

# THE POWER OF MANY



ANNUAL REPORT 2011



## OUR MISSION

Ruwwad is a non-profit community empowerment organization that helps disadvantaged communities overcome marginalization through youth activism, civic engagement and education.

## OUR COMMITMENT

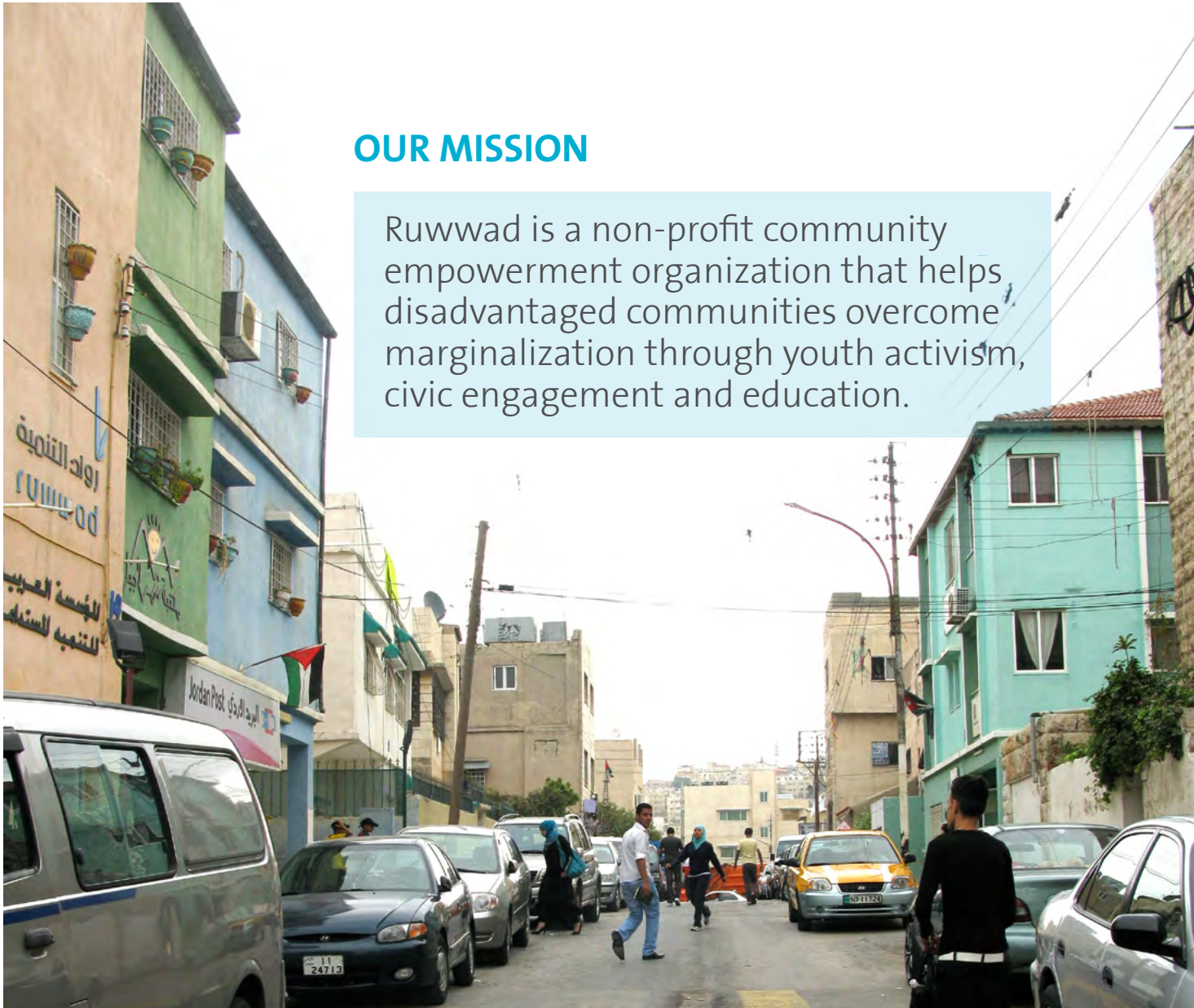
We at Ruwwad are passionately committed to

- Fulfilling our civic responsibility to help our society meet the challenges of development and progress.
- Empowering marginalized communities through youth activism, civic engagement and education.
- Fostering creative partnerships between the private sector, civil society organizations, government and the communities themselves.
- Pursuing solutions which lead to impact that is fundamental and life-changing.

## OUR CORE VALUES

Ruwwad embodies the vision of business and social entrepreneurs who have the experience, the reach, the leverage, the resources, the will and the heart to be serious players in their society's progress. We at Ruwwad believe firmly that

- A dignified life is an absolute right for all.
- Access to a good education is vital for achieving this right.
- Youth activism and civic engagement go hand in hand with a good education.
- For disadvantaged communities, these pursuits are a certain path out of marginalization.
- This progress is best achieved through partnerships between the community itself, the private sector, the public sector and civil society organizations.







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This has been yet another fruitful year for Ruwwad. Since its inception in 2005, Ruwwad has succeeded in creating a partnership model that brings together the private and public sectors with civil society, allowing our organization to provide communities with the necessary support and empowerment. Today, we have established ourselves as a platform for collective action; a forum where youth, citizens, entrepreneurs and companies come together to create and implement innovative solutions to the challenges our communities face on a daily basis.

Overcoming marginalization by means of education, youth activism, and civic engagement is at the core of Ruwwad's mission. Our corporate partners, namely Abraaj Capital, Cairo Amman Bank and Aramex, have not only supported Ruwwad financially, but also leveraged their internal expertise, know-how and networks to reach new horizons. This year, our partners have helped us lay the foundation and design selection criteria for the Mousab Khorma Youth Empowerment Fund. Moreover, through the Youth Enrichment Program, they have provided our youth with training on professional and communication skills that have become a growing requirement in the employment market.

We at Ruwwad are also strongly committed to fostering a sense of engagement and social activism in our communities. The 6 Minutes Reading Campaign, an initiative that aims at nurturing a culture of learning and reading for pleasure beyond the confinement of the traditional school curriculum, was launched at the hands of no more than nine organizers. Within a period of twelve months, the community-led campaign grew to over

5000 organizers including mothers, students and teachers, with over 6,620 public readings on the calendar. This year as well, a group of former Ruwwad students established the Ruwwad Alumni Club and created the very first alumni funded scholarship nomination for the organization.

As we continue our journey at Ruwwad, we are eager to explore new and sustainable ways to engage companies with communities and build on our cross-sector collaboration model. We are confident that our dedication, efforts and strong belief in a more engaged private sector will help further empower communities to overcome marginalization.

I would like to thank our partners, our investors, our volunteers and specifically our youth who have contributed in making Ruwwad the enabling and empowering platform that it is today. This would have not been possible without Samar Dudin and Ruwwad's outstanding team. I would like to thank them for their great passion, commendable dedication and inspiring work.

**FADI GHANDOUR,**  
Ruwwad Founder and Chairman



Every day I reflect, in conversations or through deep listening, on our work at Ruwwad. Oftentimes, I find myself straining for the words that can do justice to the invisible aspects of our quest.

I believe that everything we do is a reflection of our absolute faith in our people. We work in marginalized communities that pay the heaviest price for public policy failures in fundamental areas, among them education and social services. Every member of the community we work with is a partner and a teacher. The multi-layered methodologies we use, the strategies we deploy and the tactics we choose are all the products of a heart and mind in harmony.

In 2011, our efforts with children and mothers alike intensified. We created a safe space where free expression is nurtured, inquisitiveness is encouraged and diversity is celebrated. The youth partnered with us in running our child community and youth empowerment programs, the children now have a safe space to learn through play, away from dangerous streets and close to workers whose mission is to hone their abilities. The teachers in neighboring schools come to us with their queries and we go to them with our creative child and youth initiatives. A group of dedicated mothers also launched our 6 Minutes Joy of Reading campaign by forming reading circles with thousands of mothers who read to their children the magical stories that celebrate the powerful capacity of human imagination. We embraced a community-organizing path that enables strong networks of leaders who can act, reflect and learn to create on-the-ground impact. Our campaign focused on mobilizing our internal self-worth, self-knowledge and collective will to create the change we want to see in our lives.

Positions that are in alignment with gender equity and freedom of thought remain a challenge. But the community youth are becoming a central force in exploring and practicing gender equity, as they learn to understand how power dynamics work in subtle ways to perpetuate unequal opportunities and access to resources.

This past year, we also held the first Ruwwad Day. Business and social entrepreneurs, youth, parents, artists, community leaders, educators and children walked the neighborhoods and visited the homes of Jabal Al-Natheef and Mohammad Ameen Camp. Our youth told the story of six years of work to create a community and youth empowerment center that can deliver change in a context that needs authentic leaders, freethinkers and hopeful daily action.

