

2013 ANNUAL REPORT



THE FACE OF POWER
Women Champions of Ruwwad

RUWWAD AL-TANMEYA

Ruwwad Al-Tanmeya is a non-profit community development organization that works with disenfranchised communities through education, youth volunteerism and grassroots organizing. Our approach encompasses an array of programs and initiatives that, together, strengthen agency and facilitate redress to problems prioritized by members of the community.

Three main programs anchor Ruwwad:

Child Development, Youth Organizing and Community Support.

Ruwwad is the brainchild of Fadi Ghandour, serial entrepreneur and founder of Aramex International, one of the world's leading logistics companies. A strong advocate of a more public-spirited and decisive

presence for the Arab private sector in the sustainable development of the region, in 2005, Fadi mobilized Aramex and brought together a group of likeminded businessmen with the singular aim of deploying entrepreneurship--talent, resources and skills--in the service of community and to help tackle, however modestly, the inequities that pervade the Arab world.

By sheer virtue of its aspirations, Ruwwad embraces pluralism and insists on respect for diversity. Our team's working framework is activist and participatory, in method and as a matter of principle. Ruwwad's, in fact, is a continuous conversation with the communities' various constituencies, as much to invite freewheeling expression and critical thinking as it is to disrupt the status quo and its entrenched interests.



RUWWAD AL-TANMEYA

Our Organizational Model

Ruwwad operates through an annual endowment from corporations and business entrepreneurs who are represented on its board. Their long-term commitment, social investments and knowledge sharing allow us to be at once flexible and decisive in addressing the communities' needs and in mobilizing their full participation. Our financial backers' experience and reach are put to use in advancing Ruwwad goals, foremost among them generating opportunities and leveling the playing field for the youth, nurturing 360 civic engagement and actively encouraging ground-up solutions.

Ruwwad, in effect, is a platform for engagement between proactive citizens, the youth scholars and the community. The majority of Ruwwad's team members are from the local communities. The youth scholars are brought onboard as interns. Upon completion of the internship, many opt to join Ruwwad fulltime.

Today, Ruwwad spans Jordan, Egypt, Lebanon and Palestine, and operates through a strong network of partnerships with the private sector and civil society and governmental agencies.

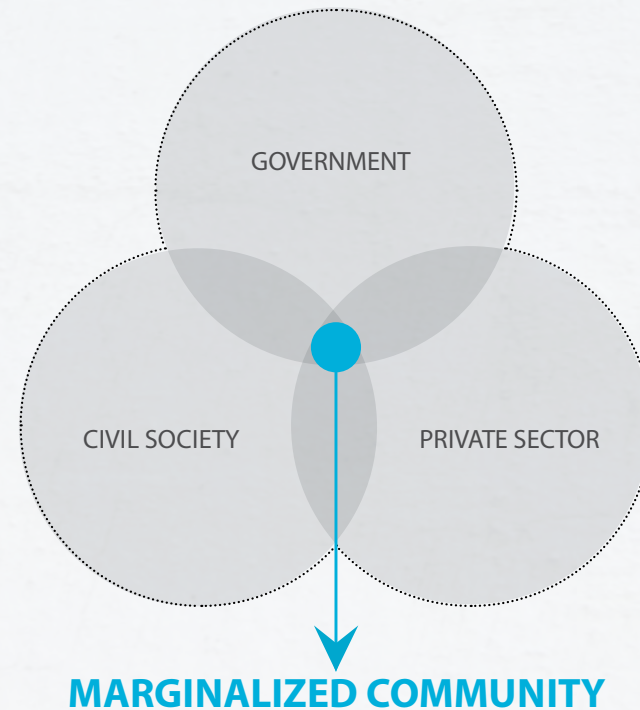
Our Programmatic Model

Ruwwad is a citizen-led model. It utilizes the community service hours of the scholars to create safe learning spaces for children and adolescents; mobilizes the families to launch grassroots campaigns that help engender social change; and advocates for access to rights-based services through various partnerships within the private sector, governmental agencies and the civil society. Supportive action and intervention is developed in collaboration with specialists, where applicable, but always in conversation with the community.

Ruwwad launches community led campaigns that adopt the "organizing methodology," which enables the campaign's community to tap into its own resources through a strong structure of leadership teams. Ruwwad's premise

is that the people are the experts on the context and they have the insights needed to nudge change. Ruwwad launched its first campaign '6 Minutes Joy of Reading' in 2011 and 'Safe Homes' campaign to put an end to physical violence against children at homes in 2012-2013.

Ruwwad's programs-Child Development, Youth Organizing and Community Support-focus on using inquiry-based learning, psychosocial support and the creative arts as key methodologies.



Our Programmatic Model

YOUTH COMMUNITY SERVICE



CHILD DEVELOPMENT PROGRAM

COMPONENTS AND INITIATIVES



YOUTH ORGANIZING PROGRAM

COMPONENTS AND INITIATIVES



COMMUNITY SUPPORT PROGRAM

COMPONENTS AND INITIATIVES

COMMUNITY LED CAMPAIGNS

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CHAIRMAN LETTER

In 2013, our youth organizing program took a giant leap forward. Scholars who benefited from the Ruwwad Mousab Khorma Youth Education and Empowerment Scholarship Fund (MKYEF) gave back 40,232 hours of community service and volunteering, working with 1553 children and adolescents in east Amman's Jabal Al Natheef and Tafileh and Beidah in the south of Jordan.

Our program's expansion into the Tafileh Governorate was a particularly exciting development, which could not have happened without the support of our partners in the private sector and social activists who believe in the Ruwwad model and see it as an alternative grassroots path to community development. We owe particular thanks to Aramex, Cairo Amman Bank, members of our board, donors and social and business entrepreneurs, not to mention our dedicated volunteers.

Through our partnerships we are able to deliver on our commitments, tangibly influencing the lives of our children and families. We are extremely grateful.

We can also be proud of our achievements at Ruwwad in promoting women's leadership. In this report, we celebrate the tenacity of the women who nurture our programs and campaigns. Perhaps the most significant milestone for us, in 2013, was Ruwwad's Safe Homes Campaign, which helped 165 organizers to make their homes safe from physical abuse against children. Their voices and testimonies inspire us all to do more and to be consistent in mindfully working for genuine progress.

Fadi Ghandour

Founder & Board Chairman

REGIONAL DIRECTOR LETTER

Behind every effective effort for positive social change is a community, more accurately a mobilized community, which outlines the desired change and sees it through. Communities, however, are not homogeneous; moreover, a mobilization process that allows the participation of all social segments is not spontaneous. Indeed, the process by which people identify and rally around target issues for reform, establish common goals, and build strong relationships that allow them to support each other, is a most deliberate one. Like most community development professionals, we refer to such process as community organizing.

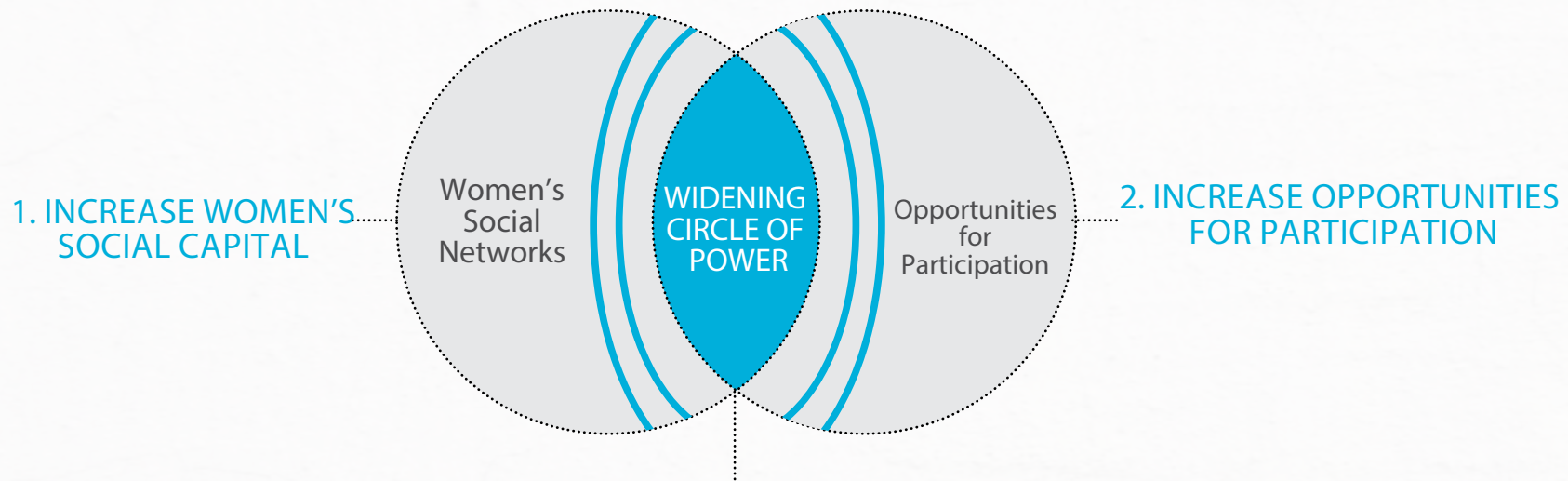
At the core of our community organizing efforts are two firm beliefs: that positive social change can only be brought about by an inclusive process of participation, and that power –which is the amount of control each social segment has over resources, and the extent to which it participates in decision making processes– is the most potent dynamic in determining citizen participation and citizen-driven change.

Consequently, a most intentional aspect of our work with rising communities is to develop a solid understanding of the complexities of underlying power structures and relationships, and to develop approaches to community organizing that will activate and harness the power among segments of the community that are typically marginalized or excluded from meaningful and effective participation. In doing so, such segments can assume their civic role as change agents, and bring forth not only their specific interests, but also their unique perspectives of what is a reformed community.

As community organizers our starting point is always to identify and engage a core group of individuals and/or micro clusters who would help build momentum, both for the organizing process as well as when addressing community issues and formulating solutions. That is, we identify and build leadership among those not currently in leadership positions, but who are willing to engage, and mobilize them to create a ripple effect for community enablement. When activating power of such key players we do not use confrontational or aggressive tactics. Rather, we put to practice our belief that power can be built and shared through dialogue and the development of strategic partnerships based on mutual interests of all community segments.



BUILDING SOCIAL CAPITAL FOR WOMEN'S ADVANCEMENT



3. INCREASE CONVERGENCE OF WOMEN'S NETWORKS

In addition to building power within the community, we recognize the value of engaging honest and dedicated "motivators" from the external power structure, and aim to develop deep, mutually constructive relationships and partnerships between them and community residents to advance positive and tangible community change.

In Jabal Al Natheef and the other communities where we work, two categories of community members presented themselves as such segments with a vast potential for advancing change: youth and women. Although the organizing of youth remains at the center of our work, we have chosen to focus this report on the contributions and achievements of women, both from within the communities and outside.

In 2013, we were inspired by the efforts of the women around us who managed to change their lives and their communities. We want to share their stories that show the power of what women can achieve together. Here, we acknowledge and are grateful for their leadership, resilience, and sound vision.

Samar Dudin

Regional Director and Program

RUWWAD COMMUNITIES IN JORDAN

Jabal Al Natheef

Jabal Al Natheef is a district in East Amman with a population of approximately 54,000 with a large number residing Palestinian refugees, including residents of an informal neighboring refugee camp. The population of the overall community reflects a wide ethnic, religious and cultural diversity. On average, families have 5-7 children many are run by single mothers.

In addition to problems such as unemployment, low income, and an educational system based on rote learning, the community of Jabal Al Natheef suffers from high levels of drug abuse, and violence, both in the homes and on the streets. In 2005, when Ruwwad began its operations in the northern quarter of Jabal Al Natheef, the community lacked basic public services. There was no police station, post office, health clinic, public library, or recreational spaces. Public schools were –and many continue to be– hazardous spaces with poor infrastructure.

Acting upon our belief that community development is a shared responsibility between community members, local organizations, government institutions and the private sector, Ruwwad was able to establish effective partnerships to introduce and improve most of these services within the first couple of years of its operation.

Tafleleh

In 2012, Ruwwad continued its expansion empowering other Jordanian communities to include the community of Tafleleh, a governorate with a population of 87,500 people in southern Jordan, located 183 kilometers southwest of the capital Amman. As part of the community service requirement for the Youth Education and Empowerment Scholarship Fund beneficiaries, Ruwwad's

youth team conducted regular scheduled visits to Tafleleh to participate in establishing a new community center including a children's library and a youth enrichment program.

Since January 2013 Ruwwad conducted two monthly visits to Tafleleh, recruiting youth and forging strategic partnerships with local educational and civil society organizations. To date 46 scholars from Tafleleh benefited from the fund, volunteering 4 hours a week in community service and serving 113 children and adolescents in child literature, creative arts, academic support and sports.

A summer camp in Tafleleh was conducted and served 80 children focusing on issues such as identity and self-discovery through arts, sports and psychosocial techniques.

Beidha

Since 2008, Ruwwad has also activated its scholarship and community service exchange in a small children's library in the village of Beidha in the governorate of Ma'an which forms a very small tribal community in the Petra region in the south of Jordan. Beidha, better known for the archeological site of 'little Petra' and its Neolithic heritage, is home to around 450 people from the tribe of Amareen. The village suffers from poor infrastructure, male school drop outs and lack of informal learning and recreational activities for children and youths. The people of Beida remain committed to their Bedouin heritage and are involved in tourism related activities.



Community Led Campaigns

2013 HIGHLIGHTS & STORIES



"POWER WITH" CAMPAIGNS

When thinking about community organizing we begin by asking a set of simple questions:

- Who are the people we want to organize?
- What are their issues and their burning pains?
- What changes need to happen to alleviate such pains?
- Why have there been no effective interventions thus far?
- What are the resources and assets that can bring about change?
- Who has access to assets and resources, and who should have access?
- How can access to resources and assets be distributed in a way that facilitates change?

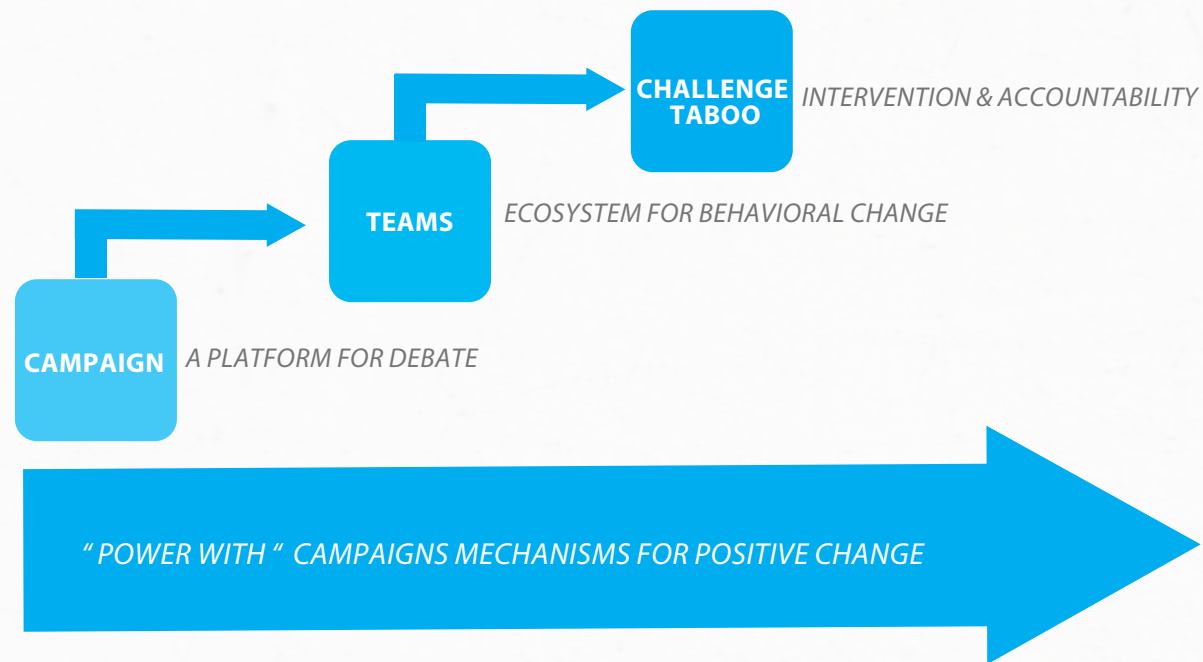
In answering these questions, we determine and understand the social context, and examine the existing power structure with an eye toward restructuring for positive change. Our starting point is to empower the powerless in order to make a claim on the resources and assets that will fulfill the needed change. Our ultimate goal is to create the change by creating power with others who are likely to promote positive change.

