



مؤسسة نهر الأردن
JORDAN RIVER FOUNDATION

SUSTAINABILITY MANAGEMENT REPORT 2007

JORDAN RIVER FOUNDATION

“EMPOWERING”

FOSTERING A DYNAMIC JORDANIAN SOCIETY THROUGH
THE EMPOWERMENT OF COMMUNITIES AND INDIVIDUALS

SUSTAINABILITY MANAGEMENT REPORT 2007

JORDAN RIVER FOUNDATION

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

TABLE OF CONTENTS

Overview	
JRF mission and sustainability	2
Message from Her Majesty Queen Rania al Abdullah of Jordan	3
Performance snapshot	6
Overview of JRF	7
Report boundaries, quality and content	14
Our Approach to Sustainability	16
JRF Stakeholder and Sustainability Framework	17
Engaging Stakeholders	18
Sustainability Focus Areas	20
Good Governance	21
Our Approach to Management	23
Our Impacts: Empowering Society	25
Empowering Children – Child Safety Program	26
Empowering Women and Communities – Community Empowerment Program	37
Empowering Youth	53
Community Building and Business Development Services	56
Leadership from Within	59
Our People	60
Accountability to Donors	67
Marketing, fundraising and International Relations	74
Environmental Stewardship – Institutional impacts	76
Environmental Stewardship – Community level impacts	81
The Challenge of Scale	85
Summary of Commitments	88
Resources	
Assurance	91
Independent Financial Auditor’s Report	
GRI Index	93
Acronyms	94
Glossary	95
List of sponsors, donors, and partners	97
Feedback request	99

MESSAGE FROM HER MAJESTY QUEEN RANIA AL ABDULLAH OF JORDAN, CHAIRPERSON OF JRF

2007 marked another important year of progress for the Jordan River Foundation, and I am proud of all our achievements. These include reaching 7 new sub-districts and strengthening 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. Under the Child Safety Program (CSP), we established a family support line to provide parenting skills and advice for both families and children throughout the country, and our CSP prevention and intervention services served over 4000 families and children. JRF also consolidated its youth initiatives and reached over 500 youth members through capacity building and volunteering activities.

This progress has also set the stage for the next step of our evolution, and an important strategic shift. Beginning in 2008, our core strategy will emphasize a growing advocacy role – working with a wide range of Jordanian stakeholders to determine how our services and results can be scaled up to positively affect all communities and individuals in need of assistance.

To document and celebrate our achievements in 2007, and map our ambitions for 2008, we have recorded our progress in the form of a “Sustainability Report”. The report includes the information normally found in an annual report, as well as a wider range of data giving a more comprehensive picture of our overall impact and contribution to society. Sustainability Reporting includes:

Comparisons of performance against previous years;

- Targets and commitments for the coming year, and the longer term;
- Reporting to a wider range of our stakeholders in a targeted manner, including information on our relationships with our beneficiaries, employees, donors, partner communities, and others;
- An assessment of our environmental impact and those of our partner programs, which in turn challenges us to be better stewards of our precious environmental resources.


With this report we hope to gain a better understanding of our results, and improve those results, but we also aim to enhance our accountability and transparency to key stakeholders. We believe the added transparency and accountability of sustainability reporting demands that we raise our performance, which in turn



makes us a better and more credible partner for communities, governments, international agencies, and businesses. We hope this approach to our work and our reporting will also raise the standard of accountability for all NGOs in the region.

As a further indication of our desire to increase accountability and transparency, this report, which serves as our annual report to all key stakeholders, 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...just one of the many ways in which we are breaking paths and building progress.

Rania Al Abdullah

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

JRF Sustainability Performance Summary				
Sustainability Issues	Our Priority Indicators	Performance		
		2005	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
	Women participants in CBBDS and CEP trainings and awareness sessions	470	195	429
Empowering Communities	# 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 CBBDS 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
Awareness Raising	# of youth volunteers	34	77	40
	# 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

OVERVIEW OF JORDAN RIVER FOUNDATION

EVOLUTION OF JRF

In our early years, the Jordan River Foundation initiated socio-economic projects for women to provide employment opportunities that enhanced their livelihood while developing their knowledge and skills in handicraft production and entrepreneurship. These projects benefited thousands of individuals, directly and indirectly, and continue to generate income for vulnerable communities and families.

As JRF matured, and the context of development evolved in Jordan, JRF expanded its approach to one of sustainable community investments, integrating and serving community development needs and promoting a civil society engaged and contributing to their community development. The Foundation dedicates its resources to awareness, education and capacity building through its two programs, and focuses on the inclusion of all sectors of society, specifically women and youth, in its interventions to cultivate a thriving and participatory civil society.

The Jordan River Foundation has been successful in partnering with local government agencies, private sector and local and international organizations in implementing social and economic development initiatives. Such partnerships have proven to be successful in the exchange of experiences and funding acquisition, and JRF will continue to cultivate such partnerships for the effective and comprehensive provision of its initiatives.

Although we have achieved much over the past 12 years, the road ahead is a vast arena of potential opportunities for JRF to continue its interventions, working hand-in-hand with the government in facilitating the implementation of its national initiatives, and all other stakeholders that contribute to sustainable development initiatives in Jordan.

Today, JRF is recognized nationally, regionally and internationally as an agent for positive change and as a leading Jordanian institution contributing to the social and economic well-being of citizens. Our activities have become models for emulation receiving accolades by our beneficiaries who are often held up as "success stories".

JRF

JRF is a voluntary not-for-profit organization, established in 1995 in Amman, Jordan. It was upgraded to a Foundation in 2001 by special decree by His Majesty King Abdullah II. Our operational centers include our headquarters in Amman, our Dar Al- Aman therapeutic center and our Queen Rania Family and Child Center under the Child Safety Program, and our three handicraft operations and a showroom under our Community Empowerment Program. In 2007 we had an overall budget of JD4.48 million in revenue and achieved a JD672,304 surplus for reinvestment. We closed the year with 171 employees.

AREAS OF CONCENTRATION

JRF focuses on the two areas of:

- Protecting the rights and needs of children and empowering those children through the Jordan River Children Program
- Empowering individuals, especially women, and communities through the Community Empowerment Program

EMPOWERING CHILDREN –JORDAN RIVER CHILDREN PROGRAM

Context: Child Abuse in Jordan

Child abuse and domestic violence are not new social problems. According to the United Nations Secretary General's Study¹, up to 80% of children worldwide suffer from physical punishment in their homes, with a third or more experiencing severe physical punishment. It is also estimated that low-income developing countries suffer from a higher rate of violence against children. There are a multiple of aspects affecting the abuse of children. While economic factors play a big role, sex, gender and age are among the many other factors which can also be of influence. The abuse of children at home is especially problematic because children are harmed by those whom they should trust the most. Thus, from a human rights perspective, the concern about violence against children extends from the realm of the home to the society at large.

Addressing the issue of child abuse in Jordan can be highly sensitive and even more difficult for a number of reasons. First, the family is seen as the building block of society. It is traditionally considered to be a private realm outside the authority of the state. Hence, children and childcare are not commonly viewed as a business of the state. Second, as in many countries in the region, societal acceptance of physical punishment of children is an important factor contributing to the low reporting rates. Physical punishment of children is commonly perceived, by both child and perpetrator, as normal. Third, the subject has traditionally been considered taboo, and therefore until more recently was not an issue that could or should be discussed publicly. Fourth, and relating to the previous, a key challenge in addressing child abuse in Jordanian society is that it is still often hidden, unreported, and unrecorded. Consequently, there is no accurate estimate of the scale of child abuse.



The Family Protection Department at the Public Security Directorate under the Ministry of Interior is the authorized entity to receive and investigate reports of child abuse, domestic violence and sexual assaults against women and children in Jordan. The Department has offices in seven of twelve governorates across Jordan including Amman, the capital. In 2007, the Department dealt with 2944 cases. 642 of which are cases of child abuse compared to 794 cases in 2006. The majority are cases of physical and sexual abuse.

The harmful impact of violence on the children is widely documented. Children who are victims of abuse can suffer a number of cognitive, emotional and social difficulties, many of them lifelong. These difficulties can manifest themselves in various ways, including communication problems, poor school performance, high risk of aggressive behaviour, and delinquency." (JRF Impact Assessment Study 2006: 4f).

1. United Nations Secretary General's Study on Violence against Children (<http://www.violencestudy.org/r25>)

OUR RESPONSE – THE JORDAN RIVER CHILDREN PROGRAM

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 JRCP complemented the independent child protection system by offering assistance in cases of child abuse and conducting prevention programs.

The JRCP partners with the ministries of Social Development, Health and Education, and the Family Protection Department of the Public Security Directorate, a collaboration of public institutions and NGOs. JRF is also a member of the larger National Family Protection Task Force currently functioning under the auspices of the National Council for Family Affairs. Other Arab countries (such as Syria, Saudi Arabia and Lebanon) were inspired and encouraged by the Jordanian model of family protection and JRF's Child Safety Program. Through their participation in Regional Conferences on Family Protection held in Jordan in cooperation with JRF, these countries were able to initiate work in the field of child safety and family protection.

CHILD SAFETY PROGRAM

The Child Safety Program 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:

- 1) Intervention: Intervention services and rehabilitation of abused children through a therapeutic center called Dar Al-Aman, where we provided services for 56 severely abused children in 2007
- 2) Prevention, primarily through the Queen Rania Family and Child Center (QR FCC), including:
 - Several community-based preventive activities and projects targeting parents, youth and children throughout the Kingdom to raise awareness about healthy child-rearing practices, empower youth and enhance their participation and equip children with necessary skills to protect themselves from abuse
 - Free counseling and guidance services that provide information, advice and counseling to a child or an adult who has a concern about a child's development, health, education and safety
 - Public Education to raise awareness about child abuse and provide alternatives on positive parenting
 - Child protection training and workshops for national and regional organizations and individuals involved in the care, protection and education of children.

The CSP is recognized, nationally, regionally and internationally as an Arab model for child rights and protection. It has established itself as a culturally appropriate model integrating international best practices along with results of evidence-based research. In addition to provision of services, CSP acts as a facilitator of change and a capacity builder at national and regional levels. More details can be found under the CSP section of this report.

THE CHALLENGE

Despite our success, there is a huge amount of work left to do. Given that there were 642 reported cases of child abuse in 2007 in Jordan, this means that Dar Al-Aman serves less than 5% of reported child abuse cases due to its capacity and the age group that it serves. In addition, and in reference to the UN World Report on Violence against Children (<http://www.violencestudy.org/r25>), only a small proportion of acts of violence against children is reported and investigated, thereby official statistics dramatically underestimate the magnitude of the problem. This leads us to estimate that the cases of child abuse served by Dar Al-Aman account for 1-2% of the real magnitude of the problem. We discuss this challenge in the section "The Challenge of Scale".

EMPOWERING WOMEN AND COMMUNITIES –COMMUNITY EMPOWERMENT PROGRAM

Context: Current Situation of Local Communities in Jordan

At the end of 2007 the approximate population of Jordan was (5,723,000) million people, with 82.6% live in the urban dwellings and 17.4% in the country side. Of these 14%² lives in poverty, with an unemployment rate that is higher than in urban areas. For poor communities throughout the country, we have identified the following gaps: few employment opportunities, low skill levels, little knowledge of development needs and tools available, little use of available infrastructure and resources, and low participation in local decision-making.

To address these problems, awareness has to be created first about existing development needs and the tools available to improve their situation. Even though the social and economic infrastructure is limited, resources do exist and we believe in empowering communities and individuals to make use of them.

Our Response: The Community Empowerment Program

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 natural, human and economic resources at local levels.

Our CEP projects follow a format that has over time proven to be a successful formula for effective community engagement and the identification of appropriate projects that enhance economic, social, and environmental circumstances. This format is based on three principles: Ensuring community participation, long-term sustainability of projects and activities, and economic soundness and ability to create local jobs and profits for the cooperatives and their members.

Within the CEP format, main activities include i) Outreach and formation of Local Community Committees, ii) Awareness raising, training and capacity building; iii) Community profiling and identification of development projects; iv) Cooperative registration and legalization; and v) Implementation of projects. The outcome of such a process with each community is a sustainable project administered by a local community through the democratically elected administrative committee of the cooperative. CEP programs falls 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

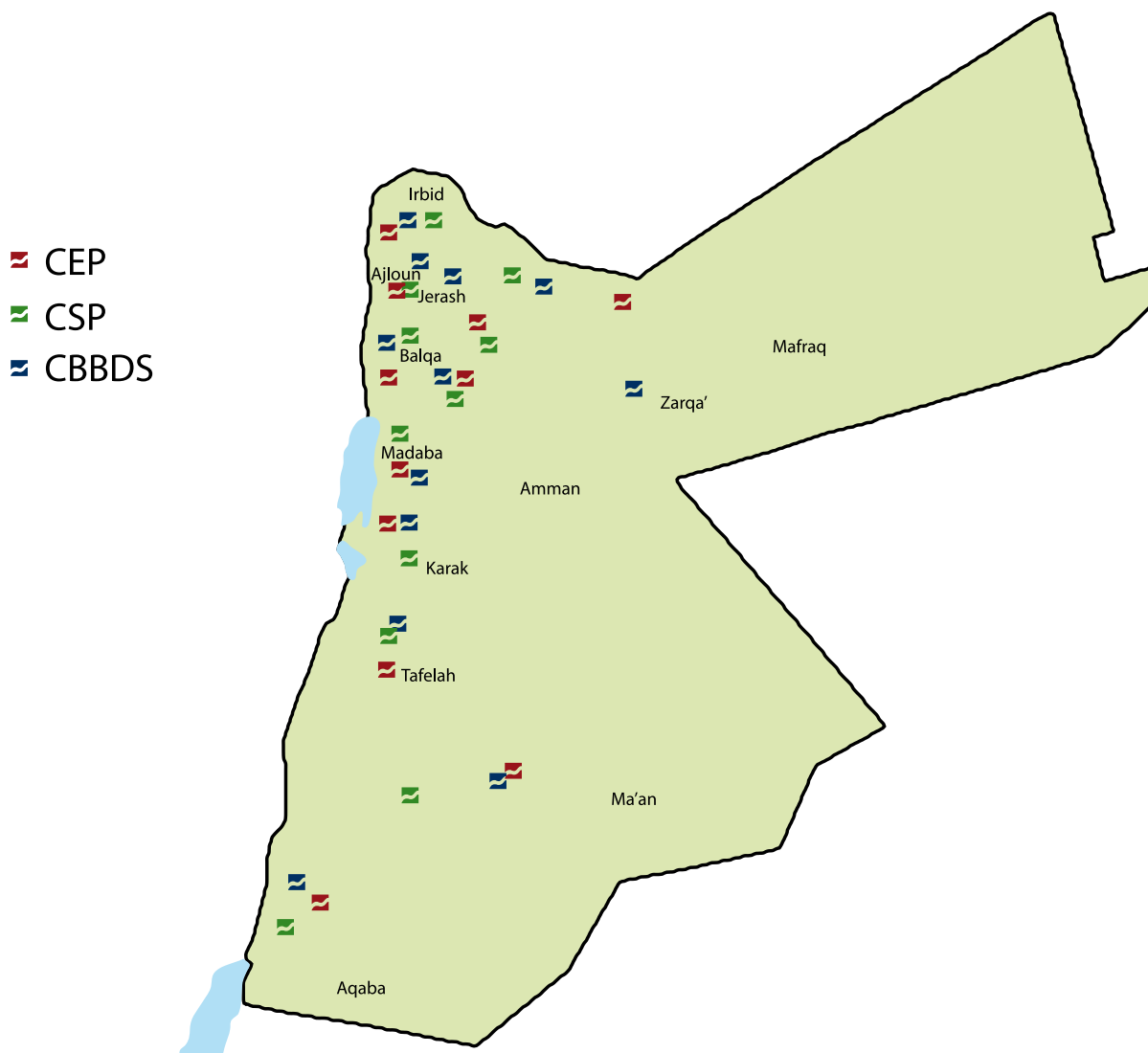
The CEP program, its steps and processes, and the main projects under these program headings are outlined in further detail in the CEP section of this report.

The Challenge

Despite now supporting communities across all 12 Governorates, there are still large numbers of communities who could benefit from the CEP. Furthermore, communities where we work typically need to continue to add and expand local programs to achieve continued economic development for long-term sustainability, and some projects like Bani Hamida have not in themselves achieved financial sustainability. We have demonstrated that CEP communities can benefit from cross-programming with our CSP and youth initiatives - this is a logical extension of our impact in communities where we have gained local trust. We have only just begun this process.

2. Source: Ministry of Planning and International Cooperation studies.

OUR SERVICE COVERAGE



KEY LOCATIONS

AREA	CSP	CEP	CBBDS
IRBID	Awareness raising sessions	Irbid	Al Husun, Deir Yousef, Al Ramtha
MAFRAQ	Awareness raising sessions	Housha, Northern Badia	Housha, Rihab, Northern Badia, Al Safawi, Deir Al Kahef, Al Khaldia, Abu Al Farth
JERASH	Awareness raising sessions	Jerash	Jerash, Souf
AJLUN	Awareness raising sessions, Child safety committee in Kufranja	Ibbin, Ibbillin, Kufranja, Rasoun	Ajlun, Ibbin, Kufranja, Rasoun, Al Eyoum, Sakhras
AMMAN	Awareness raising and training sessions, QR FCC center including the helpline, Child safety committee at QR FCC	Um al Rasas, al Karma center, showroom	Amman, Um al Rasas
MADABA	Awareness raising sessions	Bani Hamida, Theban	Bani Hamida, Theban
ZARQA'	Awareness raising sessions, Child safety committee in Berein	Berein, Alhashimieh	Zarqa', Berein, Alhashimieh, Al Azraq
BALQA'	Awareness raising sessions	Deir Alaa, Khazma	Deir Alaa, Salt, Baqaa', Ein al Basha
KARAK	Awareness raising sessions	Ghor al Mazra'	Ghor Al Mazra', Ghour Haditha, Ghour Al Safi
TAFELAH	Awareness raising sessions	Tafelah	Tafelah, Al Qadisiya
MA'AN	Awareness raising sessions	Al Jafer, al Husainya, al Mreigha	Ma'an, Wadi Mousa, Al Jafer, Al Husainya, Al Mreigha
AQABA	Awareness raising sessions, Child safety committee in Rahmeh	Wadi Araba	Al Aqaba, Old City, Wadi Araba

STRENGTHENING OUR IMPACTS: CAPACITY BUILDING, BUSINESS DEVELOPMENT, AND YOUTH EMPOWERMENT

In addition to these main programs, we have two active departments that are related to the implementation of our programs; Capacity Building and Business Development Services Unit (CBBDS) and the Youth Initiatives Unit.

CBBDS

Established in 1999, the CBBDS Unit 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. From assessing the community needs, through using special designed tools and visits, to the design of tailored training programs to meet community needs, the unit is involved in projects implementation from the beginning to ensure effective implementation and sustainable projects.

Through 20 staff and freelance trainers, the CBBDS unit reached a total number of 429 women and 911 men who benefited from training and short business management sessions in 2007.

The CBBDS unit has several areas of expertise in training including:

1. Community mobilization; a method used to ensure effective participation of community members in the all project design and implementation phases.
2. Improving local community efficiency in project management and sustainability; since all our interventions require a percentage of community contributions, either in-kind or financial, this activity encourages the importance of local community contributions, while also cultivating their abilities to implement and manage projects successfully.
3. Business development services, trainings targeting entrepreneurs to build their capacity with necessary management skills to start or improve their business.
4. 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.