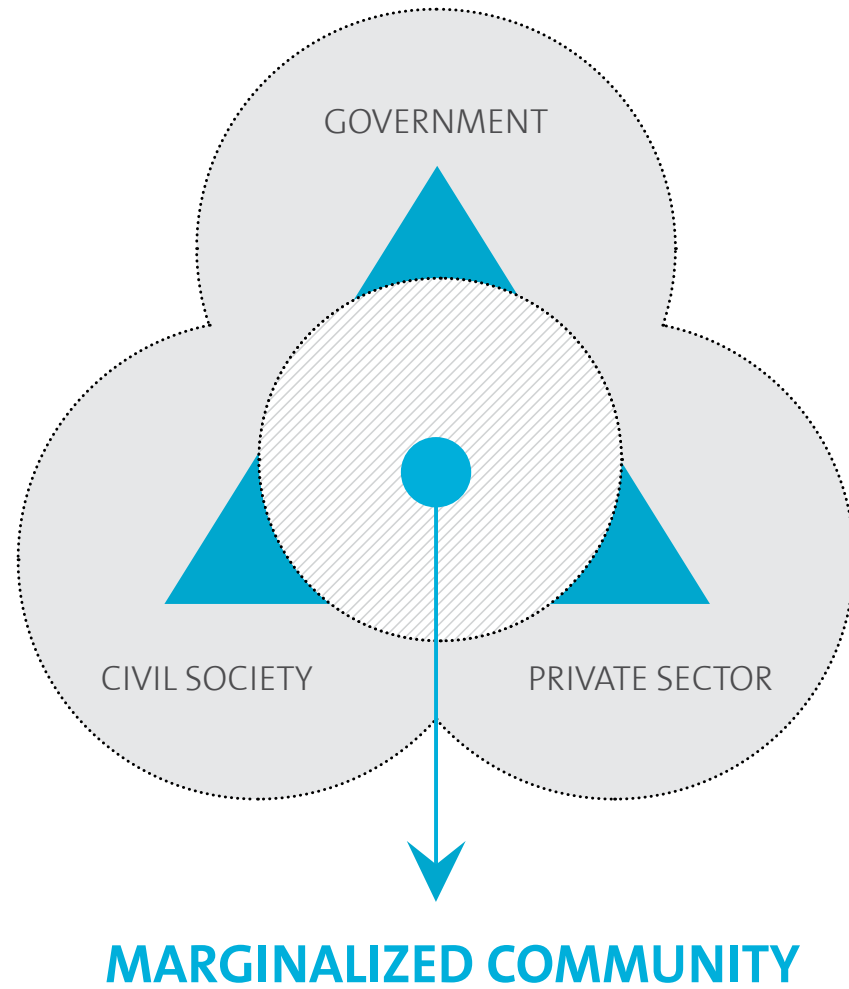
We are a citizen led effort. At Ruwwad's heart is the firm commitment of business and social entrepreneurs. Ours is a radical path where submission is never accepted and heartfelt action is always recognized and rewarded.

#### **SAMAR DUDIN**

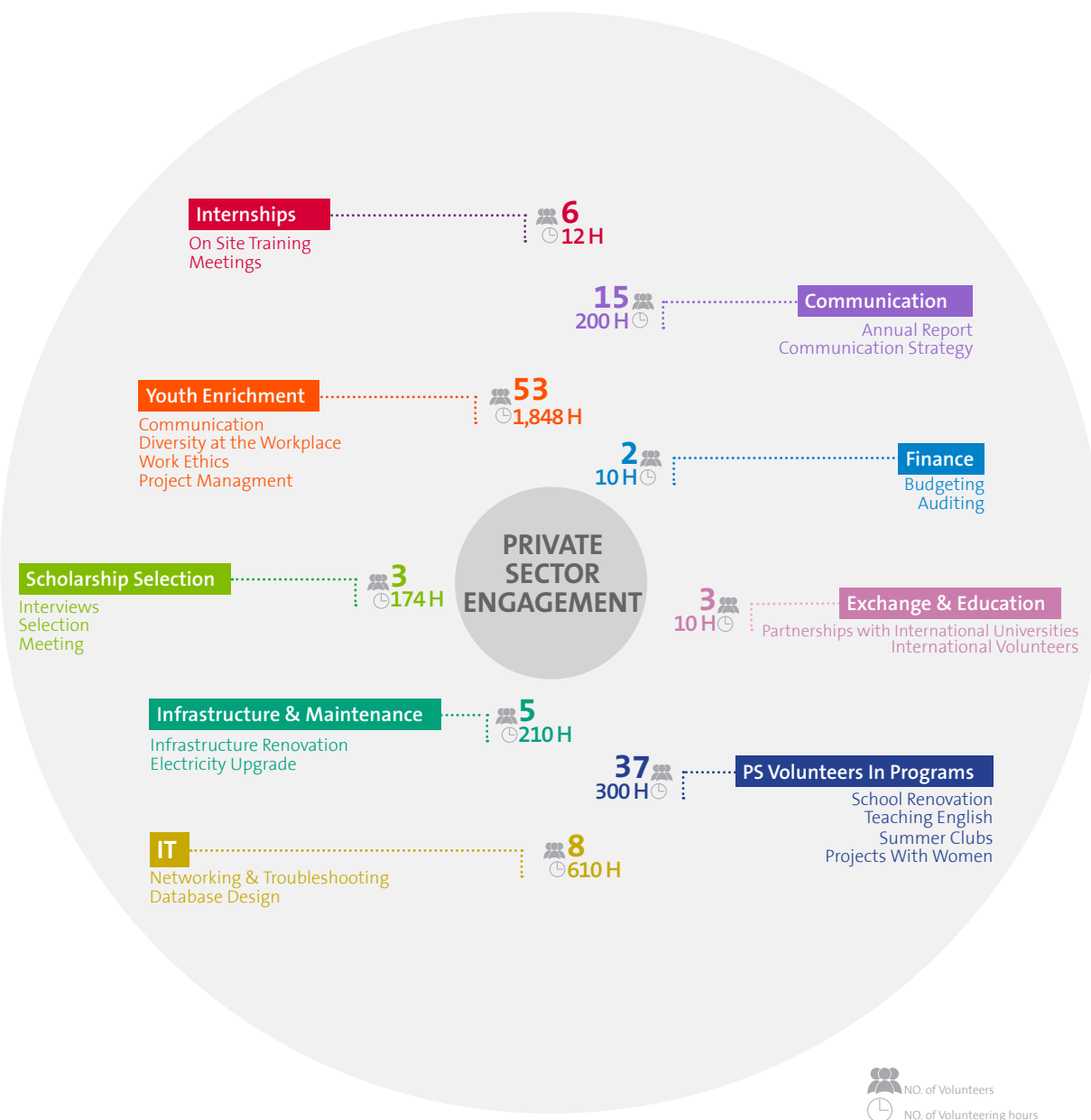
Ruwwad Regional Director and Head of Programs



## OUR PARTNERSHIP MODEL

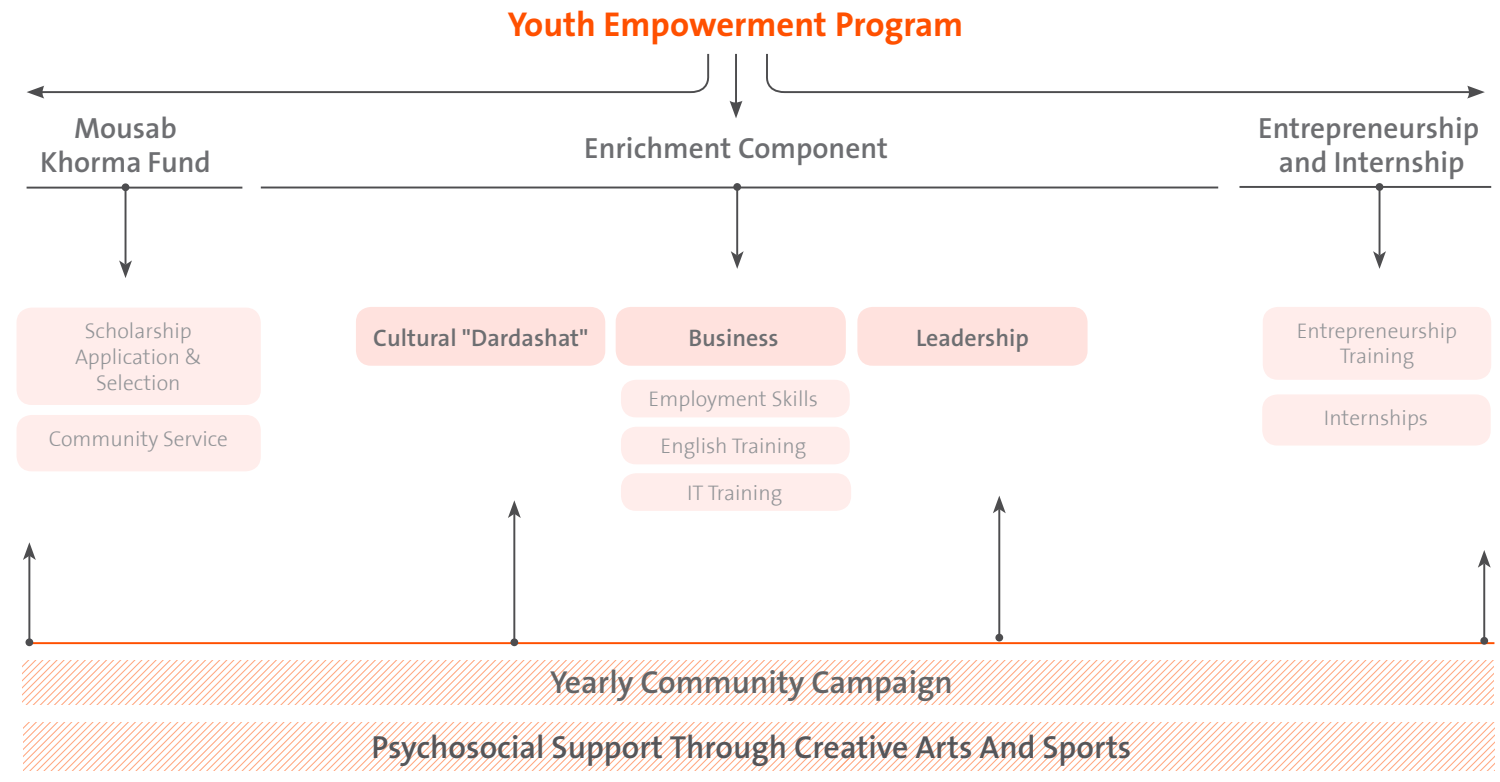


# PRIVATE SECTOR ENGAGEMENT



## YOUTH EMPOWERMENT

Since its inception, Ruwwad's model was structured around youth at the very core of the empowerment model. The Mousab Khorma Youth Education and Empowerment Fund aims to enable youth living in marginalized communities to acquire lifelong learning skills and to unleash their leadership potential to become active citizens dedicated to community service. The Mousab Khorma Youth Education and Empowerment Fund goes hand in hand with the Enrichment component and Entrepreneurship and Employment component; the three subsections of Youth Empowerment at Ruwwad. As we believe that our youth are an integral part of shaping and improving tomorrow's world, their empowerment through education and knowledge is manifested through these three programmatic components. Since 2005, Ruwwad has supported 656 youth to continue university-level and vocational education in return of community service.