To that end, we have found community campaigns to be a most effective strategy to mobilize and empower groups of the community around common interests, while systematically tackling social problems or "pains" one at a time.

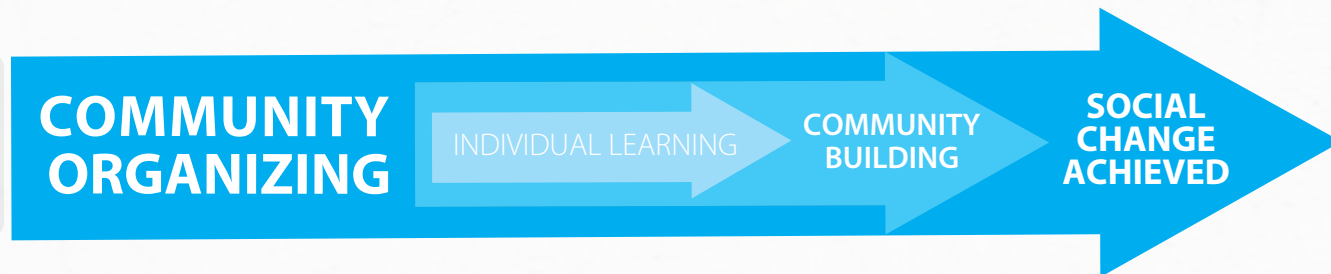
The Power with campaigns are designed strategically to enable behavioral change, first on the individual level, then group reform. The campaigns provide three different mechanisms, which together become dynamic catalysts of behavior change. These are:

- The campaign as a platform for cultural debate and expression;
- Community organizing teams designed as incubators of exponentially expanding and converging ecosystems that adopt and propagate targeted new ideas, attitudes, and behaviors;
- A voice to challenge cultural taboos and misconceptions surrounding intervention and accountability (helplessness, fear of change, preconceived defeat and mistrust).





In partnership with community members, Ruwwad, has launched two power with campaigns to date. The 6 Minutes Joy Of Reading campaign which aimed to generate and increase interest in reading among all segments of community members, was launched in 2011 and peaked in February 2012. The Safe Homes campaign, launched in March 2012, which aimed to reduce and ultimately eliminate violence in the homes, lasted for 18 months and peaked on September 28th, 2013. Both campaigns were spearheaded by community women and were extremely successful in effecting behavioral change.



6 MINUTES CAMPAIGN

Organizing statement: We at 6 minutes campaign will organize 160 organizers to work on mobilizing 5000 members from the constituency of Jabal Al Natheef (mothers, teachers, youth and children) to read for themselves and their families for pleasure 6 minutes a day over 12 months.

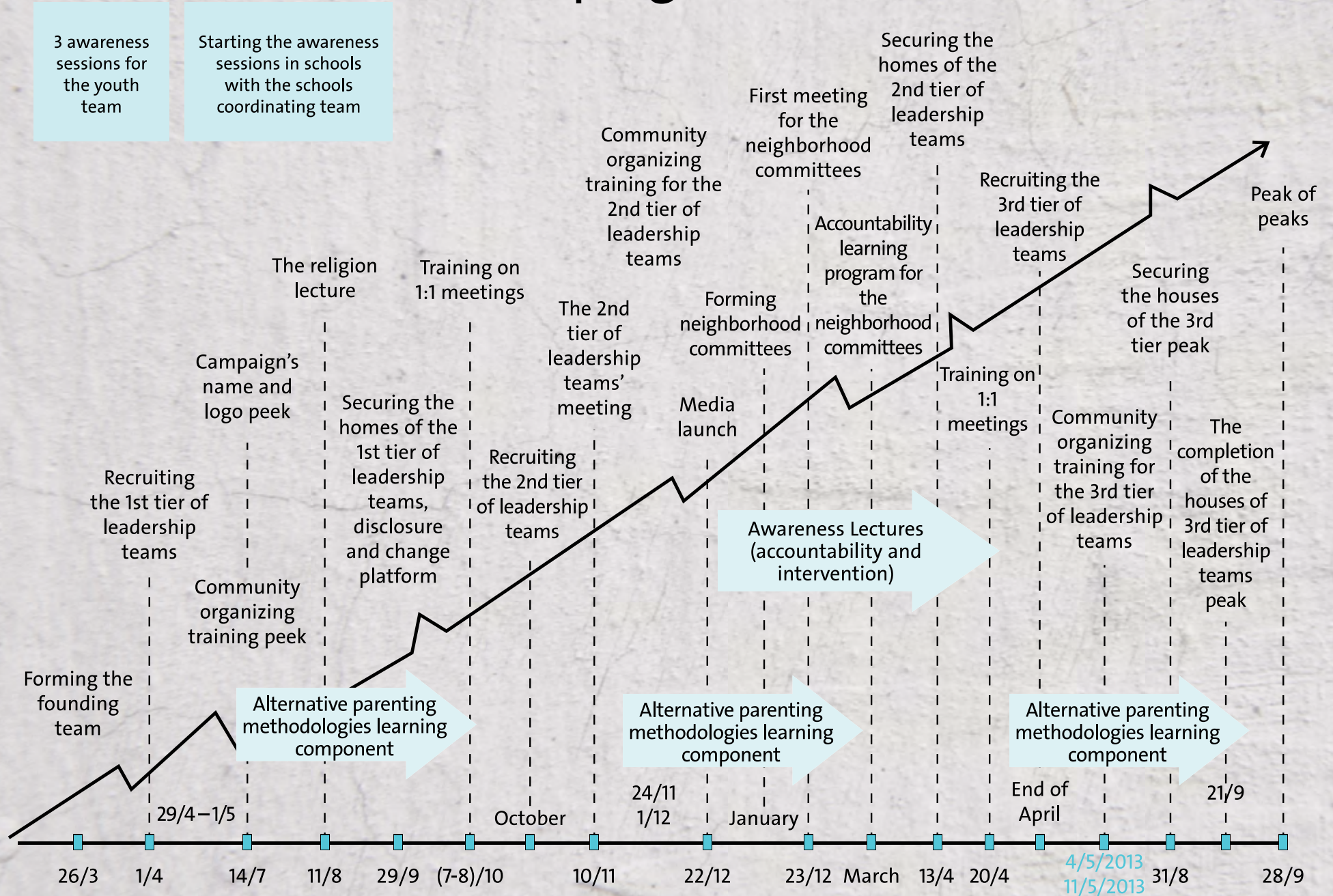
	NUMBER OF ORGANIZERS	NUMBER OF READINGS	NUMBER OF TEAMS	NUMBER OF PLEDGES	NUMBER OF VOLUNTEERS
Mothers	70	3400	10	1739	2
Librarians	35	470	5	1223	12
Youth	30	250	4	1030	4
Teachers	25	2500	4	1050	8
Total	160	6620	23	5042	26

SAFE HOMES CAMPAIGN

Organizing statement: We at the Safe Homes campaign are organizing 168 organizers from Jabal Natheef and Mareekh area to make their 168 homes safe from physical abuse against children and will reach out to 332 through awareness raising , better parenting practices, intervention and accountability over 18th months from March 2012-September 2013.

Metrics	Number
Total # of organizers	170
1 st tier of leadership teams	42
2 nd tier of leadership teams	68
3 rd tier of leadership teams	60
Number of teams	29
Number of safe homes	165
Number of learning and awareness sessions	11
Number of successful interventions to stop physical abuse	583

Campaign Chart



RE-EXAMINING PRIVATE-PUBLIC DICHOTOMY

In the context of community organising, we see empowerment as a gradual process that aims at the redistribution of power structures in a manner which not only avails marginalised people to resources, control, and decision making, but also works to eliminate the causes of their marginalisation.

In the communities where we work, which are both economically underprivileged and fundamentally patriarchal, women's advancement begins when they become aware of the systemic forces that continue to exclude them from the power dynamics, and begin to dispel them.

Awareness, as we have witnessed in our work, is the first step on a road of individual and collective investigation and discovery.

This road ultimately merges with other paths, such as engaging men and youth in reform, and building bridges with external power structures, in an all-inclusive intersection where roles are redefined, rights and responsibilities are restructured in a manner that allows power to flow in both directions from the private and personal domain to which women have been traditionally confined, to the public arena where participation and decision making are visibly practiced.

FACTORS INFLUENCING WOMEN'S POWER

SOCIAL CAPITAL

- ACCESS TO INFORMAL TIES, LINKS, NETWORKS
- AVAILABILITY OF SAFE, NON-PUNITIVE SPACES FOR SOCIAL EXPRESSION

FAMILY

- GENDER ROLES
- ECONOMIC STATUS
- SOCIAL STATUS
- SUPPORT FACTORS

INSTITUTIONAL FACTORS

- LEGISLATION
- REGULATIONS
- LACK OF ACCESS TO FINANCE/INFORMATION/RESOURCES

COMMUNITY WOMEN DORMANT POWER

HUMAN CAPITAL

- EDUCATION
- PRACTICAL SKILLS
- EXPERIENCE
- PERSONAL SKILLS

GENDER

- ASSIGNMENTS
- EQUITY/INEQUITY
- SOCIAL STATUS (MARRIED/DIVORCED/SINGLE/ WITH OR WITHOUT CHILD / AGE..)

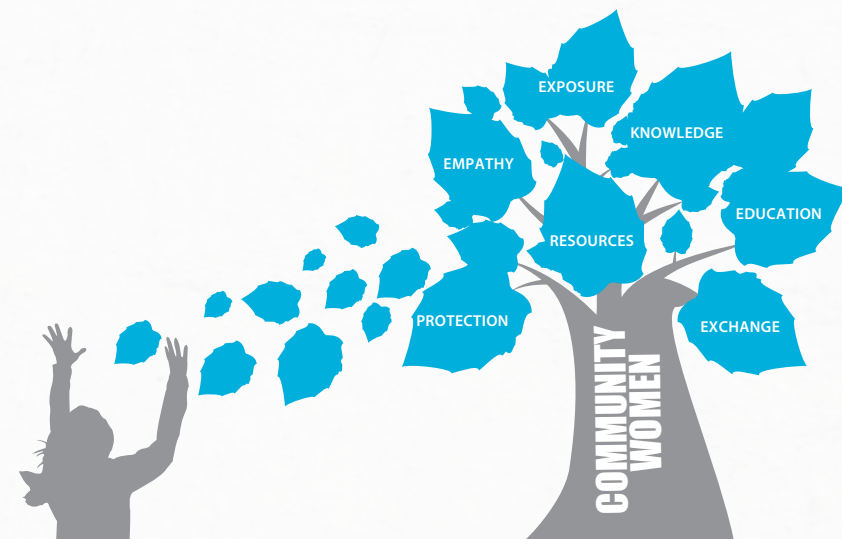
CULTURE

- TRADITIONS
- NORMS
- RELIGION
- VALUES
- ATTITUDES & BEHAVIORS

BUILDING BRIDGES FOR ENABLEMENT

Community organising approaches differ in the extent to which they empower citizens. There is no doubt that multiple approaches may be needed to achieve substantive positive change in a community.

One of the strategies that evolved and has proven very effective in building the capacity of women relies on engaging key stakeholders from diverse social groups and localities, who have transferrable assets and strengths, and creating opportunities for strong, mutually meaningful ties to grow between them and women in the community. In facilitating such relationships we focus on creating affective ties based on shared personal and emotional experiences, as well as normative ties that may be generated from a shared set of principles and/or goals. While the starting point for the groups may be two distinguishable visions, relationships develop as they engage in purposeful civic action and the initial visions converge into a single objective. This exchange is instrumental in building the power of both groups to solve social problems.



EXTERNAL SOCIAL CAPITAL

BUILDING BRIDGES FOR ENABLEMENT

THE POLITICS OF POWER: ENABLING WOMEN IN UNDERPRIVILEGED AREAS

Ruwwad began as the translation of the commitment of dedicated individuals to their larger communities at a time when the social inequities and the wide gap between rich and poor continued to be a glaring fixture of Arab Society.

Ruwwad is driven by our commitment to a self-respecting citizenship, one that strives to level the field of opportunities for excluded communities to achieve a better and more dignified life. The extent of our success in mobilizing the communities to move themselves outside the parameters that cause their marginalization depends on the level of impact we are able to make on the existing social structures. That is, the extent to which our programs will lead various segments of the communities to question, challenge, and deconstruct longstanding arrangements and hierarchies in which they live, and which they observe, and to facilitate a more equitable reconstruction.

Nothing rings more true in that respect than the transformation that happens to women when mobilized for community development. Women's advancement begins with a safe and supportive space where they are encouraged to explore, recognize, and nurture existing or newly found talents, abilities, and interests.

Such self-exploration prompts an awareness of their autonomy and capacity for independent thought, and they are then able to identify areas for improvement in their lives and the lives of their nuclear and larger communities. To build and facilitate the organizational abilities of these women, at grassroot level, in order to come together around an issue they have identified—be it child abuse, or neighborhood crime, or even a joy for reading—is in itself a restructuring of existing structures, a process in which women learn to engage proactively. It is only logical then to acknowledge that these newly charted waters for women will naturally, if slowly, spill over into all other aspects of their lives and the way they understand their rights and exercise them

Amal Ghandour

Change Maker / Regional Advisor
for Communications and Strategy, Ruwwad.



CHAIN OF POWER: ALIA'S STORY



I learned about Ruwwad through my daughter Mays. She told me there was a new organization in our community that had a library and ran programs for children; I went to see for myself. The team at Ruwwad was very friendly, and when I found out that they invite experts to talk to women about things that were related to our lives I began to attend on a regular basis. During our talks we would discuss issues we thought needed to be improved in our families and our communities. We were all women and that made it easier for us to identify with each other.

One of the issues we identified as a problem in our community was the absence of reading; without reading there is no knowledge and no advancement. One day I received a call from Ruwwad and they told me that they were assembling a team of women to begin working on a campaign that will encourage reading for pleasure for children and adults. They named it "6 Minutes Reading for Pleasure" campaign.

I was very surprised! I never expected to be invited to become a founding member of anything. Somewhere inside me I felt that I had a lot to give, but I was very conscious of the fact that I was undereducated and had lost confidence in myself. I felt that my worth was limited to taking care of my children and my home; I was in a constant state of depression.

Before I started working on the 6 Minutes campaign I felt that I was in prison, like a caged bird, simply because I was a female. I believed that my life was vacuum, that I was born and will die in nothingness. My only goal in life was to make sure that my girls complete their education so that they do not experience the same pain. After I began working with other women on the campaign, I realized that I am capable of expressing my opinions and influencing others as well, my self-confidence came back with a rush. I realized that I have value, and that I have the power to be influential in my community despite the fact that I did not have much education. I knew then that a person must never stop trying.

One of the experiences that touched me at the core is when I went to invite a woman in my neighborhood to join us in the reading groups. She was a wife and a mother like most of us, and when I first started to talk to her about the campaign she had a very negative attitude and told me that such things are useless and do not change realities. I persisted and kept asking her gently to attend with us even if just for one time. She accepted, and soon after she had formed her own group in her home and recruited more women to do the same. She was now influencing the lives of other families. I met her one time a short while later and she told me that when she looks back at her life she feels as though she was drowning, and that my invitation to her was the hand that pulled her out to safety.