Moreover, CBBDS delivers stand-alone capacity building projects. (More details can be found under the CBBDS section in this report)

YOUTH INITIATIVES UNIT

On the other hand, the Youth Initiative Unit 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. JRF believes that engaging youth in their communities through voluntary interaction and during their adolescence is a very strong predictor for their civic engagement in adulthood. JRF is also working to promote the rethinking of our values towards youth from often seeing them as problems that should be solved or controlled to perceiving them as problem-solvers. (More details can be found under the Empowering Youth section in this report).

SUPPORT DEPARTMENTS

We have several other departments providing support services to the above key programming divisions. These departments include Human Resources Department, Resource Development Department, International Relations Department, and Finance Department. The roles, responsibilities, 2007 performance and future commitments of these departments are captured in the “Leadership From Within” section of this report.

MEMBERSHIPS

JRF is a member of many organizations. JRF sits on the board of the Social Solidarity Commission and the Microfinance Association of Jordan (MAJ). JRF participates in many governmental and national committees related to poverty alleviation, employment, agriculture, environment and family related committees as follows:

1. The National Steering Committee for the “Integrated Waste Management of Olive Oil Pressing Industries in Jordan, Syria and Lebanon” / Ministry of Environment.
2. United Nation University steering committee.
3. Integrated Ecosystem Management in the Jordan Rift Valley Project steering committee / The Royal Society for the Conservation of Nature.
4. Technical & Vocational Education & Training Council/Ministry of Labor.
5. National Task Force for Family Protection / the National Council for Family Affairs.
6. The National Council for Early Childhood / the National Council for Family Affairs.
7. The National Poverty Alleviation Task Force (2003)
8. The Royal Committee for Agricultural Development.

We also hold strategic memberships with the International Union for the Conservation of Nature (IUCN), ECPAT, and EFC. JRF is a founding member of the Arab Foundation Forum (www.arabfound.org).



REPORT COVERAGE, CONTENT, AND QUALITY

REPORT COVERAGE

This report covers the full direct operations of the Jordan River Foundation. This includes all aspects of its Child Safety Program (CSP), the management of its Community Empowerment Program (CEP) including the full operations of its handicraft projects. One challenge faced regarding reporting boundaries is that JRF plays an active facilitator role in catalyzing actions and income-generating projects by local communities. These projects are in many ways the direct result of CEP's work, but ultimately the majority are handed over to the local community and are run by the communities themselves with little supervision from JRF. Therefore they do not fall under the operational remit of JRF. As such, unless otherwise mentioned, this report does not include the operations of these transitioned CEP community projects. However, the report does include information relating to the beneficiaries of these activated projects. The report also includes partial consideration of the environmental impacts of these projects, since we have an opportunity to influence these impacts. This is more fully explained in the environment section.

REPORTING PERIOD AND CYCLE

This report specifically covers the reporting period January 1, 2007 to December 31, 2007 unless otherwise indicated. We will continue to report on sustainability performance on an annual basis.

REPORTING PRINCIPLES FOR DEFINING CONTENT

Content of a Sustainability report is best established based on four key principles as defined by the GRI: Materiality, stakeholder inclusiveness, sustainability context, and completeness.

With regard to materiality, our priority sustainability issues are listed in the section "JRF Sustainability Focus Areas". These have been derived first from our vision of empowering society, especially women and children, to improve quality of life for all Jordanians. Based on our increasing experience, our concept of materiality expanded to appreciate that in order to empower women and children, engagement and change also needed to occur at the community level. Our work therefore began to evolve extensively at the community level, with a focus on initiating and supporting, together with partners, sustainable social, economic and cultural programs that empower communities and individuals based on their needs and priorities. Our current priority issues have thus been established from this basis and continue to be informed by a long-standing and ongoing dialogue with a wide range of stakeholders, including and especially with the beneficiaries in the communities where we cooperate. The current annual planning cycle has also included a strategic review and new 3-year strategic plan. As a result of this current materiality and priority-setting cycle, two main enhancements have been identified.

First, and most critically, we now feel that we are in a position where, in order to make a material impact we must take specific and organized steps that advocate the widespread adoption of our success stories methodologies on a national scale.

Second, we have modified our perspective on environmental materiality. Traditionally, we have taken an active role in promoting environmentally friendly projects amongst our CEP projects. However, we had not actively managed our direct impacts. We now recognize that our own leadership will not only influence other organizations, but will influence the extent to which we effectively integrate environmental innovation into every project in which we are engaged within the Jordanian society.

Stakeholder inclusiveness is an issue that is fundamental to our overall development philosophy. We list our stakeholders and beneficiaries in the “Engaging Stakeholders” section, including listings of the most important issue to these stakeholders. We then indicate the linkages to the relevant and more detailed sections of the report covering these stakeholder interests. We are not aware of any material stakeholder that we have omitted from this process.

Our sustainability context also affects the content of this report. As part of the Overview of JRF section, we try to capture our current impact in the context of the broader sustainability challenge in Jordan. We are only beginning to address the scale of the challenge. It is important to recognize that Jordan is a lower-middle income developing nation. Furthermore, issues of child abuse, women empowerment, and community empowerment cross both rural and urban contexts, and wealthy and poor communities.

We believe this report is complete in its coverage of our sustainability issues and sustainability impacts. We will, nonetheless, conduct a review in 2008 to determine if we can or should better track and systematically communicate back on the environmental impacts of our CEP projects that are now managed by the communities.

REPORTING PRINCIPLES FOR DEFINING QUALITY

We have endeavored to report our performance in a balanced manner, sharing both our successes but also our shortfalls. Perhaps most importantly in terms of balance, we have tried to contextualize our successes, emphasizing that despite our excellent results, we are still only affecting a small percentage of the stakeholders who could benefit from our services.

With regard to comparability, there are few sustainability reports by non-environmental NGOs in the entire world, and to our knowledge, none in the Arab world. For this reason, the GRI guidelines are a very helpful tool that we have used to allow comparability against those reports that do exist, future reports of NGOs, and existing reports of companies. We also provide comparable data for multiple years of performance to allow a reader to assess our performance over time.

We believe that this report has been issued in a timely basis - in early May 2008, immediately after receipt of our audited financial statements. We will aim to issue the report slightly earlier in 2009.

We have attempted to be as accurate as our data and information tracking would allow, and in many cases, we have gone far beyond our existing data tracking capabilities to establish what our impact might have been at that time. For any data and information in which we do not have the highest level of confidence, we make a specific note to the reader outlining the limitations of our data or corresponding textual information.

Because we will share this report with many different stakeholders, we have attempted to present our positions and performance clearly and simply. We will also be undertaking translation as part of helping ensure widespread usability of the report, and developing an executive summary. Where useful, we will extract specific data and information from the report and share them with the relevant stakeholders.

In terms of reliability, the financial data in the section “Our Financial Performance” has been audited by a third party. The independent auditor’s report is found on pages 92-93. We have attempted to track and collect other data in this report in a way that is auditable, if desired. Next year we will invite stakeholders to provide their views on the relevant sections of the report, thereby further strengthening the reliability of those sections.



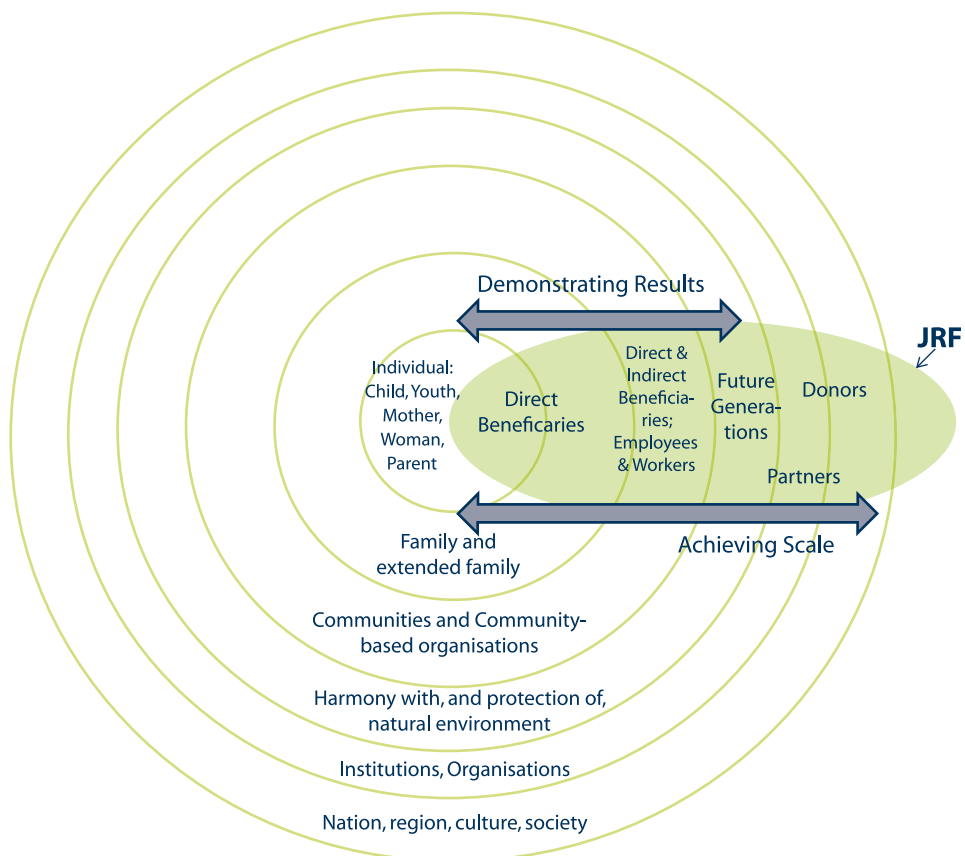
OUR APPROACH TO SUSTAINABILITY

JRF STAKEHOLDER AND SUSTAINABILITY FRAMEWORK

We believe that at the most fundamental level, achievement of sustainable development results requires empowerment of a wide range of stakeholders. As a result, our sustainability framework focuses on a range of stakeholders who together shape a society. To be effective in our work, we must directly address the complexity of some of the most major social challenges that we collectively face, and search deeply for solutions, from the individual level to the societal level, while simultaneously aiming to ensure environmental sustainability. To be effective at sustainability within this complexity, and when we try to fit ourselves into the broader context, we do not see ourselves in the middle of that model. In the diagram below, the large concentric circles represent society, and the oval aims to demonstrate how JRF crosses these elements in its efforts to achieve individual and community level results, and then shift these results to a national scale and beyond.

JRF Stakeholder and Sustainability Framework

JRF Stakeholder and Sustainability Framework



ENGAGING STAKEHOLDERS

Our mission and vision focus on empowering society, especially women and children, and in turn, improving the quality of life to secure a better future for all Jordanians. We initiate and support, 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. Not only do we learn directly from stakeholders about their immediate priorities and concerns – and thus JRF’s priority sustainability focus areas - but we also then co-develop all projects and initiatives to respond to these priorities.

Stakeholder	How we Engage	Priority Issues of Stakeholder	Our Efforts
Beneficiaries			
Children	Engage children in multiple settings (Dar al Aman, QRFCC) and multiple ways, empowering them to express and communicate their ideas and feelings: <ul style="list-style-type: none"> through foster care; IT Training; Interactive Libraries; Drama, Drawing and Arts workshops. Conduct sessions to solicit feedback from children on the design of projects related to them, e.g. child helpline	<ul style="list-style-type: none"> Provide protection, support and therapy Provide a voice for their views and opinions Empowerment to protect from child abuse. 	We have pioneered effective intervention and prevention programs in the Arab context pp26-36
Women / Families	Engage women through our employment opportunities, training and capacity building for women empowerment including on-going technical, vocational, and managerial training, plus training on child safety and health issues Engage women as participants in our community stakeholder councils.	<ul style="list-style-type: none"> Opportunities for employment, professional and private development. Capacity building to enable them to have their own successful businesses Sustainable women cooperatives Capacity building to ensure children’s safety and well being. 	Income generating projects pp. 42-44; Other CEP projects pp. 44,47-48,50-51; CBBDS pp.56-57 Women participation at JRF p.60,63
Communities	Different local social actors are involved in identifying challenges facing their community and ways to resolve such issues. We facilitate several forms of engagement including stakeholder councils, cooperatives, dialogues with CBOs, community meetings, and other appropriate techniques. We apply Participatory Rapid Appraisal and Active Participation Methods engagement techniques. Overall, we aim to ensure broad involvement of a community and its stakeholders during discussions and negotiations over project design, ownership mechanisms, legalization and community contributions.	<ul style="list-style-type: none"> Outreach and formation of local community committees Knowledge transfer and training Capacity Building in order to address own problems and needs. Community profiling and projects identification. Cooperative registration/ legalization Projects’ implementation (Revolving Credit Funds, Infrastructure projects, and income generating projects) Opportunities for employment 	Empowerment through CEP pp.37-41 Training through CBBDS pp.56-58 Employment and income generating opportunities pp. 41-52 Activating role of youth pp.53-54
Youth	Engage youth through economic and social empowerment, capacity building and promotion of civic engagement including volunteers program. Engage youth in projects to understand their needs and the needs of their communities and empower them to be able to address them. Engage youth as active participants in their communities’ development process	<ul style="list-style-type: none"> Activation and recognition of youth’s positive role in development Availability of economic and social participation and empowerment opportunities for youth Linkages with youth programs A range of active youth programs available locally 	Empowering Youth pp 53-55
Professionals	We train other professionals in the field of child rights, child safety, and community empowerment through QRFCC training unit	<ul style="list-style-type: none"> Necessary skills, knowledge and case studies to achieve a positive impact in these fields Recognition from third parties of the value of training provided by JRF 	Training of professionals for child abuse intervention and prevention p.34 Training in community empowerment pp.57-58, 87-88

Donors and Partners			
Government Departments	<p>JRF participates on different government-led task forces for change</p> <p>We establish partnerships with related government departments to facilitate the development process at all levels (Signing agreements and MoU(s))</p> <p>We compete for government RFPs</p>	<ul style="list-style-type: none"> • Coherency of policies. • Effective implementation of Government funded programs 	<p>CSP coordination with gov p.8,27,28</p> <p>CEP delivery of competitively won contracts pp.44-52</p> <p>CBBDS delivery of competitively won contracts pp.57,58</p> <p>Nature of funding relationship with Jordan gov p.67,69</p> <p>Accountability frameworks for projects delivered for gov p.69</p> <p>Working together to achieve scale p.88</p>
International Development Agency donors	<p>We engage through direct meetings, regular structured reporting according to their requested formats, and through their occasional participation in the activities of our projects</p>	<ul style="list-style-type: none"> • Transparency, Accountability, Efficiency and Impact Assessment. • Regular, structured reporting 	<p>Full accountability to international agency donors p.67,69</p>
Corporate Sector partners and donors	<p>We keep corporate donors informed of our efforts and organize visits as appropriate</p> <p>We present CSR programs to the private sector and co-deliver with them</p> <p>We will widen our engagement to include a satisfaction survey with the corporate sector in 2008.</p>	<ul style="list-style-type: none"> • Provide program infrastructure and knowledge on how to get involved and honor their corporate responsibility • Transparency, Accountability, Efficiency and Impact Assessment • Public relations coverage. 	<p>Collaboration with companies p.57</p> <p>Full accountability to corporate partners and donors pp.68-69</p>
Individual Donors	<p>We organize events, visits, thank you notes, newsletter to ensure close contact with donors.</p> <p>We arrange affiliations and partnerships with various donors and networks, with specific engagement frameworks</p> <p>Our international Board members engage with prospective and existing donors abroad</p>	<ul style="list-style-type: none"> • Transparency, Accountability, Efficiency and Impact Assessment. • Regular Information. 	<p>Full accountability to individual donors pp.68-69; Communications pp.79</p>
Work Force			
Employees	<p>We engage through regular group meetings; annual evaluation/appraisal; trainings; and yearly retreats with all employees to build the team and improve working climate.</p>	<ul style="list-style-type: none"> • Opportunity to contribute to sustainable development • Salaries and benefits • Opportunity for development • Training • Great place to work • New things to learn • For some, an access point to join the work force 	<p>Making a difference pp60,66</p> <p>Salaries and benefits pp63-64</p> <p>Women representation p.63</p> <p>Training p.64-65</p> <p>Diversity & Equal Opportunity p.63</p>
Volunteers	<p>We engage our volunteers through their direct hours spent on our projects, as well as through regular meetings of the volunteer committees to ensure effective, coordinated, and appropriate roles and actions and contributions of volunteers.</p>	<ul style="list-style-type: none"> • Provide infrastructure to give the opportunity to engage and participate in community work in a fruitful and productive way. • Focus on volunteerism as a way of advocacy and generating support to JRF through involving volunteers in JRF programs 	<p>Benefiting from volunteers pp.61-62</p>
Outreach Agents			
Media	<p>We engage the media through capacity building, participation in project evaluation, as well as giving them the opportunity to conduct meetings with projects staff and beneficiaries to gain more knowledge about these projects. Media is considered as a partner in social development and advocacy</p>	<ul style="list-style-type: none"> • Opportunity to report on the progress of social development • Engagement with projects assessment • Opportunities to highlight local successful models • Provide a resource center on sensitive issues pertaining to poverty and domestic violence with a focus on child abuse. 	<p>Communicating with media p74</p>

JRF SUSTAINABILITY FOCUS AREAS

Our priority sustainability focus areas are finalized by a process where we take into primary account the previously mentioned stakeholder priorities, and we combine those critical inputs with wider considerations including local, regional and global trends relating to sustainable development and the specific sustainability issues which we cover, and including international guidelines and standards.

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

GOVERNANCE

Good governance is essential to effective performance. We continuously strive to be a model of progressive NGO governance in the region. JRF is governed by a 13-member Board of Trustees comprised of prominent individuals in Jordanian society in addition to the Director General. 92% of the Board are independent – the Director General is the only management representative on the Board. 31% are women, including the Chairperson Her Majesty Queen Rania Al Abdullah of Jordan.

The Board meets on a quarterly basis and provides oversight over all activities and legal responsibilities of JRF, as well as sets strategy and approves long-term strategic plans and the annual business plan. The Board includes several permanent committees, including an Executive and Audit Committee. The Executive and Audit Committee welcomes other board members to its meetings. From time to time, ad-hoc committees are convened for specific purposes.

The Board met on 4 occasions in 2007. It has most recently been actively engaged in discussions around JRF's strategy to move towards an advocacy role that will facilitate 'scaling-up' of JRF activities on a national level.

Given the nature of the organization, economic, environmental and social issues fall under the regular review of the entire Board. JRF and its Board adopts the precautionary principle relating to the environment, and this is evident in the large proportion of environment-oriented community empowerment projects, as well as the policy of undertaking environmental assessment and obtaining government sign-off on all JRF community empowerment projects. We also have a strategic partnership with the International Union for the Conservation of Nature (IUCN), and have agreed to adopt the GRI's Sustainability Reporting guidelines. However, this sustainability reporting process has identified new risks and opportunities that should be considered at the Board level. We therefore anticipate the creation of a Board level Sustainability Committee responsible for oversight of the systematic implementation of all aspects of sustainability at JRF. A sustainability risk and opportunity review, along with a sustainability performance review, will be conducted annually. The review will build on existing Board level procedures to compare JRF practices with international standards.

Board members interact regularly with management and employees of the organization. The executive management team attends the first Board meeting of the calendar year as it involves the strategic direction of JRF. Some board members also serve on committees that support different programs of JRF. Relevant information from Board meetings is shared with JRF employees through appropriate management mechanisms. Any employee issues and concerns are brought to the attention of the Board primarily via the participation of the Director General. Board members, if alerted to an issue, have the responsibility to bring these issues to the attention of the Chairperson and Vice-Chairperson.

All Board members are expected to self-identify any conflicts of interests and excuse themselves from related discussions. Any Board member aware of an undisclosed conflict of interest of another Board member should also identify that conflict.