## THE MOUSAB KHORMA YOUTH EDUCATION AND EMPOWERMENT FUND (MKYEF)

### Scholarship Application & Selection

The fund enables youth who live in marginalized communities to benefit from an educational scholarship fund that gives them access to higher education in exchange for community service. The youth, who live under challenging economic and social conditions, and who possess leadership abilities, enthusiasm for community service, as well as academic and/or vocational aptitudes are the beneficiaries of the fund

During 2011, a rigorous system was established and implemented to regulate the scholarship application process. Several criteria were created to select the scholars, but most importantly are the criteria related to a sense of initiative, feeling responsible towards serving one's community, positivity, a sense of leadership and a certain interest or passion in a specific field such as sports, arts, environment, sciences, innovation...etc. These criteria were developed by an independent external advisory committee and graduate youth scholars as well as program officers.

The main reasoning behind these criteria was to offer an alternative to the mainstream scholarship concept in the region, which relies heavily on academic merit; thus marginalizing all the other important aspects that shape the scholar. Also bearing in mind that academic achievement tends to be lower in marginalized areas, due to weaker educational institutions.

Ruwwad aims to equip its scholars with all the tools and skills they need, to gain an education and also to prepare for their careers. While many youth face challenges in finding jobs upon graduation, many of these reasons are shared nationally, while some are specific to Jabal Al-Natheef. Among shared reasons were the lack of skills that are needed in the job market, youth graduating with weak IT and English skills and most importantly the lack of employment opportunities. On another level, the Jordanian market has been demanding fewer graduates with Bachelor's degrees and more graduates with vocational training. A clear policy recommended nationally has been to encourage students to pursue vocational training and diplomas. For this reason the Ruwwad Micro-Venture Fund and Internship component was announced during the graduation of 2011 for youth to grasp the job market requirements and to gain a head-start in pursuing their career upon graduation.

### Community Service (The Leadership Edge)

Community service is a key leadership development strategy at Ruwwad. It has been intentionally planned into the system so that it is not a mere volunteering activity that youth do in their spare time, but rather a systematic approach to guarantee consistent community service. This approach stems from the belief that engaging with, partnering and

serving our community is a primary condition to overcome marginalization in our own environment.

Moreover, Ruwwad's aim in emphasizing community service is to increase participant's knowledge of their community and surroundings, to reach a better level of understanding and cultivate an initiative for volunteerism. Upon selection of MKYEF scholars, they attend an orientation session which explains the community service process; every scholar is required to spend at least four hours every week in serving their community through one of Ruwwad's three main programs; Youth Empowerment, Community Empowerment and Child Development. Every program officer demonstrates the different activities in their programs and offers suggestions to what certain skills and interests would be developed for volunteers, as well as the aims and results they hope will be accomplished in each program. Youth scholars then choose their program and their interest is matched with programs' needs.



### Ruwwad Alumni Club (KEY INITIATIVE)

The Ruwwad beneficiaries and graduates share a common bond of community service. What used to be a mutual benefit at the beginning; serve your community and in return receive a scholarship - became a habit by time. Many of our scholars volunteer for more than the needed 4 hours a week. They also try to remain engaged even after graduation, as many graduates have returned to work in Ruwwad.

The sense of community, togetherness and citizenship becomes a need that youth have to fulfill every day. As Ruwwad's graduates increase every year, it was clear that our current Youth Empowerment program as it was, lacked an initiative that engages graduates even after they are not benefiting from MKYEF anymore. Therefore the Alumni Club managed to bridge the gap of communication and has allowed both sides to remain up-to-date with the other. Moreover, it serves as a platform for exchange and growth between graduates.

Scholars launched Ruwwad's Alumni Club on October 30th, 2011 during the MKYEF graduation. Since then, the group has assembled a team of 13 alumni who are currently working on developing the club and enhancing its role in recruiting the remaining alumni to join and form a close-knitted community.



An average of  
**150 YOUTH**  
benefit from the scholarship every  
year. Every scholar volunteers  
**4 HOURS**  
a week, totaling up to  
**600 HOURS WEEKLY**  
52 weeks a year (as they take  
time off from volunteering during  
holidays, exam periods, and the  
Enrichment Program) totaling up to  
**31,200 HOURS**  
**PER YEAR.**

## THE ENRICHMENT COMPONENT

### Cultural “Dardashat”

Dardashat is a weekly dialogue forum, founded in 2006 by Samar Dudin, who was a committed volunteer at the time. “Dardashat” provides a safe space for youth to express themselves freely and to engage in interactive workshops to explore their values, relationships, citizenship and rights, as well as debating their future career and life path. The sessions focus on how knowledge is formed through different sources, enabling us to understand cultural diversity and differences in our own culture. “Dardashat” also hosts policymakers and entrepreneurs, allowing youth a chance to meet with them and discuss various topics, gain insight to special skills and advice that will help enhance their business skills.

This year, Dardashat had several highlights, among them was the launching of the Cinema Initiative, led by Champion Volunteer Nadine Toukan who screens a movie once a month and holds a discussion with youth around it. By using film as a medium to reflect on issues we face in our lives, it enables us to unleash hidden inhibitions, fears and doubts we possess. It offers a platform to openly share with others our opinions, feelings and experiences in a safe space.

Themes that were covered in Dardashat this year were Human Rights lectures offered by our partnership with the Ali Sharif Al-Zu'bi

Legal Aid Fund, operated by the Justice Center, in addition to communication skills, planning and team work. Furthermore, special sessions were conducted to explore youth’s personal values and visions. Those sessions were held to aid youth in unraveling their own authentic voice and encourage their imagination.

A core discussion in Dardashat has been gender equity and awareness. Ruwwad developed a capacity building process to educate a core group of youth and team members on gender equity so they can participate effectively in mainstreaming gender awareness across all programs in Ruwwad.

#### Among Movies Screened

Invictus - The Kite Runner - Palestine Blues - Wall.E - The Visitor - 12 Angry Lebanese - The Soloist - Gaza Parkour Documentary - Alert! A Comment Ahead of You - Talk Shahrzad - Thirst.

“Through Dardashat, not only was I able to explore my own history and culture, but also cultures of different nations. Most importantly, I learned how to respect others’ views.”

**BARA'A ABU KHADRA**  
MKYEF Scholar





## Business

The Business component enriches youth with skills necessary for the job market and is designed and implemented with Ruwwad's corporate partners Abraaj Capital, Cairo Amman Bank and Aramex. This year, a group of senior managers and professionals from Aramex facilitated the Winter Course with 70 MKYEF youth, discussing customer service, communication skills, work ethics and protocol. The Summer Course was facilitated by two volunteers from Abraaj Capital, who trained our youth on project management and diversity at the work place. These training courses aim to enhance and develop youth's skills by directly interacting with business professionals who can also offer valuable advice to them.

Moreover, the business component offers year-round free English and Information Technology courses to the youth.

## Leadership

This component allows youth to identify and develop their leadership potential and to get involved in initiatives that they themselves plan and manage. The youth play a vital role in developing these initiatives and planning the future as they address prospective needs based on their past experiences. This year, the youth leadership initiative addressed gender equity through the "Youth Engage in Gender Mainstreaming Project", a partnership with the Gender and Social Fund at the Canadian International Development Agency (CIDA). The initiative had two main goals

- To build capacity and to raise awareness among our scholars and employees on gender equity principles and practices
- To mainstream gender practices and policies across all programs in Ruwwad, creating a culture that supports gender-friendly practices.



## Leadership Activities

The "Youth Engage in Gender Mainstreaming" project took place over a period of 12 months, and started with a gender analysis and assessment of Ruwwad's operations and programs in collaboration with Gender Expert Mr. Yousef Saade. The project allowed us to better understand gender dynamics and relations in operations at Ruwwad, as well as in our own culture. The four areas of gender issues: economics, politics, education and health were assessed. The analysis also included means of overcoming invisible stereotypes and labels related to gender that impact our daily lives.

The second step was to form a core support group of our youth and employees. The group received training on gender equity to strengthen the capacity of youth and employees to manage gender initiatives that address gender gaps and inequalities. It was clear that there was a misconception of the idea of "Gender". The modules [Communications Workshops / Mainstreaming Workshops / Photography Workshops] generated a lot of debate, confused feelings and provocative questions and comments relating to gender, its reality and its manifestation in our culture. All this feedback was extremely enriching for the discussion that happened among the group, and for the design and implementation of the other modules that followed in the project.

## Communications Workshops

This module was conducted by film producer Nadine Touqan. She used a group of short movie clips that were either part of movies or Arabic or international commercials. The purpose was to help youth identify key gender issues that were portrayed in the clips. The discussions revolved mainly around the use of gender to promote certain ideas or products. What are clear messages and what are subtle ones? After every clip youth debated, some held their positions and some changed theirs.

## Mainstreaming Gender Equity

In order to mainstream gender practices and policies in Ruwwad's programs, the gender specialist Yousef Saade worked with Ruwwad's head of programs and the main three program teams; Youth Empowerment, Community Empowerment and Child Development. Our team is now trained on using a gender mainstreaming tool throughout the different phases of any project; beginning with needs' assessment, to identifying human resources and ending with evaluation and measuring impact.