Even at home, my husband began to see the difference in my personality and felt more confident in me as an equally competent partner who can make decisions with him regarding all aspects of our lives and the lives of our children. We also began to read together as a family, and that gave us the space and opportunity to explore what was really going on in our lives as individuals and promoted better understanding of each other.

I had a simple dream; I wanted my husband to come home one day with a gift for me, to show me that he was thinking about me and that he appreciated me. But for many years my dream did not come true, and I used to feel like a shadow whenever I talked to him. After many years and five children together, and because of my participation in the community organizing campaign, he came home with a gift for me. It was a pack of three books.

At the end of the campaign we had a celebration that included all the members of our community and so many more from outside. I got up on stage and shared my experience and my ideas, and read aloud in front of a big audience. I could not believe that I am doing this without any fear. I was excited. Later my husband told me he was proud of me.

After the 6 Minutes Campaign, I continued with Ruwwad with the second campaign, the Safe Homes Campaign, to stop violence in homes and schools in our community. This campaign connected us with more women and

families in our community. It brought out so much pain that so many women and families shared. One of the women I talked to told me her husband brutalized her daughters with a belt, and when she tried to prevent him he hit her too. She was consumed with despair, fear, and anger and needed help. I introduced her to the campaign team that was responsible for case evaluation, and she was referred to the Office of Family Protective Services. She too told me that she used to feel that life was not worth living, and that I saved her and her daughters' life. What I really want to tell her is that she too helped me just as much.

Ruwwad's campaigns made me complete. I have the confidence not only to participate in the campaigns but to think and consider my own purpose and vision in life. This is why when we, the women of Jabal Al Natheef, talk about Ruwwad's campaigns; we call them The Power Chain, because this is what they made us, one solid and unbreakable continuum of strong women. In Arabic we say 'Ya Jabal Ma Yhezak Reeh'. That's how we feel now, like a mountain that can't be blown away by the wind.

Alia Adarbeh

Change Maker / Member of Ruwwad community led campaigns

FREE FROM FEAR: INTISAR'S STORY

My relationship with Ruwwad started by a mere coincidence. One day I decided to drop in on my sister-in-law, and as I was climbing up the stairs to her apartment, she was coming down in a hurry. She explained that she had a meeting at her neighbor's apartment and invited me to join. What meeting? I was curious; the women in our community did not have much to meet about in that organized fashion. She said it was a reading group, and I became immediately interested. I have always loved reading and am a consumer of countless books; my private passion is composing poetry. I learned that the group met weekly and that each woman brought in some reading material in whatever area of her interest to discuss it with the rest of the group. I was hooked.

I also learned that there were many groups like ours in our community, and that it was all a part of a campaign called 6 Minutes Reading for Pleasure that was started and organized by women at a community organization named Ruwwad. I felt I was part of something bigger, a member of a larger entity. I started going to Ruwwad to attend more meetings where they brought expert guest speakers to talk to us about issues that concern us in our lives. These lectures were priceless; they helped me become a better parent and a more efficient communicator and manager of my life. Between our discussions at the reading sessions and the knowledge gained from the lectures, I felt my life expanding and my relationships with those around me getting deeper by the day.

The 6 Minutes Campaign was concluded with a huge celebration, but we never stopped reading and discussing. We were now a unit, a family with a purpose, and that is to continue to be active and improve our lives and the lives of our families through these campaigns that brought us together to create big change.

When the Safe Homes Campaign started I was invited to become an enabler and form my own team of women facilitators. I was excited, and recognized the importance of working to make homes free from violence. But I was also afraid of the responsibility; I did not believe I had much influence over others. But the other women, my teammates in the training that we received at Ruwwad, were so reassuring and their support gave me a confidence boost. I know now the value of working in teams, it is like having a safety net, there is always someone to help you up if you fall and tell you that they need you to keep walking.

The trainings gave us knowledge and skills to speak to people about violence in their homes. I was successful in recruiting my own team of seven women, peace enablers, who worked to create safe homes in their immediate environment. Passing on the skills and knowledge I learned from Ruwwad to my team members and working with them to change our reality as a community made me feel strong. In fact, it was not just a feeling, I was doing it. I had the power to effect change.

My experience with the Safe Homes Campaign did truly affect me in a very profound way. I am a teacher, and every day I feel that I have to impact my students not only in the content I teach but on what they ought to do to be responsible adults. But still, I never felt that I could have so much impact as when I worked with the other women in the Campaign. We were able to do a lot more than teach, we changed the lives of entire families.

Now that the Campaign is also concluded, we are on to the next thing. We still meet weekly at Ruwwad, and we are thinking about a new campaign.

We will continue working to make all homes in our community free from violence, but we also want to use the Safe Homes concept to make schools free from violence: peer to peer and teacher to student violence.

I believe the most important thing is for people to realize that they cannot keep on doing everything the way their parents and grandparents used to. We need to be independent thinkers to move forward. The women can see that because we watch our children and youth from a closer proximity, and are able to see how different they are and how they respond to the demands of their

time. If we are able to set their minds free from all fears, then we can have a better and stronger society. To do that, we too have to free ourselves from fear.

Intisar Rjoob

Change Maker / Middle School Teacher / Published Poet

A CLOSE LOOK AT CHANGE: LEILA'S STORY




I was orphaned at a very young age, and was raised by my grandmother. When I was 17 my grandmother married me off to a family relation. Since then my life turned into endless days filled with problems. Violence was the norm in our house. My husband was raised in a house where violence was the norm. So when we had our children and as they were growing up my husband would hit them and kick them out of the home. Whenever I attempted to get in his way to protect the children he would turn his anger to me and even kick me out with them. There were many times when I had to set space for my son to sleep the night at the base of our building. Of course, my children then grew up using violence as a way of communicating. My daughters would start a physical feud over the slightest disagreement. Throughout all this misery I was convinced that my life was not different from any other woman, that it was normal and that there was nothing that can change about it.

One of my daughters was doing very well at school. Because I never got to finish my education, which left me with a lot of pain, I wanted to support and encourage her to continue excelling. I wanted to acknowledge the fact that she was doing well. I heard that Ruwwad had a robotics team and so I took her and my other children to register them for the activities Ruwwad offers. That was when things began to change in my life.

I learned that not only were there programs and activities for children, but that other mothers like myself were holding meetings and discussing things like how to make their lives better. The idea of one actively taking action to change one's life situation was novel to me, it was almost laughable. What can we women possibly do that will truly have an impact large enough for us to feel change? Nevertheless, I began to attend these meetings and in time I learned two very important things. One, that despite the fact that every woman's story and circumstances were different, we all shared the same feeling of helplessness to some degree or the other in our lives; and two, that not only can we question the reasons that led us to those feelings, but also that some women were already beginning to do small things that were bringing changes in their lives. We were sharing our pains and helping each other erase them.

The guest speakers that Ruwwad brought to talk to us were extremely helpful. They grounded our discussions in knowledge and taught us practical ways of how to define our problems and deal with them. Sometimes they even became personally involved. During the Safe Homes Campaign, the expert who trained us on tactics to eliminate violence at homes came to our home and talked to my husband and my children, and their behavior began to change.



My life was slowly but surely changing. My children were engaged in productive activities, my communication with them was getting better and our relationship as well as the relationships among them were improving. I was more active and was engaged in Ruwwad's campaigns and exercising newly discovered skills and talents such as convening and convincing skills, and that I could influence and touch other people's lives. All that made me realize that my life was changing and that I was an active agent in that change. I wanted more. All I needed now was to work step by step to build myself up.

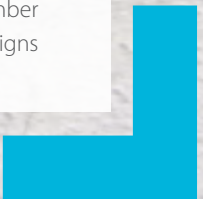
I looked for opportunities to improve myself. I signed up for English and computer courses at Ruwwad. Then I took sewing classes and did very well at them. Ruwwad put me in touch with the Red Crescent organization who ran projects of vocational training including sewing. I did so well there that I became a trainer. In the future I will start my own sewing workshop to start earning my own income. Now I can say things like "in the future". That is change.

I have a neighbor, she is 17 years old and completely illiterate, she cannot read or

write. She asked me one day with a lot of wonderment, what do I do and where do I go. I saw in her a version of myself a few years back. She became part of my mission, and hopefully one day she will take on others as hers.

Leila Diab

Change Maker / Seamstress / Member of Ruwwad community led campaigns



AN INCUBATOR FOR ACTION: AMAL'S STORY



I started attending the talks and group gatherings in Ruwwad since 2006 when only a small group of women were coming on a regular basis. We discussed the problems in our lives and our community, and what we can do to make it better. One of the problems we identified was that we had all abandoned the book; no one was reading anymore.

The director at Ruwwad consulted with us to define a critical social problem we must address so we chose to organize the community around a campaign for encouraging families to read. It was called the 6 Minutes Reading for Pleasure Campaign. I was invited to be one of the founding members of the mothers' team and we began training.


To be honest, I had never heard about community organizing before, and I was in awe of the level of organization and the amount of thought put into it. I began to attend two meetings a week, one with the mothers and the other to train for community organizing.

The mothers' reading meetings were extremely rewarding. The women could choose whatever material they wanted to read and share with the rest of the group. Some of them had forgotten all about reading, some said that they had never read a page of a book or any other text in front of their children because they felt they were poor readers. At the end of the campaign we had reached 1750 homes that had a reading mother.

I felt a deep sense of gratification and fulfillment. My community organizing skills were further advanced by my participation in the Safe Homes Campaign. There were clear and distinct steps that we followed. First we committed ourselves to be nonviolent parents. We learned tactics to avoid violence, as well as alternative non-violent disciplinary methods to employ with our children.

Then, second, we made our homes safe. We learned how to intervene to stop violence, and to educate our family members about nonviolent methods for resolving conflict and disciplining youngsters. We shared some of the presentations that we learned in our training with our family members, and that was very effective. It was like bringing the campaign inside our homes.

Third, we began spreading the word outside our homes, and recruiting more people to be organizers in their own circles. We composed and signed a declaration which stated that we do not acknowledge or sanction a grey area in violence, if one hits it is violent, and if one does not hit there is no violence. There is nothing in between. Every incoming family had to be willing to commit to zero tolerance for hitting. With that in mind, we harvested home after home in our community and made them safe homes. By the end of the campaign we had secured 165 homes, each of which continues to work against violence in the homes to this day.



By that point I was so very motivated to continue my civic participation that I could not think of my life without having some component of it that leads directly to improving my community. I began to teach literacy classes on a volunteer basis. This was very personal for me. I was a very good student and when I finished my basic education I wanted to go to a 4-year college. My family refused to let me go because they believed that only boys needed that kind of education. I managed to push for a two year institution and received a diploma in business studies. My experience is one of the things that motivate me to teach women to be literate. I know now that disappointment is an incubator for action.

I have two teams of women divided by ages. One group is from 17 to 30, and the other group is 40 to 70. Although what I offer are literacy classes, but the women end up

talking about so many aspects of their lives. Most of their stories are filled with pain. For these women, coming to class is a way to defy and conquer the pain in their lives. The mere fact that they are coming and working together makes them feel like they have a purpose, that there is more to their lives than suffering. I signed up for 2.5 hours for the literacy classes, but I end up spending 4 to 5 hours each time to help them.

Today I experienced a moment that filled my eyes with tears. I had a woman who did not even know how to make out the alphabets in the beginning. She had zero literacy. Today, after the session she went to the library and checked out a book. I felt that she was drowning and I helped her reach the shore.

There are many other issues that we want to tackle. We want to run a campaign for

sanitation in the community, and we want to tackle violence in the schools. The more we talk the more we want to do. There are other organizations that work in communities like ours, but their impact is very limited. Ruwwad is different. Ruwwad builds people and communities, not institutions.

Amal Yaghi

Change Maker / Literacy Teacher / Member of Ruwwad community led campaigns

FROM CHANGES AT HOME TO PUBLIC REFORM: INTISAR'S STORY



As a low income community we had no resources for children whether for their education or recreation. Ruwwad provided our children with many outlets including sports, arts, and academic support. It gave my daughters and many other children a chance to engage in their interests in a very productive way and in a safe way.

When I went with my daughters to Ruwwad's community center I began to see for myself that they were doing a lot for the community without asking for anything back other than for us to help them help us. Our tired community had no police station, medical center, or post office among other services that are considered basic in many other localities. Ruwwad advocated on our behalf and taught our community how to advocate for ourselves, and we were able to bring these services to our community. When I started seeing the advancements that are happening in our community I wanted to become involved in helping make things better for everyone. My husband was very supportive and even became involved himself.

After a while of working with the community, Ruwwad organized a day which we called 'Byoot Ahaleena', Our Families, Our Homes. They invited many guests to come and visit us in our homes to talk about our needs and our dreams for the future of our families and community. My husband and

I were a host family. Some of the guests were important dignitaries and business personalities who would have never even passed by the outermost parameters of our neighborhood. In the evening the entire community and the guests gathered in our local park to celebrate our cooperation together. Byoot Ahaleena was a day of solidarity between two worlds that would have not come so close without the intervention of Ruwwad.

When the Safe Homes Campaign began I was very enthusiastic about participating. I felt we needed to discuss the issue of violence in the homes, which was ruining many lives and destroying families, but no one was talking about it. I was part of the founding team, and led my own group of ten women who worked to create safer homes in our community. We started training to work with families. There were about 250 women who joined the campaign, and many of them started out with little confidence, and were not aware that they can play any role in their community.

We began by talking about our own cultures at home, gave each other advice and made lots of progress in communicating with our own children. Now, when I snap or lose my temper my daughters call me on my behavior, they say "Mother, how can you influence people to control their temper if you cannot do it yourself?"

The campaigns have a beginning and an end, but our work continues. We are still reading and trying to make more homes safe. We are also thinking of new things to tackle. There is something I want to do.

I want to work to make the office of Family Protective Services more effective. It is a public office, and they do some things right but for the biggest part they are rather passive. They wait until the cases walk right into their office, like a girl who is badly beaten by her father or any member of her family, or had her hair shaved as a punishment for something she did or did not do. Even then,

all they do is they get the assailant to give a sworn statement that they will not repeat the offense.

Then the assailant takes the girl home and this time he makes sure the girl never sees the street again. This has to stop, the office of Family Protective Services can do much better. I need to rally the community and Ruwwad to support me to work with that office.

Now, I cannot be without a cause; something to make our community better. That is what I love about working with Ruwwad and

other women like me; we are always on a mission. I used to get sick all the time, I had no energy; my work with the community made me forget my ailments. I feel younger, more productive, more creative and much happier all around.

Intisar Kiswani

Change Maker / Member of Ruwwad
community led campaigns

THE POWER OF KNOWLEDGE: MONA'S STORY



I work at the Justice Center for Legal Aid which provides pro bono legal counseling and services. My journey began when Ruwwad expressed their need for an attorney to handle the legal aspect of the Safe Homes Campaign in Jabal Al Natheef. When I was told that I will be working at Jabal Al Natheef I was very unhappy. I had never worked in such a marginalized area before; I had never even physically been in a place like it. On my first day everything looked so alien. It was not the kind of place I thought of as paving the way for a successful career as a lawyer.

At first, people talked to me about legal issues. Gradually, they began to open up about problems of a more personal nature. I realized that they really needed me, and that the role of an attorney is bigger than what I had initially thought. I was not only a legal advocate; I was an advocate for change. I began to feel genuine gratification from my work, particularly when I saw real change in people and their lives. In the beginning, they always feel helpless, then when they learn their rights and what they can do with them, they become empowered, they want to take action.

There was a woman whose pre-teen daughter was wrongfully accused of injuring another child on the street. The girl's mother was very poor and felt overpowered by the injured child's family, who were at that point not only suing the mother for their son's injury, but had cornered the young girl and beat her up in retaliation. My client wanted to settle, she was afraid. But I pushed

her to stand her ground and we got an innocent verdict. Now she wants to sue for slander. She does not feel she has to accommodate injustice. We succeeded. Not only did she win the case, she claimed her dignity. And that is power.

