

“Empowering”

...Fostering a dynamic Jordanian Society through the empowerment of communities and individuals...

Sustainability Management Report 2007

Executive Summary



The Jordan River Foundation (JRF), established in 1995 and Chaired by Her Majesty Queen Rania Al Abdullah, is a non-profit Jordanian non-governmental organization (NGO).

OUR VISION

Our vision is to empower society, especially women and children, and in turn, improve the quality of life to secure a better future for all Jordanians.

OUR MISSION

The Jordan River Foundation's mission is to promote, in partnership with stakeholders, the development of a dynamic Jordanian society by initiating and supporting sustainable social, economic and cultural programs that empower communities and individuals based on their needs and priorities.

JRF has two main areas of concentration:

- Protecting the rights and needs of children through the Jordan River Children Program
- Empowering individuals and communities through the Community Empowerment Program



I am proud to report that 2007 marked another important year of progress for Jordan River Foundation in our efforts to empower individuals – especially children and women – and communities. Major achievements included reaching 7 new sub-districts and empowering over 180 community-based organizations around the Kingdom of Jordan through capacity building, grants and income generating projects. As a result, over 4500 direct beneficiaries and more than 150,000 indirect beneficiaries have been reached. Most recently, under the Child Safety program, a family support line was established to serve families

with parenting skills and advice that will reach families and children all over the Kingdom within the three coming years in the form of a 24-hour hotline. Through prevention and intervention services, the CSP served over 4000 families and children. Also, JRF systemized its efforts with youth and have reached over 400 youth members through capacity building and volunteering activities. This progress has also set the stage for what we consider the next step in our evolution, and an important strategic shift. Beginning in 2008, our core strategy will emphasize a growing advocacy role – working together with a wide range of Jordanian stakeholders to determine how the services and results achieved by JRF can be scaled up to empower all communities and individuals in Jordan who may be in need of them.

As a further indication of our desire to increase accountability and transparency, this report is based on the Global Reporting Initiative's G3 Guidelines, Level A. We are proud to be the first NGO in the Arab world to issue a GRI-checked sustainability report. We are committed to issuing a Sustainability Report on an annual basis, which will serve as our annual report to all key stakeholders.



REPORT APPLICATION LEVELS

		2002 In Accordance	C	C+	B	B+	A	A+
Mandatory	Self Declared							
	Third Party Checked							
Optional	GRI Checked							

JRF Sustainability Performance Summary				
Sustainability Issues	Our Priority Indicators	2005	Performance 2006	2007
OUR APPROACH TO SUSTAINABILITY				
Engaging Stakeholders and Accountability	Adoption of AA1000 Engagement Standard (1-5 high)	N/A	N/A	Future indicator *****
	Engaged communities with stakeholder councils	100%	100%	100%
	Number of key stakeholder groups providing limited assurance of our sustainability reporting	0	0	11
Governance	% of independent Trustees	92.3%	92.3%	92%
	% of female Trustees	38.5%	38.5%	31%
Transparency	GRI Application Level Achieved ****	N/A	N/A	A
OUR IMPACTS: EMPOWERING SOCIETY				
Empowering Children	Intervention: # of children treated	61	47	56
	Intervention: % children reintegrated into families	88.5%	94.5%	91%
	Prevention: # of awareness and training course participants ***	500	1969	1235
	Prevention: # of child safety committees	0	3	4
Empowering Women	# of women managing handicraft projects	75	75	100
	# of women employed by handicraft projects	44	44	45
	# of contracted women workers at handicraft projects	698	747	588
	# of women income earners at other CEP projects	123	230	352
	% of women on boards of established cooperatives on a yearly basis	15%	8%	100%
	Women participants in CSP trainings and awareness sessions ***	5400	2873	3388
Empowering Communities	Women participants in CBDS and CEP trainings and awareness sessions	470	195	429
	# of sub-districts engaged with CEP	16	21	39
	# of established CBOs or councils (on a yearly basis)	8	3	1
	# of CBOs receiving support or trainings (on a yearly basis)	8	33	110
Empowering Youth	% of CEP projects with CBO members engaged in project design and implementation	100%	100%	100%
	# of youth committees	0	0	8
	# of youths engaged in CEP and CBDS training and project implementation	0	0	113
Volunteers	# of youths engaged in CSP training and project implementation (on a yearly basis)	66	477	376
	# of dedicated volunteers	45	129	172
	# of casual volunteers	51	29	78
	# of youth volunteers	34	77	40
Awareness Raising	# of awareness sessions about preventing child abuse	131	33	39
	Regional outreach - trainings and number of countries	1	2	3
	National level of awareness of child abuse & prevention & intervention strategies (based on JRF activities such as awareness sessions and trainings, not including public campaigns)	less than 1%	less than 2%	less than 3%
	# of municipalities partnering with new local CBOs formed by JRF (some has transitioned)	0	3	0
	# of municipalities achieving key empowerment factors	0	0	8
LEADERSHIP FROM WITHIN				
Empowering our People	# People employed	148	148	171
	Training (average JD/full-time employee)	35	86	117
	Equity - % female staff (out of total staff)	66%	68%	70%
	Equity - % female senior managers (of total managers)	50%	66%	75%
	% employees receiving regular performance reviews	85%	86%	88%
Accountability to Donors	Income - Government of Jordan **	1059621	1427553	1574877
	Income - Development agencies	39629	63903	183128
	Income - Corporate donors	309550	236617	442350
	Income - Individual donors	87983	427843	1564050
	% of competitive bids won versus total funds generated	70.8%	60.99%	29%
	% of development goals achieved as per contracts	99%	100%	100%
	% of donations allocated to administration	14.2%	18.2%	13%
Environmental Stewardship (including CEP projects)	Greenhouse gas emissions (Kg)	1320668	2067161	1053140
	Water consumption (M3)	54675	87087	53926
	Paper consumption	1316	1802	2212
	% Responsible procurement ****	New Indicator		
	% of environmental orientated CEP projects (some has transitioned)	72.7%	85.7%	85.2%