## Photography Workshops

The core support group of youth attended intensive photography sessions with photographer Jan Kassey. Youth learned how to take professional photos and use photography as a tool to convey gender issues that we face in our lives. They brainstormed about situations where gender plays an important role, to create a concept for their photography projects. The youth created photos in a participatory approach, calling on other youth to participate, and volunteering to pose for the photos.

**"I learned what kind of social pressures both women and men go through due to gender expectations. However I believe that us youth have the ability to create a better environment for both men and women."**

**ALI ABU SBEIH**  
MKYEF Scholar



## ENTREPRENEURSHIP AND INTERNSHIPS

The entrepreneurship component aims to introduce entrepreneurship to the scholars, to encourage them to create and develop their own business opportunities and ideas. The Entrepreneurship component introduced youth to real-life success stories through sessions given by the entrepreneurs which focused on the importance of job creation for Jordan and the region.

Kamel Al Asmar and Ala' Sallal were among the entrepreneurs who visited Ruwwad throughout 2011. Also, a workshop on entrepreneurship was given by Ghada Alkurd to a group of the MKYEF scholars.

The internships component aims to support MKYEF students with practical experience in the job market in preparation to join the workforce and to adapt to the professional environment. Internships are offered by private sector companies, mainly Aramex, which offer our youth an enriching experience through the introduction to a workplace, the gain and insight to skills and knowledge and the potential of employment upon graduation.





The highlighted success for the Youth Empowerment Program for this year was the creation of a rigorous system and criteria for the selection of the Mousab Khorma Youth Education Fund. This system guarantees continuous evaluation of the scholars' performance after selection and throughout their engagement with Ruwwad. The system's evaluation of scholars is based on community service, university GPAs and their dedication and engagement in the Enrichment Component.

## PROGRAM IN NUMBERS

### Youth Empowerment Program

2011

#### MKYEF Numbers

New accepted students in 2011	59
All MKYEF scholars during the year	156
All MKYEF scholarssince inception (2006)	695
Total number of community service hours by individual MYKEF student/ week	660
Total number of community service hours for the year for all students	34,320
Average number of youth attending weekly Dardashat	60
Students received IT Literacy courses	49   28 M   12 F
Students passed ICDL exam	12   4 M   8 F
Weekly repeat visitors to IT public lab	200
Students enrolled in weekly English language classes	40   8 M   32 F
Student enrolled in Rosetta Stone Lab for self-learning English	41   16 M   25 F
Students passed TOEFL exam	3
Youth who took part in enrichment courses on business	84   30 M   54 F

## MKYEF Graduation

On the 19th of November, Ruwwad celebrated the graduation of 51 scholars of the 6th class of the Mousab Khorma Youth Education Fund (MKYEF). The joyous celebration included the class speech, presented by graduates Abdullah Al-Barghouthi and Sabrine Obeid. They expressed how their experience with Ruwwad has changed their views on volunteerism and community service; "At the beginning it was an exchange process, I give community service hours and receive a scholarship in return. But then volunteerism and serving my community became my passion. The boys that I used to

reprimand for playing football in the street became my team. I could not wait to put volunteering hours in helping them improve their sport skills. It was a true paradigm shift" said Abdullah Al-Barghouthi.

The ceremony also included the speeches of Mrs. Samar Dudin, Ruwwad's Regional Director & Head of Programs and Mr. Fadi Ghandour, Founder and Board Chairman. Mr. Ghandour shared key statistics about the economy and unemployment rates, and announced the launch of Ruwwad's Micro Venture Fund as

part of the Entrepreneurship & Internships Component under the Youth Empowerment Program. The RMVF is a platform that aims to support youth's business ideas and innovations by providing them financial and non-financial tools and expertise to aid in developing their entrepreneur ideas oriented towards addressing local needs.

The graduates and Ruwwad's team exchanged personal experiences, values learned and lessons taught in their Ruwwad experiences through two short videos that can be viewed [here](#) and [here](#).





## Graduates' Speech by Abdullah Al Barghouthi

In 2006 when I got my general secondary education certificate I was very happy with the success I achieved, and I celebrated my success and people came to congratulate me. Dreams started racing in my head. However, all my dreams vanished when I learned that I would not be able to apply for a university degree because, while my dreams were high in value, the tuition fees were high in cost. As a result, I decided to study at a community college. And so my academic journey began.

After I completed one semester, I was told about an organization called Ruwwad that offers scholarships, and this is how my story with Ruwwad began. In the beginning, my relationship with Ruwwad was based on mutual benefit. Ruwwad offered me a scholarship and I did my required volunteering hours in return. However, my sense of volunteering evolved and I started volunteering more hours than what was expected from me. Jabal al-Natheef suddenly had a different taste. I can suddenly look at people with a different perspective. Those kids who I used to reprimand when they threw their football on my house's window, became an opportunity. Their soccer matches became a chance for me to train them and get to know them closely. I could hear their dreams and see their faces in a different light! Mohammad and Zakki are no longer the annoying kids in the neighborhood, they are stories and hope of a better future. I graduated from community college with a diploma and even got the opportunity to get a Bachelor's degree at a university. I Learned, taught, trained, got trained, discussed, disagreed and agreed and made lots of decisions.

This is not my story alone, it is the story of Mohammad, Firas, Sabrine, Alaa, Bilal, Khaleel and many others. This is the story of us all despite the differences in the details. We are youth who walk towards life with hope, taking more steps towards our future. We might have entered Ruwwad as receivers of generosity, only to graduate as providers of more generosity. In Ruwwad you learn that when you give, you get more. The more generous you are, the more rewards you reap. You learn that earth is you, so you flourish for earth to flourish; that the nation is you, so you transcend for the nation to rise.

Today while celebrating our graduation and facing our future we say thank you to Ruwwad. Thank you for your team that works silently not waiting for any praise. Thank you for those who put their hearts in their work only for their hearts to beat within us. We say thank you and embark together on a future that is waiting for us to color it, a future that will come hurrying to us as we seek it. We shall take off, and Ruwwad shall rain on earth generations and generations of benevolence for our nation to prosper.

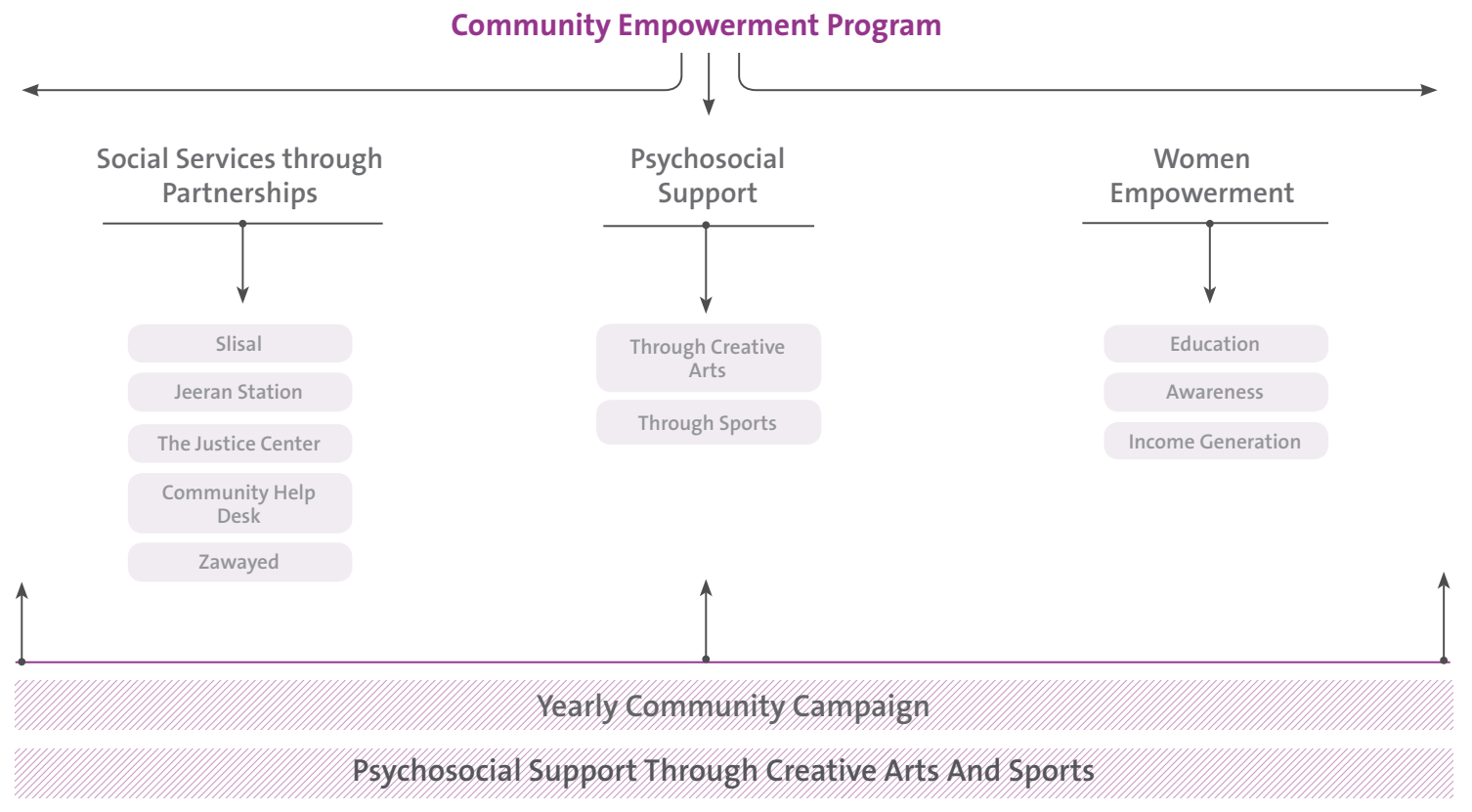
**ABDULLAH AL BARGOUTH**

MKYEF Graduate, Bachelor's in Nursing



## COMMUNITY EMPOWERMENT

The Community Empowerment Program aims to work with marginalized groups by increasing their awareness and access to important services and rights that allow them to actively engage in society and increase their productivity. This program relies on three main mechanisms that are inter-related, and facilitate individuals in marginalized community groups' to be proactive and self-reliant. The components allow individuals to be empowered by better understanding their communities and the means to transform them. These mechanisms are social services through partnership, psychosocial support and women empowerment.