These wonderful women of Jabal Al Natheef inspire me with strength, and I am proud to be a part of their lives. They are like mobile force fields; they go around the neighborhood taking care of business. One of the women intervened in a street fight one day between two young men. She said after learning so much in the Safe Homes Campaign, she could not witness violence on the street and be passive about it. The men who were fighting were quite puzzled by her intervention. They do not expect women to get involved. The next day one of them saw her coming from the market and ran over to carry her groceries.

I cringe when I remember how I felt on my first day here. Now, I am here to stay. I believe that despite all the dynamism of these women, there is still a lot that I can offer here. We need to also involve the men more deeply in making sure that the homes are free from violence. Men can be advocates too not just target groups. And I am certain we will succeed in that too. What we do here is not only legal work, it is building power for sustainable change.

Mona Dandees

Change Maker / Attorney at
Law, Justice Center for Legal Aid

POETRY OF CHANGE: TAGHREED'S STORY



I came to Ruwwad after more than 15 years of experience in managing libraries at Greater Amman Municipality. I was not interested in staying at home and thus looked for opportunities that promised to be meaningful and rewarding. Ruwwad seemed to be the kind of place that would give me both personal and professional satisfaction.

At the time I joined, Ruwwad was still new in Jabal Al Natheef, and most people came only to bring their children to participate in the activities offered at Shams Al Jabal, the library where I was stationed. Therefore, I was the first point of contact for the women who came.

The women were happy with the programs and activities their children received, but they were rather reserved. I began to think about my role in Ruwwad past that of being a librarian. I wanted to make a real difference in this new place. I started talking to the women to learn more about their lives and their needs, not just the needs of their children. But first I had to find a way to melt the ice and make them more responsive to my attempts to engage them.

I decided to use their dedication to their children as the hook. I began to talk to them about their children's activities and potential, I would point out that there was a gap that needed to be bridged between them and their children. I explained that I wanted them to be active participants in their children's growth and development and asked them to work with me to set an agenda for

action. My hidden agenda was simple: to build good relationships with the women so that they can become our partners.

My task was not hard. The women opened up quickly and were forthcoming with the stories of their lives. They had many pains, and simple dreams. I noticed that most of the desires they expressed had to do with someone other than themselves; their children, their elders, etc. I began to prompt them to think about what they wanted for themselves as well, what aspirations they have or may have had. Stories and dreams long forgotten began to surface, and dormant desires were awakened.

For me, the relationships I was forming with the women of Jabal Al Natheef were contributing to changing my life. My conversations with the women got me thinking about my own life, my relationships with my children and my husband. The women of Jabal Al Natheef had become my life coaches. Now, I was not only listening to them, we were all engaged in a dialogue about our lives. This exchange brought happiness to my life. My friends and family told me that my eyes had a new glitter, that I looked vibrant. I thought I was trying to hook these simple mothers, but instead, I was hooked.

Taghreed Naji

Change Maker / Ruwwad team member since 2007



Our Homes, Our Families

A house of damp clay
Breathes like us
Embraces the children inside
My grandfather claims
Like history
The land will not forget
This house
The land has memory
Grandfather ... Like us?
The land ... he laughs
The house
Is us

House of clay greets all
The neighborhood folk
The neighbors
Never tires of late
Or whines
Stays up until the last guest
Has gone
House of clay whose gates
Are never shut
Embraces the neighborhood
And all the loved ones

Taghreed Naji
Mother's Best friend



Community Support Program

2013 HIGHLIGHTS & STORIES



WOMEN ADVANCEMENT



Income Generation:

During 2013, Fadi Ghandour introduced a support circle to the Ruwwad Jabal Al Natheef community in response to a major increase in prices of fuel in Jordan. As an outcome of this support circle and meetings, Ruwwad Micro Venture Fund and various entrepreneurs were introduced to the community to train and support the people of the Jabal on starting their own business.

12 women who participated in Ruwwad's Micro Venture Fund, joined a 6-months course at the Red Crescent Center to learn sewing skills. Moreover, five women continued their training with Ms. Nisreen Abu Deleh, an entrepreneur, who incorporates classical embroidery patterns in types of furniture. The women were able to begin production from their homes.

Literacy and Awareness:

A literacy class for women is under construction in collaboration with the Ministry of Education; additionally, women and their families continued to benefit from a number of lectures and discussion circles, and campaigns to raise the awareness on multiple issues related to family, children, women, and health.

JEERAN STATION

Jeeran Station continued its services to the community on a twice weekly basis acting as a donations conduit to families in need. Donations in 2013 included clothing, furniture, and houseware. In addition, during the holy

month of Ramadan, families benefitting from Jeeran Station received food packages in collaboration with Cozmo and Under My Olive Tree.

BAYT SILSAL AT RUWWAD

Bayt Silsal at Ruwwad was founded by artist Rula Attallah who remains deeply involved in developing the space as a creative mindful learning space for disabled youth. In 2013, Jordan's renowned artists, Hani Alqam worked with the youth at Bayt Silsal to further hone their creative skills through visual arts workshops where they worked with clay and other materials, and produced different artistic expressions including paintings on canvas expressing various aspects of their lives.

"What separates the universe from who we are, is the expression of our subconscious mind."

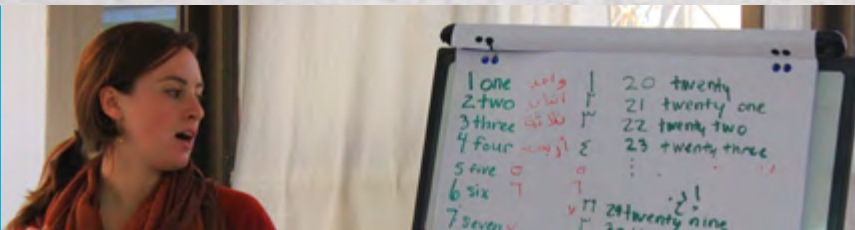
- Hani Alqam

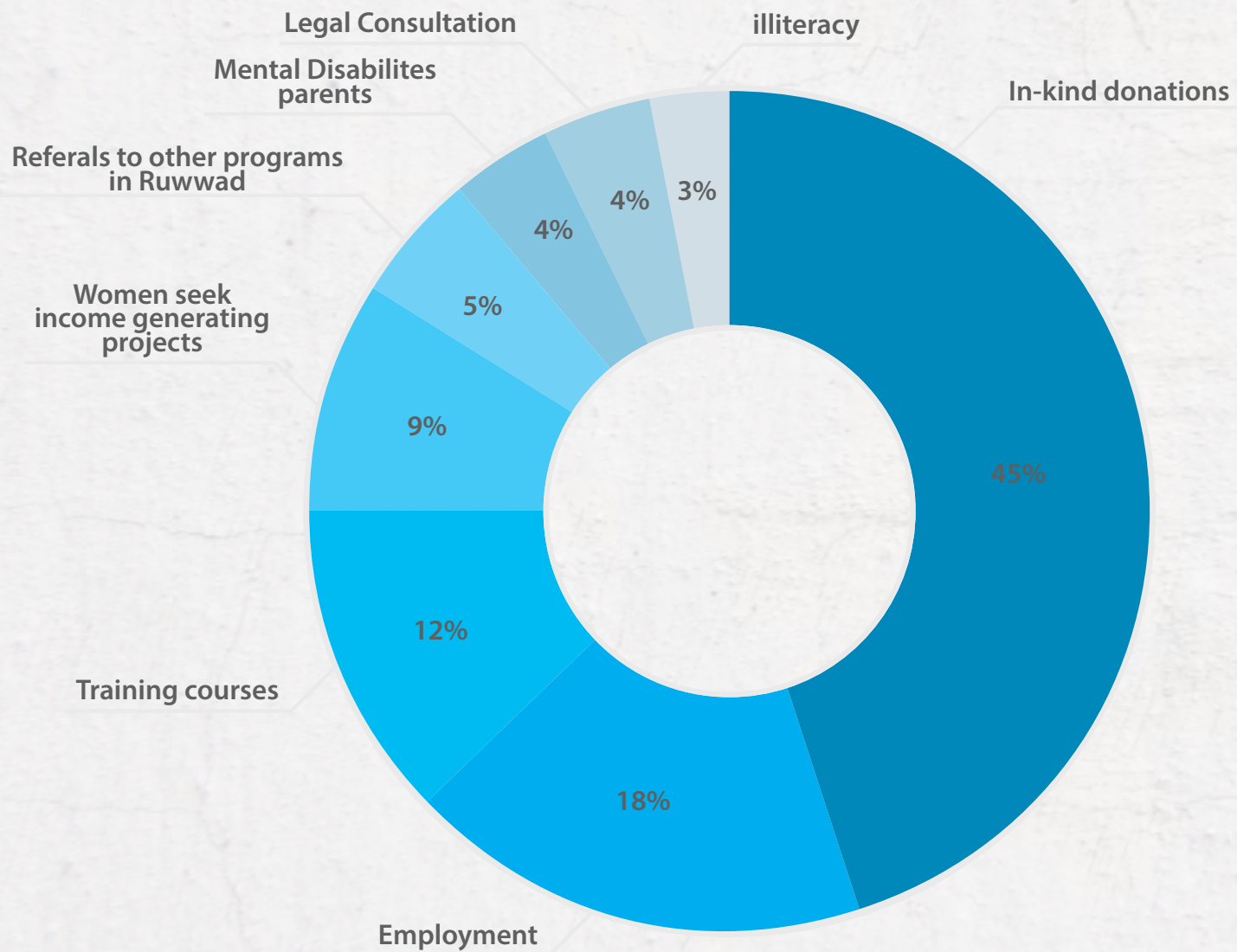
In addition, in cooperation with SANA For Special Individuals, Bayt Silsal youth enjoyed recreational days and field trips. Three supportive circle groups were conducted with the mothers of disabled youth on various topics relevant to coping with, managing and raising disabled children.

COMMUNITY HELP DESK

The community help desk continued to serve citizens on various fronts on as-need basis advocating on their behalf and connecting them to appropriate services including health care, employment, and legal, and charitable services.

The community help desk serviced over 700 visitors this year in the areas demonstrated in the chart next page.





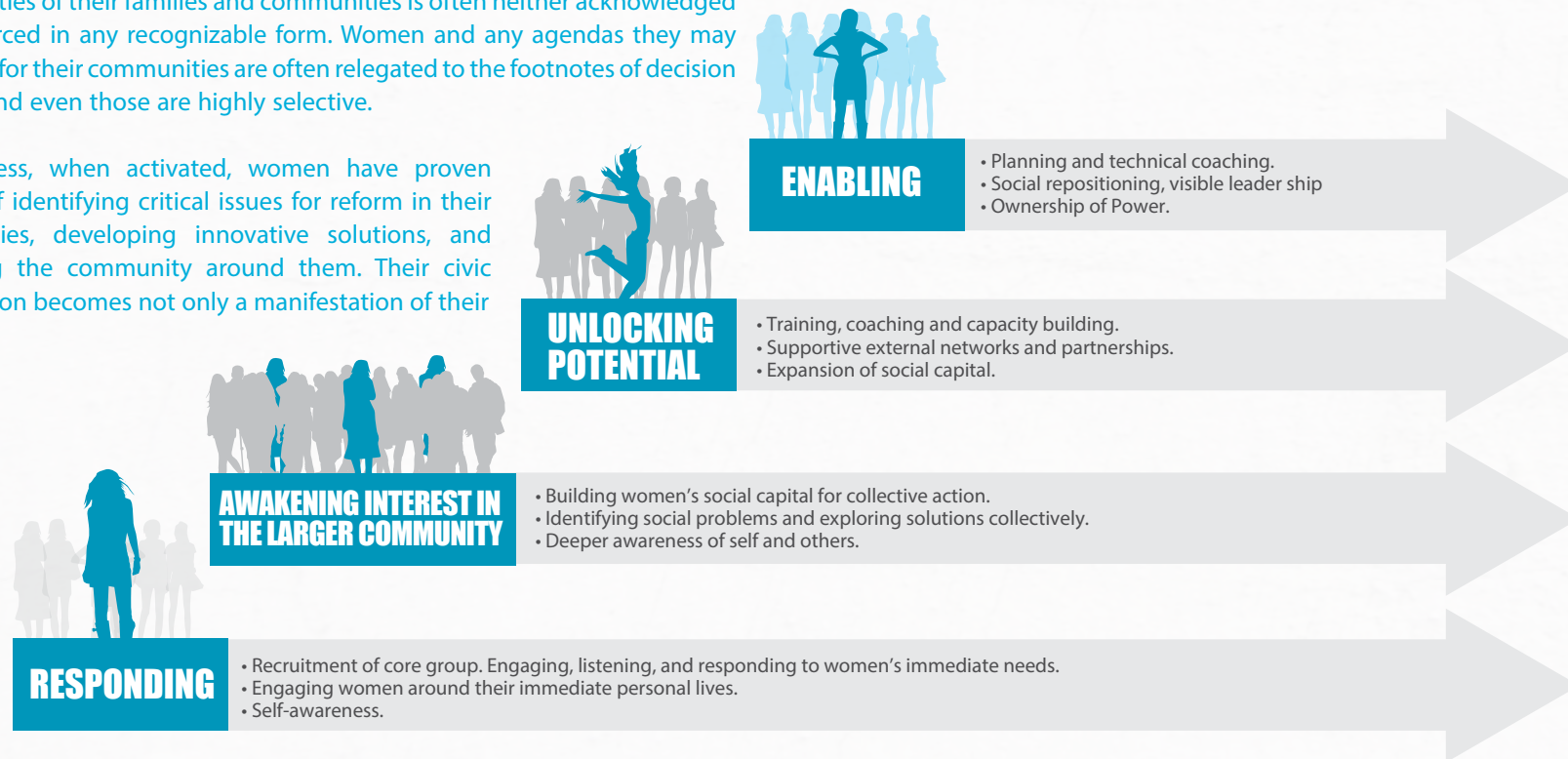
STRONGER WOMEN, STRONGER COMMUNITIES

Are women effective power holders? Yes!

However, women are often confronted with challenges including cultural barriers, traditional patriarchal structures, minimal access to legislative support and lack of resources, all of which render women's power largely inactive. The power relations that preclude women from assuming their roles as change agents operate at many levels of society, and much of what they do to strengthen the capacities of their families and communities is often neither acknowledged nor resourced in any recognizable form. Women and any agendas they may formulate for their communities are often relegated to the footnotes of decision making, and even those are highly selective.

Nevertheless, when activated, women have proven capable of identifying critical issues for reform in their communities, developing innovative solutions, and mobilizing the community around them. Their civic participation becomes not only a manifestation of their

power, it also repositions them in the eyes of their families and communities. Such recognition by existing power structures prompts sanctioned allocation of resources for women to undertake their new role, and elevates them in the hierarchy of decision-making, expanding the magnitude of their power, and shifting it from "gained" to "earned".