JRF Board of Trustees

(as of December 31, 2007)

- Her Majesty Queen Rania Al-Abdullah, Chairperson
- H.E. Mr. Fadi Ghandour, Vice-Chairperson
- H.E. Ms. Margaret Shurdom
- H.E. Mr. Sa'ed Karajah, Legal Advisor
- H.E. Mr. Karim Kwar
- H.E. Eng. Jafar Toukan
- H.E. Eng. Ammar Khamash
- H.E. Mr. Costandi Yaghnam
- H.E. Mr. Samer Majali
- H.E. Ms. Hala Bsaiso Lattouf
- H.E. Mr. Khalid Nahhas
- H.E. Mr. Ayman Al Safadi
- JRF Director General

Board terms are 4 years in duration, and can be continuously renewed. The Chairperson's position is permanent, by Royal Decree. Board members do not receive any type of compensation nor expense reimbursement. All Board members commit their time and expertise on a purely voluntary basis. This is a sign of their dedication and commitment to the mission and vision of JRF, and their belief in JRF's effectiveness.

The Board is responsible for the selection and regular performance review of the Director General. The Board is also responsible for ensuring that the achievement of development results is a key criteria in evaluation of performance 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.

The Board composition is carefully selected based on the range of knowledge, expertise, and experience required given the primary goals and activities of JRF. We will continually review the composition and range of qualifications of the Board as we adopt sustainability management and reporting. The Board informally reviews its own performance as part of the review of annual results of the organization. This self-review will become more systematic in the future.



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 our operations. In practice this means we make every effort to organize, manage and measure our performance based on the specific desired development results. There is a tendency in the development world to fall into a trap where over time, the more easily measurable activities themselves become the focus of management, rather than the more challenging results. There can always be a lot of development “activity” without any meaningful impact on the targeted beneficiaries. This activity trap is not only wasteful in terms of resources, but it discourages and disillusions the supposed beneficiaries. We work directly with our communities and stakeholders, empowering them to take action with us and working with them to measure and assess real results on the issues that affect them most. Our focus is on engagement, identification of priority issues from the stakeholder perspective, and collaboration to jointly address these issues. We believe in being transparent and accountable to our stakeholders, and this report is a reflection of that belief. This includes being accountable and transparent to our targeted beneficiaries, as well as to those organizations and individuals who entrust us with their resources to achieve specific development results. Please see our “Accountability to Donors” section to learn more about our accountability efforts in this regard.

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. In addition, we have several departments that collectively serve as support functions to these programs. In all these areas of management, we adopt a broad approach that encompasses economic, environmental and social performance.

MANAGING ECONOMIC IMPACTS

Economically, we first and foremost aim to achieve a financially secure organization with diversified sources of revenue and avoidance of a deficit in any calendar year. We use standard accounting principles and our financial statements are audited annually by an independent third party. In terms of market presence, by the very purpose and nature of our programs, we focus on creating local economic opportunities in terms of business activities, employment and working opportunities, sub-contracting opportunities. These efforts also intentionally have significant indirect economic impacts including the identification and implementation of projects that contribute broadly to the economic and social health of the community – often our community projects fill a crucial gap in the economic, social and environmental health of a community. Further explanation of our approach to economic impacts can be found in the Community Empowerment Program section.

MANAGING ENVIRONMENTAL IMPACTS

Environmentally speaking, we have always considered that care and nurturing of the natural environment is an essential element of successful community development and empowerment. A large number of our CEP projects are in fact environmentally-oriented – responding to some sort of environmental issue in a way that also creates economic opportunity and social gain (a good example is our organic farming initiative). In this regard, we have an excellent program model that simultaneously aims to reduce materials input, energy and water consumption, protect biodiversity, and minimize various wastes. With the exception of some of our handicraft goods, transport of the related products and services of these projects is either entirely local, or at most national. All of our projects must secure the agreement of the Ministry of Environment. As we outline in our environment section, however, we have not previously taken a systematic approach to managing the environmental impact of our own

offices and operations. We therefore have committed to adopting good environment practices emphasizing minimization of materials, energy, and water consumption, while achieving waste reduction

MANAGING SOCIAL IMPACTS

Managing social impacts encompasses relations with our employees, human rights, product and program responsibility, and societal impacts. In terms of our labour practices and human rights, we adopt fair employment practices and do not discriminate. We offer significant employment opportunities for women as well as for our economically disadvantaged beneficiaries. On the whole we have strong relations with our employees, who are free to associate and collectively bargain if they chose to do so, and who have access to any person in the event of complaints or concerns. We invest in our people in the form of training and intend to do more so in 2008. We aim to ensure a safe, healthy and positive work environment, as well as ensure the same in all our community operations. This includes making it understood that child labour and forced and compulsory labour is not acceptable and not practiced in circumstance.

We are proud of the “responsible” or more sustainability-oriented nature of our products. For example, we are cultivating locally produced, culturally significant products by women who until recently would not have been allowed to work and by men who used to refuse working in agriculture. We proudly label our products in a way that describes this more sustainable approach and the strengths and unique capabilities of our organization, but that is a true and fair summary of the product and never exaggerates nor makes false claims. Where customer health and safety is a factor, we follow all government regulations. In terms of customer privacy, if a donor requests to remain anonymous, we respect this desire. We recognize that in addition to standard respect for customer privacy, such a desire may also derive from a sense of religious duty where anonymity is an important and redeeming quality.

In terms of managing overall societal impacts, we comply with all relevant laws. We do not pay or accept bribes and we are responsible to report knowledge of any such activity. We will not be a part of any corruption by any government; to the contrary we will be an example of how much can be achieved with limited resources when effectively deployed. We will always systemically engage communities and stakeholders and systematically manage and measure our results as they relate to individuals and communities. We hope the following program-oriented sections provide ample evidence of that focus on results, and of our systematic processes of both managing and measuring results.





OUR IMPACTS – EMPOWERING SOCIETY

EMPOWERING CHILDREN

The Child Safety Program works at two levels – Intervention and Prevention

CHILD SAFETY PROGRAM - INTERVENTION

Evolution of the program

When addressing the complex issue of child abuse, the first concern is to assist victims with their medical, psychological, legal, educational and social needs. Compassion and a sense of urgency shaped JRF's early involvement in addressing the multi-faceted needs of these vulnerable members of society. Our initial response to treatment also provided an understanding of the nature of child abuse and facilitated defining programs to address this social problem. The practical experience, insights and research data that resulted from this intervention have shaped subsequent activities to address root causes and build healthier families, communities and ultimately a nation. As a result of our learnings, the "Dar Al-Aman", JRF's Child Safety Center, emerged as the primary focus of the JRCP's intervention endeavors. Working to improve legal and police response systems has also been an important aspect of the Foundation's intervention efforts. Additionally, JRF is seeking ways to address the challenge of family counseling and therapy to meet the needs of families around the Kingdom

"Dar Al-Aman" The Child Safety Center

A first in Jordan and the Arab world, "Dar Al-Aman", a temporary therapeutic center for abused children, was established in August 2000, to provide temporary shelter and offer a well rounded service of psychological, medical, social and educational care to address the multiple consequences of abuse.

The facility is modeled upon real-life homes where the integrity and unity of the family is a guiding principle. In an effort to maintain a sense of normalcy in daily life, five to eight children live in one apartment with a caregiver or foster "mother" who tends to their immediate emotional, social and physical needs.

Through a loving, accepting and consistent as well as professionally sound environment, the center aims to purge the deprivation these children experienced earlier and consequently draw a positive turning point to which they can turn to in future life experiences. Children residing at Dar Al-Aman go through a comprehensive therapeutic plan that can take several years of treatment. Five types of treatment are systematically provided including psychological service, social service, educational service, medical service, and a caring service. Often, changes are observed immediately; the children seem healthier and more relaxed within days of arriving. Their faces brighten up and their expressions become more focused, they begin to eat and sleep better just from being accepted and cared for at the center.

Parallel to the work carried out with the child, therapeutic services are also offered to the original family or to a substitute family (substitute families are identified from within the child's extended family). The center's aim is to return the child to better family conditions. The transfer of the child to another center is kept as the last choice.

In addition to the services provided to abused children and their families, the center operates as a training facility for professionals who wish to develop a similar service nationally or regionally, and as a research hub dedicated to data collection, knowledge transfer and the development of research methodologies related to research on causes and consequences of child abuse in our culture.

The Process

The center can accommodate up to 32 children ages birth to 12 years old. The children are transferred by the Family Protection Department to Dar Al-Aman when a case of abuse is detected and the child needs immediate protection. Court orders are required to send a child to Dar Al-Aman, to keep a child at Dar-Al-Aman, and to release a child from Dar-Al-Aman.

To maximize the benefit from its experience, JRF has developed procedures for dealing with referred cases of child abuse. These procedures detail every step from the moment a case is referred to Dar Al-Aman, to the hopeful reintegration of the child into his/her family. Manuals developed include an Administrative Manual, Teaching Team Manual, Health Team Manual, Educational Team Manual, Psychological Team Manual and the Social Workers Team Manual. Also articulated are a myriad of processes including documentation, recording the child's testimony, forensic examination, transfer to Dar Al-Aman, court hearings, visits by social workers, treatment and rehabilitation. The scenario charts the responsibilities and actions of all relevant agencies such as the ministries of health, social development, and education, as well as Dar Al-Aman's internal procedures. Additionally defined are roles of the judiciary and public security departments. This "road map" has been presented to the Family Protection Project at the National Council for Family Affairs and has been further developed into a National Framework for Family Protection.

The Road to Rehabilitation

Once the center's staff receives the child, the first step taken with the child is to build warm and loving relationship with the caregivers and social workers. Gradually, children learn to regain their trust in adults and build healthy relationships. This is a difficult process for the child who has been mistreated by the adult s/he trusted to care for him/her.

Children above six years of age are immediately enrolled in the public schools adjacent to Dar Al-Aman. Since abused children are more likely to have difficulty in school, they also receive in-house educational services at the center to support their progress and enhance their sense of value and achievement.

Minor bruises, injuries and illnesses are treated at the center by the resident nurse. Nevertheless, the cases transferred to the center are the severe cases of abuse, and a large percentage suffers from severe physical and sexual injuries. Thus, children are treated at hospitals and special clinics. Some cases require plastic surgery to remedy signs of physical abuse such as burns, nose restructuring, scars, fractures, lip injuries in addition to physiotherapy and teeth implants.

Once trust has been developed between the children and the caregivers, the children undergo numerous child-friendly rehabilitation procedures to deal with their abuse and regain their childhood.

The staff of psychologists, teachers, social workers and caregivers provides a nurturing environment for children where trust, self-esteem and therapy take place. Therapy includes both child-centered individual and group sessions that are designed to empower and help children realize that they are not alone in their suffering



In 2006, a children's library was established and furnished with educational and edutainment resources, whereby its activities have been integrated in the rehabilitation process to stimulate children's cognitive and social abilities

Play and art therapy are also used in which multiple resources and educational games, are used as a third object to facilitate therapeutic interactions with children. Play therapy and creative arts have been proved to be highly effective in dealing with children's behavioral and psychological problems.

Active play is also an essential part of therapy at Dar Al-Aman in order to build healthy minds and bodies that can greatly contribute to the healing process for victims of child abuse. Hence, the well-equipped playground at Dar Al-Aman facilitates the employment of team-building activities such as group sports to develop the social interactive skills among the children and enhance their sense of achievement.

Building self-esteem activities such as music, art sessions, education, animal care, recreational activities, social skills and communication skills are conducted to help the children express themselves in positive, constructive and creative ways and help them build their inner souls, and contribute to their trust of others and their sense of security, all of which facilitate their rehabilitation to become contributing members of society.

Children under six years of age stay "home" with their regular caregivers during the day. Due to the trauma that they have received from child abuse, an early childhood unit has been designed at the center to help them recover from the devastating effects of the early deprivation and maltreatment.

Children's families or substitute families also undergo counseling sessions conducted by the psychologists and are regularly visited by social workers.

The duration of the child's stay at the center varies according to the type of abuse and the child's response to treatment and the family's responsiveness to rehabilitation. It could range from three months to five years. Once the child and the family have been rehabilitated, gradual supervised reintegration by JRF of the child into the family takes place over a period of up to 3 years.



Unfortunately, it is sometimes impossible to send the children back to their biological parents for reasons beyond the control of JRF. In such cases, JRF works to integrate them into the homes of extended family members, such as uncles, aunts or grandparents. The most important precondition for the child's successful gradual and hopefully permanent reintegration into a family is genuine love for and acceptance of the child.

Since establishing the center in 2000 DAA has worked with 225 children, including 88 children as "keep in" temporary cases, and 137 children as "stay in" longer term cases. Of this total, 86 were boys and 139 were girls. 131 families have also been served. Of the above children, 96 cases were able to return to their homes with their parents, 11 found a home with extended family, and 23 were moved to long-term government centers. Government centers are care centers for children of both genders and different age groups operating under the auspices of the Ministry of Social Development. There is no other form of adoption - adoption is replaced by "Kafalah" under the Islamic Shari'a and undergoes a different set of requirements and policies that do not apply to abused children especially if their parents are known and alive. However, foster care in Jordan is practiced within the extended family of the child and this is the alternative used by the Center. Of the above children who returned to family, none have had to be re-admitted to DAA.

2007 Performance

Child Beneficiaries.

In 2007, 18 children were referred to DAA for protective custody for a period ranging from 8 hours to 2 weeks (until a safe environment is found for the child). Another 8 children were referred to DAA by the court for residential therapy. We also continued to treat 30 children for long-term treatment, who were already at the Center at the start of 2007 and those we follow up on them after leaving DAA.

Child beneficiaries at Dar Al-Aman Center								
12	21	28	10	16	21	8	18	30
Stay in	Keep in	Continuing *	Stay in	Keep in	Continuing *	Stay in	Keep in	Continuing *
2005			2006			2007		

* Continuing refers to children receiving long-term therapeutic recovery treatment who were already at the Center at the beginning of the year and those we follow up on after leaving DAA.

Rehabilitative Treatment Services for Children and Their Families

Some of the DAA's main rehabilitative achievements in 2007 are as follows:

- Two girls underwent reconstructive plastic surgery, one of them lives with her family after finishing the rehabilitation program and the other still resides in Dar Al-Aman.
- Children participated in the following activities outside Dar Al-Aman under indirect supervision:
 - Youth summer camp
 - Activities in sports clubs: karate, swimming, arts and handicrafts and self defense.
 - A drawing competition in which two children from Dar Al-Aman won the first and the second prize
- Included "Art Therapy" in the general treatment plan for children (music, drawing and carving, drama)
- Coordinated and followed up with the psychiatric and addiction treatment center in Al Rasheed Hospital to treat a father of a child in Dar Al-Aman. This has resulted in negotiations to increase our collaboration with this type of support
- Rehabilitated 10 children and 5 families and reunited the children with their biological families under a follow-up plan with a probation officer
- Preparing to discharge 15 children in the beginning of 2008

Children leaving Dar Al Aman - Outcomes								
21	2	3	17	0	1	15	6	2
Parents	Extended families	Long-term gov't center	Parents	Extended families	Long-term gov't center	Parents	Extended families	Long-term gov't center
2005			2006			2007		

Employees and Volunteers:

At the end of 2007, the Dar Al-Aman Center was employing 36 employees (30 women and 6 men). 32 are fulltime employees and 4 employees are part time. 7 volunteers work within Dar Al-Aman team. In addition, 50 volunteers worked in DAA in 2007, including 45 from Jordan and 5 from outside Jordan.

Ongoing Capacity Building at Dar Al-Aman: We recognize that in order to address this complex and challenging issue effectively, our people need to be exceptionally well-educated and trained in this field. In this regard, DAA employees participated in 25 training courses in 2007 including

- 3 administrators participated in courses and workshops related to management
- The psychological team participated in 5 training courses; one of the courses took place outside Jordan
- The educational team participated in 7 training courses
- The social services team participated in 5 training courses
- The nurses from the medical team participated in 1 training course
- The caregivers from the daily care services team participated in 4 training courses

Contributing to Training and Awareness: DAA, given its regional leadership, is often invited to speak or provide training locally and regionally. 2007 activities included participation in three lectures within local workshops, and representation of JRF in two local conferences and an Arab conference. In addition, a number of students and researchers benefited from Dar Al-Aman including 3 students from the doctoral program in Jordan University, 7 students from the bachelor program in Jordan University and the Hashemite University, and 8 researchers working in the Child Abuse field. DAA also welcomed 25 local visits from different individuals and institutions, 8 regional visits, and 9 international visits.

2008 CSP INTERVENTION GOALS

As part of our goal of scaling up activities and finding scalable national solutions for the child abuse issue, we have made several important commitments:

- Seek ways to increase the turnover rate of children at the Dar Al-Aman Center, without compromising level of care;
- Increase the pool of beneficiaries through serving day cases of child abuse (referred internally through JRF centers) in addition to residing cases that are referred by the courts. These day cases do not require separation from the family;
- Prepare the DAA model for emulation at the national and regional level;
- Explore new sources of funding, including the planned "Sponsor a Child" program;
- Review and update agreements with our key stakeholder partners.

CHILD SAFETY PROGRAM – PREVENTION

Intervention services cannot stand alone in the face of child abuse due to the magnitude of the problem and the complexities of cultural, social, psychological and family dynamics. The Foundation recognizes that treating the root causes of child abuse is an integral component that compliments intervention efforts. CSP prevention activities have always aimed at creating strong community networks, increasing public awareness including adopting a 'culture of prevention' and addressing Jordanian culture and traditions, and promoting healthy families to protect children and enhance their welfare. CSP's prevention program works at two levels: society at large and families at risk.

QUEEN RANIA FAMILY AND CHILD CENTER (QRFCC)

At the families at risk level, the Queen Rania Family and Child Center (QRFCC) was established by JRF in 2005 in Jabal Al-Naser in Eastern Amman; a poor area that is known to be underserved and characterized by high levels of child abuse. A pioneering and innovative approach to an Arab model of a community center QRFCC replaces the original prevention center in the same area of Jabal Al-Naser. The overall goal of prevention services is to provide comprehensive, individualized, multifaceted family-based services for children at risk. The QRFCC is a community-based center, providing integrated services and support to children, families, and community at large. It is a hub of prevention activities, in an effort to cultivate a national culture of child safety through awareness and training activities.

The facility combines a Community Center in which services are directly provided to beneficiaries (children, youth, and parents), a Training Unit, and a Community Mobilisation Unit.

Programs and services

Through its awareness and training programs, the QRFCC provides a variety of preventive and awareness-raising programs that appropriately fulfill the needs of various community groups.

a) Awareness-raising Programs

The awareness programs include lectures and dissemination of information addressing the basic concepts of child rights and protection. The awareness programs aim at creating a common ground where all segments of the community and civil society

The Queen Rania Family and Child Center's programs and activities adhere to the following principles and objectives:

Principles

- Maintaining family integration
- Establishing and maintaining partnerships and networking
- Working in line and harmony with the particularities of the society
- Offering efficient and effective programs
- Learning from and building on experiences
- Comprehensiveness and integrity of work
- Consistency
- Equitable reach-out to all segments of the society

Objectives:

- To spread awareness and increase knowledge of child safety and protection from abuse.
- Establish and make accessible a database for the studies conducted on child safety and protection.
- Activate the roles of the members and institutions of Jordan's society in child safety and protection against abuse.
- Universal access of the programs and infrastructures designed and implemented in the area of child safety.
- Empower the members of the community with the skills needed to protect children against abuse and to promote appropriate developmental practices.
- Empower children to protect themselves from abuse by providing them with much needed knowledge and skills.

organizations involved in child welfare can rally and join forces. The ultimate goal is to involve all stakeholders in establishing an understanding of child rights, which will translate into attitudinal changes that assist in future implementation of initiatives.

In 2007, 38 awareness lectures and seminars were conducted, reaching 1539 individuals representing parents, community leaders, professionals, paraprofessionals, religious leaders, youth groups and children.

