors and other civil society organizations have resulted in a youth centric community empowerment model that nurtures critical thinking, experimentation and enquiry based leadership. A model that focuses on empowerment and civic engagement rather than services and dependency, one that unleashes the skills and assets of our youth and cultivates shared values between all partners.

Of course, we are still at the beginning of our journey. As we plan to expand in other areas in Jordan and the region, notably Egypt, we are keen on crafting more partnerships across sectors and mobilizing more of the region's business and social entrepreneurs to contribute to an enriched ecosystem, where the private sector plays an active, even critical, role in the development of its communities. We are also excited about establishing in the near future a micro venture capital fund that will provide our youth with seed capital as well as guidance, mentorship and skills through our networks. The fund will also

allow businesses and entrepreneurs to share their knowledge with the youth.

Ruwwad will continue to be committed to its vision, activating and leveraging the resources of more partners, in particular the private sector, in the fight against marginalization.

Finally, we would like to thank our community of investors, supporters and volunteers for their contributions, and most importantly, our community and youth who continue to inspire us. The biggest thanks goes to Samar Dudin and her team for the great work that they do; it is their work that makes the difference in the lives of people that Ruwwad touches every day.

#### Fadi Ghandour,

Ruwwad Founder and Chairman



### Regional Director Letter

I joined Ruwwad as a volunteer in 2006. I took a journey every Saturday to East Amman and worked with youth during sessions I called "Dardashat"; a safe description in Arabic for a suspicious practice in Jabal Al-Natheef: enquiry, questioning and debate. Ruwwad youth became my weekly urgent calling to step in and to address the question of marginalization, empowerment, service provision and self-directed change. When I became a full time team member in July 2009, I knew that Ruwwad has become a vibrant creation and a tree with generous roots that was planted and nurtured by many dedicated individuals. Creating Ruwwad meant having several builders come together to combine their passion, hope and belief in people's power and will. I knew that every seed planted in

every service and activity would eventually produce a rich harvest. From that belief, I went on working with Ruwwad's team diligently to restructure the programs across three main themes: Youth, Child and Community.

The year 2010 was an intense year of change on every level; programs were restructured with clear outcomes, leadership was built across all programs and new components were introduced to enhance the learning of youth, children and community. Youth graduates of Mousab Khorma Youth Education & Empowerment Fund (MKYEF) joined Ruwwad as staff members and colleagues. MKYEF's mandatory community service became systematic across all programs, new enriching program components were introduced in collaboration with Aramex leadership team and Abraaj Capital volunteers. In 2010, our Child Development program reached out to hundreds of children in primary neighboring schools. Mothers became regular visitors benefiting from parenting programs and youth became central agents of change in what we do and how we do it. A new energy of deep practice and reflection in action is born; our staff are all trained on the Community Organizing methodology which nurtured Ruwwad's evolving story, our relationships and our community of citizens.

The word "empowerment" has become an overused term in development, at Ruwwad we believe that our work is about nurturing a culture of learning and reflection to enable youth and children to discover their own inner strength, capacity to do and to become. Our aspiration is to empower the community by building leadership teams from our mothers, fathers, teachers, professionals and youth who remain a constant source of support and inspiration to our daily work. Our next destination is Cairo, Egypt as we have completed the community profiling research and asset mapping on Izzbet Khairallah, one of Cairo's biggest slum areas with a population of approximately 600,000.

The lack of power of our marginalized communities is rooted in the social structures that determine the unequal exercise of power. Ruwwad aspires to become a community organization of citizens, not 'beneficiaries' or 'clients'. We believe that power lies in the community's ability to define its own problems and how it can solve them using existing resources; time, creativity and will for change. This can only happen when we put relationship building, collective action and commitment at the heart of what we do.

#### Samar Dudin

Regional Director & Head of Programs

## THE DIFFERENCE WE MAKE

### 2010 Objectives:

- Consolidating leadership across all programs and introducing new staff, new program components and organizational development measures.
- Shifting from a service-driven model

to an empowerment-model which focuses on building community leadership around three main programs: Youth, Community and Children.

- Implementing a youth-centric approach in all three main programs that activates youth community service with strong emphasis on quality of volunteering, implementation, reflection and feedback.

- Creating rigorous monitoring and evaluation tools to assess progress.
- Expanding Ruwwad's community outreach through building new local and regional partnerships and improving existing ones.
- Upgrading our financial and operational capacity.

### During 2010 we achieved the following:

#### Youth

- 172 students aged 18-28 received scholarships for university education.
- 52 recipients of scholarships graduated in October 2010.
- 172 Scholars volunteered 688 hours of social work every week (a total of 34,400 man hours during the year). This saved the cost of employing 17 full-time staff members at a cost of JD 61,710.
- 128 students completed IT Literacy courses.
- 11 students passed the International Computer Driving License (ICDL) exam.
- 200 weekly users visited the public IT lab.
- 93 students enrolled in various English Skills classes.



- 2 female students passed the TOEFL test.
- 110 youth completed 14 enrichment courses focusing on business.
- 30 students participated in the Global Change Makers Program and started the "Yalla Shammer" campaign.
- 6 students participated in citizen journalism with Radio Al-Balad.
- 5 students were elected to Ruwwad's Student Council.
- 120 youth welcomed and met with Mrs. Sameera Al-Muhtadi, mother of Mousab Khorma, the Jordanian entrepreneur who passed away in the bombings at three hotels in Amman on November 9th, 2005.

#### Adolescents

- 45 who benefited from psycho-social support on a weekly basis.

- 100 adolescent (60 females and 40 males) aged 13-15 benefited from the "Sports for Girls" project funded by the Canada Gender Fund.
- 10 youth volunteers assisted in the "Sports for Girls" project.

#### Children

- 407 Children received Eid toys.
- 10,832 JD in school tuition fees were paid for 308 children.
- 10 special needs students participated daily in Silsal workshop.
- An exhibition displaying students' crafts was held in November.
- 70-100 repeat children visited the Shams Al-Jabal library and workshops.
- 840 books were borrowed.
- 150 child record files were prepared.
- An average of 50-70 children aged 4-12 years visited Al-Beida Library near Petra.
- An average of 50-70 children aged 4-12 years visited Fagouh Library in Karak.
- 200 children participated daily in various activities.
- 60 volunteers assisted operations during the summer.
- 170 Students benefited from academic support in a variety of school subjects.
- 43 weekly academic support sessions were held, 34 of them on Saturdays.
- 65 youth volunteered with the Child Development Program.