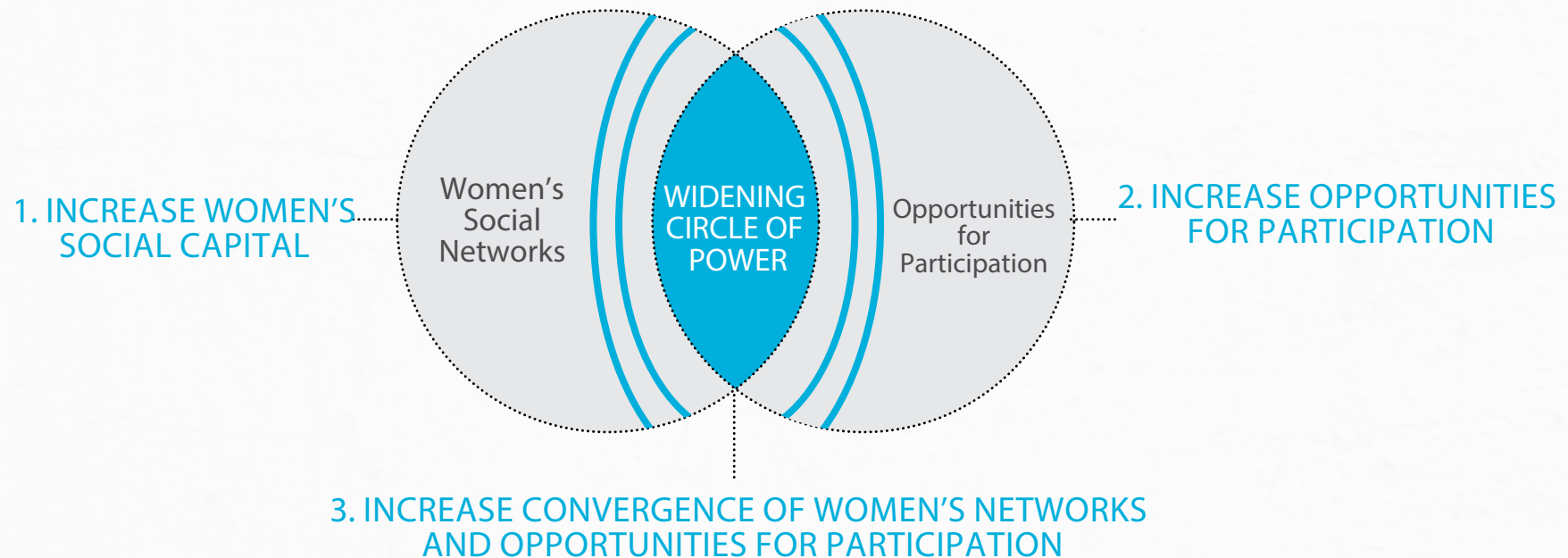
BUILDING WOMEN'S SOCIAL CAPITAL FOR ACTION

To speak of women's inclusion without a deliberate effort to strengthen their collective capacity is talking the talk without walking the walk. In general, the formation of social capital and support networks is one of the most effective strategies to promote individual participation in civic action and in the public process of decision making. For women

in particular, and especially those in patriarchal conservative societies that preclude them from public participation, empowering them for action needs to begin within social networks to share the risk and pool resources including knowledge and information. Regular gatherings of women are, therefore, the first step towards organizing

collective action. By encouraging and facilitating the formation of groups, we enable women to work cooperatively on addressing social, economic, and practical problems in their communities, and to generate robust community owned initiatives that can sustain and advance social change.

BUILDING SOCIAL CAPITAL FOR WOMEN'S ADVANCEMENT



THE POWER OF EMPATHY: RULA'S STORY



I came to Ruwwad as a volunteer and was able to dedicate a few hours once or twice a week. I began at Ruwwad's library, Shams Al Jabal, reading to the children, and doing arts and crafts with them. In the beginning I felt that the kids were reserved. I believe that all they saw in me were the superficial differences; they thought I was this privileged individual who came to "watch" their lives as a spectacle. I waited for the opportunity to blast the stereotypes that we both had about each other and reveal that at heart we were very similar. The opportunity came when the curiosity that children are endowed with took over and the young girls began asking me questions about me; like how come I did not cover my hair. Their questions were an acknowledgement that we both wanted to relate to each other. We began to dialogue. Soon after the social barriers that placed us on different sides of the line began to crumble as we revealed more of ourselves.

I made a very special friend in Jabal Al Natheef. Suhaib is a special needs mentally challenged young man. He was the most vivacious, engaging, and bubbly boy in Shams Al Jabal. I noticed that he was there all day every day. When I inquired I was informed that he does not go to school because of his disability and that he would need to be in a special

education center, but his family could not afford it. Suhaib was capable of getting an education and it pained me to see that he was not. My husband and I agreed to sponsor his education in a specialized center. Suhaib finished his basic education and is currently training to be gainfully employed. The joy his success gives me is priceless.

I was raised on the idea that people are the source of all good and joy, kol elnas kher w baraka. To be a good citizen one needs to have empathy, and to be willing to take action to make things better for everyone. I try to plant that same seed in my children and I am thankful that not only are they committed to giving back, but that they also learn and experience a lot of joy from their good citizenship.

Can you imagine how much better the world will be if we all made the effort to teach our kids empathy?.

Rula Jalbout-Said

Change Maker and Active Citizen

FROM PAIN TO POWER: FAYZA'S STORY



My boys were born with severe disabilities, and I had to stay at home to care for them. Disabled children are not accepted in our culture; people look at them as a source of shame, something that needs to be hidden and kept secret. Because of that my boys and I were at home all the time, I became isolated and depressed. The only place that we could go was to visit family, and even that my husband did not approve of. I thought, in time, I would certainly go crazy.

Although I suffered this isolation, my love for my boys was never in question, they were my whole life, my only occupation, and I knew them better than anyone else. I wanted a better life for them despite their disabilities. Every so often I would try to find some service or institution that would both help me with my children and give them some time outside of our home. But my sons are now 30 and 27 years old, and all the services were for younger children. We were always turned down. Then I learned about Ruwwad's workshop Bayt Silsal because it was located right

next to our home and I decided to go explore what they were doing. When I met with the director, Samar Dudin, she asked me why I did not bring the boys with me. I was used to hiding them; I was used to thinking that they were not welcome anywhere. Her question puzzled me. I knew then that I had found the right place.

Ruwwad accepted the boys immediately. When my sons, Ali and Adel, joined they were not able to do anything for themselves. I took care of all their physical needs. They were also very anti-social, they were not used to other people, and were afraid of being in contact with anyone other than me and their father. After joining Bayt Silsal the boys started learning many new things; they learned to eat by themselves and care for themselves on many levels that I never dreamt were possible. They also began not only to accept people but to like being around them. I, too, capitalized on my experience of caring for the boys for so many years and began to volunteer at Bayt Silsal.

This relative independence of my children opened up time for me; my horizon was expanding. I started going to the library at Ruwwad and getting books to read. I joined the 6 Minutes Reading for Pleasure Campaign and became connected to other women in my community. I was alive again; I moved from being stuck at home with my boys alone all day to having a huge network of women in my community with whom I visited and exchanged wonderful ideas about how to make our lives better and ourselves more useful to our community.

I made sure not to miss any of the lectures and guest speaker talks that Ruwwad offered. These events were incredibly valuable resources that gave us concrete knowledge and skills about how to better parent our children and manage their needs and our lives altogether. I also participated in workshops outside of the ones that Ruwwad offered locally and gained a lot of knowledge. In the past, when people made any kind of remark about my boys, or asked any questions, I would get embarrassed. But now I advocate, I help people understand more about disability issues, I educate instead of shying away from answering.

It has been 4 years since I came to Ruwwad. My boys found a loving community and do not live in isolation. Even my husband, who was initially not in favor of taking the boys to Ruwwad, when he started to see the difference, how happy and independent they were becoming, he became very happy himself.

As for me, I am proud of myself. I am a different person; my life is meaningful and dynamic. I even moved from volunteering to being employed at Ruwwad and I can impact the lives of many other families in my community. Now, I am no longer in pain, instead I help take away peoples pain.

Fayza Abu Hajar

Change Maker / Bayt Silsal team

ON COMMON GROUNDS: MONA'S STORY



My relationship with Ruwwad began in the context of assisting with providing services for special needs children and youth.

I have a special needs son with cerebral palsy. My formal academic training is in engineering, but when I first had my son I could not work and had to stay home and take care of him. As a result I developed massive knowledge on early childhood and disability. Eventually I went back to work and started a business, but my commitment to my son and to helping other mothers who have special needs children was on the rise.

I rallied a group of mothers who were also suffering from the absence of appropriate services for our children. In 2011, we started an organization, Sana for Special Individuals, aimed at providing special needs individuals with an opportunity to be active and influential members of society, to increase public awareness on the challenges facing disabled individuals, and work to overcome the social and physical barriers of inclusion of special individuals within their communities.

Sana's model relies on partnerships and cooperation to run 4 programs that provide parents of children and youth with disabilities with support, to provide opportunities to raise community awareness on disability issues, and to promote the inclusion of special

needs in the employment market.

At the beginning of our work in 2011 I had a big contact list but only a few would attend each time and participate in the guest speaker talks and awareness sessions. We were breaking barriers. But in the span of one year the women who had seemingly given up, or were in denial were now recruiting other mothers of children and youth with disabilities to participate.

One of our board members, Ms. Rula Atalla, introduced me to Ruwwad. She had collaborated with Ruwwad and started a workshop in Jabal Al Natheef for disabled youth. The workshop was called Bayt Silsal, and it was very well received by the community. It was a brilliant idea.

We began linking the parents we worked with in West Amman with the mothers of disabled youth in Jabal Al Natheef in East Amman.

It was such an amazing experience. These two groups of women from East and West Amman are from two very different worlds. We came to East Amman thinking that we will be the ones to teach them everything; that we had the knowledge and the resources.

Instead we were so impressed at the level of awareness, resilience, and integrity the women of Jabal Al Natheef exhibited. They were managing their lives with so much less than what we had, and yet they were more accepting of their realities than some of us from West Amman, so much so that the exchange between the two groups was almost therapeutic to us. We went there to help but ended up receiving help as well.

We began a dialogue about what they needed for their disabled children, and began trying to fill in gaps immediately. We got the disabled youth involved in music, arts, and field trips. Some of these youth had never gone outside their neighborhoods before. Then we saw that they needed medical support and we began creating a network of willing physicians from our own personal networks. It was amazing how when I called a physician to tell him or her about a case, they never wanted to charge

anything, not even a reduced fee. It made me think that I could put more structure into this support where not only willing and capable mothers from West Amman collaborate with mothers from Jabal Al Natheef, but also families to families, and professionals, and organizations, a whole entire network of support. I also want to start working on mechanisms to bring Sana's Empowerment through Employment to Ruwwad, so that we can begin training the disabled youth in Jabal Al Natheef to prepare for gainful employment.

The energy that is generated in the work we do with Ruwwad is amazing. The relationships forged with the community are precious. There are many moments that are dear to my heart and which moved me to continue working with the community of Jabal Al Natheef. One of the most beautiful moments was when I took my son with me on a visit to Jabal Al Natheef. I think when

the women there saw him in a wheel chair it almost demystified me in their eyes as someone who is from a different world. They saw me only as another one of them, a mother with a disabled son. In just that one day the relationship between us grew deeper.

The kindness and openness of the mothers of Jabal Al Natheef is what motivates me, it brings out the best in me and in all the other mothers from East Amman who volunteer. It is like our own little secret treasure. You don't find treasures everywhere, do you?

Mona Halawa

Change Maker / Entrepreneur / Engineer /
Founding member of SANA for special individuals.

THE POWER OF EMPATHY: RULA'S STORY




Just like most people, I am a person who takes a keen interest in the social and political world around me. Specifically, the community within which I live—in Jordan. While searching for my calling, and as a student, I had read the “dependency theory” scholars and—rightly or not—became convinced that a healthy approach to development meant less dependence on imports and more on businesses that use local talents and resources. But what finally clarified my thoughts on what I want to do was when I came across a book by E.F. Schumacher called “Small is Beautiful”. With the conviction that small industries were part of the backbone of a healthy economy, Schumacker describes how small projects that involve only local talents and materials lead to innovation in techniques and technology. In my opinion they also are less likely to be vulnerable to political changes. Starting with these concepts in mind I began searching for something to do.

To cut a long story short, I created a small business called Silsal Ceramics. The purpose was to revive a dying skill—that of wheel throwing—and yet to innovate on the technique used by local potters through introducing new clays and adding glazes to the thrown pieces. Our local clay -teeneh from Jerash and Ajloun- turned out to be a very workable clay and allowed me

to do a lot with it. Clay is a very special material and there are dozens of kinds of clays each with its own characteristics of workability and firing temperature. I began to research how to work with clay in my own little studio—and engulfed myself in reading and experiments. In time, Silsal Ceramics became one of the leading handcraft business in the region.

I am now retired from Silsal Ceramics and am dedicating my efforts to the “Bayt Silsal at Ruwwad” operation. Using the knowledge that I have acquired, I initially wanted to work with the blind. I felt that they could play with the clay and shape it with their hands—they do not need vision to do that. I started exploring the possibilities but found that I did not have the outreach. Then I thought of Ruwwad Al Tanmeya who already were established in Jabal Al Natheef. They immediately embraced my idea and suggested we work with young people who have mental disabilities instead, as many lived around the neighbourhood. Ruwwad gave me a lovely space to work and we started the journey with two mentally disabled youth in 2006. A lady from the community of Jabal Al Natheef was recruited to work with us and she was sent to Silsal Ceramics for initial training. In time, we recruited more youth and now we have 14 people with disabilities working in clay.



One of my best moments--a moment that gave me such joy--was when I learned that the mothers of the youth are holding support group meetings under the supervision of facilitators from Ruwwad partner organization SANA. At that moment, I could feel that the benefit was spreading beyond art. These mothers have found a space for themselves--a place where they can share their experiences and

stories. This process is empowering them as mothers, if only by the knowledge that they are not alone. Sometimes Ruwwad and SANA take all the group on recreational field trips. Sometimes they have lifestyle workshops. The youth have now become more sociable and more interactive with the Jabal Al Natheef community. That is already something.

Rula Atallah

Founder of Bayt Silsal at
Ruwwad Al Tanmeya



Child Development Program

2013 HIGHLIGHTS & STORIES



WINTER CLUB



In 2013, the Child Development Program began with the winter club on January 10 and ran for three consecutive weeks engaging 250 children. Activities focused on exploring the theme of happiness across children's literature, science, and robotics. Each child received a book as a gift. Workshops included self-discovery and exploration, inquiry-based learning, communications and expression, and

imagination. Children used multiple media to express creatively their notion and moments of happiness, and reflected on the causes of unhappiness in their immediate context. The winter club was concluded with a celebration that was well attended by participating children, their families, and Ruwwad's Child Development Team and volunteers, and showcased the beautiful works of the children.

SUMMER CLUB



The Summer Club was launched in the second quarter of the year and lasted three weeks, and offered artistic and sport activities for 40

adolescents. 26 MYKEF volunteers facilitated the activities which included music and performing arts, fine arts and handcrafts, and sports.

SPORTS COMPONENT



The children's sport component continued its operation renewing existing partnerships and resuming trainings with the children to achieve advanced positions in national tournaments and championships in different sports including football, marathon, chess, table tennis and taekwondo. Female MYKEF volunteers received training in self-defense with She Fighter and trained adolescent girls from public schools on

basics of self-defense. The young girls, while working on physical strength, explore the concept of power, right to safety, physical threat, and self-defense. Alternatively, male volunteers worked in collaboration with other public schools with 5th grade boys using sports as a psychosocial medium to prompt the pre-teens towards overall self-improvement and team building through fitness exercises.

A man is seated on the left, playing a traditional oud. He is wearing a grey t-shirt and blue jeans. The instrument is a large, pear-shaped wooden stringed instrument with a fretless neck. In the background, there are bookshelves filled with books. A person in a black shirt is partially visible on the right side of the frame. The overall setting appears to be a library or a community center.

CREATIVE ARTS AND SCIENCES

The children's sport component continued its operation renewing existing partnerships and resuming trainings with the children to achieve advanced positions in national tournaments and championships in different sports including football, marathon, chess, table tennis and taekwondo. Female MYKEF volunteers received training in self-defense with She Fighter and trained adolescent girls from public schools on basics of self-defense. The young girls, while working on physical strength, explore the concept of power, right to safety, physical threat, and self-defense. Alternatively, male volunteers worked in collaboration with other public schools with 5th grade boys using sports as a psychosocial medium to prompt the pre-teens towards overall self-improvement and team building through fitness exercises.