QRFCC Awareness-raising programs			
# of lectures/seminars	131	33	39
# of participants	5312	1310	1539
	2005	2006	2007

b) Parenting Unit

Lack of parenting skills and education about parenting practices and children’s developmental stages have been one of the major risk factors to child abuse in Jordan. QRFCC complements its prevention activities with children through the Parenting Unit which provides training programs promoting improved child-rearing practices and positive family dynamics.

Training programs for parents and primary caregivers conducted by the parenting unit include:

- Entering the World of Early Childhood: developmentally appropriate practices and better parenting training for caregivers of children from birth to eight years of age
- Dealing with Our Adolescent Children: addresses the needs of adolescents and the developmentally appropriate parental practices with that age group.
- Concepts of Child Safety: highlights the definition, types, risk factors, consequences and prevention strategies of child abuse.
- Home-made Toys: teaches caregivers on designing toys for their young children from materials available at home

QRFCC Parenting Programs			
# of training programs	12	14	22
# of participants	620	1560	993
	2005	2006	2007

c) Children

JRF is committed to designing our programs in a manner that address children’s needs, through various educational methods and in a healthy interactive environment. Children are given opportunities to express themselves freely and share their ideas, feelings and thoughts with other peers/adults in a positively stimulating and child-friendly environment.

Children’s programs at QRFCC are based on a participatory approach to learning where all senses are involved in the learning process. Children are not taught through lectures; rather they are shown how each of them can be a self-learner, capable individually of deducing knowledge through interaction with real life experiences and situations. Children are provided with edutainment programs implemented through interactive mediums. The objectives of such mediums include:

- To address the psychosocial developmental needs of children (6-14 years old) holistically and comprehensively in a positively stimulating environment
- To enhance children’s awareness about key concepts of child safety including; rights, self-understanding, accepting differences, trust, privacy of the body, secrets and equality among other relevant topics
- To enhance children’s skills in self-protection and peace building abilities (using non-violent actions in addressing stressful situations)
- To encourage freedom of expression through various “edutainment” and recreational activities and the use of various forms of creative arts
- To stimulate and motivate children's cognitive processes and creative thinking

Examples of JRF’s Interactive Mediums that promote creativity skills and capacity building are implemented through the following activities.

Creative Skills and Capacities Building Program, implemented through:

- The Interactive Library, a child friendly model of an environment that would replace the traditional criteria and specifications of children’s libraries and the traditional pursuit of knowledge therein. The space within the interactive library aims to fuse communication with reading, playing, conversing, writing and expressing through various forms of art and play. The main activities of the interactive library include; “Together We Build our Country”, “We are Different but yet Alike” and “Stop Bullying”.
- The Arts and Handicraft Workshop, aimed at empowering children with another tool for self-expression where children and teens can verbalize their ideas, conflicting emotions and feelings of happiness, sadness, anger, and relaxation.
- The Computer Lab, where children are also given the opportunity through the Center to learn IT skills and interact with each other through working groups on various IT-related projects and activities.
- Drama and Expressive/Emotive Arts Workshop, serving 6-14 year-old children with another tool for self-expression where they are taught the importance of body language and facial expressions in giving spoken language its actual meaning. The workshop also offers children a platform to express their feelings and emotions such as love, hate, fear, and sadness. It also helps children learn to identify whom they can trust when are in danger.

QRFCC Children’s Programs			
# of Children beneficiaries	500	1969	1235
	2005	2006	2007

Arts in Child Safety Program, implemented through:

- Salhouf Tales Series, where Salhouf is a puppet show developed by JRF in collaboration with children and experts to spread awareness about child rights, self-protection from abuse and neglect for children 4-10 years of age.
- Art for Child Safety Project, a joint initiative between JRF and the Ministry of Education of a specially designed box with various art materials including puzzles, posters, photographs, paintings, puppets and a collection of music and poetry by Jordanian and Arab artists to be used in KG2 – 3rd grade classes for introducing and integrating child protection concepts.

d) Youth Programs

QRFCC provides programs that empower adolescents and youth (14-18 years), strengthen their sense of identity, increase their awareness, enhance their skills and activate their role and participation in their communities and in the society at large. Examples of youth programs include:

1. Who Am I?
2. Basic Life Skills
3. The individual and the Interactive Circles Surrounding him/her
4. Youth Development and Participation

In 2007, QRFCC expanded its Youth Summer Voluntary Program – YSVP; in which seventy youth volunteers from different parts of Amman worked alongside fifty other youth volunteers from Jabal Al-Nasser community in Eastern Amman to rehabilitate three schools and two public parks in their community, in addition to supporting children’s programs at QRFCC.

The results of the program were multifold; empowered youth, strong links with the local community, renovated parks and schools for the families and children of Jabal Al-Nasser community, and a vision for moving on to other Jordanian communities through youth involvement and participation.

Accordingly QRFCC will build on the success of this volunteering youth initiative that was launched and supported by Her Majesty Queen Rania Al Abdullah, and will translate the vision of the participating youth to reach out and emulate this experience in other disadvantaged communities across the country. QRFCC is planning with the participation of the youth to expand their work in Jabal Al-Nasser Community, as well as reach out to two new local communities out of Amman in 2008, one in the South (Al Rahmeh village) and the other in the North (Kufranja district) of Jordan.

QRFCC Youth Programs			
# of Youth beneficiaries	66	477	367
	2005	2006	2007

Training Unit

The Training Unit was launched in 2006, as part of the QRFCC, as the first regional professional training center (PTC) 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 Center provides the following services: Development of Training Manuals, Capacity Building and Consultancies.

Development of Training Manuals

The Center develops tailored training manuals and packages in the areas of child safety, youth empowerment and family dynamics and welfare that meet the requirements of the target groups addressed and the topic at hand. The experiences of other CSP components are incorporated. The Center cooperates with other networks and similar organizations both national as international which allows for an exchange of knowledge hence the Center can provide training packages that are based on international best practices, yet tailored to the national scene.

Capacity Building

The Center provides training programs to individuals and organizations in various areas that are not limited to the ones developed in-house. The Center provides two categories of training programs: administrative and technical training programs.

Consultancies

Organizational consultancies are also provided nationally and regionally to family and child related organizations. Organizational consultancies range from consultations on specific areas of the organization's work, initiating a new service or program and emulating the models and activities of the Child Safety Program to those organizations.

JRF QRFCC Training Unit	2006	2007
# trainees nationally	142	280
# trainees regionally	81	287
# training manuals developed	14	6

Community Mobilization Unit

In 2006 the Community Mobilization Unit was established within QRFCC. The Community Mobilization Unit aims to enhance the level of community awareness about child safety and activate the role of local communities in preventing child abuse. This is achieved through formulating community based child safety committees in the north, center and the south of the Kingdom. The community based committees include representatives from governmental and non-governmental organizations in each community as well as community figures.

Since 2006, the CMU formulated four committees; in the north (Ajlun-Kufranja); Center (Amman-Marka) and (Birein – Zarka) and South (Aqaba-Wadi Araba) of Jordan. Each of the committees collaborated in identifying the needs and priorities of its area in relation to child rights and safety. Accordingly, work plans have been prepared and endorsed.

Family Support Unit 110 for Families and Children

Launched within the CSP in December 2007, the helpline aims to empower the child and family in order to promote and protect the well-being of children in Jordan. This is to be accomplished through a free telephone service based on confidentiality, active listening, and unconditional acceptance. The helpline operates from 9 a.m. to 5 p.m. daily excluding weekends and national holidays. A qualified team of specialists communicates with the caller to provide psychological support and/or consultations relevant to child, adolescent, and parenting issues, and/or referrals to the institutions which provide the required services. The helpline aspires to reach families “at risk” in an effort to alleviate the effect of risk factors on children. Families “at risk” include families facing challenges that impair their parenting, but are not at the threshold to be considered abusive or inept.

The helpline has been developed with the feedback of the intended users. At the start of 2007, we conducted sessions with a wide range of participants which included children aged 7 through 18 (a grand total of 260) from both public and private schools. The children’s feedback was incorporated into the design of the helpline.

To support the helpline we have partners from the government, voluntary and corporate sector. With each partner agreements were signed as well as the Memorandum of Commitment to the helpline signed under the Patronage of Her Majesty Queen Rania marking the National Day for Child Safety on 6/6/2006. It is the first time that all telecommunication companies in Jordan came together to sponsor a non-governmental service. They have committed to make the family support line number 110 accessible from all telecommunication networks; to sponsor all calls to 110 so that neither the caller nor JRF bear the cost of calls and to withhold the number 110 from subscribers’ bills to ensure confidentiality of callers.

Four specialists from diverse backgrounds are currently receiving and handling the incoming calls. In this manner, specialists are able to consult with each other on cases and thus view cases with a holistic perspective. Additionally they have been trained on topics like child protection, counseling and psychosocial interventions and child development. Furthermore over 26 professionals from the health sector were trained on child protection, child development and helpline procedures. These professionals will serve as recipients of cases referred from the helpline.

The helpline was very well received. In December 2007 we received 202 real calls and 87 calls inquiring about the service. Of the 202 calls, 6 referrals were made to the Family Protection Department either by conference call or by reporting cases.

“110 for Families and Children” is registered as an associate member of Child Helpline International (CHI) and has taken part in the Regional Consultation organized by CHI. In addition, the helpline represents the MENA region in CHI’s Principles, Standards, and Practices Taskforce and has participated in two of their meetings during 2007.

Goals for 2008 for the helpline include: recruiting and training 2 more specialists; extending the line’s operational hours to 9am to 7pm; Continue to build the capacity of partners on issues relevant to children; Collecting data from calls and utilizing data to inform future practice plus disseminating data to relevant organizations; Outreach – enhancing the awareness of the general public and exploring new ways to increase the accessibility of the service particularly to children.

2008 CSP Prevention Goals

- Review and upgrade the prevention programs currently being implemented at the Center in addition to developing new prevention programs that meet the needs of target groups within the local community (parents, youth and children)
- Enhance the outreach of prevention programs through the Community Mobilization Unit & partnerships with local NGOs , hence reaching a larger number of Jordanians
- Enhance services provided to the local community through QRFCC by partnering with other national organizations that provide complementing services and programs to families at risk.
- Enhance the volunteer-based services and activities implemented at the Center
- Launch new prevention initiatives. These include:
 - Safe Schools - an initiative that aims to turn schools into safer environments for learning through enhancing the capacity of staff, empowering children and strengthening school-parents/community relationships
 - Youth Volunteering Program - a program that engages youth in community service and volunteering activities during the summer.

COMMUNITY EMPOWERMENT PROGRAM

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.

Context: Current Situation of Local Communities in Jordan

At the end of 2007 the approximate population of Jordan was (5,723,000) million people, with 82.6% live in the urban dwellings and 17.4% in the country side. Of these 14%³ live in poverty, with an unemployment rate higher than in urban areas. For poor communities throughout the country, we identified the following gaps: few employment opportunities, low skill levels, little knowledge of development needs and tools available, little use of available infrastructure and resources, and low participation in local decision-making.

To address these problems, awareness has to be created first about existing development needs and the tools available to improve their situation. Even though the social and economic infrastructure is limited, resources do exist and we believe in empowering communities and individuals to make use of them.

Vision, Mission, Objectives

The Vision of CEP is to economically empower local communities and alleviate poverty in the Hashemite Kingdom of Jordan.

Our Mission is to reorganize natural, human and economic resources at local levels to enable communities to become more actively engaged in the country's socio-economic development process.

Our projects and programs aim to:

- Improve the socio-economic status of individuals and communities;
- Upgrade the skills of individuals and local communities;
- Further the knowledge of marginalized communities;
- Re-organize local resources to become more efficient & productive;
- Engage local communities and institutions in decision making that affects their livelihoods
- Encourage local communities to work collectively under a legal umbrella.

Main Activities

- Outreach and Formation of Local Community Committees
- Awareness Raising, Training and Capacity Building
- Community Profiling and Projects Identification
- Cooperative Registration & Legalization
- Projects' Implementation:
 - Revolving Credit Funds Program
 - Infrastructure Projects
 - Income Generating Projects
 - Monitoring and Evaluation

3. Source: Ministry of Planning and International Cooperation studies.

Methodology: Guiding Principles and related Tools

Creating knowledge and passing it on is at the core of JRF's approach. Over the years the JRF staff has gathered vast expertise and collective knowledge in sustainable community development. With this expertise we have developed a framework to support CEP staff in their project / program implementation and all our projects adhere to following Program Guiding Principles

1) **Community Participation:** In all CEP projects traditional and private sector leaders, community-based organization members and local government officials are involved in identifying challenges facing their community and ways to resolve such issues. Discussions and negotiations over project design, ownership mechanisms, legalization and community contributions all involve broad community involvement. Community, government and private sector stakeholders work together to achieve the most effective and transparent use of natural and human resources and project inputs.

Tools and methods for implementing this principle include the formation of a Community Committee with the following Administrative Standards:

- Composed of representatives of local community striving for inclusion of more vulnerable members of society such as women, youth, the disabled, or minorities (poorest of the poor).
- Maintaining a balance of appropriate skills according to project needs (i.e. tourism, agriculture, law, accounting or management) and with a high degree of community acceptance.
- Committee members freely volunteer their time and invest the necessary time to fulfill obligations they have made and that are required to perform all necessary tasks.
- Once selected/elected committee members should be encouraged to develop and sign a statement of commitment to the project which outlines specific responsibilities and obligations.
- Communicate with local communities in ways appropriate to each region.
- Ensure that the community contributes to the cost of the project. Aspects of the community contribution may include land, labor, cash, etc...
- Community takes responsibility from the beginning to manage and own the project including marketing of cooperative products if any.

2) **Sustainability:** CEP's vision for sustainability is built upon community ownership and fostering technical and transparent management skills among project beneficiaries. With support from JRF's CBBDS project leadership and community members acquire skills needed in all phases of implementation to enable them to manage and expand the impact of their activities. This commitment to innovation is directly shaped by environmental considerations in order to contribute to positive sustainable development in Jordan. CEP strives to stimulate creative solutions to age-old constraints to development by maximizing limited natural resources (for example arable land and water) and strengthening local traditions. CEP projects all strive to improve the economic and social circumstances of local communities without compromising the ability of future generations to meet their own needs.

Project sustainability means that the project continues generating economic and social benefits for the target area community long after project completion. This includes the following considerations:

- **Financial sustainability** – the project is able to generate sufficient resources at the end of donor funding to continue its activities and that systems are in place which ensure transparent and responsible stewardship of resources.
- **Operational sustainability** – local communities have the requisite knowledge (management and technical) to successfully maintain and operate the project at the end of the funding cycle administratively, financially and technically.
- **Environmental** – the project is designed and implemented so it stewardship of natural assets

- Participation - strategic and significant decisions are made in a democratic manner with the opportunity for general assembly members to actively participate.
- Ownership - Cooperative members see the project as their own, and not externally driven, thus exhibiting high levels of ownership of the project in the local community.

To achieve project sustainability these considerations need to be taken into account during the design and planning phase. This requires transferring of skills, supporting establishing policies and procedures and mechanisms for cooperative decision-making.

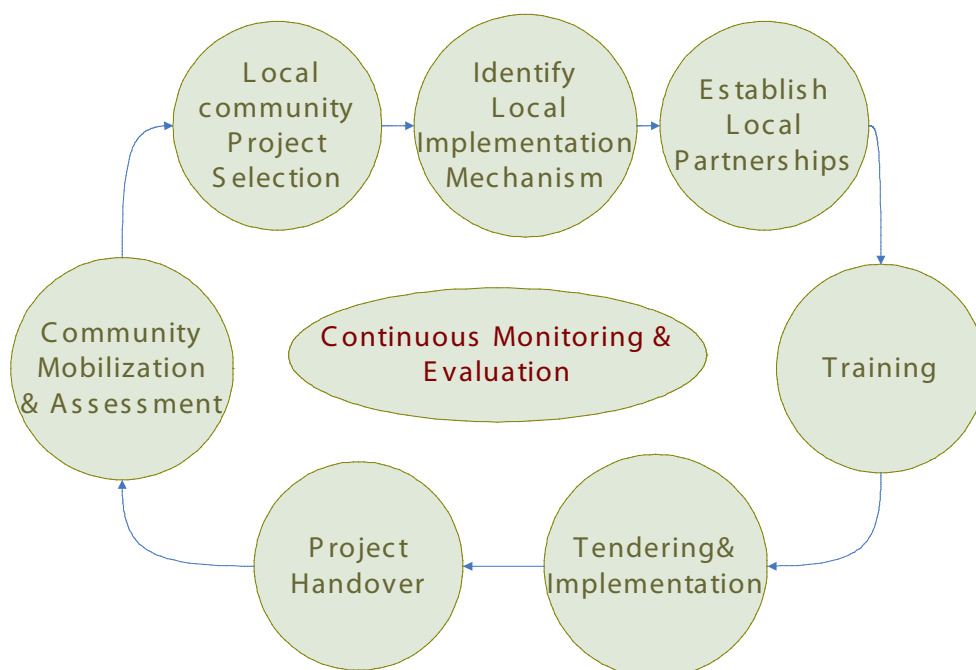
3) Economic Opportunities: By creating permanent and temporary employment, circulating resources in local communities and encouraging entrepreneurial initiatives CEP contributes to increased economic opportunities in Jordan. CEP also strengthens the private sector in the country by securing goods and services from local vendors and introducing new technologies for the benefit of Jordan. Additionally, CEP helps to build positive and transparent relations between such businesses and local communities.

Tools for this principle include capacity building:

- Assess training needs in a participative manner with the full involvement of the local community in coordination with the JRF CBBDS unit.
- Develop and implement according to schedule a capacity building plan for the project for technical and management needs. Management training should include: awareness-raising, team-building, strategic analysis, project administration, marketing, financial management, monitoring, evaluation and comprehensive administration. Technical training should be project specific.
- Monitor capacity building activities and assess effectiveness and if further training is required.

Project Methodology

Our projects follow a format that has over time proven to be a successful formula for effective community engagement and the identification of appropriate projects that enhance economic, social, and environmental circumstances. This community engagement process pattern is as follows:



We select projects via participatory method with the locals in communities chosen by JRF with full coordination with the donor. Once we are in contact with a community, we build the capacity of the local community members to identify and select the project activity(ies) that will yield the most economically positive results without jeopardizing the ability of future generations to meet their own needs. The project is chosen with the full participation of the local community. First a local project committee is formed from among the local community that includes representatives of local Community Based Organizations (CBOs), community leaders and local government representatives. We encourage leaders in the community to include women, youth and other vulnerable elements of the population in decision making roles in the project. This committee will be the initial linkage to the community and will be the foundation for project sustainability.

We use various participatory techniques such as Active Participation Methods (APM) and **Participatory Rapid Appraisal (PRA)** with broad community participation, in addition to surveys and focus groups to identify local challenges, needs and priorities and gather feedback on feasibility and impact.

Next a **feasibility study** (by JRF staff or contract for professional services) is conducted to assess the economic benefits that can reasonably be expected from a particular project. The JRF uses the highest standards conducting the feasibility study as it provides the baseline for the success and sustainability of any project. In order to assess and measure project impact later in the implementation process it is important to gather as detailed base-line information as possible at this point. This can include carrying out household surveys when feasible, yet even small survey samples can allow for later comparisons.

Community members are involved as much as possible in as many aspects of the project as possible, to contribute to project ownership and as a part of capacity building efforts. During this process we stress the need to communicate to the communities that unforeseen circumstances may arise that will impact the economic benefit. This element of uncertainty must be communicated clearly to the local community to help them understand the risks, potential benefits and ultimately unpredictable nature of sustainable community development.

While a full **environmental impact study** is not possible for all feasibility studies, in cases where a proposed project holds an obvious potential negative environmental impact these have to be identified in the risk assessment section.