- 25 youth volunteers were trained on developing children skills through sports.
- 150 children enrolled in the sports program.
- 450 participated in weekly activities held in 6 neighboring schools.

#### Women Empowerment

- 29 women benefited weekly from computer and English literacy courses.
- 17 women participated in the accessories making workshop.
- 50 mothers participated in 8 sessions on Better Parenting.

#### Families

- 165 families benefit from in-kind donations from the Jeeran Station.
- 138 storytelling sessions were held monthly.

#### Legal Aid

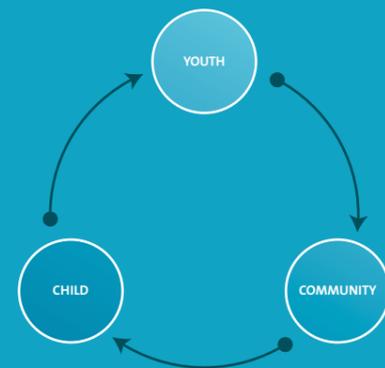
- 235 legal consultations and 117 court representations were provided by Ali Sharif Al-Zu'bi Fund (Justice Center for Legal Aid).

**"110 YOUTH COMPLETED 14 ENRICHMENT COURSES FOCUSING ON BUSINESS"**

## HOW WE DO IT

Ruwwad is a non-profit community empowerment organization that helps disadvantaged communities overcome marginalization. In 2010 the organization evolved from a social service model to an empowerment learning model that focuses on building community leadership across three main programs:

- Youth Empowerment
- Child Development
- Community Empowerment



### The Youth Program

#### MKYEF (Mousab Khorma Youth Education & Empowerment Fund)

The Youth Program aims to enable marginalized youth to acquire lifelong learning skills and to unleash their leadership potential to become active citizens dedicated to community service.

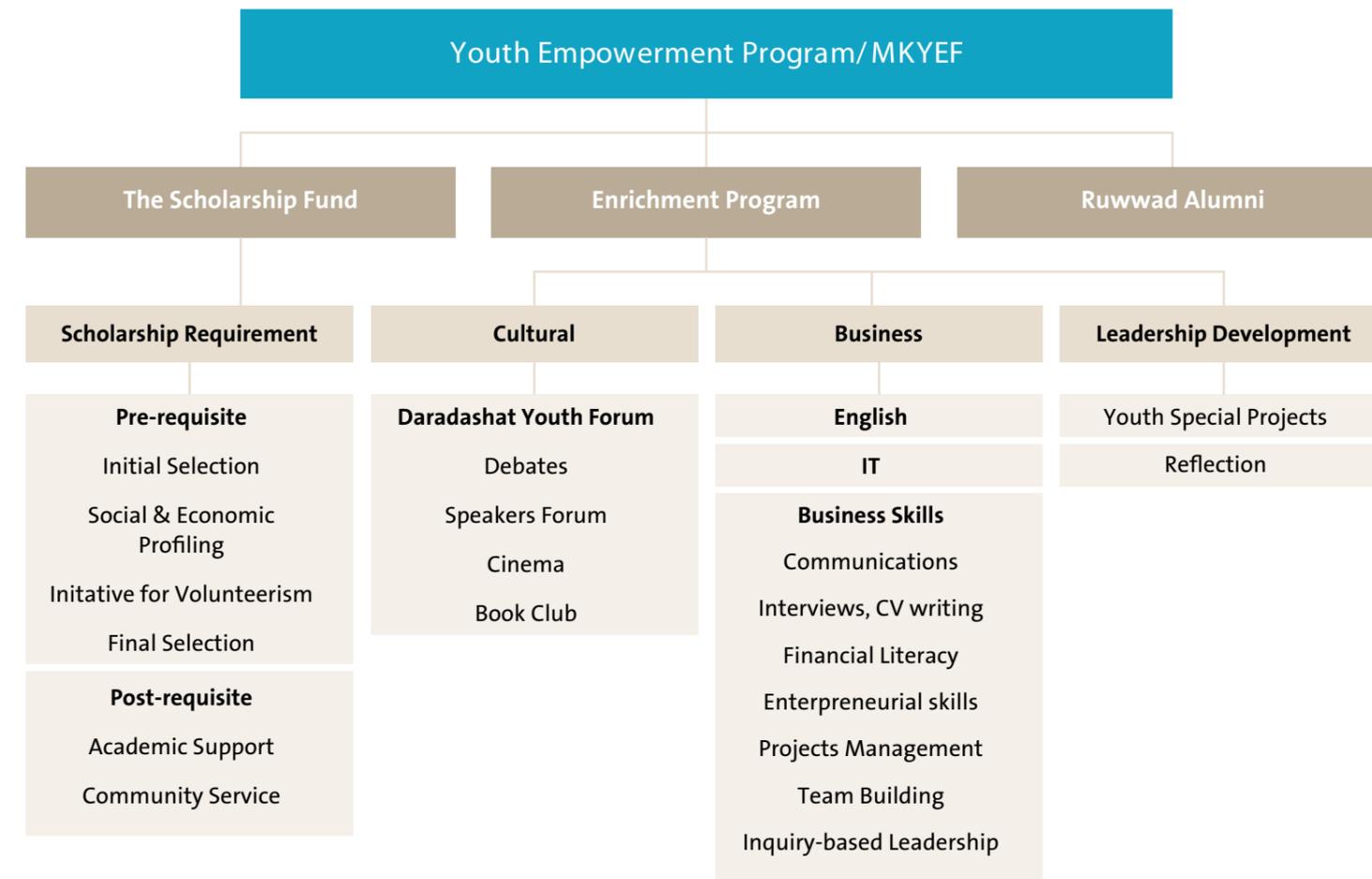
Since its inception in 2005, Ruwwad helped 570 youth to continue university-level and vocational education in return for four hours of community service a week in their community.