## SOCIAL SERVICES THROUGH PARTNERSHIPS

### Silsal

Silsal is a space for youth with mental disabilities in which they gather on a weekly basis to create artistic pieces and ceramics. The partnership was developed with Silsal through founder Rula Atallah. This year, the number of youth who joined Silsal initiative increased to 14. Having two MKYEF volunteers majoring in Special Education allowed us to enrich our activities in Silsal. The youth at Silsal received tutoring in basic Arabic, mathematics and life skills. Our youth learned to dress themselves, differentiate between colors, and read and write basic Arabic. In addition, Silsal introduced new activities such as story-telling and watching movies that the students can relate to.

Jabal Al-Natheef not only lacks centers or institutions that cater for challenged children and youth, but it also lacks centers that support the parents of persons with special needs. Therefore, and coming from our belief to support the parents and acknowledge their struggle to support their children, we started a mothers' support group. Mr. Osama Fattaleh, a Champion Volunteer and co-founder of SANA for challenged Individuals, introduced us to Ms. Mona Halawa who partnered with Ruwwad to create support groups for parents of youth with disabilities. Through these support groups mothers meet periodically to discuss the challenges they face with their children and appropriate practices and means to overcome them.

Creating a partnership with Sana has allowed the assistance of mothers in creating a more integral role in the development of their children's skills and mental abilities.

### Jeeran Station / Community Help Desk

Jeeran Station is a walk-in station that provides donations for families in Jabal Al-Natheef who suffer from severe economic marginalization. Families that are living through extreme economic conditions benefit from the station by taking clothes, toys and other non-monetary donations that people from the community and outside contribute. It is the only component at Ruwwad that is based on service delivery; the delivery strategy facilitates the creation of new initiatives based on the constituency's needs.

Throughout the past five years, we have identified 165 families who keep returning to Jeeran station for direct aid. A research was launched to profile the families most in need and to identify the common trends behind their marginalization. Research findings indicated that disability, illness, deceased parent and early marriages are common to all the families in need. For this specific project, Aramex donated a special grant to Ruwwad for the creation of a coherent database that includes profiles and information on all the 165 families in question. Key research questions and the organization of the database content were conducted by volunteer lead researcher Dr Mohammad al Masri and his team of young researchers with our winter intern Fares Ghandour. The profiles detail the financial, social and health situation of every family which enables Ruwwad to develop an empowerment plan per family to tackle employment, health and education.

#### *Key Initiative*

Ruwwad partnered with Under My Olive Tree (Ali Dahmash) and YARA (Amir Shehadeh) to help support non-Jordanian students studying in public schools in Jabal Al-Natheef and neighboring areas. The initiative was able to cover the tuitions of 233 students (102 females and 133 males) in 5 public schools.



### Ali Sharif Al-Zu'bi Legal Aid Fund (operated by the Justice Center)

Our partnership with The Justice Center since 2005, manifested in the Ali Sharif Al-Zu'bi Legal Aid Fund, is one that we are surely proud of. The fund believes strongly that the right to litigation should be accessible to all and not just to those who can afford it. During 2011 alone, the Fund provided 494 legal consultations and 343 court representations free of charge for the local community.

The fund also provided awareness lectures to youth, women and the community around legal rights. Topics covered were laws of marriage, divorce and child custody in collaboration with the Islamic Center and Sisterhood Is Global Institute (SIGI).

Among the fund's highlights was the topic of sexual harassment. A session conducted by Dr. Israa Al-Tawalbeh, a medical examiner specialized in legally checking victims of sexual abuse, was held during Dardashat with a group of MKYEF female youth. A similar session was held with MKYEF male youth with volunteer lecturer Dr. Hani Jahshan. These sessions were vital to the community as they became familiarized with concepts related to personal law (pertaining to their rights) and how this knowledge is key in the practice of adulthood.

### Zawayed

Zawayed started out as an independent recycling initiative by volunteer artist and Aramex employee Mohammed Al-Hajji. It aims at using Zaywaed, Arabic for 'extras', from our environment to create creative artistic pieces instead of wasting them. The initial project aimed at working with youth and adolescents in Jabal Al-Natheef's neighboring schools. The end products made of recycled materials were marketed in bazaars and community outlets to increase awareness around the importance of collective action to clean our urban environment.

Today Zawayed works on a weekly basis with 20 MKYEF youth who conduct their community service hours through recycling.

It also became an income generating resource for 16 women. Moreover, youth volunteering at Zawayed also started giving recycling awareness sessions at neighboring schools.

### English Lab in Al-Shifa bint Awf School (KEY INITIATIVE)

In 2011, a Jordanian philanthropist Mrs. Lama'a Al-Madi Al-Kuhaimi supported Ruwwad with a special grant to establish a Rosetta Stone Lab for teaching English in the biggest female school in Jabal Al-Natheef; Al-Shifa bint Awf Secondary School which homes more than 800 girls.

The lab was named Abdulaziz Al-Kuhaimi in memory of Mrs. Lama'a's son who passed away. The lab is not only used by Al-Shifa school students but also receives students from neighboring schools on a weekly basis.



### School Maintenance & Support (KEY INITIATIVE)

One of Ruwwad's commitments is to form sustainable partnerships with neighboring schools to help develop and maintain their learning environment.

Between 2010 and 2011, 6 employees from Aramex formed "Team Erada" led by Senior Manager in Aramex Mr. Hussam Baraqouni, and adopted The UNRWA School for Boys in Jabal Al-Natheef. The team was able to fundraise to renovate and maintain the school.

The cash donations equaled 6,000 JOD and the equipment and material donations were estimated at 4,000 JOD. The team was able to fundraise from National Paints (Al-Sabbagh Group) and Steps Company LTD, (which provides sanitary equipment). Aramex International along with individual Aramex employees and clients donated cash and computers to the school's computer lab. Mr. Hussam Baraqouni also donated stationary.

Another team lead by Farej Baseel worked with Jabal Al-Natheef Primary School to upgrade their health facilities. They were able to establish necessary repairs to schools' infrastructure through regular meetings over the span of one whole year.





### Purdue University Recycling Workshop (KEY INITIATIVE)

A group of three students and a professor from Purdue University arrived in Amman on May 13th 2011 through a partnership with Ruwwad and Aramex, to hold a recycling workshop with women. The workshop aimed at teaching women how to create recycled paper from available resources, and was conducted in the homes of women participants.

Purdue's EPICS program (Engineering Projects in Community Service) developed five lessons and activities, related to water waste, for elementary school students in Ruwwad. In addition to water waste, EPICS was also concerned with actual material wastes, in particular paper/packaging, metal, glass and plastics. The Purdue team collected data on these material wastes in addition to discussing methods of teaching composting methods to women in Jabal Al-Natheef.

EPICS also studied to what degree families practice environmental safe practices. The Purdue team discovered that the Jabal Al-Natheef community actively recycles, leading to little waste in the area.





## PSYCHOSOCIAL SUPPORT

Psychosocial support is a process that engages youth and adolescents in expressing themselves in a safe space where emotions and feelings are respected. During weekly sessions, 45 adolescents are targeted where they are encouraged to reconstruct moments of difficulty through artistic and physical expression, enabling them to analyze their responsibility and how they can better cope with those moments.

Reem Abukishk -a Creative Arts therapist- worked with Ruwwad's Regional Director Samar Dudin -who is also a drama and creative arts specialist-, since 2009 to create a core support group of youth who are fully trained on conducting psychosocial support using different mediums. Building a core support group from youth through psychosocial support became a key approach at Ruwwad when starting any new project. The process creates a safe space for sharing and expression through the medium of creative arts including movement, drama, fine arts, and voice. By understanding how different individuals can express themselves better through different mediums, the Ruwwad team has catered to different approaches and interests to ensure the diversity of options. This diversity creates different levels of empowerment, as they are able to reconstruct scripts of failed moments, abuse or disappointment and recreate these moments from a place of strength and enablement.





## Psychosocial Support through Creative Arts

This component was facilitated by 12 MKYEF volunteers working with 42 adolescents in neighboring schools over the year in order to encourage volunteers and adolescents to be more creative, we offered some workshops on innovation, imagination and Neuro-Linguistic Programming (NLP).

## Psychosocial Support through Sports

During 2010, Ruwwad collaborated with the Gender and Social Fund operated by the Canadian International Development Agency (CIDA) to promote sports for adolescents and use it as a medium for psychosocial support. The project, facilitated by 10 trained MKYEF volunteers, targeted 95 adolescents in neighboring schools once a week.

One of the challenges we faced was the lack of understanding of sports' importance for mind and body. A questionnaire and a number of focus groups showed that most female adolescents said that exercising contributes to a 'feminine' and an attractive body. Male adolescents, similarly, saw exercising as a way to build a muscular strong body. The program addressed this issue by stressing the importance of sports for healthy minds and bodies, regardless of the end result of the physical shape. Perhaps one of the key challenges was convincing the parents of female adolescents to allow their daughters to play sports and exercise, in an attempt to construct a new paradigm regarding the health benefits in sports.

“I used to think that sports are only for women who are overweight or men. But after this program, I started playing sports on a daily basis ignoring my siblings' comments saying that I will grow muscles and look like men.”