SHAMS AL- JABAL & SHAMS AL BEIDHA LIBRARIES

In Jabal Al Natheef, various activities were conducted at Shams Al Jabal library to reinforce and enhance children's engagement in reading and literature. 50 children participated as storytellers addressed specific topics relevant to the children's lives. On the administrative side, Shams Al Jabal team members continued to work on automating the library services and resources for added efficiency and functionality.

In Shams Al Beidha library, the second phase of the literacy project for children began in January after conducting a comprehensive evaluation of the results of the first phase. 17 children were added to the literacy program from boys' public schools in Beidha, Petra, where most male students drop out of school by age 12. Ruwwad conducted a parents' meeting prior to the beginning of the second phase to confirm their commitment to the children's participation in the literacy project.

SCHOOL OUTREACH

100 third grade students from two neighboring schools benefitted during 2013 from 8 arts and sports sessions which were concluded with the production of a mural for each school by its students. In addition, the students participated in readings and presentations of literary works. They were later on invited to visit the library and the creative art in-house workshop as a celebration of their achievements. Moreover, 35 academic enrichment support circles were conducted benefitting 70 students at different levels of their schooling.

Jabal Al Natheef	
Number of scholars doing community service in the Child Program	49
Number of child beneficiaries	1245
Tafleh	
Number of scholars doing community service in the Child Program	46
Number of child beneficiaries	113
Beidha	
Number of scholars doing community service in the Child Program	13
Number of child beneficiaries	45

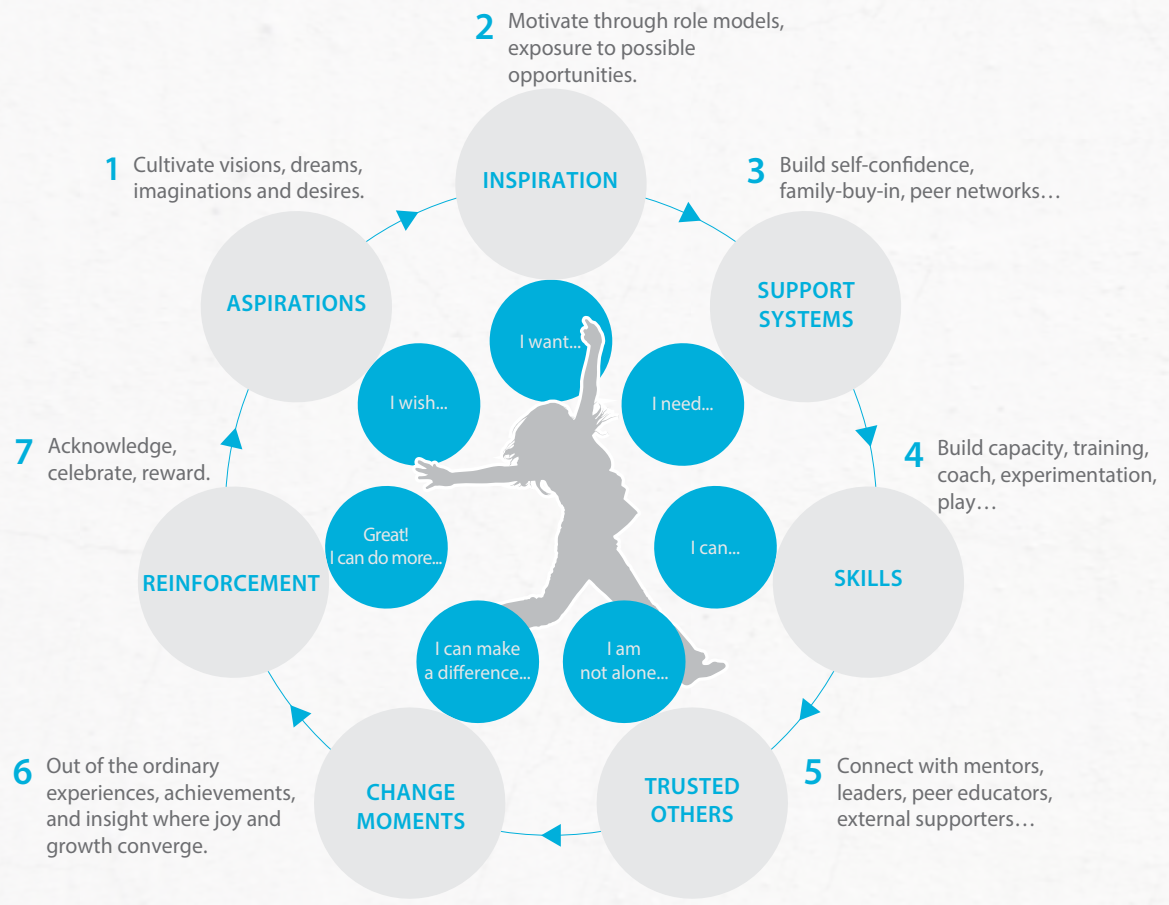


BUILDING THE POWER OF YOUNG GIRLS

There is an abundance of evidence and practical experience, including our own at Ruwwad, which showcases a strong association between women's advancement and development outcomes. What is less established, however, is how the empowerment of girls and young women, not only contribute to their personal and social transformation, but also translates into positive development outcome that has major economic and social impact.

Young girls in the communities where we work are both underserved and over-utilized. Too often such basic services like education become compromised on the account of other roles that are assigned to them, such as secondary housekeepers or childcare givers in their homes. Even when the girls are not entirely encumbered by house chores and other demands of gender-defined roles, their education is conducted in an environment that lacks support or appreciation for their academic achievements.

At Ruwwad we recognize that our young girls are the rising change makers of their communities. Consequently, we are keen on building their power by connecting them with resources and powerful role models, and by availing them with opportunities that are typically inaccessible to them, and which will provide them with skills as well as the support networks that will see them through a healthy and productive transition to becoming strong adult women and change makers.



GIRL INVENTORS OF JABAL AL NATHEEF: RAMA'S STORY




I was introduced to Ruwwad through its founder, Fadi Gahndour, shortly after it was established in 2005. At that time I was based in Montreal, Canada with my family including my two daughters who were then around 6 and 9 years old. I was keen on getting my daughters civically engaged in community work. In fact, it was known to them that to earn their summer vacation they had to do community work first. This was very important to me as a parent because I firmly believe that through community engagement they develop an appreciation for meaningful giving, and an understanding for perspectives other than those they derive from their own realities. Thus their engagement becomes a process of growth, both as individuals and as citizens in the world.

I began taking my daughters to Ruwwad in Jabal Al Natheef during our summer vacations in Amman. We would leave at 9 am and stay until 4 pm, and worked primarily with the children in the rooms that were availed to us at Ruwwad. In the beginning it was a constant process of adjustment and improvisation; we had to work with the different group sizes, different age ranges, different interests and expectations that were flowing in and out of Ruwwad in its initial stages. Over the

years we introduced several components, some were discontinued and some are still ongoing fixtures of the Child Program at Ruwwad.

We began by teaching English language with a focus on life skills. My older daughter was mostly responsible for that component. She would take the children to different locations in the neighborhood and teach them the English language that they would need to conduct their business there. For example, they would go to a grocery store and learn the names of common fruits and vegetables that they found there. After several summers of volunteering at Ruwwad, she developed a curriculum for English language that is catered to that particular population. We also taught chess, debate strategies, and offered academic enrichment classes for those who needed it. My youngest daughter helped in the nursery where the employees of Ruwwad brought their children, from ages 6 months to 6 years. She selected educational games and taught the children different skills on the computer.



Then my daughter began to develop an interest in robotics through her school in Montreal and wanted to teach robotics at Jabal Al Natheef that summer. She wanted to work with girls in particular. Now, this was not an easy task. Robotics kits are costly and there would have to be someone trained to work with the children, but we managed to secure funds to start our first robotics club in Jabal Al Natheef as an afterschool activity.

Twelve girls were selected for the first cohort. At the start the parents were not very enthusiastic – we mostly communicated with the mothers as they are the ones who are more involved in their children's lives. They saw the club as interfering with their daughter's duties and obligations; the girls were expected to go home after school to do homework, take care of their younger siblings, help clean the house and perform other chores that were required of them. Those parents who did not object to their daughters' participation in the club imposed restrictions on how long they could stay, or demanded that someone walk them home.

We realized at that point that we needed to have the mothers buy into the idea themselves. We also realized that they had no real understanding of what robotics was. Consequently we organized a meeting for the parents and the girls who were interested in participating. About 80 parents showed up. We explained what robotics was and used examples that they can relate to in order to explain its applications. For example we explained that because of robotics a highly specialized physician in the US or Canada can perform surgery on a patient in a remote location, which makes services that may not be abundant locally more accessible and more affordable to a wider base. We also explained that this club should not be viewed as a hobby or a pass-time activity but rather as a real opportunity that we wanted to bring to Jabal Al Natheef specifically because of the lack of educational resources there. We explained that by bringing the robotics club to the community we are providing an opportunity to level the playing field with some of the most sought after private schools in Amman. By the end of the meeting there was a clear shift in the mothers' understanding and appreciation for their daughters to participate.

Over a period of three years the transformation was phenomenal. The mothers became as invested in the robotics club as their daughters. When the girls were preparing to enter a robotics competition, the mothers would support them in any which way they needed. They no longer demanded that they come home by 6 pm, instead they would let them stay as late as 10 or 11, and when they called they would ask, "Is the robot working well yet?", and if the answer was negative they would say, "Don't come home until it is up and running."

The robotics club had a ripple effect that went past the 12 girls; it affected the mothers and the families, and even the entire community. Now everyone was asking to be part of the robotics club. Why was it only those 12 girls? Why not us? These questions came from girls and their mothers.

At that point, and because of the high demand we began to think of running an intensive science summer camp. In 2011 we did our first camp. We still wanted to make the opportunity exclusive to girls. In our society girls tend to be underserved, especially in more conservative communities. When there is an opportunity it is usually offered to boys first.

We also wanted to tackle another issue, which is the great big divide between the socio-economic classes. We decided to involve the business community of Amman to close that gap to some extent. Thus we began a plan to draw the business community by fundraising for the summer camp from the private sector. We composed a list of the major businesses in Amman and started hitting them with proposals; we also made flyers and whenever we went to a dinner or any event my daughters would ask the host for permission to distribute the flyer and begin taking pledges. By the summer time we had secured all the funding we needed to run the camp. We rented a specialized facility from a specialized school that focuses on sciences, and shuttled the girls every day for a full day of hands on learning. The program was designed to take them from zero percent knowledge of robotics to mastering all the skills that led them to build and program a robot to do specific tasks. For two weeks they learned not only to accomplish the learning objectives that were set for them but also to work seamlessly as a team.

"When we first entered the robotics competition hall where all the contestants were setting up their demos, we felt so different. Girls from the private schools had fancy clothes and uniforms and looked so confident. Each table had about four or five adult coaches for teams that were smaller than ours. The feeling of being an outsider was so overwhelming that our team members stuck to each other like magnets; literally touching shoulders. But as we began to set up the robot and work on it, some of the girls from other groups came to look at our work and asked questions and gave us suggestions. By the end of the event we had made so many friends and exchanged ideas and felt that we were all bonded together by our love of robotics."

On our end, our work with the girls in Jabal Al Natheef also transformed us. The bonds that my daughters formed with the girls were very strong; their friendships broke all the barriers that keep people apart, and brought a different outlook for each side. My youngest daughter, after a while

of working in the community, came to me one time and said, "Mom, the girls have so much less than all our other friends, but they are so happy." This was a change in perspective for her, because before that she could not imagine that somebody could have so little and be anything but miserable.

As for me, it was interesting to see how some of the girls developed a genuine interest in science. They would always come a little early and leave after all the others keen on gaining every moment they could squeeze to work. And that is what I loved the most, seeing that once they were given an opportunity they flourished and wanted more and more.

I had worked with other organizations but I have to point out that I find Ruwwad exceptional, particularly under the current leadership of Samar Dudin there was a qualitative change not only in the programs but in the overall vision. At Ruwwad, all successful efforts are documented

and institutionalized. That is a rare practice in our region.

At the end of the summer camp we celebrated and invited the families, the sponsors, media, and even members of the royalty. The girls got up on stage and presented their work and spoke about their experience. In one of the celebrations one of the girls told the story of the first time when they entered a regional competition through the robotics club;

Rama Sifri

Change Maker / Professional Public Communications Consultant



Youth Organizing Program

2013 HIGHLIGHTS & STORIES



MOUSAB KHORMA YOUTH EDUCATION AND EMPOWERMENT SCHOLARSHIP FUND

In 2013 the MKYEF received 910 requests for applications which returned 419 completed applications. 120 youth applicants were referred for interviews and 35 were awarded new scholarships for the year 2013-2014. 8 orientation sessions were held to introduce the scholars to Ruwwad's operations, youth activities components, and to provide them with the necessary training to start community service. In addition, two information sessions were conducted for senior high school students (Tawjihi) in neighboring schools to learn about the scholarship as well as Ruwwad's history and operations.

In November 2013 Ruwwad held a graduation ceremony for 32 graduating MKYEF scholars at Al Hussein Cultural Center.

Youth Education and Empowerment Scholarship Fund (Jordan)

Total # of beneficiaries (Jabal Natheef, Tafleeh, Beidha)	214
Number of Youth beneficiaries in Jabal Al Natheef	155
Number of Youth beneficiaries in Tafleeh	46
Number of Youth beneficiaries in Beidha	13
Total Number of beneficiaries to date	822
Total number of graduated beneficiaries to date	610

Work Ethics Traits

Respect
Respect others with different backgrounds and cultural/racial diversity
Do not harass people
Respect rights of others
Respect confidentiality
Avoid inappropriate conversations

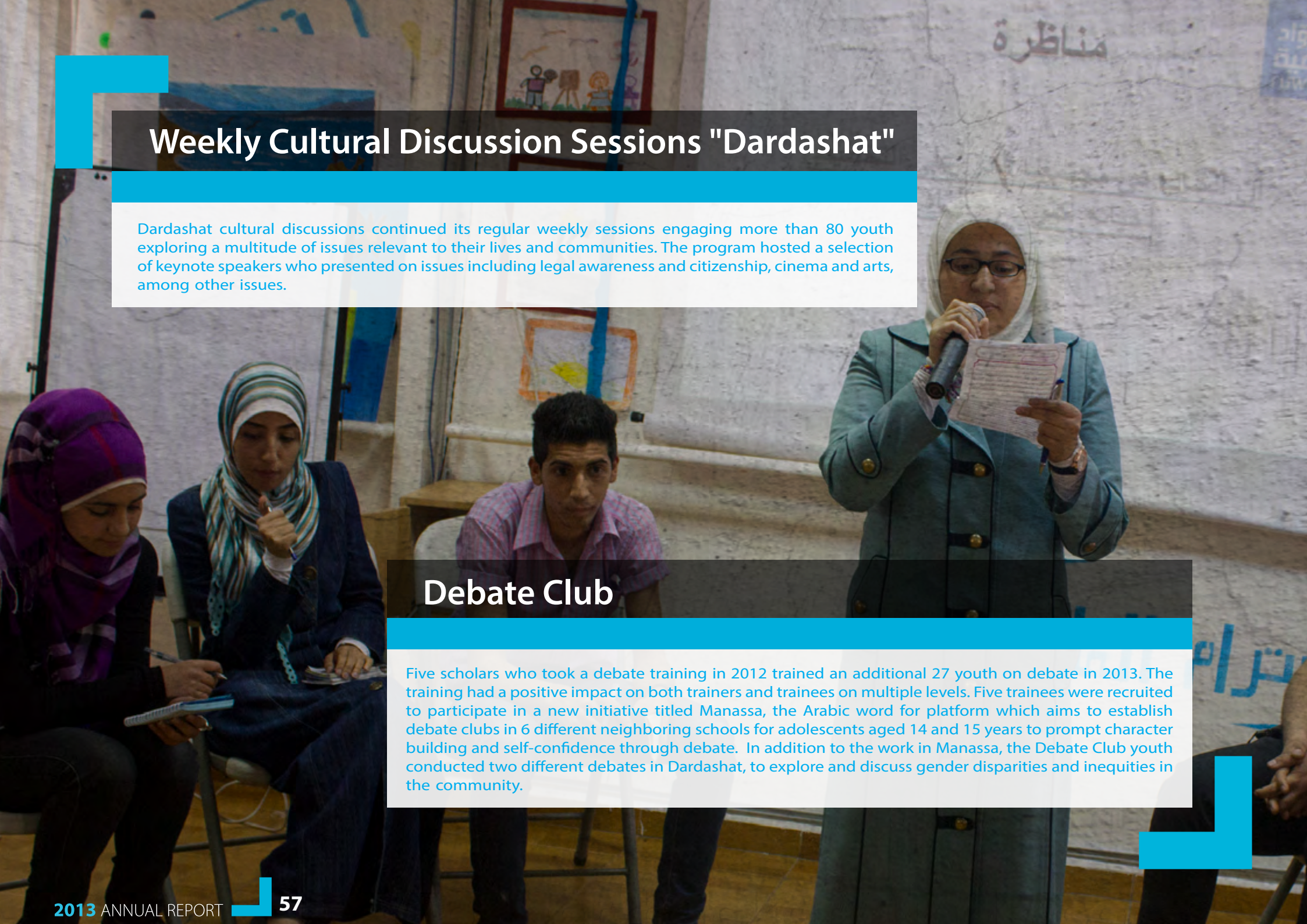
Business Skills Development

For three consecutive years, Ruwwad, ARAMEX, and Cairo Amman Bank continue their partnership to provide Ruwwad's scholars with training to develop basic business skills required for the job market as well as entrepreneurial skills development. 72 youth benefited from 3 core courses on work ethics, customer service and communication skills, and 15 youth benefited from entrepreneurial skills training which was conducted in partnership with Ruwwad Micro Venture Fund. As a result, several youth began formulating ideas for businesses, and one young man started a project training community women on new and innovative culinary techniques to work with them as partners and employees in a local cafeteria. In addition, 17 on leadership skills.