#### MKYEF Consists of three components:

- The Scholarship Fund
- The Enrichment Program
- Ruwwad's Alumni Club

**“RUWWAD HELPED  
570 YOUTH  
TO CONTINUE  
UNIVERSITY-LEVEL  
AND VOCATIONAL  
EDUCATION”**

## 1. MKYEF (Mousab Khorma Youth Education & Empowerment Fund)



Structure of Youth Empowerment/MKYEF

### 1. The Scholarship Fund

The fund enables youth who live in marginalized communities under challenging economic and social conditions and who take initiative and have leadership ability, commitment to community service, as well as academic and/or vocational aptitudes to benefit from an educational scholarship fund that gives them access to higher education in exchange for community service.

#### Achievements of MKYEF

• During 2010, Ruwwad formed an independent Scholarship Committee to oversee the process of revising our scholarship guidelines and selection criteria. It includes the following members:

- **Iyad Kamal**  
Aramex Chief Operating Officer
- **Dr. Salman Al-Shobaky**  
Aramex Chief Learning Officer
- **Hala Ghosheh**  
Gender and Development Specialist
- **Nisreen Haj Ahmad**  
Founder and Director of the Middle East Community Organizing Initiative

The committee will conduct the final selection of 2011 scholars in August 2011.

• To guarantee flow of operations, Ruwwad has signed MOUs with 15 universities and vocational colleges (including Jordan University, Zaitounah University, Motah University, Al Hussein Bin Talal University, Amoun Hospitality University, Petra University, Al Al-Bait University, Philadelphia University, Zarqa'a Private University and Sumaya University) to ensure constant monitoring of the academic performance of MKYEF scholars.

• A graduation ceremony took place on October 30<sup>th</sup>, 2010 for 52 youth graduates who celebrated their dedication to

community service and volunteerism. The keynote speaker was Abdel Kader Nashawn, a 2009 MKYEF graduate who is currently a PhD student in nursing and the author of several books. The graduation ceremony also launched Ruwwad's Alumni Club which aims to establish lasting relationships between Ruwwad and its youth graduates.

• MKYEF Program Officer Mariam Abu Adas developed with the youth the "Credo for Community Service: Rights and Responsibilities" to ensure that all youth explore their personal and shared values as they serve the community through working with children, neighboring schools and the community. Some of the quotes of this credo are:



**"I AM TREATED WITH RESPECT, CARE AND WITHOUT DISCRIMINATION FROM RUWWAD'S EMPLOYEES"**

**"I SHOW INITIATIVE AND LEADERSHIP"**

## 2. The Enrichment Program

The Youth Enrichment Program aims to enable youth to become lifelong learners and to unleash their leadership potential. It covers three key areas: culture, business and youth leadership development.

### 2.1 Cultural:

Youth acquire skills in active listening, dialogue, discussion and debate in a free thinking environment that respects diversity.

Over the past five years, this component - the “Dardashat” weekly dialogue founded in 2006, evolved into a safe space for youth to express themselves. In the course of the weekly meetings, participants identified only two cultural spaces that they consider safe: the school and the mosque, while cinemas, theatres, political parties, Internet cafés and public parks were considered unsafe cultural open spaces. They defined “a safe space” as a politically neutral and a socially and religiously acceptable space that does not cause any negative labeling by the community. Ruwwad was also seen as a rare safe space in the area allowing for social and cultural action.

During 2010, the most heated debates focused on early marriage, diversity

of belief systems, discrimination and citizenship rights, politicization of religion and political participation. Two recurring themes were whether Islam should be the sole source of law and the question of national identity in Jordan.

In addition to scheduled debates, Dardashat hosted several distinguished speakers, many of whom were invited by the Ali Sherif Zu’bi Legal Aid Fund. The speakers, who addressed social, political and environmental issues, included Kamel Al-Asmar from Zammirha Initiative (a national volunteerism initiative), Dr. Mohammed Al-Hammoury, a leading lawyer and scholar on rights and citizenship in Jordan’s constitution, and Moroccan artist and curator Abdallah Karroum who conducted a cultural mapping workshop of Jabal Al-Natheef and neighboring areas in collaboration with Darat Al-Funun.

### 2.2 Business (New):

In this component, youth gain the skills they need for employment, business entrepreneurship, IT literacy and cross-cultural communication.

This component consists of six-month long professional training to address the missing gaps in key learning areas that

are ignored by formal higher education, including financial literacy, project management skills, communications, professional ethics and inquiry-based leadership. The program was designed after conducting thorough individual interviews with our youth scholars.

To carry out its objectives, Ruwwad’s IT lab became a certified ICDL training center. The public lab is open to MKYEF scholars, children, mothers and professionals from the community. It serves a minimum of 200 users weekly and offers several professional courses in graphic design, networks and programming languages.

English language courses are offered to MKYEF scholars as well as to women and members of the community. In 2010, 93 students registered for English classes and the program expanded when Mousab Khorma’s mother, Mrs Sameera

“THE IT LAB SERVES A MINIMUM OF 200 USERS WEEKLY AND OFFERS COURSES IN GRAPHIC DESIGN, NETWORKS AND PROGRAMMING LANGUAGES”

Al Muhtadi, visited Ruwwad on Mousab’s Birthday on July 5<sup>th</sup>. With her generous donation, we were able to create an English Lab that includes six workstations equipped with Rosetta Stone software, which allows for individual learning of English. We hope that this will help more students to develop their English language communication skills, particularly those who face the challenge of making time for English classes while maintaining a job, pursuing education and attending to family responsibilities.

The 2010 Enrichment Program was launched on January 16<sup>th</sup>, in partnership with Abraaj Capital managerial teams and other professional volunteers from Aramex and other private sector and civil society organizations. During the year, 9 courses were held during the summer session and 5 in winter. 110 youth



attended courses focusing on business ethics, CV writing, communication skills and presentation skills.

### 2.3 Leadership Development (New):

Youth identify and develop their leadership potential and are involved in youth directed and managed initiatives.

Our youth continue to meet on a weekly basis to implement an awareness campaign on the perception of a class division between East and West Amman. This initiative, which is part of our collaboration with The Global Changemakers Initiative and the British Council, focuses currently on cleaning Jabal Al-Natheef. Fifteen core team members conducted a study which discovered that there are only 62 garbage bins for almost 50,000 residents in the area. To address this issue, the team launched a campaign



called “Yalla Shammer” (roll up your sleeves) and is implementing “the fun theory” to encourage people to use waste containers.