** The only funding received by JRF from Jordan Government is funding to pay the rent of the Dar al Aman Centre. All other funding is secured competitively, and/or secured from international agencies and organisations, or private donations.

*** Training added in last 2 years thus generating greater impact

**** For the report of the year in question (e.g. the 2007 report level will be determined in early 2008, but marked as 2007 performance)

***** A ranking system will be determined in 2008 and our performance assessed as our benchmark at that time

JRF SUSTAINABILITY FOCUS AREAS

JRF Sustainability Issues and Perspectives	
Sustainability Issues	Our Perspective
OUR APPROACH TO SUSTAINABILITY	
Engaging Stakeholders and Accountability	Our core philosophy is that development must be centered around stakeholder needs and stakeholders must be self-empowered. We emphasize two-way engagement and stakeholder-driven decision making
Governance	Good governance is essential to effective performance. We will be a model of progressive NGO governance in the region
Transparency	Transparency and accountability for results strengthens performance. We will continuously push the regional boundaries of NGO performance reporting.
OUR IMPACTS: EMPOWERING SOCIETY	
Empowering Children	Every child has the right to a full childhood, free from abuse and neglect, rich with experience and love
Empowering Women	The full, productive, and equal participation of women in a society is an essential foundation of a healthy society
Empowering Communities	Healthy communities are the foundation of healthy societies. They are also essential to healthy, productive and loving households. Communities empowered to make decisions on those issues most critical to them are most likely to be thriving communities
Empowering Youth	72% of Jordan's population is youth. Their voices, ideas, and participation in decision-making is important not only in the future, but today.
Volunteering	We are made stronger, as are the individuals and communities we serve, through the unselfish efforts of our volunteer network
Awareness Raising	Awareness is a key step towards changed behaviour. It is an essential tool in preventing major social ills such as child abuse, as well as in demonstrating the opportunities for societies when women are given full and productive roles
Achieving Scale	To truly achieve lasting change, our successes must be scaled up to cover the vast majority of communities in Jordan
LEADERSHIP FROM WITHIN	
Empowering our People	Our people are at the core of our success. To achieve our aims we need people with skills and the right attitude and passion to deal with the difficult and important issues we are tackling.
Accountability to Donors	Our strategy is to develop diverse financial sources to secure our longterm financial stability Our aim is to make the most of our financial means and provide the greatest accountability to our donors and beneficiaries
Environmental Stewardship: JRF Direct Impacts (offices)	Our social development efforts must not come at the expense of the environment. We will lead by example.
Environmental Stewardship: Major environmental impacts of programs	Often it is the most underprivileged who suffer most from environmental degradation. We will continue to work with stakeholders to protect their environment and integrate environment management as a strength of our shared programs

Our Approach to Sustainability

ENGAGING STAKEHOLDERS

JRF initiates and supports, in partnership with stakeholders, sustainable social, economic and cultural programs that empower communities and individuals based on their needs and priorities. It is therefore absolutely fundamental and essential that we put in place systematic and effective processes for two-way engagement with our key stakeholder groups to learn from them about their immediate priorities and concerns, and to co-develop all projects and initiatives to respond to these priorities through community mobilization techniques.