Based on the feasibility study, a project plan **including Final Work Plan, Personnel and Budget** is developed. CEP accounting staff and JRF financial management team will be critical actors in compiling the budget and budget narrative. One of the goals of all CEP projects is to address poverty in rural communities and job creation is a key component of such efforts. Therefore, field-based staff for the project should be from the targeted community. Although Jordan has a quality system of higher education and high levels of unemployment among new graduates it is still rare to find qualified staff in the local community. When the final documents are prepared, we submit them to the donor for final approval/review and share the work plan with the local community for them to be aware of project targets.

A Local Community Partner (preferably a cooperative) is identified / established that will work closely with JRF in all aspects of implementing the project. The community partner needs to be recognized under Jordanian law thus beneficiary communities have a legal channel to express their needs, hopes and concerns and JRF has a legally recognized partner to work with in implementing the project and to direct capacity building efforts with.

Contained in the project agreements are arrangements for utilizing cooperative profits (after covering operating expenses) with 50% invested in new initiatives or expansion of the project, 25% reserved for unanticipated

expenses and 25% distributed as member benefits. The terms of agreements that JRF signs with cooperatives include long-term support and follow up mechanisms from the Foundation (varies with the project).

It is assumed that most CEP projects will have an infrastructure component to them though it is recognized that there may be livelihoods projects that do not require construction, such as in a home-based production project, or capacity building initiative. Sites of projects are **selected** based on the approval of the local community and that meets the feasibility study criteria, and environment and government regulations.

All goods or services secured by CEP must conform to JRF **procurement procedures**, and, if applicable, to donor requirements. This includes engineering services (design, supervision and construction), vendor goods and consultants. We adhere to strict guidelines to ensure transparency and accountability for our donors and beneficiaries (who form the highest percentage in the tender committee) and to avoid corruption. Every CEP Project is subject to a **Project Performance Monitoring**. It's intended to assess project impact and to measure how we did in relation to what we said we would accomplish, to learn how to improve similar programs in the future and helps to hold the agency and its partners accountable to the donor and the communities. We use a variety of tools to achieve this aim. However, the most important tool CEP has is the ability of project staff to apply their skills and experience in careful observation, critical thinking and analytical approaches. For most of the projects we produce a report detailing survey methodology and results, including a quantitative and qualitative analysis of project impact on local community, and an evaluation of implementation techniques and procedures.

The final stage of any project is to **hand over** the project to the local community which assumes the ownership and management of all project assets. The handover of project assets progresses in stages with clear checks and balances identified at each phase but within the year after the construction components are concluded. Financial and technical support continues. This period will not only facilitate monitoring of cooperative performance, but will also allow the cooperative to begin generating significant revenues before financial support is ended. An agreement among beneficiaries, implementing agency(ies) and the donor expressed in a written contract clarifying the roles and responsibilities of each party in the ongoing management of the project subsequent to handover. The operations of the project and revenues generated by the project are monitored by CEP staff.

The Outcome is a sustainable project administered by a local community through the democratically elected administrative committee of the cooperative.



CEP Programs and 2007 Performance

CEP Programs are grouped into the following five main categories:

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

All projects under these categories follow the same methodology but they are different in the way they are funded, in their size and duration in addition to the number and type of beneficiaries they serve. In this report, we have not listed all projects under each program. Details of all projects could be found on the website.

Community Handicraft Projects

JRF started its economic empowerment efforts by focusing on the improvement of status of women in underprivileged areas through three income-generating handicraft projects: the Bani Hamida Women Weaving project, the Jordan River Designs project, and the Wadi Al-Rayan project. JRF's intervention focused on providing women in these areas with employment opportunities while reviving a traditional cultural practice. The program creates opportunities for women to supplement their families' income.

At the time these projects were established, employment opportunities for women in underprivileged communities were non-existent; employment for women was something unheard of. The role of women was only to stay home to attend to family matters. The Foundation utilized handicrafts production as a means to employ women from their homes while building on existing skills and resources, preserving cultural heritage and responding to the cultural barriers exerted on working women.

As these communities overcame the challenges of cultural barriers, and members received several technical and managerial training, these projects were increasingly managed by the beneficiaries themselves with minimal supervision from the Foundation. The production process is essentially fully run by the communities. JRF continues to play a role in the overall management of each project, capacity building and training sessions on topics that include project management, accounting, bookkeeping, and marketing, providing design and services, quality control, raw materials and marketing support due to the remoteness of the projects' site, and in the sale and marketing of the products. The projects do not have a separate legal entity from JRF, and thus appear on JRF's financial statements.

With regard to marketing of products, JRF's marketing department promotes and sells these products through multiple national and international channels. They are sold worldwide through tradeshows and featured in prominent home-furnishing magazines and publications. Nonetheless, in 2007 it was determined that the current product base is increasingly uncompetitive in the marketplace – the price that can be commanded of the product was no longer sufficient to cover costs in at least one of the three projects. Therefore, JRF established a Creative Advisory Board which will be recommending changes to the products that make them increasingly attractive on the market while maintaining traditional handiwork.

Due to the needs of the community where the Jordan River Designs (JRD) project is implemented, other community projects were implemented in the year 2002 to increase employment and economic opportunities. These projects including the JRD formed Al Karma center.

2007 handicraft program highlights include:

- JRD now employs 23 women full time, with profits reaching over 5,000 per annum that are distributed back to project local staff (wage based beneficiaries up to 341+);
- Bani Hamida established for twenty two years, still employs 20 women full time preserving a cultural heritage (wage based beneficiaries up to 560+);
- Wadi Al-Rayan, under JRD employs 9 beneficiaries from their homes.

CEP Community Handicraft Projects - Direct Beneficiaries																				
Women employed	23	22	23	23	23	19	20	20	20	20	2	2	2	2	43	44	44	45	45	45
Wage-based women beneficiaries	491	441	341	375	413	198	297	238	247	271	9	9	9	12	15	698	747	588	634	699
	2005	2006	2007	2008	2010	2005	2006	2007	2008	2010	2005	2006	2007	2008	2010	2005	2006	2007	2008	2010
	JRD					Bani Hamida					Wadi Al-Rayan					Total				

CEP Community Handicraft Projects - Revenues and Profits															
Revenues	318474	300793	241703	302896	333186	150444	100496	98710	139769	153746	21473	31202	25525	29600	32560
Profit / Loss	92428 (P)	39522 (P)	9692 (P)	56986 (P)	62685 (P)	54227 (P)	30095 (L)	31154 (L)	7891 (P)	8680 (P)	3616 (L)	3862 (P)	5095 (P)	7594 (P)	8353 (P)
	2005	2006	2007	2008	2010	2005	2006	2007	2008	2010	2005	2006	2007	2008	2010
	Al-Karma					Bani Hamida					Wadi Al-Rayan				

CEP Community Handicraft Projects - Total Revenues and Profits					
Revenues	490391	432491	365938	472265	519492
Profit / Loss	143039 (P)	5565 (P)	16367 (L)	72471 (P)	79718 (P)
	2005	2006	2007	2008	2010
	Total				

CEP Community Handicraft Projects – Indirect Beneficiaries and Community Engagement

# of indirect beneficiaries	1545	1386	1086	1200	1314	645	942	765	795	867	33	33	33	42	51	2223	2361	1884	2037	2232
# of beneficiaries engaged in project design and implementation	515	462	362	400	438	215	314	255	265	289	11	11	11	14	17	741	787	628	679	744
	2005	2006	2007	2008	2010	2005	2006	2007	2008	2010	2005	2006	2007	2008	2010	2005	2006	2007	2008	2010

While challenges remain, not only have local residents taken over most aspect of project leadership, but they have also become leaders in their communities. In the 2007 municipal elections, the local project manager of the Bani Hamida Weaving project was one of the six women nationally elected on the local councils.

Donor and Government Solicited Programs

Projects within this category are:

- Rural Community Cluster Development Program (RCCDP I&II)
- Local Development Program for Less-Privileged Areas (LDPLA)
- Capacity Building of Community Based Organizations (Qudorat II) Program
- Community Based Initiatives for Water Demand Management (CBIWDM) Program

Rural Community Cluster Development Program (2002-2006)

This program aims to promote citizen participation in addressing critical needs for the economic and social revitalization of rural community life. The program develops local communities with similar needs by empowering them to develop income generating projects to increase their standard of living.

CEP RCCDP - Beneficiaries (all governorates)		
Personnel employed		99
# of beneficiaries		2095
# of women direct beneficiaries		1817
# of indirect beneficiaries		80046
	2005	2006 *
* The project was handed over to the cooperatives in December 2006 and as a result, there is no further data available after that date.		

The program is funded by the Ministry of Planning and International Cooperation (MOPIC) under the Enhanced Productivity Program. JRF won the bid and executed the project in partnership with Mercy Corps, an international relief and development agency.

Phase I of the program (July 2002 to March 2004) focused its efforts in four clusters: Northern Ajlun, Northern Badia, Southern Madaba and Middle Wadi Araba. Phase II began in April 2004 until December 2006, expanding into additional community clusters (Southern Wadi Araba, Kufranja, Um Al Rasas, Madaba). RCCDP Activities have been implemented with many successes and in spite of considerable challenges, achieving many of the goals and objectives of the program.

Governorates benefiting from the project included (Mafraq, Ajlun, Aqaba, Madaba, and Amman). Examples of projects include a nursery, a water pond, cold storage facility, ostrich farm, bus station, public market, dam, integrated livelihood farms, and others. More information on these projects can be found on our website. In addition, some of these projects are introduced in the environment section of this report.

The experience gained from implementing the RCCDP program, enabled JRF to lead new initiatives and to implement diverse projects all over the Kingdom.

Local Development Program for Less-Privileged Areas (LDPLA)

The Government of Jordan has identified 26 areas within Jordan that can be classified as poverty pockets. Having identified these concentrated poverty areas, the next step taken was to issue a request for proposals to address aspects of these poverty pockets, for which JRF was the successful bidder in addition to other national NGO's. The objective of the program is to raise the standard of living in poor areas through revolving credit funds, capacity building, infrastructure programs, and income generating projects. As with all JRF programs, the fundamental organizing principles are those of engagement, empowerment, sustainability, and economic opportunity. The program is being implemented in two phases, phase one included 10 area where JRF executed the program in three areas and phase two which was awarded at the end of 2007 included 16 area and JRF shall implement the project in 6 areas. Examples of projects that have been identified and supported in phase one are a commercial complex, upgrading and maintenance of a slaughter house, services complex including multi-purposes halls, swimming pool, and a small motel in addition to revolving credit funds and capacity building in all areas. JRF has worked in 3 areas in phase I (originally from 2005 - 2007; project was extended until 2008) which are Berein, Hosha, and Deir Alla. Also JRF was contracted in Deir Alla to implement an initiative launched by HM King Abdullah to establish an Organic Fertilizer Factory in July 2007 to serve the farmers in the Jordan Valley. The project aims at controlling the problem of flies in the area, benefiting from the remains of livestock in agriculture, providing job opportunities for the locals, improving the quality of agricultural products in the area, in addition to covering the Kingdom needs of organic fertilizers. This environment project initiated as a result of JRF knowledge and work in the area . The project cost was JD 567K and 150K local contribution, and it created 12 jobs and benefited over 450 local individuals members of the participating cooperatives in the area in addition to 2 municipalities with over 60,000 residents who are considered as indirect beneficiaries of this project).

CEP RCCDP - Coverage and Budget		
# of Governorates	5	5
# of Clusters	8	8
# of Income projects	11	11
Program Budget	2,784,946 (phase I) 3,041,799 (Phase II)	n/a
Local community % Cost Share		30%
	2005	2006 *

* Project ended in 2006

«The inclusion of local community representatives in all project stages was excellent. This participation included needs assessment, planning, tendering and awarding contracts for services and goods and implementation. Such involvement has empowered communities and boosted their self-esteem, as well as enhanced their trust in and respect for the implementing organizations (JRF/MC),»

- "Progress and Achievement Report" conducted at the conclusion of Phase I by Interaction, an independent development service firm.

In phase II (end of 2007 – end of 2009), JRF along with its implementing partners aims to reach a wide constituency of the poorest of the poor within each pocket and improve their livelihoods through income generating programs and providing necessary infrastructure and economic opportunities. JRF is implementing the program in cooperation with Mahara, Business Development Center, and Pro Group Consulting in targeted areas which are Al-Hashmiyah / Zarqa, Ghor Al-Mazra'a / Karak, Al-Jafer/ Ma'an, Al-Husainyah/ Ma'an, Al-Mreigha / Ma'an, and Wadi Araba / Aqaba.

Capacity Building of Community Based Organizations (Qudorat II) Program

Awarded to JRF through a competitive bidding process (2007-2009), Qudorat II is a program that aims at strengthening the institutional capacities of Community Based Organizations (CBOs), and enabling them to manage and execute socio-economic programs efficiently and effectively. The project is based on intensive capacity building and grants to CBOs on a competitive basis. It is considered one of the important programs that the Ministry of Planning and International Cooperation has launched under its enhanced productivity program that aims at raising the productivity of local communities' members across the Kingdom of Jordan, and realizing positive and tangible effects pertaining to their living standards. It is being implemented by the Jordan River Foundation in cooperation with partners Pro-group and Arab Foundation for Sustainable Development (Ruwad). The initial steps of the project include assessment and selection of eligible CBOs based on a set criteria and capacity building of the selected 60 CBOs. Once selected and trained, the project entails i) proposal solicitation from these CBOs, ii) selection and awarding of 40 CBOs to receive grants, iii) grant implementation which includes on the job training, and iv) grant completion and Monitoring and Evaluation (M&E). 40 CBOs from 6 governorates will receive grants and continuous institutional and project management capacity building.

Community Based Initiatives for Water Demand Management (CBIWDM) Program

This five-year initiative funded by the United States Agency for International Development (USAID) and Mercy Corps is designed to enable communities in rural Jordan to improve water use efficiency. Launched in May 2006, the objectives of the project are to:

- Build the capacity of Community Based Organizations (CBOs) to implement lending programs that improve community water demand management.
- Establish and oversee an effective and sustainable lending system for community water management activities.
- Increase the scale of project impact by raising awareness of lessons learned among government policymakers, other stakeholders and donors.

CBIWDM will work in all 12 governorates in the Kingdom and provide 150 grants of 7,000 JDs each and build the capacity of CBOs selected through a highly-competitive and transparent process. The majority of these grants managed by the CBO will operate as revolving loan funds supporting households to develop and implement water savings and efficiency projects. The types of projects funded will include rainwater harvesting cisterns and reservoirs, Roman cistern rehabilitation, residential network maintenance, drip irrigation, small agricultural canal maintenance, spring improvement and other small-scale high impact water efficiency investments. JRF was contracted by Mercy Corps for 18 months to build the capacity of the selected 120 CBOs on institutional and project management issues in addition to financial management of the revolving loads funds.

Model Pilot Programs that enhance available productive resources

- Khazma Integrated Development Pilot Project
- Ajlun Eco-tourism Development project in the Ajlun Nature Reserve
- Tourism Housing initiative in Ibbin – Ajlun

- Knowledge Center and commercial kitchen – Al Karma project
- Rasoun Village Development Project

Khazma Integrated Development Pilot Project

As a result of JRF's high-quality performance and program impact in RCCDP, the MoPIC contracted JRF to implement a pilot economic empowerment project in the village of Khazma, located in the Deir 'Alla District, Balqa Governorate. Khazma is a village in the Jordan Valley with 5,000 residents who established squatter settlements following the Palestinian exodus during the War of 1948. This community suffers from high rates of unemployment, poverty and other socio-economic challenges. This project partnered with Khazma Women's Cooperative, a thriving local community initiative. This Cooperative operates a small dairy processing facility which has had a positive social and economic impact on the lives of its nearly 50 members. This two-year pilot project which began in January 2004 was designed to strengthen and expand the activities of this Cooperative and to increase community-led economic opportunities in the area. These activities included a revolving fund, an IT center, a children's playground and library, a sewing workshop, in addition to providing the cooperative with 2 water tanks to benefit the cooperative from the rental fees to small farmers. The project was handed over to the cooperative, and provides about 6 permanent jobs and more than 70 job openings on temporary basis during the implementation of the project, in addition to benefiting 185 people from the region through the revolving loans. Khazma's Women Cooperative membership includes 54 members (53 females and 1 male)

Ajlun Eco-tourism Development project in the Ajlun Nature Reserve

This project, funded by the Spanish Agency for International Cooperation, was implemented by JRF in partnership with the Royal Society for the Conservation of Nature (RSCN). The project unifies efforts in environmental protection as a means to foster sustainable community development in Jordan. The goal of this eco-tourism project is to establish income-generating activities surrounding the Ajlun Wood-land Nature Reserve. While Ajlun has great tourism potential, services for such activities are almost non-existent in the area. Therefore, JRF and RSCN have implemented various income-generating initiatives that compliment the Reserve environment, while ensuring that this national resource is not negatively affected by tourism. The infrastructure phase of this 18-month project was completed in December 2003 and the training phase was concluded in June 2004 and benefited 204 persons of which 169 women were involved. The project offered 15 job opportunities as well as training 169 women from surrounding areas on managerial and technical issues. The project was handed over to the RSCN in the year 2004. The project includes: a handicraft production center creating items that represent an image of the Ajlun area; visitor information and research center; and restaurants and chalets.

Tourism Housing initiative in Ibbin - Ajlun

JRF was awarded a fund from the Ministry of Planning and International Cooperation in 2004 to renovate 24 houses in Ibbin in order to promote and encourage tourism in Ajlun governorate in addition to providing additional income for the people of the region. Ajlun has a history of attracting tourists from the Arab world since Ibbin has naturally mild weather to attract tourism especially in the summer. A cooperative was established to manage and own the project and to unify the renting mechanism under one umbrella. The cooperative members received several managerial and technical training courses to allow them to operate the project in a sustainable manner. In 2007, the project was supported by HM King Abdullah with a total amount of JD 60000 to purchase a bus for tourism related activities and conduct an advertising campaign to market the project.

Knowledge Centre, Commercial Kitchen – Al Karma project

As mentioned previously, JRF interventions in Al Nathief started with the Jordan River Designs handicraft project. Due to the need in the area for additional economic opportunities, in 2002, JRF received funding from the Ministry of Planning and International Cooperation, under the ministry's Social Productivity Program, to establish additional income generating project. The local community identified their needs for IT training that has become a basic requirement for employment opportunities while women identified skills in traditional food products and meals. Accordingly, JRF established Al Karma center that houses the productive kitchen, a knowledge center and a multi-purpose training facility. The productive kitchen aims at producing fresh home-made food and within a specific menu. This is done through the women working in the kitchen and at their houses. The products are also being marketed locally.

The establishment of the Knowledge Center aims to bridge the lack of the computer institutes in the area, in addition to bridging the gap between the inhabitants of the area in information technology and rehabilitating the inhabitants to cope with the evolution of the information era. There is also an available room for multi-educational purposes.

The project is provided with computers and a modern and comfortable sophisticated hall-equipped. The training is supervised by a certified trainer from National Information center. The certificates are issued for graduates in coordination with the National Information Center. Youth and children are allowed to use the center for school homework and internet searches. Special programs for children using technology will be implemented in 2008.

Rasoun Village Development Project – Ajlun

Under the direction of Her Majesty Queen Rania to develop marginalized communities that do not fall under poverty pockets but are in dire need of development, JRF is piloting a new initiative that looks at communities in a holistic manner which includes education, health, infrastructure, youth and economic empowerment. In 2007, and after a visit of Her Majesty to the Rasoun Village in Ajlun, JRF conducted several need assessment sessions with the local community members in Rasoun to identify the challenges, available resources and their priorities. Priorities included school renovations, health centre upgrade and revolving credit funds in addition to income generating programs to serve the 3000 community members of Rasoun.