Youth who are interested in journalism worked with investigative reporter Mohamad Shammah from Radio Al-Balad on producing and broadcasting six episodes entitled “Shabab Amman” (the youth of Amman) sponsored by Aramex. The show discussed issues of drugs and substance abuse and domestic violence, focusing on East Amman. The radio production was led by six MKYEF youth who researched the different themes, then produced and presented the content. Radio Al-Balad is a citizen led local radio that focuses on human rights and gives voice to marginalized constituents.



### 3. Ruwwad Alumni Club (New)

The club was launched on October 30<sup>th</sup>, 2010 on MKYEF graduation day. The purpose of the club is to create a sustainable network among the graduates and between them and Ruwwad, as well as other resource persons.

On a broader level, the fund is envisioned to bridge the gap between social and economic classes by creating a platform for mutual benefits and relationship-building between Ruwwad graduates and the business and civil society communities. The founding group, which includes Bilal Al-Thebeh, Abdel Qader Nashwan and Amani Obeid, is currently drafting the club's bylaws to ensure that the social network enhances graduates' access to employment, learning opportunities, cultural nourishment and active citizenship.

### 2010 Achievements of MKYEF in Numbers

MKYEF has graduated 570 students since its inception in 2005 and until 2010
<b>Scholarships</b>
172 students aged 18 – 28, received MKYEF scholarships
4 students were suspended for failing to meet required volunteering hours
52 students graduated from MKYEF in October 2010
Total hours volunteered weekly were 688 (172 volunteers*4 hours a week)
If Ruwwad were to employ staff instead of volunteers, we would need 17 full time employees to maintain the current level of operations
The total amount saved by relying on our MKYEF volunteers instead of hiring 17 staff members equals JD 5,142 monthly, or JD 61,710 annually
<b>Information Technology</b>
8 IT Literacy courses were offered to 128 students
11 students passed the ICDL exam
200 weekly users visited the IT public lab
<b>English Language</b>
93 different students enrolled in English Language Skills classes
2 female students passed the TOEFL test
<b>Business</b>
110 youth took part in 14 enrichment courses focusing on business, which were organized with Abraaj Capital and Aramex
<b>Youth Special Projects</b>
<b>41 students took the lead in the Youth Special Projects as follows:</b>
- 30 students participated in the Global Change Makers Program, and started the "Yalla Shammer" campaign
- 6 students participated in citizen journalism with Radio Al-Balad
- 5 students were elected for Ruwwad's Student Council

### Community Empowerment

The Community Empowerment Program works with Jabal Al-Natheef marginalized community groups to increase their access to and awareness of vital services and rights that ultimately enable them to be productive and self-reliant members of society.



Structure of the Community Empowerment Program

**The Community Empowerment Program has three components:**

- Social Services through Partnerships
- Psychosocial Support
- Women Empowerment

**1. Social Services through Partnerships:**

Sustainable partnerships are established between private sector, government and civil society organizations for the provision of long-term rights-based social services.

Since its inception in 2005, Ruwwad created several partnerships to ensure that rights-based services are made available to most marginalized groups in Jabal Natheef: *Al-Natheef Public Health Clinic*, founded by the Ministry of Health in partnership with Ruwwad, serves 1,700 individuals monthly. The establishment of *Al-Natheef and Al-Mareekh Police Station* reduced drug and substance abuse in the area to a minimum, according to community members. There are no comparative data available to measure results, but the latest police records show that only 24 drug abuse cases were reported since the station's founding.

**1.1 Renovation and Support of Neighboring Schools:**

The "Erada" (Will) team was formed by a group of Aramex employees led by Hussam Baraouani to renovate the neighboring UNRWA Boys School and ensure the safety of its 500 students. Ruwwad also collaborated with two initiatives: Y.A.R.A., founded by Amir Shihadeh and "Under My Olive Tree" founded by Ali Dahmash. These two initiatives secured a total of JD 10,832 in school expenses/ tuition fees for 308 children who otherwise would not have been able to continue education.

**1.2 Ali Sharif Al-Zubi Legal Aid Fund:**

is a nonprofit organization that works in all parts of Jordan. In 2010, their Ruwwad branch provided 235 legal consultations and represented 117 community members in Jordanian courts free of charge. The fund also conducts awareness sessions to enhance the legal literacy of Jabal Al-Natheef and neighboring communities.

**1.3 Silsal Ceramic Arts Workshop:**

is a unique space for persons with special needs. The workshop is run by a trained community member, Lubna Abu Foudeh, and three MKYEF scholars who help 10 adolescents and children with special

needs to create artistic ceramic pieces. Their products are then compiled by ceramics artist and workshop founder Rula Atallah. In December 2010, all crafts were displayed at Nabad Art Gallery in a very popular exhibit that sold many pieces. Nabad Gallery donated revenues of the exhibit to Silsal's workshop, which were used to finance the workshop's operational expenses.

**1.4 The Community Help Desk:**

is a walk-in space where community members come to seek assistance in the areas of health insurance, employment and education. The Help Desk cooperates with the ministries of Social Development, Labor and Health. It also established relationships with 165 extremely marginalized families that benefit from Mahatat Al-Jeeran (Neighbors Station) to gather and distribute in-kind donations such as clothes, equipment, toys and beddings.

**"235 LEGAL CONSULTATIONS AND 117 COURT REPRESENTATIONS WERE OFFERED FREE OF CHARGE FOR COMMUNITY MEMBERS"**



**2. Psychosocial Support:**

Male and female adolescents from marginalized community groups empowered to express their concerns in a constructive, creative and non-violent manner, and to identify possible solutions for their most pressing problems.

Psychosocial support is a process that engages youth and adolescents in expressing themselves in a safe space where emotions and feelings are respected. The program targets 45 adolescents who attend weekly sessions, in which they are encouraged to reconstruct moments of difficulty through artistic and physical expression, which helps them analyze their responsibility and how they can better cope with those moments. The program also developed a sports module, supported by the Canadian Gender & Social Fund, which targets 60 girls from the community. The module focuses on fitness and strength building combined with creative expression that nurtures the inner voice and strength of female adolescents.

### 3. Women Empowerment:

Women in the community, with a focus on women entrepreneurs, have access to self directed education to develop skills for income generation and healthy lifestyles.