English and IT Stations

Seventeen youth benefited weekly from an advanced TOEFL/IELTS preparation course, while 10 others continue to benefit from English language courses at LOYAC center. Additionally, 40 youth who joined the scholarship this year are using the Rosetta Stone English lab.

With regards to IT training, 950 visitors from various age groups used Ruwwad's Computer Lab at the rate of approximately 45 visits per day. 16 youth benefited from 4 specialized training courses in International Computer Driving License ICDL, 4 youth benefited from the networking course CCNA, 6 youth benefited from the AutoCAD course and 4 youth took the computer maintenance training.



Weekly Cultural Discussion Sessions "Dardashat"

Dardashat cultural discussions continued its regular weekly sessions engaging more than 80 youth exploring a multitude of issues relevant to their lives and communities. The program hosted a selection of keynote speakers who presented on issues including legal awareness and citizenship, cinema and arts, among other issues.

Debate Club

Five scholars who took a debate training in 2012 trained an additional 27 youth on debate in 2013. The training had a positive impact on both trainers and trainees on multiple levels. Five trainees were recruited to participate in a new initiative titled Manassa, the Arabic word for platform which aims to establish debate clubs in 6 different neighboring schools for adolescents aged 14 and 15 years to prompt character building and self-confidence through debate. In addition to the work in Manassa, the Debate Club youth conducted two different debates in Dardashat, to explore and discuss gender disparities and inequities in the community.

PAVING THE WAY FOR YOUTH: LAMAA'S STORY



Life is a series of moments in which people finally stop and realize what is really going on around them. For me, one such moment came when I realized how much I had benefited from my education. Education is a vital pillar in the building of our youth, future generations, and society as a whole. But I also realized that opportunities for education are not distributed evenhandedly. That is when I decided to contribute to providing youth with opportunities that would improve their access to a more rewarding education.

I focused my efforts on the issue of access to quality English language education since I firmly believe that such skill will help open better career paths for youth, especially for those who want to pursue careers in science and research. A friend of mine introduced me to Ruwwad's director who welcomed with open arms working in partnership with me to fulfil my vision. We began to brainstorm ideas about moving forward. Eventually, our partnership resulted in the construction of two fully equipped computer labs at two high schools in the community where Ruwwad works and the incorporation of the Rosetta Stone English Language program on all computers. These schools have about 2000 students and because

they are located in an underprivileged area they were very underequipped. My dream of helping our underprivileged youth gain a vital tool for the future has now been realized.

Ruwwad played an indispensable role in the process of school selection especially with regards to making sure that both of these schools have active principals that are genuinely concerned with the betterment of their students. Here I must thank the two hard working principals, Manal Qaddoura and Darwish Guneim, without whose dedication and hard work none of this would have been possible. Finally, I would like to also express my heartfelt gratitude to Ruwwad for all its pioneering work for the benefit of the most important members of our community, our youth.

Lamaa Madi

Change Maker/Philanthropist

KEY EVENTS

RUWWAD DAY



Ruwwad Day 2013 took place under the title "Byout Ahalina" Our Families, Our Homes. Ruwwad's team members, partners, youth, volunteers and entrepreneurs and private sector guests visited 17 host homes from the Jabal Al Natheef area to discuss their vision for the community. Guests who were split up in 17 groups spent 2 hours with each host and enjoyed the hospitality of the families over a networking breakfast. Community and guests celebrated at the end of the day at the community park.

RUWWAD GRADUATION

On Saturday, the 23rd of November, Ruwwad graduated the 8th batch of Mousab Khorma Youth Education and Empowerment Fund beneficiaries.

The graduation ceremony was held in honor of the 32 MKYEF graduates who carried out community service activities in Jabal Al-Natheef and Beidha, in addition to 26 young volunteers who spent time and energy in bettering their respective communities. All were on a 2-4 year scholarship program and committed to a holistic cultural and business enrichment program to be ready for life and work.



SAFE HOMES CAMPAIGN PEAK OF PEAKS

Members of the Same Homes community organizing campaign and Ruwwad team held the milestone Peak of Peaks event on Saturday 28th September, to celebrate the campaign's conclusion. Following 1,009 hours of volunteer work over the course of 18 months, the Safe Homes team successfully managed to combat child abuse in 165 homes and involved 600 families in related awareness sessions.

After conducting intensive listening campaigns and talks with local community members, Safe Homes' Campaign Organizer and Lead Coach, Samar Dudin, rallied the campaign's founding team of nine dedicated members to come up with a comprehensive strategy to address the widespread issue of child abuse. Dudin and the campaign's founding team went on to establish 29 organized teams to develop safer parenting practices and effective interventions. The Safe Homes team grew to encompass 170 community leaders who reached out to 390 children under the age of 18, in addition to 925 family members.

The Safe Homes campaign officially kicked off on 26th March, 2012, organizing several Peaks since its inception to protect parents and children through a community organizing program and an educational module prepared by Early Childhood Consultant and Abuse Specialist Dr. Hala Hammad and Psychological Counseling Specialist and Creative Arts Therapist Reem Abu Kishek. Specialists Nisreen Haj Ahmad and Mais Iqrsusi from Ahel Social Enterprise, in collaboration with Ruwwad Al Tanmeya's in-house coaches, trained the first-tier leadership teams between 29th April and 1st May, 2012. The Safe Homes campaign was carried out based on an educational program on alternative parenting methods for parents, and involved the development of a code of conduct to guide the campaign team's efforts in stopping physical abuse, helping parents refrain from resorting to physical violence and protecting children in their homes. The alternative parenting module comprised six educational workshops delivered by Dr. Hala Hammad

who tackled several key topics including parenting patterns, growth and development, how to handle young girls and boys, abuse witnesses and aggressors, characteristics of a safe home, and children who survive abuse.

The campaign's team also participated in training sessions conducted by Reem Abu Kishek on how to encourage parents and children to express themselves and speak up through creative art mediums, and developed a module entitled Where Do We Stand with Regards to Violence as a constant reminder aimed at modifying negative behaviors. The 29 teams took part in the awareness and educational workshops which targeted parents from the areas of Jabal Al-Natheef and Al-Mareekh.

The campaign featured several Peak events, the most important of which was the launch of its official title and slogan on 14th July, 2012, in addition to a religious lecture on 11th August, 2012, the announcement of its motto, Say No To Physical Abuse and Other Forms of Violence Against Children, on 29th September, 2012, the allocation of homes to the first-tier leadership teams on 29th September, 2012, and the campaign's media coverage launch on 22nd December, 2012.

Campaign milestones included the launch of awareness sessions on parental intervention and accountability in cooperation with the Justice Center for Legal Aid (JCLA) which delivered training on different topics such as the role of family protection by Prof. Abdel Salam Al-Rawahneh, social development by Prof. Raghda Al-Azzeh, forensic medicine by Dr. Isra'a Al-Tawalbeh, and Jordanian and international laws with regards to violence against children by Prof. Buthaina Fraihat. The campaign's organizers delegated tasks amongst the second-tier leadership teams on 13th April, 2013, and the third-tier leadership teams on 31st August and 21st September, 2013, resulting in 583 successful interventions to stop violence and physical abuse against children.

OUR NUMBERS TO DATE

3 RUWWAD LOCATIONS IN JORDAN AND EXPANDING TO 3 OTHER COUNTRIES IN THE ARAB WORLD.

822 YOUNG WOMEN AND MEN RECEIVED MKYEF SCHOLARSHIPS TO DATE. IN 49,2013 SCHOLARS WERE AWARDED NEW SCHOLARSHIPS AND 38 GRADUATED.

155 YOUTH CONDUCT 29,140 HOURS OF COMMUNITY SERVICE ANNUALLY IN JABAL ALNATHEEF COMMUNITY CENTER RUWWAD'S FIRST PILOT SPACE.

9 SCHOOLS IN THE COMMUNITY COLLABORATED WITH RUWWAD AND FORMED A NETWORK OF TEACHERS AND ADMINISTRATORS TO ADDRESS AND TACKLE QUESTIONS REGARDING IMPROVING EDUCATION AND EDUCATIONAL FACILITIES IN THE COMMUNITY.

165 HOMES WERE SECURED AS FREE FROM VIOLENCE AND ABUSE IN THE SAFE HOMES CAMPAIGNS.

1000 CHILDREN BETWEEN THE AGES OF 9-6 BENEFIT FROM OUR INTERVENTION AND OUR SCHOOL OUTREACH PROGRAM AND 250 CHILDREN BETWEEN AGES 13-9 PARTICIPATED IN OUR CHILD DEVELOPMENT ACTIVITIES AND SERVICES.

150 ADOLESCENTS ARE EMPOWERED THROUGH OUR PSYCHOSOCIAL APPROACH USING SPORTS AND ARTS AS MEDIUMS FOR DEVELOPMENT. OF THIS NUMBER OF CHILDREN 70 WERE GIRLS.

200 FAMILIES ARE EMPOWERED THROUGH THE JEERAN STATION AND THE COMMUNITY HELP DESK THAT SUPPORTS THEM IN MOVING OUTSIDE THE CIRCLE OF POVERTY.

14 DISABLED YOUTH AND THEIR FAMILIES RECEIVE SUPPORT THROUGH BAYT SILSAL AT RUWWAD.

5,000+ PEOPLE PARTICIPATED IN THE 6 MINUTES READING FOR PLEASURE CAMPAIGN AND CONDUCTED OVER 6,600 COLLECTIVE READING CIRCLES. +200 PEOPLE PARTICIPATED IN COMMUNITY ORGANIZING TRAININGS.



RUWWAD REGIONAL EXPANSION



RUWWAD LEBANON

Ruwwad Lebanon began its operations in 2012, and continues to expand its work through its location in Tripoli based at the intersection of two poverty-stricken and marginalized neighboring communities, with a heritage of sectarian and political strife that often erupted into violent conflict between them. The community of Jabal Mohsen are Alawites, while the community of Bab Al Tebbeneh are Sunnis, and with the ongoing unrest and divisions within neighboring Syria, the problems between the two communities have witnessed an escalation in tensions and armed violence in the past two years. Since the beginning of the escalation the number of fatalities has reached 210, as well as 2000 injuries which resulted in permanent disabilities. This is in addition to extensive psychological damage, property damage, constant school and business closings, loss of income, among many other repercussions.

Since the beginning of Ruwwad's work in the area, there have been ten rounds of violence which prevented the regular flow of work for two weeks at a time, and twice for a one-month stretch each.

However, and in the midst of such turbulence, Ruwwad managed to secure a building in the street that divides the two neighborhoods, and placed an entrance on each side of the building providing both communities with access to the community center and a sense of ownership. Scholars who were previously selected began to work on a number of fronts under the guidance and supervision of Ruwwad's team, mindful of the special circumstances that define the two communities while simultaneously striving to break the molds of animosity that had been cast.

Ruwwad Lebanon has three programs: youth organizing, child development, and community support.



YOUTH EDUCATION AND EMPOWERMENT SCHOLARSHIP FUND

Since the inception of the scholarship fund, 102 scholarships were awarded to youth seeking university and post-secondary vocational educational programs. 80 scholarships were awarded in 2012 with the stipulation of conducting 4 hours of community service per week. Of the 80 students only 51 retained their scholarship and continue to be part of the program. Of those who did not continue, the majority were eliminated because of either the lack and/or the inability to commit to the volunteering requirement. Some declared that their parents did not permit their volunteering because they feared for their safety in such a conflict-ridden area. Fewer left the program because of other circumstances such as poor academic performance or accepting full time employment. Consequently, the measures applied in the recruitment process for 2013 were more rigorous to ensure the elimination of the drop-out factor. 51 scholars were selected for 2013 and all remain on board, and fulfilling their volunteering requirement, bringing the total number of scholarship recipients to 102 scholars.

Breakdown of 102 scholars

67 Males	35 Females	64 Universities	38 Technical	41 Jabal Mohsen	61 Bab El-Tebbeneh
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Breakdown of Community Service Activities

46 Scholars Child Program	54 Scholars Community Program	2 Scholars Overall Assistance
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CHILD DEVELOPMENT PROGRAM

The overall number of children who benefited from the child development program in 2013 is 200 boys and girls from both Bab El-Tebbeneh and Jabal Mohsen between the ages of 12-6, utilizing the assistance of 46 youth from the scholarship program. The following is a rundown of key programs and activities:

CHILD LIBRARY:

28 children and community volunteers from both communities were engaged in setting up Ruwwad's Children Library to encourage a sense of community and shared ownership, which is now stocked with approximately 3000 books. The library is also used for story telling sessions, arts and crafts sessions, robotics club sessions, personal hygiene awareness sessions, and most of the trainings. Children are always welcomed to use the library for research purposes, and/or leisure time reading.

ACADEMIC SUPPORT:

40 children from Bab El-Tebbeneh and Jabal Mohsen in the academic year 2013-2012 received academic support and private tutoring sessions from 36 scholars for 5 days a week, 2.5 hours a day. Most children showed immense progress, and some excelled, and the majority moved to the next grade. The afterschool help sessions were conducted in Nawfal Palace, YMCA premises and Ruwwad's center.

SPORTS AND GYMNASTICS:

30 children from Bab El-Tebbeneh and Jabal Mohsen participated in sports and gymnastics activities at Ruwwad's fully equipped gym, under the supervision and training of a professional sports coach. Once a month, children are also escorted to carry out football or basketball games in courts outside Ruwwad's center. The children also participated in Tripoli Marathon.

IQRAA SUMMER CAMP:

IQRAA is a program that employs reading for pleasure to impact cognitive skills and learning while enhancing the reading and writing skills of children. We worked in collaboration with two public schools in Bab El-Tebbeneh and Jabal Mohsen and conducted IQRAA program training for 12 public school teachers and 8 scholars from Ruwwad. Donations collected for the two schools in the context of the program resulted in fully equipping 10 classes with furniture, stationary, supplies and books. 136 children from Bab El-Tebbeneh and Jabal Mohsen schools from grades 3-1 benefitted from IQRAA.