Through JRF promotion of corporate social responsibility, Jordan Telecom Group (Orange) executed the adoption of Rasoun village at the end of 2007. Main activities of the project that will be financed and supported by JRF and Orange include: Establishing a cooperative, renovation of the females secondary school including raising the wall height by 1.5 meters for security reasons, in addition to conducting awareness lectures and workshops for children related to child safety. The project also includes establishing a children's nursery, establishing a bakery, enhancing the transportation system by increasing the number of buses, maintaining the playground, establishing a youth center, upgrading the national park, advocating with the Ministry of Health to equip the health center with a medical lab and assign a full-time doctor, establishing a revolving loan fund through the established cooperative, improving some agricultural roads, lighting of certain streets in the village, and conducting on-going capacity building and training programs.

Engaging Communities in Public Decision Making

Jordan Local Governance Development Program (LGDP)

JRF plays a major role in engaging communities and municipalities to collectively decide their needs, challenges and available resources. As a result, many collaborative endeavors were formulated between municipalities and established cooperatives. Moreover and under CBBDS unit, JRF was contracted to implement the LGDP;

a project that aims to get local communities to participate in policy decision making through Advanced Participation Methods Training (APM). The project involves nine municipalities including: Madaba, Shafa, Beirein, Hasa, Showbak, Fuheis, Rabiet Al Kora, Birgish, Jerash. The activities included strategic planning workshops to plan health, infrastructure, socio-economic and local political policy for each municipality; each workshop included about 80 participants.

Community Profiling, Assessment & Awareness Raising

- Master Plan for Ajlun Tourism
- Organic Farming Initiative
- The Jordanian Education for Water and Environmental Leadership (JEWEL)

Master Plan for Ajlun Tourism

This project funded by the World Bank through the Ministry of Tourism and Antiquities was awarded after an international competitive selection process. JRF joined an international and national consortium of private sector entities to develop a master plan that will address key environmental and urban development issues of the area. This project will also formulate a vision and public investment program for sustainable development and tourism promotion in Ajlun city, Ajlun castle, Anjara and the surrounding area.

The consortium work included identifying protected zones; defining zones with tourism potential to be promoted for investment in recreational and eco-tourism infrastructure; updating and improving zoning plans for urban settlements; as well as identifying opportunities for the economic rejuvenation of urban areas.

As a consultant to this project JRF provided administrative support and advise on social interventions, a baseline survey and income-generating activities.

Additionally, JRF served as a liaison between local government branches and the consortium. JRF was responsible for socio-economic interventions through the mobilization of community stakeholders in order to ensure that the master plan addresses the needs and priorities of the community.

Organic Farming Initiative

As a tool of biodiversity conservation and because Jordan has deficiency in water resources, the organic farming approach aims to help in conserving the biodiversity and water resources in Jordan and to help Jordanian farmers to gain more profit. Simply the organic farming project, funded by AECI (Agencia Espanola de Cooperacion Internacional) through RESCATE Spanish organization, aims to initiate a comprehensive framework and action plan to certify organic farmers and stakeholders in Jordan. It will involve setting up legislations or standards to regulate the organic production system and will establish an organic farming certification body linked with international organizations. Such a certification program will raise awareness of the importance of organic farming, ensure quality certification of local farmers and help expand to regional and international markets. (The fund is 78777 Euro).

The organic farming initiative in its broad vision will help the agricultural sector in Jordan and add a new value to the water sector by making the water use in agriculture more efficient.

The Jordanian Education for Water and Environmental Leadership (JEWEL)

This USAID funded project is implemented by The William Davidson Institute at the University of Michigan (WDI) – USA. JRF in partnership with Frederick A. and Barbara M. Erb Institute at the University of Michigan; the Center for Sustainable Global Enterprise (CSGE) at the Cornell University’s S.C. Johnson Graduate School of Management, the University of Jordan (UoJ), the Jordan University of Science and Technology (JUST) will be implementing the project (end of 2007 -2010), aiming at empowering leadership and decision making, and creating resources and knowledge networks in Natural Resource Management (NRM) in Jordan. JRF role is represented by:

- Developing the community and women leadership workshops on natural resources.
- Developing internship and scholarship opportunities for women, especially those in rural communities.
- Disseminating relevant research to communities.
- Presenting the H.M. Queen Rania Al-Abdullah Award for Excellence in NRM Teaching and H.M. Queen Rania Al-Abdullah Award for Research on Natural Resources and Gender to professors at JUST and UoJ based on certain selection criteria.

Community Empowerment Program Projects – 2007 Performance Summary

CEP Programs - Beneficiaries and Community Engagement								
Personnel employed	NA	99	12	70	NA	266	NA	NA
# of direct beneficiaries	NA	2095	1247	2994	264	3751	478	418
# of indirect beneficiaries	NA	80046	68264	136528	792	11253	1434	978
# of women direct beneficiaries	NA	1817	506	1164	60	396	107	84
	2005	2006	2007	2008 *	2007	2008*	2006	2007
	RCCDP II		LDPLA		Qudorat		CBIWDM	

* Target

CEP Programs <i>continued</i> - Beneficiaries and Community Engagement												
Personnel employed			NA				NA	NA	NA	4	4	4
# of direct beneficiaries	30	30	NA	214	184*	184*	NA	NA	NA	34	130	222
# of indirect beneficiaries	90	10207	NA	3000			NA	NA	NA	5000	5000	5000
# of women direct beneficiaries			NA	134	39*	68*	NA	NA	NA	41	55	53
	2006	2007	2007	2008	2008	2009	2007	2008	2010	2005	2006	2007
	Tourism Housing initiative		Rasoun ***		JEWEL (started 2008)		Organic Farming **			Khazma Pilot Project ***		

* targeted

** The aim of the project is to initiate a comprehensive framework and action plan to certify organic farmers and stakeholders in Jordan. There are no direct beneficiaries in this project at the moment. Once the certification body is in place, then the project would have helped all small farmers in Jordan.

*** Indirect beneficiaries include the entire village

CEP Programs – Coverage and Budget																				
# of Governorates	5	5	-	-	-	3	3	3	6	4								6	6	
# of Communities/ sub districts	8	8	-	-	-	3	3	3	9	6								34	34	
# of projects	11	11	-	-	-	0	1	5	6	6								0	40	40
Program Budget	JD 5.4 million					JD 1.5 million - 3 million (phase I and II respectively)					2.5 million Dollar					JD 2.0 million				JD 154245
JRF % Cost Share	No Cost share					JD 600,000 - 350631					148620 Dollar					18635				-
Local community contributions	JD 1,899,839					JD 953885					-					JD 1,196,566				-
Funder	MoPIC					MoPIC					USAID					MoPIC				the Spanish Agency for International Cooperation
Partners	Mercy Corps					Sub-contractors for phase II: Pro-group, Mahara, BDC					Mercy Corp, Royal Scientific Society					AFSD and Pro Group				RSCN
	'05	'06	'07	'08	'10	'05	'06	'07	'08	'10	'05	'06	'07	'08	'10	'05	'06	'07	'08	'10
	RCCDP (completed in 2006)					LDPLA					Water Demand Mgmt					Qudorat II				Ajlun Eco-Tourism Project

CEP Programs continued – Coverage and Budget																					
# of Governorates	1	1	1			1	1					4	4					1	1	1	
# of Communities						1	1					4	4					1	1	1	
# of projects	1	1	1															1	1	1	
Program Budget	JD 250000			JD 183210			30127 USD			78777 Euro			JD 154245								
JRF % Cost Share	-			JD 28210			147741 USD			14400 Euro			-								
Funder	MoPIC and HM King Abdullah			Orange			USAID / WDI			AECI/ RESCATE			MoPIC								
Partners							**														
	'05	'06	'07	'05	'06	'07	'08	'10	'05	'06	'07	'08	'10	'05	'06	'07	'08	'10	'05	'06	'07
	Tourism Housing initiative			Rasoun			JEWEL			Organic Farming			Khazma Pilot Project								

** Frederick A. and Barbara M. Erb Institute at the University of Michigan; the Center for Sustainable Global Enterprise (CSGE) at the Cornell University's S.C. Johnson Graduate School of Management, the University of Jordan (UoJ), the Jordan University of Science and Technology (JUST)

2008 CEP Goals

Our approach with CEP is to empower communities to take ownership for their development and achieve long term success. Looking ahead, we aim to try to focus on two main thrusts: 1) existing challenges relating to the CEP projects, and 2) focusing on scaling up.

Existing challenges include suitable manpower, revenue generation to ensure program sustainability, limited advocacy tools, limited ability to follow up on projects that have been handed over to the communities due to limited resources or funding opportunities, insufficient media coverage, minimal private sector involvement, government procedures, and under-involvement of youth in our programs, given that 72% of Jordan's local communities are made up of youth.

Planned steps in 2008 include:

- Continue with current on-going initiatives
- Direct interventions in Studied Areas
 - Develop the Old City of Aqaba;
 - Implement Phase II of Local Development Program for Less-Privileged Areas which has just been awarded to JRF;
 - Involvement of Youth;
 - Involve CSP in the targeted areas
- Increasing Revenues and Program Sustainability
 - Receive and respond to recommendations of the Creative Advisory Board for handicrafts products
 - Engage private sector in villages development
- Staff Development
 - Continue development of staff through training
- Media Coverage
 - Hire a public relations company to assist us in more effectively communicating our efforts to the broader public, and to generate greater coverage of our efforts.

EMPOWERING YOUTH

Jordanian Youth – Realities and Challenges

- 72% of the population of Jordan is under the age of 30, resulting in an increased demand for essential social services like education, health and employment opportunities
- Inadequate educational opportunities leave many Jordanian Youth, especially in rural areas, with limited skills and life choices
- There is a lack of a coherent policy framework within which appropriate services are planned and delivered for youth as they move from childhood to adulthood
- There is a lack of consultation with youth even when decisions are made in areas that affect them
- There is a lack of youth awareness of how other youth in the region and beyond are contributing to positive change in their communities

YIU – Purpose and Objectives

Prior to 2007, JRF worked in a variety of ad-hoc ways with youth. In April 2007, JRF launched its Youth Initiatives Unit, recognizing the strategic importance of activate youth's role as key players in the social and economic development of their communities and the related necessity of a systematic approach by JRF. The goal of YIU is 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. JRF believes that engaging youth in their communities through voluntary interaction and during their adolescence is a very strong predictor for their civic engagement in adulthood. JRF is also working to promote the rethinking of our values towards youth from often seeing them as problems that should be solved or controlled to perceiving them as problem-solvers.

Some of the key objectives of the YIU include:

- The creation of holistic and responsive youth socio- economic initiatives and action plans based on needs assessment conducted and developed directly with youth;
- A greater number of skilled and trained youth;
- Comprehensive community service projects designed and implemented by youth;
- Well- established, strong and active youth committees;
- Youth are better informed about local, regional trends and best practice in youth development;
- Youth are recognized as valuable resource people and key contributors towards positive change

To achieve these objectives, our activities and outputs will include:

- Assessing youth needs
- Conducting trainings based on needs including leadership, project management, strategic planning, and others
- Working closely with youth to apply skills learnt towards projects and plans that will serve their community
- Facilitate communication between youth, local organizations and authorities
- Provide valuable information for youth about regional and international youth activities;
- Helping ensure youth needs are communicated to and acted upon by local authorities

We will use two key mechanisms as part of implementing these activities:

- i) Development of youth committees and/or integration of youth into existing community decision-making committees; and
- ii) Partnerships. Partnerships will be required with the public sector, local and national civil society, private sector, and regional and international sectors

Both of these elements are evident in the following sample programs.

Current and Ongoing Activities

Youth at QRFCC - The Youth Volunteers Summer Project (YVSP)

The YVSP is a pioneer endeavor aimed at mobilizing Jordanian youth, aged 15-24, to meet the needs of their community through volunteering and to provide them with an exceptional learning experience where they share effective practices in youth service and civic engagement in today's world. YVSP is led by Queen Rania Family and Child Center (QRFCC) and in 2007 served three schools, two parks and QRFCC at Jabal Al Naser area. The project started by a leaders training in July followed by the inauguration by H.M. Queen Rania Al Abdullah on 18/7/2007. The 2007 program was completed on International Youth Day in August. 110 youth participated.

The project exemplified the magnitude of partnerships between civil society organizations, government and private sectors and its positive effects on society. JRF is preparing for this project to be implemented in areas outside Amman in 2008.

As a result of this project JRF established a youth committee at QRFCC from outstanding local community youth. This committee has a defined structure based on elections, a mission, objectives, an action plan – all developed by the youth. The committee members are expected to serve as leaders in their community and to engage in activities such as promoting volunteerism, conducting needs assessment, fund raising and projects implementation.

The committee was launched on August 12th to celebrate International Youth Day. It included a meeting with parents to gain and strengthen support.

Youth in Less-Privileged Areas

As part of its holistic approach, JRF aims to work with youth in Less-Privileged Areas of Deir Alla, Berien, Housha, Al Hashimia, Gour AL Mazra'a, Wadi Araba, Al Jafer, Al Mureigh and Al Hussainia to empower them to take a more constructive role in their economic and social future and to build concepts like social responsibility and positive thinking amongst them. Accordingly, JRF will carefully study youth's needs in these areas so as to emphasize these needs and work alongside with youth to design projects that will fulfill them. In 2007, JRF conducted a general mapping of the community and youth needs in Deir Alla, Berien, and Housha. This was followed by field visits where youth and youth organizations were visited to identify these needs and how to address them and to take a positive role in overcoming challenges. In 2008 an action plan will be finalized in order to outline the working strategy of youth in these areas. This will include the establishment of a youth committee in each area.

Youth in Rasoun

With a similar purpose, JRF started working with youth in the area of Rasoun, Ajlun to identify the community needs from the youth perspective as well as the specific needs of youth, and to learn their vision of how to address them. As a result, a youth committee of 30 permanent members was established to mobilize youth in the area towards active citizenship, encouraging them to address needs by designing action plans and projects to make a difference in their community. As a result, youth started several initiatives in the area including the preservation of culture and heritage of Rasoun by establishing a local band that will be performing cultural presentations. Work is still in progress.

Youth Career Initiative

The Youth Career Initiative is an international program that enables international hotels to provide a five to six month education program for high school graduates from disadvantaged backgrounds. The aim is to give participants a chance to improve their long-term social and economic opportunities through professional education and experience. Youth Career Initiative program are conducted by hotel management teams and combine both theory and practical instruction. The program is led internationally by the International Business Leaders Forum, with JRF coordinating between YCI, hotels and participants to ensure a proper implementation for the program.

The program targets young people who are 18-21 year old, have recently completed high school (or equivalent), can commit full time for the duration of the program, and have limited opportunities to improve their employability. JRF is launching a 3-year program with the first year in Amman, the second in Amman and the Dead Sea, and the third year in Amman and Aqaba. It started officially in Jordan in September 2007 with 13 participants in three hotels; Four Seasons, Marriott and Sheraton. Jordan is the first country in the Middle East to host this program.

CAPACITY BUILDING AND BUSINESS DEVELOPMENT SERVICES (CBBDS)

One of our fundamental sources of support for our community-based initiatives is our Capacity Building and Business Development Services. The CBBDS Unit aims to build the capacity of communities by providing local community-based businesses, cooperatives, institutions, and individuals with managerial and technical training services, consultancies, referrals and other services as related to community needs. Through JRF's involvement in local communities, it became evident that capacity building is a crucial component of development initiatives and of the long-term sustainability of projects. Therefore, JRF now incorporates capacity building activities from the onset of project design through final implementation. Since CBBDS' establishment in 1999, a total number of 2692 men and 2941 women benefited from training and short business management sessions.

Approach

The CBBDS Unit uses a Capacity Building methodology that strengthens beneficiaries' technical and managerial capacities. This begins with assessing their capacities and identifying their capacity building needs through specially designed forms and assessment visits, then designing programs to meet those needs. Then as necessary, the CBBDS follows up with these beneficiaries related to business performance. The training topics and manuals developed by the Unit are based on CBBDS long-term involvement and expertise in building the capacity of JRF beneficiaries, CBOs and cooperatives. At the end of 2007 CBBDS had 20 staff and freelance trainers of which 65 % are women.

Areas of Training and Expertise

1. Community Mobilization

The objective of community mobilization is to encourage the effective participation of community members of the targeted community regarding needs determination, prioritization, design and project implementation through various activities and tools selected according to the local community nature and needs. Engagement and research techniques may include Participatory Rapid Appraisal (PRA) where data is collected in the field and analyzed internally, Participatory Learning Action (PLA) where data is collected in the field and analyzed in the field by the community members, and traditional research methods for data collection, analysis, and compilation.

2. Improving Local Community Efficiency in Project Management

Since all our interventions require a percentage of community contributions, either in-kind or financial, this activity encourages the importance of local community contributions, while also cultivating their abilities to implement and manage projects successfully through grants management skills. Topics focus on the tendering process and phases, purchasing criteria, project management, team building, planning, management of funds, evaluation and follow-up of projects.

3. Business Development Services

Business development services aim to build the capacity of entrepreneurs (business owners, start-ups and managers) and provide the necessary business management skills and knowledge to enable them to start and improve their businesses. The training focuses on preparing feasibility studies, market research, marketing plans, costing, bookkeeping and planning. This is in addition to providing special technical training and guidance to identify new business opportunities.

4. Institutional Capacity Building for NGOs, CBOs and Municipality Planning Committees

JRF's experience in this arena aims to enhance and improve efficiency and ability of CBOs, NGOs and municipalities to manage projects successfully while ensuring their sustainability. Topics addressed include leadership skills, communication skills, strategic planning, financial systems, funds management, budgeting, program and resource development, proposal writing, and human resources management. JRF has a proven track record of institutional capacity building that can be observed in all CEP projects and CBBDS beneficiaries across the Kingdom.

For a detailed list of the types of training provided under each of the above areas, and related manuals that have been developed by JRF, please refer to the JRF website.

In addition to the above areas of training and expertise delivered to communities typically as part of the Community Empowerment Program, CBBDS also delivers stand-alone capacity building projects. 2007 examples of these programs are listed below.

2007 Performance

In 2007, CBBDS trained approximately 429 women and 911 men entrepreneurs and representatives from cooperatives and institutions across all 12 governorates in Jordan. In addition, CBBDS activities distinct from JRF's CEP included:

- Fostering Future Leaders Project by Vital Voices Global Partnership, where CBBDS trained up to 75 volunteers in three communities (Al Homaimah, Ramah, and Aqaba) on technical, financial and livelihood skills as well as training of trainers and needs assessments to identify projects in order to start and set up their own business. The program resulted in the establishment of pioneering and empowering initiatives by women and youth in their communities like business service centers and electronic libraries.
- Management of the annual Citi Bank Micro Entrepreneurship Award since 2006.
- Aqaba socio economic Survey, where CBBDS completed a full-fledged door to door survey of the Aqaba Old Town, commissioned by the Aqaba Development Corporation (ADC), to study the status of residents, buildings and socio economic assessment and to identify gaps and economic opportunities. After all data was compiled, JRF was commissioned by ADC to formulate a strategy and a plan of action that involves social and economic projects to reduce poverty and tackle critical social challenges faced by the local community in the area. In 2008, JRF is expected to implement a series of programs in the area based on the plan of action.
- Jordan Local Governance Development Program. This program's objective is to get local communities to participate in policy decision making through the use of a new engagement tool, the Active Participation Methods Training (APM), to plan health, infrastructure, socio-economic and local political policy of each municipality (up to 80 participants per workshop for each municipality). The outcome of this training and facilitation in 2007 has been the development of strategic plans for nine municipalities (Madaba, Shafa, Beirein, Hasa, Showbak, Fuheis, Rabiet Al Kora, Birgish, Jerash).