#### 3.1 Female Education:

The Community Empowerment Program works to tap the underutilized capacities of women at Jabal Al-Natheef by enhancing their skills and channeling their energy in ways that benefit the community. In 2010, 48 women attended several courses in ICDL, English language, sewing, recycling, sports and literacy.

#### 3.2 Women Entrepreneurs:

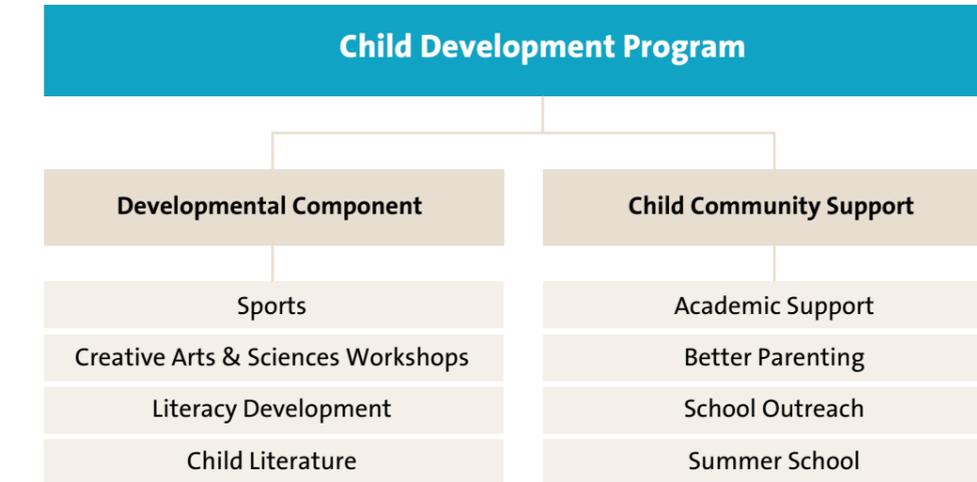
Ruwwad identified two community entrepreneurs, Ghadeer Abdel Jawad and Fatima Ahmaro, who are creative and earn their living from handmade and recycled products. Supported by a small grant from The Spanish Embassy, Ruwwad developed a mentorship and coaching process to help them develop and market their products. The process was coached by Alia Al-Jaridi, an Egyptian artist and handmade jewelry specialist from “Gudran” organization in Alexandria.

### 2010 Achievements of Community Empowerment Program in Numbers

<b>Services through Partnerships</b>
10,832 JD in school tuition fees were paid to 308 children
165 families benefit from in kind donations from the Jeeran Station
407 Children received Eid toys
<b>Silsal Workshop</b>
10 students with special needs participated daily in the Silsal workshop
1 exhibition displaying students' crafts was held in November
<b>Ali Sharif Al-Zubi Legal Aid Fund</b>
The center provided 235 legal consultations and 117 court representations free of charge
<b>Psychosocial Support</b>
45 adolescents benefited from psycho-social support
100 adolescent (60 females and 40 males) aged 13 – 15 benefited from the “Sports for Girls” project funded by the Canadian Gender and Social Fund
10 MKYEF youth volunteers assisted in the “Sports for Girls” project
<b>Women Empowerment</b>
29 women benefited from computer and English literacy courses
17 women participated in the accessories making workshop

### The Child Development Program

Children have access to developmentally appropriate activities that nurture their lifelong - learning, focusing on enquiry, creativity & physical wellbeing.



#### Structure of the Child Development Program

The Child Development program made a major leap in 2010 by raising the number of repeat visitors to Shams Al-Jabal Library and the Creative Arts Workshops from 70 - 100 to almost 450 repeat visitors. This achievement was due to the collaboration with four neighboring primary schools: Ateka bint Zayd, Natheef, UNRWA for Boys and UNRWA for girls.



**“ALMOST 450 REPEAT CHILDREN VISIT THE CREATIVE ARTS & SCIENCES WORKSHOPS”**

**The Child Development Program consists of two components:**

- The Developmental Component
- Child Community Support

**1. Developmental Component**

This component gives children increased access to safe spaces and supports them in developing their inquisitive, mental, emotional and physical potential.

**1.1 Sports:**

Community children have access to a safe and developmentally appropriate weekly sports program. In 2010, 150 children aged 7-15 benefited from soccer, table tennis, Taekwondo and marathon programs. A moment of pride was when eight of our distinguished soccer players travelled with French sports trainer Hassan Laplac to France, where they competed in the French league and won all their games.

**1.2 Creative Arts & Sciences Workshops:**

Enables children to express themselves freely using arts as a medium that liberates children's voices in an emotionally supportive environment.

**1.3 Child Literature:**

Sessions are held regularly at Shams Al-Jabal Child Library and in schools to

enhance inquiry and expression and to address the themes of self, family and the world.

**1.4 Literacy Development:**

Is an extensive and dedicated practice at Ruwwad since many school children are alarmingly weak in reading and writing.

**2. Child Community Support:**

Parents, teachers and community members are enabled to create an environment conducive to learning for children.

**2.1 Academic Support:**

Provides 170 children and adolescents with private tutoring in a number of school subjects, facilitated by MKYEF scholars. We continue to face challenges due to the large numbers of students interested in this program and the lack of space for participatory learning.



**2.2 Better Parenting (New):**

50 Mothers attend parenting sessions to share the challenges of motherhood and family critical needs. They are encouraged to identify parenting styles that solve the issues they face with their children without using verbal or physical abuse.

**2.3 School Outreach (New):**

Is held three times a week in four neighboring primary schools. Our team and youth volunteers conduct weekly sessions in arts, storytelling and sports to help children achieve joy through learning.

**2.4 Summer School (New):**

Was launched in response to parents' request in July 2010. The school ran for six weeks and offered recreational activities free of charge held in a safe space for 200 children, which kept them away from unsafe streets.