More details about all our programs can be found in the full version of JRF's sustainability management report.

GOVERNANCE AND TRANSPARENCY

To support the key programming divisions, namely the Child Safety Program (CSP) and the Community Empowerment Program (CEP), JRF has several other departments providing necessary services including the Human Resources Department, the Resource Development Department, the International Relations Department, and the Finance Department. More details about these departments can be found in the full version of JRF's Sustainability Report. Good governance is essential to effective performance. We aim to be a model of progressive NGO governance in the region.



JRF is governed by a 13-member Board of Trustees in addition to the Director General who is the only management representative on the Board. 31% are women, including the Chairperson Her Majesty Queen Rania Al Abdullah of Jordan. The Board is responsible for the selection and regular performance review of the Director General and ensuring that the achievement of development results is a key criterion in the performance evaluation of the senior executive team. Looking forward, the Board will be responsible for integrating an increasing number of sustainability indicators into the performance reviews of senior management. On the other hand, transparency and accountability for results strengthens performance. We will continuously push the regional boundaries of NGO performance reporting.

Our Approach to Management

- **Focusing on Development Results**

Building on these strong governance foundations and high societal expectations, JRF adopts a results-based management approach in its operations making every effort to organize, manage and measure our performance based on the specific desired development results. As per the structure of our organization, we essentially manage each of our two core programs as separate initiatives while maintaining optimal collaboration and coordination.

- **Managing Economic Impacts**

Economically, we first and foremost aim to achieve a financially secure organization with diversified sources of revenue, and avoid a deficit in any calendar year. We use standard accounting principles and our financial statements are audited annually by an independent third party.

- **Managing Social Impacts**

Managing social impacts encompasses relations with our employees, human rights, product and program responsibility, and societal impacts. In terms of our labor practices and human rights, we adopt fair employment practices, and aim to ensure a safe, healthy and positive work environment. Moreover, we are proud of the “responsible” or more sustainability--

oriented nature of our products and follow all government regulations. In terms of customer privacy, if a donor requests to remain anonymous, we respect this desire. In terms of managing overall societal impacts, we comply with all relevant laws, systemically engage communities, stakeholders and systematically manage and measure our results as they relate to individuals and communities.

- **Managing Environmental Impacts**

We have always considered that care and nurturing of the natural environment is an essential element of successful community development and empowerment. This can be demonstrated through many of our CEP projects, such as organic farming initiatives and compost recycling. Though we have not previously taken a systematic approach to managing the environmental impact of our own offices and operations, we have committed to adopting good environment practices emphasizing minimization of materials, energy, and water consumption, while achieving waste reduction. More details about our commitments can be found in the full report.

Empowering Children

The Jordan River Children Program

Our Response

Jordan is the first country in the Arab region to address the previously taboo topic of child abuse by launching an independent child protection system in the year 1997. This system was the first to allow intervention in the case of child abuse. In 1997, a Royal Initiative launched the Jordan River Children Program (JRCP) as a result of Her Majesty Queen Rania Al Abdullah's relentless efforts to place the welfare of children at the forefront of national policy agendas. The Child Safety Program (CSP) is the first national endeavor under the umbrella of the JRCP. The Program's objectives include enhancing positive child-rearing practices to protect children, and identifying, confronting and eliminating different kinds of abuse through two major approaches: Intervention, through Dar Al Aman (DAA) Therapeutic Center, and Prevention primarily through the Queen Rania Family and Child Center (QRFCC) and the Family Support Unit (FSU); a helpline launched within the CSP in December 2007 to empower the child and family in order to promote and protect the well-being of children in Jordan. The CSP is recognized, nationally, regionally and internationally as an Arab model for child rights and protection.

The Challenge: Despite our success, the CSP, through its intervention services, is only serving a small percentage of reported cases of abused children in Jordan. This is also the case with CSPs prevention efforts, although targeting a larger population; the need for considerable efforts that are coordinated on a mass scale through JRF and its partners still prevails.

Empowering Women and Communities

The Community Empowerment Program

Our Response

The Community Empowerment Program (CEP) exemplifies the Jordan River Foundation's commitment to sustainable human development. Through its various projects, the CEP aims to empower communities, inclusive of the more vulnerable, to participate in creating their own economic opportunities and improving the quality of their lives through the creative reorganization of natural, human and economic resources. To achieve this, the CEP works closely with peers in the civic sector, partners in the Jordanian government, supporters in the private sector and diverse donors in facilitating capacity building, grants management, infrastructure development, and income generation programs that empower local communities.