IMAN

Among the key achievements for this project are the following

- Psychosocial support through sports became a key component in the community empowerment program.
- The girls gained confidence, strength and fitness from playing sports.
- Both adolescent girls and boys increased their commitment and participation.
- Girls challenged cultural taboos that discouraged them from playing sports that focus on self-defense.
- A core support group of MKYEF youth became dedicated to sports and enabled to conduct sessions with adolescents using sports as a medium for psychosocial support.
- Ruwwad created a psychosocial support guide through sports based on our experience, which can be used to train future trainers.



## WOMEN EMPOWERMENT

### Education & Awareness

Ruwwad conducted weekly courses in Arabic literacy, IT, English, arts & crafts and financial literacy are held. The mothers are passionate about developing their skills and are always asking for new courses. A vital element in this component is the exchange of knowledge and skills, as many women participants.

Literacy, IT & English: 28 women attended IT literacy and ICDL classes in collaboration with the Knowledge Station at the neighboring Jordan River Foundation. As for English classes, there are 32 women benefiting from two classes. We are proud that applicants for the courses have doubled since last quarter. As for literacy classes, two MKYEF volunteers are teaching a class of 12 women who are determined to become literate.

Also, a group of women volunteers from Aramex gave awareness sessions to 20 women in the community. These sessions focused on female health, disease prevention and proper nutrition. The Ali Sharif Al-Zu'bi fund as well holds legal awareness sessions that discuss laws pertaining to marriage, divorce and

### Income Generation

#### *Sunu Edeiha (Key Initiative)*

This project was initially launched with 12 women from Jabal Al-Natheef who worked with artist Alia Algreedi to create accessories from affordable recycled materials. The initiative lasted for a year and was concluded with an exhibition at the Jordan Museum to which Ruwwad's friends and partners were invited and the accessories sold. The initiative was supported by a grant from the Spanish Embassy.

■ All my life my mother told me I was good for nothing. Then my husband also told me I was worth nothing. Since I participated in the Home Economics workshop, everyone I know started seeing how I'm developing my skills and proving that I am capable of so much. ■

**A WOMAN PARTICIPANT**



## PROGRAM IN NUMBERS

### Community Empowerment Program

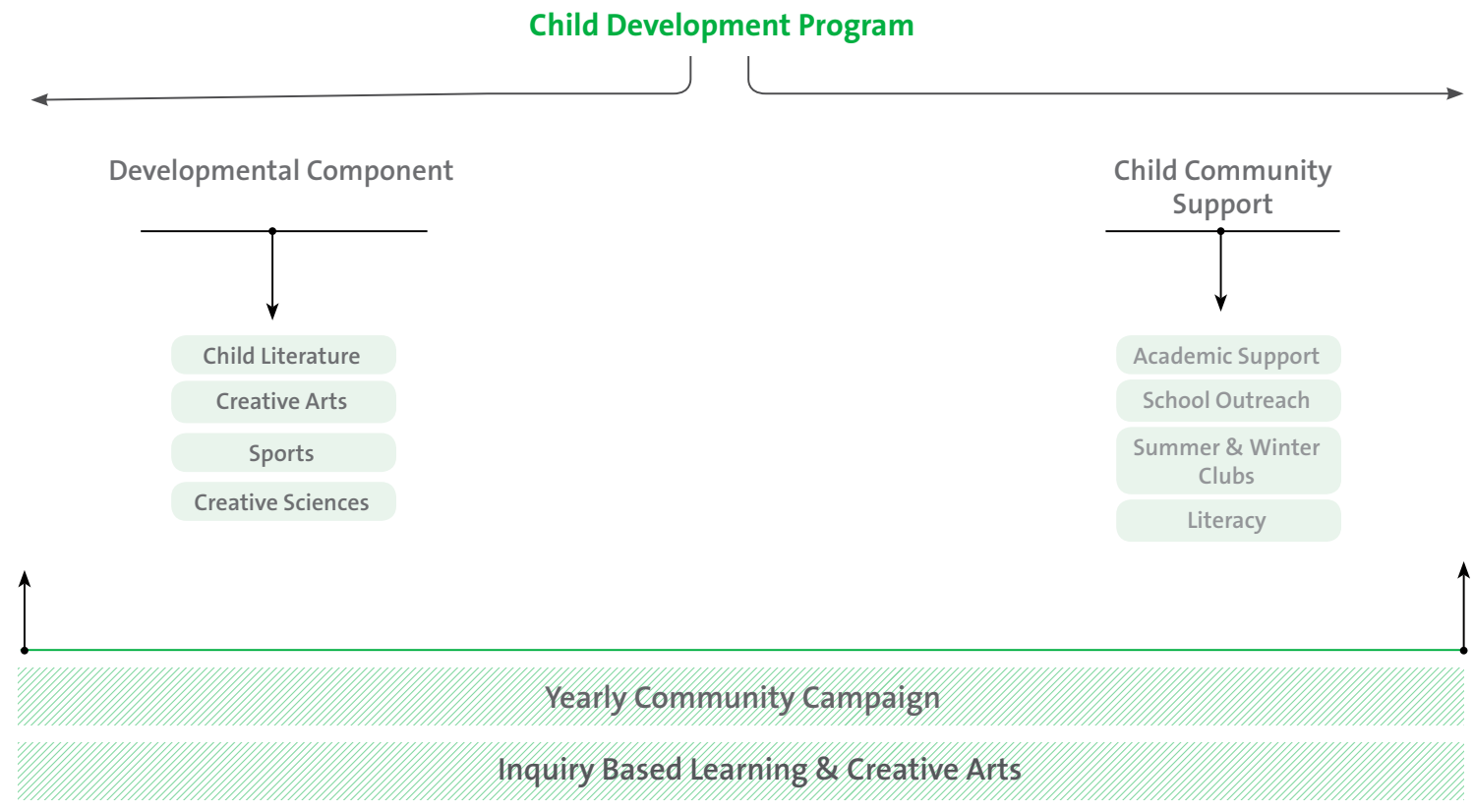
2011

MKYEF volunteers in Community Empowerment Program	60
Students whose tuition fees were covered by Ruwwad	235   102 F   133 M
Families benefitted from in kind donations (non-monetary)	165
Students with special needs participation in Silsal workshops	14
Free legal consultations	494
Free court representations	343
Community members employed through help desk	20   12 F   8 M
Beneficiaries of psycho-social support	426
Youth in Zawayed recycling initiative	20
Women in Zawayed recycling initiative	16
Women beneficiaries from English courses	18
Women beneficiaries from computer courses	25
Women beneficiaries from Arabic literacy courses	12
Women beneficiaries from accessories making initiative	60



## CHILD DEVELOPMENT

The third program at Ruwwad focuses on Child Development, where children have access to activities that can nurture their life-long learning. Ruwwad aims to provide a safe space for children in marginalized communities where they can feel free to grow, inquire and unleash their creativity.



## Developmental Component

### Child Literature

The Child Literature activities are held mostly at Shams Al-Jabal child library, a fully integrated community library that receives children, adolescents and mothers on a daily basis. We are very proud that we were able to significantly increase the number of repeat children who visit our library and the number of books they borrowed. From 100 children in 2010, and 840 books borrowed, we were able to recruit 250 children this year who borrowed 2561 books. Our children come to the library to engage in a safe space to learn through questioning and to develop their mental and emotional health. Perhaps one of the key factors to our success in further activating the library is our partnership with the Anna Lindh Foundation through the Arab Child Literature Project.

*The Arab Child Literature Project (2010 – 2011):* Ruwwad was one of the host organizations for the Arab Child Literature project. The project aimed at enriching 8 child libraries in Amman and across Jordan to provide a safe space for children, allowing them to develop their skills and to interact with the story, one of the key mediums for child development and learning. Our main partners were Jordan's Library and Information Association led by Dr. Omar Jaradat, Library Technical Experts; Muna Aboud, Nawal Traboulsi and Evanuela Sa'ad, and a group of Jordanian Child Literature

Experts; Margo Malatijlian, Rabea Al-Nasser, Taghrid Al-Najjar and Flora Majdalawi. This year-long project allowed us to create strong relationships with the participating public child libraries across Jordan, which will provide us with a base for future partnerships, and allow us to further collaborate on the national level to enrich Child Literature in Jordan.

One of the key achievements of this project was the 6 Minutes Campaign for Joy of Reading. To learn more about it, refer to page (34)

### Creative Arts

Children who visit the Shams Al-Jabal library daily after school consider 'Shababeek' Hall, a safe space for self-expression through arts, colors, origami and other types of handicrafts. The Jordanian public education system does not focus on using arts, music or drama as mediums for learning. What this component aims to achieve, is to fill these gaps by providing opportunities of learning and self-expression through the art medium.





## Sports

The sports component is extremely popular among children, adolescents and MKYEF youth who facilitate the activities. Over 200 children benefit from a weekly sports program that is developmentally appropriate and fun for children. We host a variety of sports ranging from marathon, Karate, Taekwondo, table tennis, kickboxing, soccer and Telematch group games. The sports component is a great outlet for children and instills in them team spirit and a sense of challenge and achievement. This year, Ruwwad received a shield from the Dead Sea Marathon to honor our exceptional MKYEF volunteers who showed commitment and high organizing skills.

However, a key challenge in this program is the lack of space. Neighboring schools provide their playgrounds after school hours, and we focus on martial arts that can be played indoors during winter, and on soccer and other sports to be played at the schools' playgrounds during the summer.

“Winning the golden medal for the 250 Kilometers marathon with Aramex was a wonderful experience. It was my first time running with international athletes. I felt that I am capable of achieving anything.”

**ZAKI ATEYYA**  
Marathon Runner - 14 years old

## Creative Sciences

A key challenge that Ruwwad started properly addressing this year is the weakness in sciences most of our children suffer from. Public schools in Jabal Al-Natheef and neighboring areas teach science in a very theoretical way, and rarely incorporate practical scientific experiments due to the weak educational system and limited budgets set for schools.