**2010 Achievements of the Child Development Program in Numbers:**

**Shams Al-Jabal Library and Creative Arts Workshops**

70 -100 children repeat-visited the library and workshops

840 books borrowed

150 child record files were prepared

**Libraries Outside Amman**

Al-Beida visitors: An average of 50 – 70 children aged 4 -12 years

Fagouh visitors: An average of 50 – 70 children aged 4 -12 years

**Summer School**

200 children participated in various daily activities

60 volunteers assisted operations throughout the summer

**Academic Support**

170 Students benefited from academic support in a variety of school subjects

43 weekly academic support sessions were held, 34 out of which were held on Saturdays

**MKYEF Volunteers**

65 youth volunteered for the Child Development Program

25 youth volunteers were trained in developing children skills through sports

**Sports**

150 children enrolled in the sports program

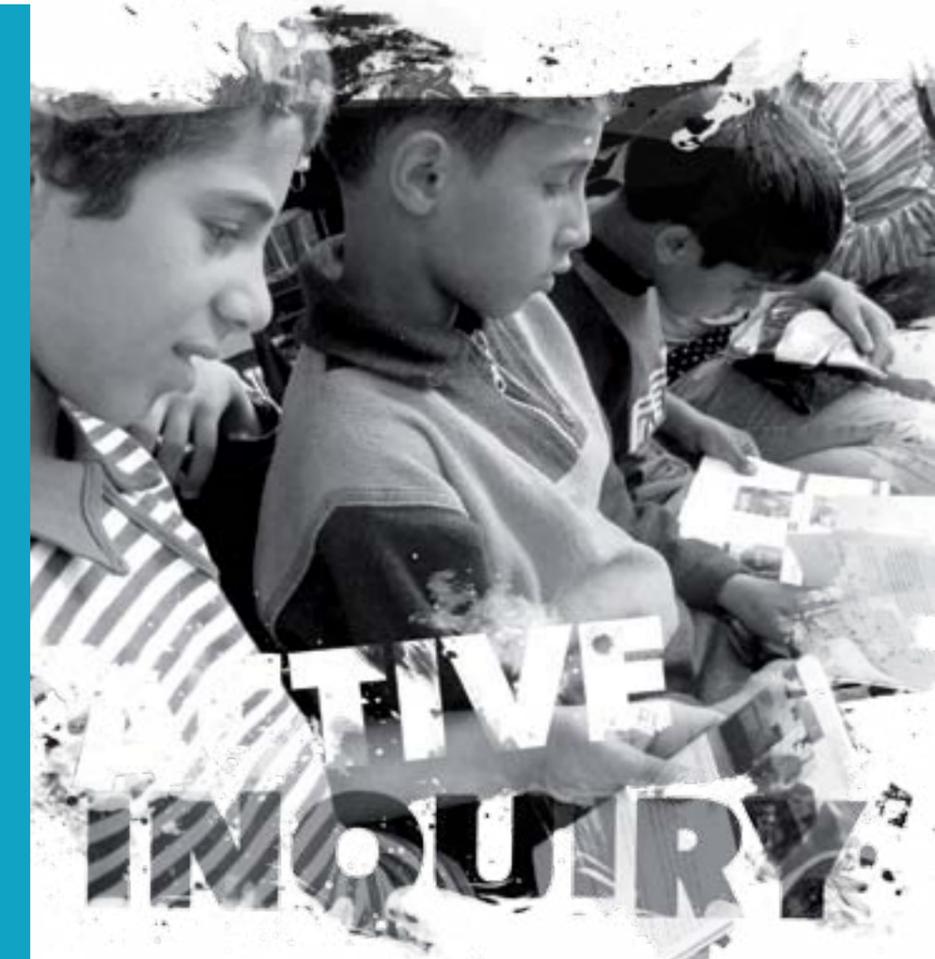
**Neighboring Schools**

450 children participated in various activities held in 6 neighboring schools

138 story telling sessions were held on a monthly basis

**Better Parenting Circles**

50 mothers participated in 8 sessions on Better Parenting



## NATIONAL DIMENSIONS - JORDAN

### Child Libraries in Jordan

Ruwwad expanded its work to national level by supporting and opening child libraries as a medium of partnership with local communities. Overall, Ruwwad supported 8 libraries across Jordan with stationary, training and activities in partnership with the “Arab Child Literature Fund” granted by the Anna Lindh Foundation.

#### Amman:

Shams Al-Jabal Library is an effective child community in Amman.

#### Beida (Little Petra):

Ruwwad created a partnership with the “Amareen Cooperation” and Bedouin camp to establish and run a child library. Two trained librarians manage the library that receives 35 repeat-visitor children. Eight MKYEF scholars support activities in the library as part of their required volunteering.

#### Fagouh (rural Karak):

Ruwwad also operates a child library in Fagouh, in partnership with “Fagouh Women’s Cooperation” and local community leaders. The library receives 70 repeat children.

#### Tal Al-Arbeen:

Ruwwad has a special relationship with Tal Al-Arbeen library, which it supports with activities and librarian trainings.

## REGIONAL DIMENSIONS - EGYPT

Research was completed for the needs assessment and asset mapping of Izzbeit Khairallah, one of Cairo’s biggest slum areas. The research revealed that 42% of Cairo urban areas are slums with severe livelihood conditions, high illiteracy, high school dropout rates and lack of fundamental health and education services. Youth are a totally neglected asset, which clearly revealed the compelling need to implement Ruwwad’s model.

Working in partnership with “Khatawat School”, which was founded by “Tawasol” and Yasmina Abu Yousuf, Ruwwad will develop a civic engagement model using all lessons learned from Jabal Al-Natheef. A roundtable to discuss findings is scheduled for the summer of 2011 to endorse the decision to move into Egypt with a clear plan.

## HIGHLIGHTS

### Mousab Khorma’s Mother visits Ruwwad on his Birthday

July 5th, 2010

Ms. Sameera Al-Muhtadi, the mother of Mousab Khorma, visited Ruwwad for the first time since Mousab’s death and Ruwwad’s foundation. Her visit was truly inspirational and extremely emotional. 120 youth took time off from their community service to meet Ms. Al-Muhtadi. We were all humbled by her unexpected visit. A mother of two of our MKYEF graduates showed up and spoke passionately:

*“I came to tell you that you lost a son, but his loss gave hope and opportunity to all these youth, especially to my own son whose name is also Mousab. My son is yours.”*

It was indeed a very special moment of sharing personal stories. Our youth spoke of themselves, their lives and their challenges. Their gratitude and compassion prompted Mousab’s mum to thank them for who they are: “you all honor Mousab,” were her words as she left Ruwwad at the end of the visit.