2008: Expanding CBBDS' Impact and Profitability

Beyond serving the communities where we operate, and stand-alone programs, our CBBDS unit is increasingly serving two additional target groups who by their nature have the potential to contribute significantly to the broader scaling up and national application of solutions requiring these skills, techniques, and successes. We will continue to grow our programming with these two groups:

Empowering Professionals

CBBDS is certified to deliver national and regional training on Active Participation Methods for enhanced community dialogue and is certified by the International Labour Organization to provide its international "Start and Improve your Business" Training Program. In 2008 we will aim to train and achieve certification for a growing number of JRF staff in APM as well as train an increasing number of other potential professionals in this field. Such trainings help create a pool of talent that can be part of broader national and regional solutions to the major challenges faced in the region.

Empowering Institutions

Similarly, in 2007 CBBDS began training more institutions, both Jordanian and regional, in those areas where JRF has experienced significant success. Training and consultations were conducted in Saudi Arabia including Al-Ber Society in the Eastern Province (Princess Jawaher's Center for Benevolence Candles); and The Society of Majid Bin Abdulaziz for Development and Social Services –Jeddah. It is hoped that these regional organizations can take important steps - thanks to the training provided - to address elsewhere in the region the same core issues addressed by JRF.

Expanding CEP and Stand-alone Programs

CBBDS will continue to serve CEP initiatives and stand-alone projects. The revenues from CBBDS are transforming CBBDS into a profit center. These profits are reinvested into JRF programming and helping to ensure the overall financial sustainability of JRF programs and operations. The proceeds also contribute to our growing emphasis on scaling up.

Overall, CBBDS 2008 goals include:

- Enhance the outreach of the training and consultation services through building the skills of JRF staff in training capacities, particularly in APM.
- Expand training modules and subjects offered to NGOs and CBOs (e.g. community development, community mobilization, grants management, embroidery, designs, marketing, etc.).
- Review, institutionalize and disseminate JRF training and consultation services through marketing of this service and partnerships with national programs, CBOs, private sector and regional NGOs.
- Engage Communities in Public Decision Making through formulation of trained neighborhood committees and local governance committees.
- Manage the Citi Bank annual Micro-entrepreneurship award.
- Advance JRF's role as a certified training body on a regional and international levels (e.g. deliver APM training as noted and become a certified IFC Business Edge training provider for SMEs).
- Support CEP projects through delivering of training and capacity building sessions in the different programs implemented by CEP (LDPLA II and Qudorat Program).
- In achieving the above goals, also increase the profitability of the CBBDS unit



LEADERSHIP FROM WITHIN

OUR PEOPLE

Our people are extraordinary. To say they are the core of our success seems an understatement. The level and combination of dedication, commitment, skills, experience, knowledge, attitude, passion and often courage required to address the difficult and important issues we face, in our cultural context, is immense.

Our situation is unique, and this uniqueness is mirrored in our innovative and unique human resource profile:

- JRF was the first institution in the Arab world to address the highly taboo and sensitive issue of child abuse. Finding human resources willing to work on this issue, and with the required skills, was a formidable challenge.
- Our female-male employee ratio and leadership ratio is essentially inverse to most other organizations and institutions in the region.
- We draw on a group of dedicated volunteers who are also willing to spend time and energy on previously taboo subjects. In addition to providing a crucial support to our work at the JRF, we encourage volunteerism as part of a wider societal change in attitude in Jordan.
- Our employees include a significant number of past beneficiaries of our programs, primarily women.

MANAGEMENT APPROACH TO HUMAN RESOURCES

Our human resource management is in the hands of the HR and Administration Manager and his team of three. One of the team handles administration issues while the rest work on HR specifically. Furthermore HR is supported by “2 focal” persons at both CSP community centers.

The actual performance of any employee is overseen and directed by her/his manager. Each manager is also responsible for conducting an initial 3-month performance review and then annual performance reviews with each employee under their direction. Hiring is overseen by managers according to organization-wide criteria. Administrative details around contracts, payments, sick days, holiday time, etc. are co-managed with the JRF HR and Administration manager.

The HR department manages and develops all employees training programs. There are three ways the training needs are met. Employees can request training through the direct line manager who refers this request to the HR department. Alternatively, managers recommend employees for specific training or third, the HR department alerts managers to special trainings and they then nominate employees. The HR department outsources internal staff training to other specialized entities such as technical and English language building. The exception to this is training for JRF staff on Active Participation Methods. The CBBDS unit is certified to train on APM and thus provides this training to JRF employees.

We aim to support our staff and equip them with the skills and resources to deal with the challenging issues faced by JRF. Training, education and capacity building is an increasing focus of our efforts and is a major organizational goal for 2008. We wish to increasingly migrate towards a ‘train the trainers’ model for our projects, which requires excellent training capabilities of our own staff. These training sessions with our staff also serve as a two-way discussion on our programs, as trainees provide insights into the challenges they are facing in their work.

We believe we can best serve our constituents by drawing on our constituent base for employees. This has allowed us to achieve the high levels of women employees, of women in management, and of beneficiaries becoming employees and managers. We support diversity, equal opportunity, and indigenous rights, and do not tolerate any discrimination. As noted above, we also draw significantly on volunteers in the appropriate circumstances.

We aim to maintain an open-door policy among managers to foster the best possible internal communication and addressing of concerns or issues. Freedom of association is acceptable – our staff has the right to organize but have never attempted to do so. Any issues can be taken directly to our CEO or Vice-Chair, be it issues of fairness, integrity, discrimination, program effectiveness, or any other issue. We organize an annual retreat for all employees to allow for organizational planning, team building, issues discussion, and other pertinent considerations.

Our policies explicitly prohibit child labour (we do not hire under the age of 18) and forced and compulsory labour. We do manage programs with unique employment circumstances and these are discussed in this section.

OUR WORKFORCE

At the end of 2007 we had 171 employees, an increase of 15.5% over 2006. 98% are of Jordanian citizenship. 50 of our staff work at our headquarters, including 19 working for CEP, 2 for CSP, 3 are CBBDS staff, and 26 belong to the various technical and management support units. 4 of these employees (2.3%) work part time.

JRF # of full-time people employed				
150	148	171	781	522
2005	2006	2007	2008*	2010*

* Targeted

Outside our headquarters our various projects employ our remaining 121 staff. This includes a total of 45 employees at our three major handicraft projects, including 3 managers of which 2 are originally wage workers. We also have wage workers at these handicraft projects that are paid based on the items they produce. These beneficiaries are discussed in the CEP section as well as the following pages. We also have 7 employees serving in the field for our CEP projects, with this number expected to grow in 2008.

JRF # of people employed at handicraft projects (that are included in the overall JRF payroll)				
44	44	45	54	54
2005	2006	2007	2008*	2010*

* Targeted

JRF Employees Numbers Program, Department and Project (2007)													
26	3	8	2	19	7	23	20	2	2	22	30	7	171
	CBBDS	Marketing & Sales	Design	Management	Field Officer	JRD	BH	WR	PD	QRFC	DAA	FSU	
MSU*	Technical Support Unit			Community Empowerment Program				Child Safety Program				Total	

*MSU – Management Support Unit

Our Volunteers

As noted above, although they are technically not among our workforce, we benefit significantly from volunteers and they 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 fundraising), and those who volunteer for the short term on an assignment or project basis. We are indebted to these people who unselfishly share of their time and most importantly their passion for the work of JRF and for JRF's stakeholders.

JRF – Volunteers & Friends of JRF

Dedicated Volunteers

	2005	2006	2007		2009	2010	2012
Dar Al-Aman							
# of volunteers	2	1	4		5	5	6
Hours/year	2880	1440	5760		7200	7200	8640
Queen Rania FCC							
# of volunteers	0	1	1		3	5	10
Hours/year	0	528	528		1500	2600	5200
Friends of JRF*							
# of volunteers	40	36	37		40	40	40

* Have been with JRF since JRF inception

Short-term Volunteers

Dar Al-Aman							
# of volunteers	16	18	39		55	66	79
Hours/year	336	504	1092		1540	1848	2212
Queen Rania FCC							
# of volunteers	34	76	39		10	12	14
Hours/year	96	-	166		76	91	109
JRF- main offices							
# of volunteers	3	11	24		36	43	60
Hours/year	126	462	2160		3110	3732	4976

Our wage workers

At our three handicraft operations, our main beneficiaries are wage workers, who complement our full-time staff. These are the beneficiaries who earn additional income for their families, based on their time availability. 100% of these workers are women. The number of wage workers at each location can be found in the table below. Of these workers, some may choose to be home workers, thus allowing them to better manage domestic tasks while also earning supplemental income. However, the opportunity for social interaction at the centers is valued by many. Both types of workers are included in the numbers below for the Jordan River Designs, Wadi Al-Rayan and Bani Hamida Women Weaving projects.

The Handicraft projects are not donor funded but solely sustain themselves through sales. The Handicraft projects are mostly run by (former) beneficiaries; the JRF continues to provide marketing and design support to ensure a constant and increasing demand of the products. We pay our wage workers by piece primarily because it allows them to work on their own timetable and according to other demands – for example they can work from home and start and stop as required to manage domestic tasks. The number of beneficiaries does change every month. This is partly due to the nature of a demand driven business but as well to the decision of workers on how much to work. In 2007, some JRD workers with the skills gained from working with the project were able to secure permanent jobs at other entities or start their own embroidery businesses of which JRF is proud. As for Bani Hamida, and due to the lack of resources and employment opportunities for men, some of the trained workers had to migrate to the city with their husbands seeking employment opportunities. We hope to reverse the migration by investing in new social and economic projects such as the commercial complex and bus station in addition to tourism projects.

Handicraft Projects - Average number of wage workers (beneficiaries) per year

Jordan River Design			Wadi Al-Rayan			Bani Hamida		
491	441	341	9	9	9	198	297	238
2005	2006	2007	2005	2006	2007	2005	2006	2007

DIVERSITY, EQUAL OPPORTUNITY, AND NON-DISCRIMINATION

Female Staff and Managers

One of JRF's major achievements has been to open up job opportunities for women, in a country and culture where traditionally, women typically have not undertaken paid work. This is particularly true in the rural regions where we operate, where very strong traditions have been overcome through the sensitive and effective work of JRF together with its local stakeholders, and most importantly, through the impressive results achieved by the beneficiaries themselves. The majority of our staff, at all levels of the organization, are women. The following table demonstrates the breakdown of women to men overall, as well as at each management level.

Female Participation in the JRF workplace and management														
% of Total Employees					% of Middle Management					% of Senior Management				
66.6%	68%	71.9%	71%	80%	64%	73%	59%	62%	65%	50%	66%	75%	77%	80%
2005	2006	2007	2008*	2010*	2005	2006	2007	2008*	2010*	2005	2006	2007	2008*	2010*
* Target														

In 2007 we increased the number of women in senior management from 66% to 75%, but this was offset by a decrease in middle management from 73% to 59%. This decrease was due to an increase in hiring male employees at the CEP. As we continue to expand our CEP program, we took the decision to hire more men to initially engage with local community members. When we first begin engaging local communities, their representatives are always men. By approaching these very traditional communities with male representatives, JRF avoids instantly alienating the community and instead builds trust while immediately challenging these communities to evolve their traditions. In principal this is not the optimal approach, but it is our experience that this is the fastest way to arrive at our goal of women participation and gender balance in community leadership.

Salaries and Benefits

We endeavor to pay all employees fairly. At the same time, we recognize that many people who join JRF take a pay cut, especially if they are transitioning from the private sector. This is a testament both to JRF's reputation for its work and as a great place to work, but even more so of the dedication and commitment of our people to the issues addressed by JRF.

One challenge we will face in 2008 is to continue to manage our human resources budget and HR satisfaction in a high inflation environment. Based on official figures, inflation is targeted to be 10.9%⁴ in 2008, after inflation of 5.4% in 2007. In comparison, total salaries paid to employees increased by 10.8% (777,233JD versus 701,192JD), primarily due to an increase of 15.5% in total number of staff.

# of women/men in each tier of salary		
2007		
120-250:	female: 51	male: 7
251-450:	female: 33	male: 20
451-750:	female: 26	male: 12
751-950:	female: 2	male: 3
951-1900:	female: 8	male: 5
Above 1900:	female: 3	male: 1
2006		
120-250:	female: 47	male: 16
251-450:	female: 26	male: 14
451-750:	female: 15	male: 12
751-950:	female: 3	male: 1
951-1900:	female: 8	male: 3
Above 1900:	female: 2	male: 1
2005		
120-250:	female: 52	male: 22
251-450:	female: 27	male: 16
451-750:	female: 11	male: 6
751-950:	female: 2	male: 2
951-1900:	female: 7	male: 3
Above 1900:	female: 1	male: 1

4. Department of Statistics

The level of inflation does raise the question of “living wage”. JRF has not done any studies to determine what constitutes a living wage in Jordan. However, in 2007 the Jordan minimum wage was raised from 85JD to 110JD in 2007. This compares to a minimum wage at JRF of 130JD at the handicraft projects plus benefits, and 350JD in all other JRF operations.

Salaries Paid (JD)		
673001	701192	777233
2005	2006	2007

As part of our efforts to address inflation concerns, JRF implemented a bonus program in 2007. HR is aiming to systemize this for 2008. In addition, we will be implementing different tiers of salary increases in 2008, as per the adjacent table, focusing on the biggest increases for those employees at lower salary tiers.

Inflation in Jordan ¹		
6.25%	5.4%	10.9%
2005	2006	2007

JRF Employee Salary Increase for 2008	
Less than 200 JD	18%
More than 200 and less than 500	15%
More than 500	10%

Benefits offered to our full time staff include health insurance (70% coverage for employees, and 30% coverage for up to 3 family members, any number above three are not supported but receive a special JRF rate), social security contributions, and paid leave for all of the following: 14 calendar days of vacation (21 for managers), 14 days of

sick leave, 70 days of maternity leave and 6 days of marriage leave.

Benefits Paid for Employees (JD)								
Employee Benefits			Social Security Contributions			Staff health insurance		
7743	15067	16861	63672	81928	95865	10621	15062	18092
2005	2006	2007	2005	2006	2007	2005	2006	2007

These benefits do not extend to our wage workers yet. In 2006, employee benefits paid increased 94.6% as a result of granting all staff a bonus in response to the inflation. Social security contributions increased 28.7%, and staff health insurance increased 41.8%.

Non-Discrimination

We clarify ethical standards in our employment contract. We do not currently have a Code of Conduct or internal value statement. In 2007 we did not have any incidents of discrimination come to our attention. We do continuously seek our new ways to encourage communication on any such issues. We stress a policy of open channels to contact the Director General and we also provide anonymous complaint boxes in addition to regular direct meetings between management and staff.

TRAINING

We consider training and education to be pillars of our strength. It is our specialized expertise in child protection and in community engagement and empowerment that allows us to yield the results that we do, in collaboration with our stakeholders.

Training & Education (JD)		
5239	12697	18620
2005	2006	2007

In 2007, total dinars spent on training increased 46.6%. This represents an increase of 255% over the past two years. We estimate that 34% of full-time staff benefited from internal training, conducted primarily through external parties and on the job training. We also spent more than 18000JD on external training for employees in 2007.

Average Training & Education investment per full-time employee (JD)			
	35	86	117
	2005	2006	2007

As part of our overall strategy to scale-up our impact, it is necessary to both increase our training capacity, and increase the quality and attractiveness of our training programs. We have three key training-related goals in 2008:

Training covered by other entities and not registered in financial books (hours)			
	2005	2006	2007
Internal	363	1213	286
External	120	639	531
Total	483	1825	817

- Build the capacity of JRF staff such that the majority can be trainers and effectively transfer the knowledge of our in-house specialists
- Certify JRF in implementing certain training programs (particularly trainings for CBOs & similar organizations)
- Begin systematically tracking the number of training hours per employee.

External Training (JD)			
	5193	10704	18136
	2005	2006	2007

EMPLOYEE ENGAGEMENT AND OVERALL SATISFACTION

We believe we have a high level of satisfaction among our employees. This is based on feedback received in regular meetings, annual career and performance reviews, our annual employee retreat attended by all employees, our ability to attract the nation's top talent, often at salaries that are below their private sector value, a relatively low turnover rate, and other positive indicators. None-the-less, in 2008 we intend to implement an annual employee survey that will offer another mechanism for employee feedback, allow for identification of any new issues on an ongoing basis, and compare satisfaction levels year over year.

Employee Performance Reviews

Our policy is to ensure that a yearly evaluation is conducted for every employee. In addition, new employees receive an evaluation after three months. These evaluations are done by the direct supervisor. Our approach for evaluation is to first let the employee evaluate her or himself and in a second step the direct supervisor evaluates the employee. Both the direct supervisor and the employee must agree on the evaluation and the action plan. In our evaluation we consider questions of productivity, knowledge of the job, creativity, communication and alignment with rules and procedures. Despite having a policy that every employee must receive a review, we acknowledge that this does not occur in practice. In some cases, direct supervisors do not follow through on their responsibility to conduct evaluations with their staff. Currently, about 88% of our staff members received performance reviews. In 2008 we will take additional steps to include the entire team members to take part in the evaluation, ensure all direct supervisors meet their responsibility and that 100% of employees receive their performance review.

% of employees receiving regular performance and career development reviews			
85%	86%	88%	100%
2005	2006	2007	2008*

* Target

Absenteeism rate

Our absenteeism rates average about one day a month. They have been increasing by about 10% for the last two years. It is part of our policy to enable our employees to take care

Absenteeism (days/employee)			
10.270	11.10	12.10	10
2005	2006	2007	2008

* Target

of their dependents. JRF enables employees to take sick leave when a dependant is sick. Our absenteeism rates differ from location to location. For example, our absenteeism rate in Bani Hamida is significantly higher than the rest of JRF. We will explore if there are any underlying reasons for this absenteeism in 2008.

Turnover				
	2005	2006	2007	2008*
Female	7%	7%	5%	4%
Male	4%	2%	3%	3%
* Target				

Turnover rate

Our turnover rates are quite low, especially in the Jordanian marketplace, at 5% for women in 2007 (a decrease from 7% in 2006), and 3% amongst men.

HEALTH AND SAFETY

We currently do not have in place any systems relating to health and safety. We did not have any safety incidents in 2007 and generally our exposure to safety risks is low. However, from the perspective of the handicraft operations we will reinforce that any injuries should be reported, and we will reinforce that all community initiatives must put in place safety training and procedures where the community projects warrant them (e.g. dairy farm, slaughterhouse).

SPECIAL WORKING CONSIDERATIONS

We must pay tribute in particular to the enormous dedication of our workers at the Dar al-Aman therapeutic center, who care for the abused children who have been removed from their homes and families due to the severity of the abuse. At early age group, children need consistency and stability in acting with them. Care givers at Dar Al-Aman are doing the role of foster mothers; they have to stay with children enough time to keep trust and a positive attachment. We cannot find people who can stay with children all the time, so we have designed a rotation that aims for the least negative effect on the children. We have established a shift cycle whereby we have two main caregivers for each apartment and they shift one by one in a smooth way that offers consistency and stable situations for the children. The form below shows coming and leaving hours and the time they spend together in the apartment with the children.

Shift A	Starts on Saturday at 9:00am	Shifts A&B meet together from 9:00-1:00am for reporting and shifting	
Shift B	Starts on Monday at 9:00am	Shifts A&B meet together from 9:00-10:00 am	
Shift A	Starts on Wednesday at 9:00am	Shifts A&B meet together from 9:00-10:00am, shift A stays for three days this time until Shift B come on Saturday.	Note that the next week Shift B is the one who stays for three days

JRF has conducted a third party legal review of this program and has confirmed that based on both overtime pay and breaks provided that these operating shifts comply with national labour laws. The people who work these shifts do so of their own will and we owe them the highest level of respect and admiration for their incredible commitment and dedication.