In 2011, we partnered with Jordanian Scientist and Inventor, Dr. Musa Hammudeh, who facilitated science workshops for 34 children. He trained a group of MKYEF volunteers on working with children to nurture a critical thinking environment through problem solving, learning through fun, exploration, trial and error and creating self-directed projects. Mr. Hammudeh reported that there seems to be an alarming weakness among children in our community when it comes to basics of science. This weakness is even more apparent among females than males.

### Sci Girls (Key Initiative)

Yara Sifri is a 17 year old Jordanian – American student who started an initiative to help girls of Jabal Al-Natheef to learn science in an innovative way. With her network of philanthropists and community activists as well as her mother Rama Sifri, she was able to

fundraise for 44 talented adolescent girls to receive an extensive two-week summer course in Jubilee School on sciences, innovation and thinking skills. The initiative ended with the girls creating a robot that can perform several functions after having learned key physics laws and their applications.

Ruwwad created a sustainability plan to ensure that a robotics club is established for young boys and girls who have a passion for science, and it all started with Yara.

[For more information click here.](#)





## CHILD COMMUNITY SUPPORT

### Academic Support

The Academic support program is one that was created based on parents' requests. There is a strong need in the community for free academic tutoring during after school hours, especially in sciences, mathematics and English. In 2011, MKYEF scholars started working on a weekly basis with 150 students from neighboring areas to improve their academic skills. A key challenge is the increasing number of interested students and lack of available spaces that allow for a comprehensive learning environment.

### School Outreach

MKYEF scholars volunteer on a weekly basis in neighboring schools. They conduct projects focused on arts, storytelling and sports. This component was further developed this year to become part of the 6 Minutes Reading Campaign. We focused on Ateka Bint Zaid Primary School that includes 350 children, by creating leadership teams including mothers, teachers and children to read 6 minutes per day for pleasure. Through this strategy, mothers, teachers and children were able to complete 2,900 reading sessions for pleasure. (To learn more, refer to the 6 Minutes Campaign on page (34)).

"The Academic Support taught me the concept of study groups and time management. I like that I have a safe space to talk and discuss back and not just sit and listen like in my school."

**YAZID AL-ZA'ATRA**  
18 years old







## Summer & Winter Clubs

Ruwwad's summer club was launched in 2010 to support the parents in giving their children meaningful recreational activities during their holidays. The 2011 summer school took off on July 2nd and lasted for 18 days. It offered 255 children the opportunity to participate in different recreational and educational activities, including sports, creative arts, science workshops, theater and field trips.

## Literacy

According to our statistics from 15 neighboring schools in Jabal Al-Natheef, out of 3792 children, there are 327 (9%) students who are completely illiterate, 926 (24%) who have critical reading difficulties and 524 (14%) who can read. This critical component was addressed in our 6 Minutes campaign, (To learn more, refer to the 6 Minutes Campaign on page (34).



## PROGRAM IN NUMBERS

### Child Development Program

2011

MKYEF volunteers in Child Development Program	60
Children repeat-visiting library and workshops	250
Books borrowed from Child Library	2,561
Students benefiting from academic support	150
Children enrolled in sports component	200
Children participated in various activities in 6 schools	1200
Children participated in Summer School	255
Children participated in science activities	45
Mothers participated in sessions on better parenting	50



## Ruwwad Day - A Journey

Ruwwad Day was held on Saturday May 14th 2011 to celebrate Ruwwad's journey in Jabal Al-Natheef with the community. Ruwwad Day also aimed to connect the private sector with members of the local community and to introduce Ruwwad's empowerment model to be replicated as a sustainable development in Jordan and the Arab World.

The day started by inviting a group of Jordanian business and social entrepreneurs and community activists to join Ruwwad's team by going up the stairs of the "Mohammed Amin Refugee Camp". The story of Ruwwad, its founding, development and where it is today was illustrated throughout different stations, sketches and dialogue with a group of Ruwwad's youth. The camp stairs led the group to Ruwwad's community center, where they joined two panel sessions discussing the meaning of empowerment and marginalization.

The second half of the day consisted of a celebration that included the whole community in the playground of Ateka bint Zaid neighboring elementary school. The celebration included interactive activities with around 500 children, youth and community members. It was a day filled with overwhelming joy and a sense of achievement. We are thankful for our organizing partner Art Medium, who helped us in marking this special day and contributed to its success.



## Community Organizing (6 Minutes Campaign)

How can a people led campaign create a community of readers in Jabal Al Natheef; a marginalized area in East Amman that suffers from school dropout, didactic schooling and weak school family ties? The 6 minutes campaign was a community led campaign that organized the efforts of mothers, teachers, librarians and youth in Jabal Natheef to reach out to 5,000 adult community members to commit to reading six minutes a day for their children.

Ruwwad embedded the community organizing methodology in a literacy campaign through a grant from the Anna Lindh Foundation Child Literature Program. Together, Ruwwad and the Jabal Natheef community identified literacy as a leading problem, specifically in schools where there is a 17 per cent school drop out rate. Samar Dudin the organizer of the campaign reached out to Nisreen Haj Ahmad an expert in community organizing to train the coaches and leadership teams. Ruwwad recruited a team of coaches from within its team members Kefah Adnan, Noura Awwad, Taghreed Naji and Enas Obeidallah as well as specialist organizers Mais iriqsusi, Eman Nimri and Rawan Zein who all joined forces to support the campaigns leadership teams.

Ruwwad's role for the campaign was to facilitate the campaign's birth through

trainings, embedding coaches from their staff to support the leadership teams, and providing in-kind and financial resources, such as meeting space and phone cards for the community. The approach in which the community addressed the issue of literacy was through community organizing by creating leadership teams from the constituency who have a shared story, operate with a clear strategy and vision and commit to working in teams to achieve the objective of the campaign. In the context of Jordan, the social support structure of the communities is reliant on their tribes or families, if not, then they are reliant on public services, and if neither is effective enough, the community is reliant for support from charity NGOs. These various forms of dependency makes these

“I left school in grade 9 due to family related issues. I used to sleep with my book bag under my pillow praying to God to help me go back to school. Here I am today, a mother of 3 children. I joined the campaign and became a reader to support my children's learning process. I enjoy my meetings with other mothers to read literature, poetry and novels”

**UM SALAH**  
founding member of the Mother's Team





communities reliant on the 'service system' that is based on a central authority, thus taking away the opportunity for the community to harness the potential power of the citizens to create and execute their own plans.

On November 5, 2010, the 6 Minute Jabal Al-Natheef campaign was born in an interactive workshop led by Samar Dudin and Nisreen Haj Ahmad with mothers, teachers, librarians and education experts. A theory on inquiry-based learning and literacy was discussed, highlighting that children's biggest inhibitor to learning was fear, which hinders their learning abilities and communication skills. Following the meeting, the question the community raised was whether the campaign should challenge illiteracy in the community or whether it should focus on the importance of practicing literacy for leisure. While debating the subject, the team suggested that the issue of illiteracy could be tackled through a technical-intervention, while addressing the issue of practicing reading for pleasure is a challenge that needs community collective intervention. The theory of change focused on the importance of mothers and family members playing the reader "role" and engaging with the children in joyful readings daily. The name 6 minutes was chosen to ensure focus on making time a key element in nurturing the habit of reading





for pleasure inside the family at school and in neighborhood gatherings.

Four leadership teams were created and each team launched its own campaign over a 12 months daily journey. The librarians focused on creative arts and storytelling and theatre, the youth chose daily walks accompanied by readings from contemporary Arabic literature, the teachers focused on nurturing joy of reading inside the classrooms by opening their doors to mothers grandparents and family members at Ateka neighboring school and the mothers expanded their six minutes reading over coffee to reach out to 1735 women who committed to conducting women readings circles and who pledged and committed to reading daily to their children.

On February 9th 2012, the theater at the Al Hussein Cultural Center was packed with over 500 people. The community brought together all their resources to illustrate the campaign's success. Guest speaker Dr. Hala Hammad, who was the mothers inspirational education expert, shared how she had witnessed the community embrace the culture and habit of reading for pleasure which is the source of inquiry and lifelong learning. The campaign was a true celebration – one that was built on honesty and teamwork. The peak was described as a 'family celebration'.





The Six Minutes campaign reached its measurable outcomes. The community had recruited, engaged and enabled 160 community members to become committed organizers, taking leadership for change. They created 23 teams and reached out to 26 volunteers, who were able to get 5,042 pledges to commit to reading six minutes a day for pleasure.

■ Who can stop the reading and thinking process between the mothers participating in 6 Minutes campaign? Who can? No one! ... The mothers are now free like butterflies or birds with wings that know how to fly and they love it! The more they read, the more they satisfy their hunger for knowledge, learning and empowerment ■

#### DR. HALA HAMMAD

Education and Early Childhood Expert and a Champion Volunteer in the campaign.

## Monitoring and Evaluation

By 2010 Ruwwad has established its programs to ensure community needs are addressed and to leverage the assets that enable the shift towards an empowerment model across all programs.

Ruwwad started the year 2011 with an intensive Monitoring & Evaluation workshop facilitated by M&E Specialist Ebba Augustin. Ruwwad's team worked with Ebba to create a rigorous monitoring plan and a work plan for every program. These indicators would also set ground for measuring Ruwwad's impact after several years, and to what degree it is working towards achieving its mission. Work is underway to ensure proper evaluation tools are created to assess the quantitative and qualitative impact of Ruwwad's programmatic model.

## Communications

In a world of ever increasing interconnectedness and communication, we have continually strived to better communicate Ruwwad's operations, projects and vision. Ruwwad's communications took a leap in 2011; starting with the reconstruction and modernization of our website to allow it to better reflect our programs and message. A partnership was developed with designer Randa Jabaji, who volunteered her time to create a look and feel for the website that

represented Ruwwad and created a distinctive visual identity. Randa worked with Ruwwad's graphic designer Rami Awadallah, who was a MKYEF scholarship beneficiary and was recruited as a full time employee.