### Egyptian Movie Star Omar Sherif Visits Ruwwad

Omar Sherif, international movie star, visited Ruwwad accompanied by Fadi Ghandour, (Board Director of Ruwwad, Founder and CEO of Aramex International) and Seif Fehmi (Chairman and CEO of Al-Mona) on October 11th, 2010. He met with a group of MKYEF youth, listened to their life stories and shared with them the story of his life and career. It was a joyful day, especially when all women in surrounding buildings waved and cheered with huge smiles.

#### Launch of Community Organizing

Following several meetings with Nisreen Haj Ahmad, Founder and Director of the Middle East Community Organizing Initiative and a graduate of the Harvard Kennedy School, Ruwwad conducted the first Arab community organizing workshop which focused on introducing leadership through community organizing strategies. Participants in the workshop, including Ruwwad’s team and youth from the community, exchanged



and explored their stories of self, their calling and what brought them to Ruwwad. Ruwwad personnel were trained on community organizing methods: public narrative, relational commitment, building leadership teams, strategy and campaigning with measureable action.

#### Um Mohammed Visits Granada

One of our house keeping staff, Um Mohammed, got to visit Granada, Spain. She got this opportunity when she acted in a one-minute movie in a one-minute movie, through an initiative called “Letters between Women,” which is supported by the Spanish Embassy. Um Mohammed met with other women who submitted movies and exchanged personal stories and cultures. *“I have never traveled before,” said Um Mohammed, “I can say that the days I spent in Granada were the best days of my life. It was a life changing experience.”*



### Partnerships with 17 Neighboring Schools

Following several meetings with 17 neighboring schools, Ruwwad and Aramex identified the need for free paper photocopying as a recurring need across all schools. Ruwwad created a regular schedule for all neighboring schools to photocopy exams and all school related papers free of charge. This service enables all 17 schools to save on the price of paper and ink for more critical educational material.

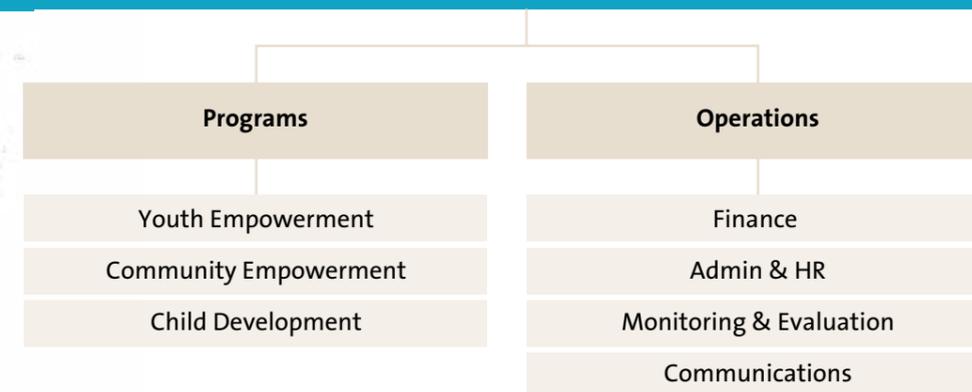
### Establishing Ruwwad’s Communication Strategy

An initial communication strategy was established focusing on channels of communication through our website, social media and, most importantly, our constituency. As a result, Ruwwad’s website was launched with the help of designer Randa Jabaji. The website is still in its initial phases and will become more interactive during 2011. The strategy will be fully developed during the second quarter of 2011, in collaboration with communication and marketing experts at Aramex.



## WHO WE ARE

### Regional Director



### Ruwwad's Board of Directors and Main Donors

#### Chairman

Fadi Ghandour

#### Vice Chairman

Khalid Masri

#### Board Members

Majdi Al Yasin

Frederic Sicre

Reem Khouri

Raji Hattar

#### Main Donor

Arif M. Naqvi

#### Donors

Samir Murad

Marwan Atallah



We are extremely thankful for all the corporations, organizations and volunteer advisors who help Ruwwad achieve its vision

#### Supporting Corporations

- Aramex
- Cairo Amman Bank
- Abraaj Capital

#### Partnerships for Social Services

- Silsal Arts Workshop for Handicapped Children
- Ali Sherif Zubi Legal Aid Fund operated by Justice Center for Legal Aid

#### Ruwwad Advisors

- Amal Ghandour
- Ebba Augustin

#### Mousab Khorma Youth Empowerment Fund Advisory Committee

- Nisreen Haj Ahmad
- Dr. Salman Shobaki
- Iyad Kamal
- Hala Gosheh

#### Community Empowerment Program Advisors

- Reem Abukishk
- Alia Al Jareedy

#### Child Development Program Advisors

- Dr. Hala Hammad
- Ghada Al Ashi

#### Social Entrepreneurs

- Under My Olive Tree
- Y.A.R.A.
- Gudran
- Erada Team, Aramex
- Al-Ammareen Camp
- Ta3leeh
- Arab Education Forum
- Zikra Initiative
- Al-Balad Theatre
- 7iber INC

#### Key Community Partners

In Jabal Al-Natheef:

- 17 neighboring schools including Ateka Primary School, Al Shifa'a Secondary School, UNRWA School for Girls, UNRWA School for Boys and Omar Al-Barghouthi School for Boys.
- Jabal Al-Natheef Committee
- Orphans Center
- The Islamic Center
- Al-Zakat Committee
- Al-Natheef Charitable Organization

In Beidah (Little Petra):

- Ammarin Cooperative Association
- Ammarin Camp
- Beida School for Girls

In Fagough (Rural Kerak):

- Fagough Women's Cooperative Association

In Izzbeit Khairallah / Cairo:

- Tawasol Community Organization

#### Technical Support

- Karajah Law Firm
- Aramram
- Royal Film Commission
- 16:9 Film

#### Special Projects & Partnership

- Anna Lindh Foundation / Arab Child Literature Project
- Spanish Embassy / Women Empowerment
- British Council / Global Changemakers
- Canadian International Development Agency / Gender & Social Fund
- Children Museum

## Ruwwad's Team

- **Samar Dudin**  
*Regional Director & Head of Programs*  
Samar.dudin@ruwwad.jo

#### Management & Operations

- **Dima Al-Ashram**  
*Operations & Communications Officer*  
Dima.alashram@ruwwad.jo
- **Bshara Al-Kopti**  
*Chief Accountant*  
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- **Tareq Al-Faqih**  
*Information Technology Officer*  
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- **Randa Abelnabi**  
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- **Hanan Al-Moghrabi**  
*HR Officer*  
Hanan.almoghrabi@ruwwad.jo