CEP programs fall into five categories:

- Community Handicraft Projects
- Donor and Government Solicited Programs
- Model Pilot Programs
- Engaging Communities in Public Decision-Making
- Community Profiling, Assessment and Awareness Raising

The Challenge: Despite supporting communities across all 12 Governorates, there are still numerous communities that could benefit from the CEP including communities that need immediate support to achieve comprehensive socioeconomic development for long-term sustainability.

Empowering Youth

The Youth Initiative Unit

Our Response

The Youth Initiative Unit (YIU) was established in April of 2007 after JRF recognized the strategic importance of activating youth's role as key players in the social and economic development of their communities. The YIU aims to integrate youth in JRF's main programs by mobilizing, empowering and activating meaningful economic and social participation opportunities for youth to contribute positively to the quality of their lives and their community

Strengthening our Impacts - Volunteering

Our Response – Volunteers

We benefit significantly from volunteers who are an essential part of our operations. There are two general categories of volunteers – those who are dedicated on a long term basis to our operations (especially fund-raising), and short term volunteers who work on an assignment and project basis.

Strengthening our Impacts: Capacity Building and Awareness Raising

Our Response – Capacity Building, Business Development Services (CBBDS)

The Capacity Building and Business Development Services unit (CBBDS) aims to build the capacity of communities by providing local community-based organizations, institutions, municipalities, entrepreneurs and individuals with managerial and technical training services, consultancies, referrals and other services as related to community needs.



It has several areas of expertise in training including:

- Community mobilization; a method used to ensure effective participation of community members in the overall project design and implementation phases.
- Improving local community efficiency in project management and sustainability; an activity that encourages the importance of local community contributions, either in-kind or financial, while cultivating their abilities to implement and manage projects successfully.
- Business development services; trainings targeting entrepreneurs to build their capacity with necessary management skills to start or improve their business.
- Institutional Capacity Building for NGOs, CBOs and Municipality Planning Committees; trainings directed towards NGOs, CBOs and Municipalities to enhance their abilities to successfully manage projects with sustainable approach.

Our Response – QRFCC Training Unit

The Training Unit was launched in 2006, as part of the QRFCC, as the first regional professional training center specialized in the area of child safety. It aims to enhance the capacity of national and regional professionals in addressing child abuse and promoting child safety in their own fields and communities. This approach helps in expanding our outreach, with implementation of these services by trained professionals and entities. The Unit provides the following services: Development of Training Manuals, Capacity Building and Consultancies.

Empowering our staff

Our people are at the core of our success. To achieve our aims we need people with skills and the right attitude and passion to deal with the difficult and important issues we are tackling.

Accountability to donors

We are able to achieve our development goals only because others entrust us with the financial resources required to do so. We have been able to achieve – and fiercely wish to maintain – our reputation as a leading NGO in the Arab world through a combination of two key core competencies: An ability to engage and understand our stakeholders including our beneficiaries and the ability to effectively manage a growing quantity of programs with continued excellence in results through the use of well-functioning accountability frameworks. We receive financial support from a number of key stakeholder groups, including international development agencies, corporations, and individual donors. In 2008, we will start to receive revenue through the proceeds of a recently created endowment fund.

Environment stewardship (Institutional & Community level)

We recognize the need to take responsibility for our programs environmental impacts, and that we should lead by example through our projects, and at the institutional level as a role model for the other NGOs in Jordan and the region. It is important that no matter the purpose of our operations, we should always aim to minimize harmful environmental impacts and work towards restoration of our ecosystems.

We promote environmental awareness together with our local stakeholders, who are often all-too-familiar with the scarce environmental resources within which they must manage their livelihoods.

Our Challenge of Scale

We are proud of the work we do which resulted in positive impacts on communities across Jordan. However, they are only the tip of the iceberg; there is a tremendous need to move from successful models (keeping in mind that continuous improvement is essential) to scaled up application that comprehensively covers the country. This challenge requires thinking about the best institutional mechanisms, collaborations and innovations for achieving and sustaining national scale. Our scale-related work for 2008 has to start by establishing a comprehensive strategy for the scaling up of these initiatives, and beginning the implementation of several initiatives that we identified as productively contributing to scale-up.

Please refer to www.jordanriver.jo for the full version of JRF's Sustainability Management Report for 2007.