COMMUNITY SUPPORT PROGRAM

Our scholars are our primary force for community engagement and organizing. Scholars were trained on how to conduct field interviews, fill out forms and informative questionnaires, as well as on problem solving and conflict resolution procedures to be applied in their local communities. 52 volunteers were trained on community work and its social approaches (development, organizing and positive social change), and community engagement scholars participated in community-led learning circles.

WOMEN ADVANCEMENT

Women from both areas showed more readiness to engage. They participated in the health awareness sessions organized in collaboration with the UNDP. Additionally, we work on women's economic advancement through enhancing their vocational skills as well as their overall literacy. On the vocational front Ruwwad Lebanon has 3 programs: production kitchen provides women with culinary training, soap production including packaging skills, and Ruwwad service providers filling the gaps in multiple service areas such as housekeeping and other services that would provide them with an independent income.

COMMUNITY BUILDING

Ruwwad Lebanon team and volunteers got engaged in the emergency "Salam w Takwa" campaign that involved 1200 volunteers in order to help Tripoli heal its wounds after the terrorist bombings that targeted "Salam" and "Takwa" mosques.

Scholars volunteered in organizing "Seha w hana" Iftar, an initiative launched by young activists in Tripoli in the aim of dispelling the negative stereotyped image spread about the city.

RUWWAD PALESTINE

Ruwwad Palestine operations began in February of 2013 in the village of Budrus, a village with a population of approximately 2000, located within the green line. The village is situated in the north of Palestine in the vicinity of Ramallah, and has faced the harshest marginalization as the 'Israeli' Wall eroded approximately 300 acres of its land, in addition to loss of sources of livelihood. The original plan was to establish Ruwwad's community center in Budrus, however, a growing need in the neighboring villages was established which led to a shift in plans to create a network of youth across all five neighboring villages. Strategic partnerships were forged with local councils, and a mobile community-service program was structured to serve the populations in all five villages

Village Name	Population	Location	General Information
Budrus	2000	Surrounded by the separation wall and Israeli settlers	<ol style="list-style-type: none"> 1. Poor villages 2. Most of its residents used to work in the occupied lands, and after building the Wall they became unemployed. 3. Any citizen who acquires higher education moves to Ramallah 4. Absence of an active youth network in all villages 5. Political polarization, rentier economy people are either unemployed or employed by the Palestinian Authority 6. Minimal agricultural and environmental work 7. Poor infrastructure and services
Na'leen	5400	27 Km far from Ramallah	
Qebya	7000	32 Km far from Ramallah	
Sheqba	4227	35 Km far from Ramallah	
Deir Qedeis	2300	20 Km far from Ramallah	



YOUTH ORGANIZING PROGRAM

In 2012, 21 scholarships were awarded to students from budrus, then by Mid 2013, a decision was made to expand in the neighboring villages to have a total number of 69 scholarships

Youth Organizing is the core program with a focus on promoting the civic engagement of youth in their own villages and communities, and on building supportive networks across all 5 villages.

Initially, 21 scholarships were awarded to students from Budrus, then more scholars were recruited from the four other villages raising the total number of scholarships to 69. An enrichment program has been established to help build the skills of youth, specifically skills that will boost their employment opportunities such as communication skills, team building, presentation, and time management.

Youth who are awarded a scholarship have to commit to volunteering four hours of community service and two hours of Dardashat sessions per week. In order to keep their scholarships, scholars have to maintain a grade point average of 70%.

Partnerships with a number of educational and educational support institutions were established to further support the work of Ruwwad with youth, among them Al Qattan Center for Educational Development, Tamer Center for Civic Education, the Ministry of Education, and Birzeit University.



CHILD DEVELOPMENT PROGRAM

The child development program started with the establishment of the library serving approximately twenty five children and housing over 1000 books, in a donated space in Budrus village. The library operated for two days a week, and in addition to availing books to children there were regular story telling sessions, arts and crafts, and academic support sessions. Currently Ruwwad is in the process of collaborating with Qibya city council to furnish another child library in Partnership with Ata'a Palestine.

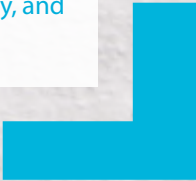
In addition, a summer camp serving over 100 children ran in 2013, and offered diverse activities including reading, sports, and other recreational and educational activities. Also, Ruwwad participated in providing children in the other four villages with similar opportunities by collaborating with other institutions offering summer camps and engaging its volunteers in them.

In addition, Ruwwad team and their partners provided intermittent psychosocial support to children suffering from the various effects of poverty and marginalization, in addition to the negative conditions brought about by the 'Israeli' Wall. These factors manifested themselves as primary symptoms such as stress, anxiety and fear, or as secondary such as suffering the effects of domestic violence. In the future, Ruwwad plans to work on bringing more structure to its psychosocial support efforts.

COMMUNITY SUPPORT PROGRAM

Ruwwad's relationship with the communities in the five villages was particularly enhanced by the teams' ability to forge positive and collaborative relationships with the villages' councils. These relationships gave Ruwwad legitimacy among the residents and allowed for a smooth introduction in all communities. In the beginning, Ruwwad was allowed use of one room in a municipality building; now if five or six rooms were needed to run activities we are given access without hesitation.

One of our primary target groups are women. Our women's programs are in the early phases in Budrus and Qebya; they include empowerment groups, literacy, and sports.



RUWWAD EGYPT

Ruwwad began its presence in the area of Ezbet Khairallah in Cairo in 2010 through its collaboration with Etijah Organization, an organization that works on children's education issues in the area. The community of Ezbet Khairallah began with migrant youth from other governorates seeking employment in Cairo and eventually bringing their families. The community is weighted by poverty and alienation and the absence of an infrastructure.

In 2010, Ruwwad conducted a needs assessment in Ezbet Khairallah and identified areas for development. However, in 2011 the progress of work was interrupted due to the outbreak of the Egyptian Revolution. By the end of the year, Ruwwad resumed its work and began to lay the foundation to operate its own programs as an independent organization.

In February 2012 Ruwwad Egypt was officially registered and efforts began to find a location for operations, and on establishing the parameters for the programs, based on the needs assessment. In March 2012 a building was located and rented to serve as the first premises for the community center. In May, the scholarship fund was established. In 2013 Ruwwad Egypt Community Center officially opened its doors to the community to begin operations.



YOUTH ORGANIZING PROGRAM

17 youth received educational scholarships in 2013. The scholarships were in different areas and levels of education as demonstrated in the table below. Scholars contributed a total of 168 community service hours each contributing an average of 4 hours of community service per week. In the future, Ruwwad plans to work on expanding the youth program to include employment programs, civic trainings, IT and languages skills, and creative arts.

Scholarship Type	#Scholars	Duration of study
English Language AMIDEAST – AUC	8	1.5 year
University/ Open Education	4	4 yeas / 8 terms
Graduate Studies	2	1 year
School Enrichment	3	1 year

CHILD DEVELOPMENT PROGRAM

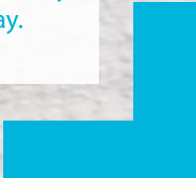
The library receives 30 to 50 children on a regular basis and provides them with readings, creative arts and psychosocial support utilizing volunteers from the youth program. In November 2012 a six-month plan for the child development program was approved, the program now has a staff team member dedicated to developing and overseeing its operations.



COMMUNITY SUPPORT PROGRAM

Ruwwad's largest campaign in the community of Ezbet Khairallah was carried out under the title Our Sanitation, Our Health. The campaign aimed to raise the awareness of community members on issues regarding sanitation, waste disposal, recycling, and other issues related to health and environmental sustainability. 150 homes participated in the campaign.

Other short term initiatives that sprouted from the campaign include a mobile eye clinic which provided services to 85 community members. In addition, a neighborhood Ramadan Iftar was held to solidify the sense of community and create more awareness about Ruwwad's presence and work in the community. Ruwwad scholars attended community organizing trainings to begin working with community members in a more organized and institutionalized way.





Ruwwad Jordan Financial Statement



SUMMARIZED BALANCED SHEET

As at 31 December 2013

	2013 in JD	2012 in JD
ASSETS		
Non-current Assets	196,535	197,765
Current Assets	648,423	127,572
TOTAL ASSETS	844,958	325,337
LIABILITIES & OWNERS EQUITY		
OWNERS EQUITY		
Paid-in Capital	50,000	50,000
Compulsory Reserved	35,571	35,571
Accumulative Surplus	213,112	214,965
TOTAL OWNERS EQUITY	298,683	300,536
Unearned Revenues	477,298	0
Other Accounts Payable	68,977	24,801
TOTAL LIABILITIES	546,275	24,801
TOTAL LIABILITIES & OWNERS EQUITY	844,958	325,337

SUMMARIZED INCOME STATEMENT

As at 31 December 2013

	Year to	Year to
	31-Dec-13 JD	31-Dec-12 JD
INCOME	1,043,932	821,911
EXPENSES		
Mussab Khorma Fund Expenses	(278,983)	(297,631)
Community Program Expenses	(115,092)	(93,011)
Child Program Expenses	(114,989)	(98,855)
Tafeeleh Project	(49,472)	0
Global Change Maker Expense	0	(850)
UNDP Mitigating Project Expenses	(185,702)	0
UNDP Youth Project Expenses	(115,196)	0
Liberate The Voice Expenses	(1,925)	(86,727)
Child Literature Expenses	0	(4,681)
English Lab Expenses (Rosetta)	0	(27,648)
Youth Engage in Gender	0	(13,362)

SUMMARIZED INCOME STATEMENT

As at 31 December 2013

	Year to	Year to
	31-Dec-13 JD	31-Dec-12 JD
INCOME	1,043,932	821,911
EXPENSES		
Debate Project Expenses	0	(3,909)
Citizenship Project Expenses	0	(820)
Administration Expenses	(184,426)	(181,880)
TOTAL EXPENSES	(1,045,785)	(809,374)
TOTAL SURPLUS (DEFICIT)	(1,853)	12,537
VOCATIONAL TRAINING EXPENSES	0	0
NET SURPLUS (DEFICIT)	(1,853)	12,537

SUMMARIZED INCOME *

For the year ended 31 December 2013

2013 JD

CONTRIBUTIONS

Fadi Ghandour	107,965
Aref Naqvi	199,619
Aramex	115,877
Khaled Al Masry	100,000
Cairo Amman Bank	100,000
Hala Fadel	29,861
Ali Al Hussary	15,000
Aram Co.	25,000
Scholarship Refund	5,000
Other Donations	43,347

TOTAL CONTRIBUTIONS

741,669

SUMMARIZED CASH FLOW STATEMENT

For the year ended 31 December 2013

	2013 JD	2012 JD
Net Cash flow from operating activities	513,622	40,878
Add : Net cash flow from investing activities	(8,652)	(5,007)
Add : net cash flow from financing activities	(1,800)	(1,800)
Surplus (Deficit) in cash	503,170	34,071
Add : cash at the beginning of the year	105,274	71,203
<i>Cash at the end of the year</i>	608,444	105,274

SUMMARIZED INCOME *

For the year ended 31 December 2013

	2013 JD
<i>PROJECTS INCOME</i>	
UNDP Mitigating Project	185,702
UNDP Youth Project	115,196
Youth Engage in Gender	1,365
<i>Total projects Income</i>	302,263
<i>Total Income</i>	1,043,932

Ruwwad Board Members

- Fadi Ghandour - *Founder & Chairman*
- Khalid Al Masri - *Deputy Chairman*
- Frederic Sicre
- Majdi Yaseen
- Reem Khouri
- Raji Hattar

Communications and Strategy Advisor

- Amal Ghandour

Special Initiatives, Projects and Partnerships

- Dutch Embassy/ *Our Voices*

Supporting Corporations

- Aramex
- Cairo Amman Bank
- Abraaj Group

Program Resource Persons

- Dr. Hala Hammad / *learning component of Safe Homes campaign*
- Reem Abu Kishek / *Psychosocial Support using art as a medium*
- Nawal Abdulla / - *Kamel Al Asmar*
- Nisreen Haj Ahmad / *Community Organizing*
- Mais Iriqsusi / *Community Organizing*
- Nadine Toukan / *Cultural Activist & Film Producer*
- Jan Kassay / *Photographer & Educator*
- Salma Al Moghrabi / *Social Activist- Tafeelah Project*
- Raghda Azza / *Human Rights Awareness for Women*
- Ebba Augustine / *Monitoring & Evaluation*
- Reem Khoury / *Entrepreneurship & Youth Employment*

Mousab Khorma Youth Education & Empowerment Fund Advisory Committee

- Dr. Salman AlShobaki / *Aramex*
- Hala Ghosheh / *Freelance consultant*
- Iyad Kamal / *Aramex*
- Reem Eses / *Cairo Amman Bank*
- Samar Dudin / *Regional Director & Head of Programs*

Social Entrepreneurs

- Under My Olive Tree - *Ali Dahmash*
- Nakhweh - *Kamel Al Asmar*
- Zawayed - *Mohammad Hajji*
- Naqsh Design House - *Nisreen Abu Dail*
- Rose 'n Rose - *Petra Orfali*
- Zaytouneh.com - *Fida Taher*
- Kharabeesh - *Wael Attili*
- Altebbi.com - *Malak Tayfour & Jalil Allabadi*
- Hijabik.com - *Fouad Jeryes*

Pro bono Technical Support

- Saed Karajah & Partners Law Firm
- Bidaya Corporate communications
- Tarjama- Nour AlHassan
- Aramex - IT team, Communication & Marketing team, Finance & Auditing team, Sustainability team and Operations team
- Aramex Palestine/ Aramex Egypt/ Aramex Lebanon

Governmental Partnerships

- Ministry of Education
- Ministry of Social Development
- Greater Amman Municipality
- Ministry of Health
- Ministry of Labor

Key Community Partners

In Jabal Al-Natheef

- **17 neighboring schools including** Al-Shifa Secondary School, Ateka Primary School first & second shifts, UNRWA School for Girls, UNRWA School for Boys, Omar Al-Barghouthi School for Boys, Salaheddin Secondary School for Boys and Halima Saedyia School.
- **Natheef Orphans' Center**
- **Al-Natheef Charitable Organization**

In Beida (Little Petra)

- **Ammarin Cooperative Association**
- **Ammarin Camp**
- **Beida School for Girls & Beida School for Boys**

In Tafileh

- **Ro'yana**
- **The Jordanian Hashemite Fund for Human Development**

In Izzbeit Khairallah / Cairo, Egypt

- **Alwan wa Awtar- Arts for Development**
- **Tahrir Academy**
- **Roa for Consultation & Training**

In Budrus / Ramallah, Palestine

- **Budrus City Council**
- **Tamer Institution**
- **Qebya, Ne'lin, Der Qadees and Sheqba City Councils**

In Tripoli / Lebanon

- **Tripoli Municipality (Nawfal Palace; Garden)**
- **AlMajmouaa** • **BLF** • **Iqraa**
- **Assabil** • **MSF**

Partnerships

- **Silsal Arts Workshop for Persons with Special Needs – Rula Attalla**
- **Ali Sharif Al-Zoubi Legal Aid Fund operated by the Justice Center for Legal Aid**
- **Abdul-Aziz Al-Kuhaymi Foundation – Mrs. Lama'a Madi**
- **SANA for Special Individuals**
- **SCI Girls – Yara Sifri & Rama Sifri**
- **Jubilee School Robotics Program**
- **Jordan Football Association**
- **Al-Balad Theater**
- **The Arab Education Forum**
- **The Arab Foundations Forum**
- **The Society of Majida Bin Abdul-Aziz for Development and Social Services**
- **Hayatuna**
- **Australian Volunteers International**

CORPORATE PARTNERS

aramex



بنك القاهرة عمّان
CairoAmmanBank

**THE
ABRAAJ
GROUP**