#### Mousab Khorma Youth Education & Empowerment Fund (MKYEF)

- **Mariam Abu Adas**  
*MKYEF Officer*  
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- **Loay Sabine**  
*English Program Officer*  
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- **Rahaf Abu Doha**  
*Intern*  
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- **Abdullah Abu Fannas**  
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#### Community Empowerment Program

- **Kefah Adnan**  
*Community Empowerment Program Officer*  
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- **Balqees Nowar**  
*Community Empowerment Program Coordinator*  
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- **Laila Al-Ozzam**  
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- **Lubna Abu Foudeh**  
*Crafts Trainer/Silsal Workshop*  
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#### Child Development Program

- **Noura Awwad**  
*Child Development Program Officer*  
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- **Taghreed Al-Naji**  
*Supervisor of Libraries*  
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- **Enas Obedallah**  
*Shams Al-Jabal Librarian*  
enas.obedallah@ruwwad.jo
- **Khoulod Al-Teebi**  
*Shams Al-Jabal Library Coordinator*  
khoulod.alteebi@ruwwad.jo

- **Abeer Abu Rumman**  
*Shams Al-Jabal Library Coordinator*  
Abeer.aburumman@ruwwad.jo

- **Maysoon Al-Qoussous**  
*Supervisor of Creative Arts Workshop*  
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- **Manal Awadallah**  
*Coordinator of Creative Arts & Sciences Workshop*  
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- **Amani Al-Sahouri**  
*Coordinator of Creative Arts & Sciences Workshop*  
amani.sahouri@ruwwad.jo

#### Shams Al-Beida Staff / Petra

- Fatimah Al-Ammareen
- Fidha Al-Saedeyeen

#### Shams Fagouh Staff / Kerak

- Iman Al-Ma'aqbah
- Naylah Al-Emeriyeen
- Nayfa Al-Ma'aqbah

## WHERE YOUR CONTRIBUTIONS GO

Summarized Balance Sheet		
As at December 31 2010		
	2009	2010
	JD	JD
<b>Assets</b>		
Non-current Assets	220,393	246,626
Current Assets	199,705	62,193
<b>Net Assets</b>	<b>420,098</b>	<b>308,819</b>
<b>Liabilities &amp; Owners Equity</b>		
<b>Owners Equity</b>		
Paid-in Capital	50,000	50,000
Compulsory Reserved	35,571	35,571
Accumulative Surplus	330,669	196,179
<b>Total Owners Equity</b>	<b>416,240</b>	<b>281,750</b>
<b>Liabilities</b>		
Other Accounts Payable	3,858	27,069
<b>Total Liabilities</b>	<b>3,858</b>	<b>27,069</b>
<b>Total Liabilities &amp; Owners Equity</b>	<b>420,098</b>	<b>308,819</b>

Summarized Income Statement		
For the year ended 31 December 2010		
	Year to	Year to
	31-Dec-09	31-Dec-10
	JD	JD
<b>Income</b>		
	<b>842,213</b>	<b>565,112</b>
<b>Expenses</b>		
Mousab Khorma Fund Expenses	(376,772)	(268,180)
Community Program Expenses	(50,798)	(64,285)
Child Program Expenses	(94,997)	(76,638)
Anna Lindh Project Expenses	(117,840)	(20,250)
Global Changemakers Expenses	0	(11,901)
Gender & Social Fund Expenses	0	(9,720)

Women Empowerment Expenses	0	(1,311)
Kindergarten Expenses	0	(8,000)
Administration Expenses	(135,478)	(199,140)
Other Expenses	(27,826)	0
Loss for selling assets	0	(605)
Bad Debt Accounts	(24,602)	(39,572)
<b>Total Expenses</b>	<b>(828,313)</b>	<b>(699,602)</b>
<b>Total Surplus (Deficit)</b>	<b>13,900</b>	<b>(134,490)</b>
Vocational Training Expenses	(139)	0
<b>Net Surplus (Deficit)</b>	<b>13,761</b>	<b>(134,490)</b>

Summarized Income *	
For the year ended 31 December 2010	
	2010
	JD
<b>Contributions</b>	
Fadi Ghandour	10,000
Arif Naqvi	0
Aramex	123,026
Khalid Masri	110,000
Samir Murad	10,000
Majdi Al Yasin	21,000
Cairo Amman Bank	100,000
Scholarship Refund	2,636
Other Contributions	19,270
<b>Total Donations</b>	<b>495,932</b>
<b>Projects Income</b>	
Anna Lindh	23,400
Kindergarten donation to Shefa Public School	8,000
Women Empowerment	6,300
Global Change Makers	20,000
Gender & Social Fund	11,480
<b>Total projects Income</b>	<b>69,180</b>
<b>Total Income</b>	<b>565,112</b>

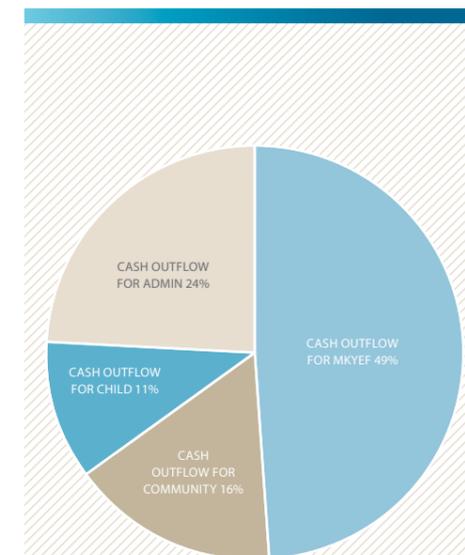
The deficit of 134,490 for the year 2010 is explained as follows:

The main reason behind this deficit is that the foundation recorded the contribution from Abraaj Capital under year 2009 instead of year 2010.

If this contribution of 141,600 JD was recorded in its proper year, which is 2010, the result would have been the following:

- A surplus of 7,000 JD for year 2010
- A deficit of 129,000 JD for year 2009

The student loans which have not been paid for over a year, have been transferred to the bad debt account for the amount of 39,572 JD.



Ruwwad's Expenditure