Furthermore, Ruwwad activated its presence on social media. In one year, our Facebook followers have increased from approximately 500 to 12000. Ruwwad also activated its Twitter account, and in one year, our followers grew from approximately 1000 to 3000 followers. The establishment of Ruwwad's presence on social media could be largely attributed to the integration of a core group of MKYEF volunteers who became active on various social media platforms including Facebook and Twitter. Ruwwad also organized tweetups for certain key events to generate a parallel online discussion.

Another key achievement is the creation of a short film about Ruwwad by producers Nadine Toukan and Bassel Ghandour. The film tells the story of Ruwwad, its founding seeds, development and where it is today. It can be viewed on our YouTube channel by visiting this [link](#).

## Regional Dimensions

As announced during Ruwwad Day's celebrations, Ruwwad operations aim to expand on the regional front. Expanding operation models to Egypt, partnering with Etijah, a leading Youth Development NGO in Egypt, and a core group of Izzbeit Khariallah youth who participated in our research late 2010 and have maintained communication and interest ever since.

Abraaj Capital and Aramex Egypt are the main collaborating partners and contributors to the seed fund that will initiate all programs and initiatives at Izzbeit Khairallah including the Scholarship Fund.

Ruwwad also expanded to Palestine, Fadi Ghandour and Reem Khouri took the initiative with Aramex on starting a scholarship fund for young Palestinians from Budrus and its neighboring villages near Ramallah. Aramex and Ruwwad conducted a workshop and community meetings to address community service initiatives that are highly needed as a step towards establishing a system for a civic engagement youth initiative in exchange for scholarships in 2012.



## The Arab Foundation for Sustainable Development - Ruwwad

### Summarized Balanced Sheet

As at 31 December 2011

	2011 JD	2010 JD
Assets		
Non-current Assets	221,411	246,626
Current Assets	94,929	62,193
<b>Net Assets</b>	<b>316,340</b>	<b>308,819</b>
<b>OWNERS &amp; LIABILITIES EQUITY</b>		
<b>OWNERS EQUITY</b>		
Paid-in Capital	50,000	50,000
Compulsory Reserved	35,571	35,571
Accumulative Surplus	202,428	196,179
<b>Total Owners Equity</b>	<b>287,999</b>	<b>281,750</b>
<b>LIABILITIES</b>		
Other Accounts Payable	28,341	27,069
<b>Total Liabilities</b>	<b>28,341</b>	<b>27,069</b>
<b>Total Liabilities &amp; Owners Equity</b>	<b>316,340</b>	<b>308,819</b>

### Summarized Income Statement

As at 31 December 2011

	Year to 31-Dec-11 JOD	Year to 31-Dec-10 JOD
<b>INCOME</b>	869,407	565,112
<b>EXPENSES</b>		
Mussab Khorma Fund Expenses	(305,390)	(268,180)
Community Program Expenses	(90,036)	(64,285)
Child Program Expenses	(101,060)	(76,638)
Anna Lindh Project Expenses	(83,453)	(20,250)
Global Change Maker Expense	(6,437)	(11,901)
GSF Expenses	(16,247)	(9,720)
Women Empowerment Expense	(5,008)	(1,311)
Kindergarden Expenses	0	(8,000)
Sci Girls Project Expenses	(13,437)	0
Liberate The Voice Expenses	(3,467)	0
Child Literature Expenses	(4,740)	0
English Lab Expenses (Rosetta)	(27,058)	0
Youth Engage in Gender	(13,598)	0
Administration Expenses	(193,227)	(199,140)
Loss for selling assets	0	(605)
Bad Debt Accounts	0	(39,572)
<b>Total Expenses</b>	<b>(863,158)</b>	<b>(699,602)</b>
<b>Total Surplus (Deficit)</b>	<b>6,249</b>	<b>(134,490)</b>
<b>Vocational Training Expenses</b>	<b>0</b>	<b>0</b>
<b>Net Surplus (Deficit)</b>	<b>6,249</b>	<b>(134,490)</b>

## Summarized Income

As at 31 December 2011

	2011
	JOD
<b>CONTRIBUTIONS</b>	
Fadi Ghandour	98,755
Aref Naqvi	141,600
Aramex	135,182
Khaled Al Masry	100,000
Majdi Al Yasin	21,000
Cairo Amman Bank	100,000
Scholarship Refund	1,400
Other Donations	61,682
<b>Total Contributions</b>	<b>659,619</b>
<b>PROJECTS INCOME</b>	
Anna Lindh	84,979
Female Strength	13,892
Liberate The Voice	45,576
English Lab / Rosetta	28,313
Youth Engage in Gender	13,750
Sci Girls	13,350
Child Literature	9,928
<b>Total Projects Income</b>	<b>209,788</b>
<b>Total Income</b>	<b>869,407</b>

## Summarized Cash Flow Statement

As at 31 December 2011

	2010	2011
	JOD	JOD
Net Cash flow from operating activities	(68,041)	29,387
Add : Net cash flow from investing activities	(49,937)	(7,843)
Add : net cash flow from financing activities	19,500	(1,800)
Surplus (Deficit) in cash	(98,478)	19,744
Add : cash at the beginning of the year	149,937	51,459
<b>Cash at the end of the year</b>	<b>51,459</b>	<b>71,203</b>

## Ruwwad Board Members

FADI GHANDOUR - CHAIRMAN  
KHALID AL MASRI - DEPUTY CHAIRMAN  
FREDERIC SICRE  
MAJDI YASEEN  
REEM KHOURI  
RAJI HATTAR

## Supporting Corporations

ARAMEX  
CAIRO AMMAN BANK  
ABRAAJ CAPITAL

## PARTNERSHIPS AND CHAMPION VOLUNTEERS

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

### PROGRAM RESOURCE PERSONS

DR. HALA HAMMAD  
Early Childhood Development and Parenting  
Education Expert

NISREEN HAJ AHMAD  
Community Organizing Expert

DR. MUSA HAMMUDEH  
Science Education Expert

MAIS IRQSUSI  
Community Organizing Specialist

REEM ABUKISHK  
Creative Arts Therapy Expert

NADINE TOUKAN  
Cultural Activist and Film Producer

REEM KHOURI  
Entrepreneurship and Youth Employment

### MOUSAB KHORMA YOUTH EDUCATION FUND ADVISORY COMMITTEE

DR. SALMAN SHOBAKI  
HALA GOSHEH  
IYAD KAMAL  
NISREEN HAJ AHMAD

### PRO BONO TECHNICAL SUPPORT

SAED KARAJAH  
Law Firm

RANDA JABAJI  
Graphic Design

ARAMRAM  
Media Support

16:9  
Film Production

The Royal Film Commission

ARAMEX  
IT Team, Communications and Marketing  
teams, Finance and Auditing team,  
Sustainability team , Operations team

ARAMEX PALESTINE, ARAMEX EGYPT

### COMMUNICATIONS AND STRATEGY ADVISOR

AMAL GHANDOUR

### MONITORING AND EVALUATION CONSULTANTS

EBBA AUGUSTIN  
RANIA SWEITI

### SOCIAL ENTREPRENEURS

Nakhweh	Under My Olive Tree
KAMEL AL ASMAR	ALI DAHMASH
Ta3leeleh	Zawayed
RAWAN ZEINE	MOHAMMED AL-HAJJI
Y.A.R.A	Al Jabal Click
AMIR SHIHADDEH	RAWAN DA'AS
Erada Team - ARAMEX	
HUSAM BARQOUNI	



## PARTNERSHIPS

Silsal Arts Workshop for Challenged Youth  
RULA ATALLAH

The Justice Center for Legal Aid  
ALI SHARIF AL-ZUBI LEGAL AID FUND

Abdulaziz Al-Kuhaimi Foundation  
MRS. LAMAA AL-MADI

Purdue University  
THE GLOBAL DESIGN TEAM

Sana for Special Individuals

Center for Strategic Studies  
DR MOHAMMAD MASRI

Sci Girls  
YARA SIFRI & RAMA SIFRI

Jubilee School Robotics Program

Jordan Football Association

The Children Museum

Fertile Crescent Films

BASEL GHANDOUR  
Goethe Institute

Jordanian Library Association

The Arab Foundations Forum

The Society of Majid Bin Abdulaziz for  
Development and Social Services

The Jordan Museum

Al Balad Theater

## KEY COMMUNITY PARTNERS

### IN JABAL AL-NATHEEF

17 neighboring schools including  
Al-Shifa Secondary School  
Ateka Primary School  
UNRWA School for Girls  
UNRWA School for Boys  
Omar Al-Barghouthi School for Boys  
Salahddin Secondary School for Boys.  
Natheef Orphans' Center  
Al-Natheef Charitable Organization

### IN BEIDA (LITTLE PETRA)

Ammarin Cooperative Association  
Ammarin Camp  
Beida School for Girls

### IN IZZBEIT KHAIRALLAH / CAIRO, EGYPT

Etijah For Youth Development  
Khatawat School and Crafts center

### IN BUDRUS / RAMALLAH, PALESTINE

Budrus City Council

### GOVERNMENTAL PARTNERSHIPS

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

### SPECIAL INITIATIVES, PROJECTS AND PARTNERSHIPS

The Canadian International Development  
Agency  
THE GENDER AND SOCIAL FUND

The Annah Lindh Foundation  
ARAB CHILD LITERATURE PROJECT

The Spanish Embassy  
WOMEN EMPOWERMENT

Shams Jordanie  
SUPPORT MOTHERS PEAK IN 6 MINUTES  
CAMPAIGN

Art Medium  
RUWWAD DAY

The British Council  
GLOBAL CHANGE MAKERS

## SUPPORTING CORPORATIONS

**aramex**



بنك القاهرة عمّان  
CairoAmmanBank

**THE  
ABRAAJ  
GROUP**