2008 HUMAN RESOURCES GOALS

- Training: Build the capacity of JRF staff such that the majority can be trainers and effectively transfer the knowledge of our in-house specialists (we wish to provide training to and increase the training capacities of 78% of our staff, including 90% of CEP and CBBDS staff)
- Employee Engagement: Implement annual employee feedback and satisfaction survey
- Performance Reviews: Ensure 100% of employees receive their employment reviews in addition to career path and succession plans
- Health and Safety: Track injuries (if any) at handicraft operations, and incorporate health and safety training into all community-based initiatives

ACCOUNTABILITY TO DONORS

RESPECTING THE TRUST INVESTED IN US

We are able to achieve our development goals only because others entrust us with the financial resources required to do so. It is therefore not only critically important to our partners and donors, but also to ourselves, to ensure that we meet the highest levels of effectiveness, efficiency, professionalism, and stewardship of these entrusted resources. 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 and beneficiaries and respond effectively to their development needs with a focus on self-empowerment, as we have outlined throughout this report, but also
- The ability to effectively manage a growing quantity of programs and programming with continued excellence in results through the use of well-functioning accountability frameworks (summarized in this section).

OUR INVESTORS, DONORS, AND KEY PARTNERS

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.

Total Revenues Received from Donors in 2007 (JD) **							
183,128	1,574,877	442,350	1,564,050	76,586	104,660	3,945,651	2,592,743
International Agencies	Government Donations	Corporate Donors	Individual Donors	Activity Related Donations	Other Income	Total	Secured Pledges and contracts

** Including in-kind donations

International Development Agencies

Our largest financial commitments are received from international aid agencies. These funds may be routed directly to us, or they may be routed through the Ministry of Planning and International Cooperation.. There are two main categories of received development agency funds: i) Funds that were secured from competitive bids in which JRF was successful, and ii) Funds secured through unsolicited proposals submitted by JRF. Of the 3,945,651JD in funds received by JRF in 2007, 29% were from funds secured from competitive bidding. Often, JRF is also required to match some percentage of the funds received with funds that we have secured through other avenues such as corporate and individual donations. In this regard, donations received by companies and individuals often have a multiple effect – giving 1JD might allow us to secure another 2JD in funding. International Development Agencies with which we partner include USAID, AECI, UNICEF, Dutch Embassy, and others⁶.

Government of Jordan

Funding from the Government of Jordan typically arises out of a requirement of the government to match funds received from international aid. Any other funding from the government is secured through a competitive bidding process delivered by the Ministry of Planning and International Cooperation. The only independent financial contribution received by JRF from the Government of Jordan outside of this competitive bidding process is support for the rent for our Dar Al Aman therapeutic center for abused children.

6. A more detailed list of international development agency funders can be found at the end of this report

Corporate Sponsors

Jordanian as well as international companies are increasingly seeking ways to maximize the impacts of their social investments in the community. We aim to be the private sector's partner of choice when it comes to achieving significant development impacts within a framework of professionalism and high levels of transparency and accountability. We have seen our contributions from corporate donations increase with this trend, along with growing recognition of our reputation as a strong corporate partner. In 2007, corporate donations grew by 86%, with a growing number of companies increasing the size of their commitment. We hired an individual explicitly responsible for engaging companies on their CSR strategies as they may relate to our programs, and in six months we secured 6 new corporate partners totaling 200,000JD. We aim to secure 20 new corporate funding partners in 2008, with a goal of \$1million in total corporate donations, an ambitious targeted increase of 60% over 2007. Our strongest corporate partners in 2007 included Zain, Citigroup, Arab Potash and Aqaba Development Corporation, each entrusting in JRF more than 55,000 JD towards aspects of our program that have been agreed upon with them. ⁶

We aim to be the private sector's partner of choice when it comes to their social investments in the community, by providing exceptional development results together with unparalleled professionalism and accountability in our delivery and cooperation.

Corporate Donor Categories (2007)

Less than JD10,000	64
JD10,000-JD49,999	11
JD50,000-JD99,999	1
JD100,000-499,000	0
Above JD500,000	0

Total Funds contributed by Corporate Donations (JD) **

309550	236617	442,350	708,000	949,600
2005	2006	2007	2008*	2010*

* Target; ** Cash only, excludes in-kind donations

Individual Sponsors

Individual giving is an important part of the Muslim faith, and that giving is reflected in the generosity bestowed upon us by a large number of Jordanian citizens and other concerned individuals. In 2007 individual donations grew by 192%, and we have set a target of 20% increase in funds in 2008 and 20% annually through 2010. Often, these generous donations are also accompanied by volunteerism in our projects by the donor.

Individual Donor Categories (2007)

Less than JD10,000	26
JD10,000-JD50,000	8
JD50,000-JD100,000	3
Above JD100,000	2

Total Funds contributed by Individual Donations (JD)

87983	427843	1,564,050	1,876,860	2,702,678
2005	2006	2007	2008*	2010*

* Target

7. A more detailed list of corporate donors and partners can be found at the end of this report

Endowment

At the end of 2007 we received an endowment in the amount of JD 3million with funds provided by USAID through the Jordanian Ministry of Finance. Another JD 2million were promised and were received in early 2008. The funds are pledged for a period of 5years, after which time they must be returned. Our goal is to fully replace or exceed this level of committed endowment funds by the end of the 5-year period. The annual proceeds of this endowment will be invested into JRF's operating and programming budgets.

OUR ACCOUNTABILITY FRAMEWORKS AND PERFORMANCE

As noted, we believe our accountability frameworks and mechanisms are a key element of our success –in terms of results, growth, and reputation. We adopt a results-based approach to development. Our proposals and programs are first and foremost oriented around the desired results, which often therefore include a sub-cycle or preliminary cycle of engagement with stakeholders to determine their priority goals, desired results, and suggested activities for achieving such results. Our project reporting to partners is therefore also structured as much as possible to focus on results. Reports typically include Outcomes/ Results (against an agreed set of outcomes), Activities (against an agreed set of activities), update on budget (actual versus budgeted), update on timeline (actual versus estimated). We report on time according to our agreed reporting cycle. If projects fall behind on their timelines, we immediately notify the relevant funding or supporting partner and agree on an appropriate solution – usually an extension. This occurred in 2007 on some CEP projects, particularly some projects accountable to MoPIC.

ENHANCING OUR ACCOUNTABILITY

As we move forward and by the end of 2008, we will seek to standardize our reporting (where specific formats are not otherwise demanded), with the aim of providing further accountability as it relates not only to activities, budgets and timelines, but also an ever-increasing focus on results achieved. Such a format would go beyond the reporting requirements of most of our funding partners. The goal is not be create a more onerous process for ourselves, but rather a systematic reporting framework that can actually contribute to enhanced management, efficiency (through streamlined and consistent processes), and performance results.

We also believe that this Sustainability Report, and the process of adopting sustainability management and reporting, represents unmatched NGO leadership in the Arab world in terms of demonstrating transparency, accountability, and management excellence. We aim to achieve a self-declared Level A application of the GRI in our 2008 Sustainability Report. We also aim to seek and publish extensive stakeholder commentary on the content of our sustainability reporting and overall performance as part of next year's JRF Sustainability Report. We believe that this type of scrutiny and constructive recommendations – which we already receive from our stakeholders simply by the way we practice development – can only strengthen our understanding of our stakeholders, our effectiveness in achieving development goals, and the level of trust granted to us by each of our critical stakeholder groups. In so doing, we aim to ensure continued and expanded leadership in terms of winning competitive bids, securing donations and sponsorships, establishing world-class partnerships, delivering results together with our local partners and beneficiaries, and setting a platform in which we can accelerate and then achieve, together with our partners, the goal of full national scale development results in our areas of focus.

2008 GOALS – ACCOUNTABILITY TO DONORS

- Continued on-time reporting and on-time delivery of projects
- Improved and increasingly standardized (rising to the highest standard) project reporting for donors
- Follow up on all commitments in this Sustainability Report and issue a 2008 Sustainability report
- Incorporate stakeholder reviews of the 2008 Sustainability Report as part of increased accountability and enhanced assurance of our reporting process and report content

OUR FINANCIAL PERFORMANCE

2007 was a strong financial year for Jordan River Foundation. We increased our total revenue by 50%, primarily due to the increase in the number of projects implemented by JRF and it resulted in the increase of revenues of 50% while an increase in expenses by 39% only. We finished the year with a surplus of 672,304 JD, up from 248,402 JD in 2006. This can be attributed to the increase in revenues and sale of a property. This surplus allowed us to strengthen our balance sheet, resulting in an increase in net assets of 36%. JRF cash on hand and cash at bank increased 130% in 2007 due to the increase in projects implemented and accordingly the percentage of current assets /current liabilities increased 160% in 2007. Despite this dramatic growth, it is our self-assessment that we maintained our 16% administrative expense ratio. An area of financial weakness in 2007 continued to be our Bani Hamida Women Weaving Project, which unfortunately operated at a loss for a consecutive year. Given the lack of opportunities and circumstances of the Bani Hamida area, we nonetheless continue to maintain this project despite the limited financial results, precisely because it is still the best economic and social option.

2008 FINANCIAL RESULTS GOALS

Our 2007 financial results set the stage for 2008 by providing a strong financial platform and increasing financial stability, maturity, and sustainability. This will be essential as we not only continue to increase our activities and impacts, but also as we invest in scaling activities and advocacy roles that catalyze much broader take-up of these issues in our society. In 2008 we aim to:

- Surpass revenues of JD 776,986
- Further strengthen our balance sheet by 20%
- Secure corporate, individual and institutional funding exceeding 6M JD
- Expand our endowment and begin receiving funds from interest generated from it
- Maintain our administrative expense ratio at 16%.



JORDAN RIVER FOUNDATION

AMMAN - JORDAN

(Established By A Special Decree)

STATEMENTS OF FINANCIAL POSITION

	Note	December 31,	
		2007	2006
ASSETS		JD	JD
Current Assets:			
Cash on hand and at banks	4	3,382,345	1,451,976
Accounts receivable-net	5	122,253	122,358
Inventory	6	294,352	316,195
Prepaid expenses and other debit balances	7	177,481	38,398
Total Current Assets		3,976,431	1,928,927
Fixed Assets:			
Fixed assets at cost	8	1,754,515	1,614,454
<u>Less: Accumulated depreciation</u>		733,243	599,043
Net Book Value of Fixed Assets		1,021,272	1,015,411
Total Assets		4,997,703	2,944,338
LIABILITIES			
Current Liabilities:			
Accounts payable and other credit liabilities	9	153,427	155,465
Accrued expenses		34,833	12,831
Deferred revenue and restricted funds	10	2,244,398	887,149
Total Current Liabilities		2,432,658	1,055,445
Net Assets		2,565,045	1,883,784
Surplus from the Revaluation of Fixed Assets		-	5,109
Total Liabilities and Net Assets		4,997,703	2,944,338

The Accompanying Notes Constitute An Integral
Part Of These Statements.

JORDAN RIVER FOUNDATION

AMMAN - JORDAN

(Established By A Special Decree)

STATEMENTS OF ACTIVITIES

For the Year Ended December 31,
2007

	2007										2006	
	Sales, Marketing and Design Department	Jordan River Design	Wadi Al-Rayan Project	Prevention Center	Jordan River Foundation	Bani Hamida	Social Productivity Program	Intervention Center	Business Development Services Project	Special Projects	Family support unit	Total
	JD	JD	JD	JD	JD	JD	JD	JD	JD	JD	JD	JD
Revenue:												
Sales	7,132	209,715	21,307	-	-	91,938	17,217	-	-	-	-	347,309
Donations	1,421	5,670	-	70,151	957,605	123	-	139,525	-	40,300	6,041	1,220,836
Revenue from activities	2,658	1,900	4,218	156,508	924,214	3,446	-	16,467	233,270	1,357,198	22,315	2,722,194
Reimbursement for staff cost	-	-	-	-	-	-	-	-	-	-	-	-
Other revenue	26,492	6,541	-	110	117,213	3,203	660	720	-	34,524	600	190,063
Total Revenue	37,703	223,826	25,525	226,769	1,999,032	98,710	17,877	156,712	233,270	1,432,022	28,956	4,480,402
Expenses:												
Cost of sales (Note 11)	-	187,836	20,398	-	-	117,800	-	-	-	-	-	326,034
Operating expenses	171,097	11,457	32	319,120	792,339	12,064	32,718	374,786	218,627	1,450,015	99,810	3,482,064
Total Expenses	171,097	199,293	20,430	319,120	792,339	129,864	32,718	374,786	218,627	1,450,015	99,810	3,808,098
Net Income (Loss) for the Year	(133,394)	24,533	5,095	(92,351)	1,206,693	(31,154)	-14,841	(218,074)	14,643	(17,993)	(70,854)	672,304
Net assets-beginning of the year	(409,993)	126,648	7,671	283,483	2,227,581	(144,507)	(62,608)	(150,454)	5,373	40,359	(39,769)	1,883,784
Prior years Adjustments (Note 12)	11,041	(6,185)	(372)	(443)	4,916	-	-	-	-	-	-	8,957
Net Assets - Beginning of the Year after adjustments	9,252	(99,181)	(8,774)	152,597	1,693,174	(188,919)	(30,500)	(63,965)	8,704	-	-	1,472,388
Net Assets - End of the Year	(532,346)	144,996	12,394	190,689	3,439,190	(175,661)	77,449	(368,528)	20,016	22,366	(110,623)	2,565,045

THE ACCOMPANYING NOTES CONSTITUTE AN INTEGRAL
PART OF THESE STATEMENTS.

JORDAN RIVER FOUNDATION

(ESTABLISHED BY A SPECIAL DECREE)

AMMAN - JORDAN

STATEMENTS OF CASH FLOWS

	For the Year Ended December 31,	
	2007	2006
	JD	JD
CASH FLOWS FROM OPERATING ACTIVITIES:		
Income for the year	672,304	248,402
Adjustments:		
Fixed assets depreciation	134,200	133,941
Provision for doubtful debt	(817)	20,302
Provision for slow moving items	(2,249)	17,430
Surplus from the revaluation of fixed assets	(5,109)	-
Prior years adjustments	8,957	(5,073)
Net Cash Flows from Operating Activities before Changes in Working Capital	807,286	415,002
Decrease in accounts receivable	922	98,574
Decrease in inventory	24,092	30,468
(Increase) in prepaid expenses and other debit balances	(139,083)	(17,522)
(Decrease) increase in accounts payable and other credit balances	(2,038)	14,781
Increase in accrued expenses	22,002	960
Increase in deferred revenue and restricted funds	1,357,249	528,141
Net Cash Flow from Operating Activities	<u>2,070,430</u>	<u>1,070,404</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of fixed assets	(140,061)	(128,787)
Net Cash Flows (used in) Investing Activities	<u>(140,061)</u>	<u>(128,787)</u>
CASH FLOWS FROM FINANCING ACTIVITIES:		
(Decrease) in due to Development and Employment Fund	-	(1,100)
Net Cash Flows (used in) Financing Activities	<u>-</u>	<u>(1,100)</u>
Net Increase in Cash	1,930,369	940,517
Cash on hand and at banks-beginning of the year	1,451,976	511,459
Cash on Hand and at Banks-End of the Year	<u><u>3,382,345</u></u>	<u><u>1,451,976</u></u>

The Accompanying Notes Constitute An Integral
Part Of These Statements.

-6-

A complete version of the financial statements including all accompanying notes are available for download online.

MARKETING, FUNDRAISING AND INTERNATIONAL RELATIONS

The previous section outlined two main flows of resources to JRF – large scale project funding (which is won through competitive bidding processes or unsolicited proposal to international government agencies), or donations (solicited from individuals, companies and organizations). This section outlines our processes for marketing, fundraising, and international outreach.

We have a number of departments contributing to the overall financial security of JRF, including the financial security of the CSP and CEP programs, and to the successful marketing of our community handicraft products. The CEP program itself, for example, secures much of the funding for CEP through its competitive bidding and unsolicited proposal writing. Beyond these direct efforts, two supporting departments include the:

- Resources Development Department (RDD), with the goal of managing JRF's reputation, branding and marketing, the development of major fundraising campaigns, and donor relations
- International Relations Department (IRD), with the goal of enhancing JRF's visibility abroad, securing international funding and technical partnerships, and penetrating international markets for JRF products including by linking our products to potential international designers and commercial outlets.

The structure of RDD includes a Communications and Media Unit, a Fundraising Unit, and Events Unit. IRD has registered JRF in three countries including the United States (registered in 2007), UK (2005), and France (April 2007). In the USA and UK, JRF's activities are each overseen by Board of Directors selected by the Foundation and Her Majesty's. The role and involvement of these Board of Directors differs from country to country. Nonetheless, their overall objective is to provide visibility to the Foundation by helping organize international fundraising events and linking JRF to potential partners.

MARKETING AND COMMUNICATIONS

Essential to the success of our fundraising efforts is the strength of the JRF brand and reputation. Both the Public Relations and Communication unit within RDD and IRD aim to continuously increase awareness of JRF as a leading NGO in Jordan, emphasizing the key issues we address and our success stories. To do so, we issue publications (including an annual calendar), produce documentaries and films (independently and in collaboration with others) and ensure their viewing, maintain the JRF website and issue press releases. In 2007 we issued 35 publications, 100 press releases, conducted 10 radio interviews, were featured in 10 television reports, and created 5 short films. We also market JRF products, including organizing an annual exhibition for JRF's handicraft products in Jordan, maintaining a showroom in Amman, working with a number of department stores in the UK and France in an effort to market JRF's products internationally, and exploring other marketing affiliations.

At the end of 2007, we began using e-marketing tools such as Facebook, Youtube, sixdegrees.org, Network for Good and the Big Give. Through these sites, JRF spreads awareness of its programs as well as solicits funds.

We established a Creative Advisory Board in September 2007 to enhance the designs and visibility of JRF handicraft projects. This new board includes designers, two Board members, and the JRF designer and marketing manager. This was created to address the concern that two of the three handicraft programs are subsidized by JRF and not able to sustain themselves independently. We hope that the CAB will assist in making the handicrafts more sustainable by increasing the attractiveness, functionality and accordingly sales of the products.

In late 2007 we hired a public relations company to work with us in 2008, as we feel there is significant room to improve the effectiveness of our marketing and publications, better communicate our success stories, and strengthen our image nationally, regionally, and internationally.

FUNDRAISING

We organize a number of local fundraising events under the patronage of Her Majesty Queen Rania Al Abdullah. These events, run by RDD, occur on the National Day for Child Safety, the World Day Against Child Abuse, and during special events such as Mother's Day and Ramadan. In addition to these annual events, the fundraising coordinator under the RDD works on mobilizing and securing funds for JRF's programs. These funds are predominantly private sector donations under the corporate social responsibility umbrella.

In terms of total fundraising, in 2007 RDD has collected JD 912,500 to sustain programs and activities, out of a total of JD 1,333,981 raised in cash by JRF and JD 5,172,497 in signed agreements including from proposals and competitive bids. These include private sector sponsorships and individual donations.

The IRD organizes 1-2 large international fundraising events along with several smaller ones. The objective of these events is to open channels of funding and technical assistance in addition to increasing international awareness on JRF and its role in development.

In 2007, IRD fundraised a total of \$1.18 million. From the USA, IRD channeled \$115,000 for the Family Support Line and \$185,000 to cover the operating costs of Dar Al Aman. Moreover, the IRD staff drafted an endowment fund proposal for submission to the Ministry of Planning and International Cooperation and acquired a 5-million Jordanian Dinar JRF Endowment Fund.

In 2007, JRF France supported the Embassy and UNESCO in organizing UNESCO's JRF fundraising dinner, which raised approximately 535,000 Euros for JRF's Safe Schools Project. JRF and UNESCO also signed an MOU for implementation of social and economic initiatives in Jordan. JRF France also forged a partnership with Suez Foundation to implement a 25,000 Euro project to develop a sports facility for girls at the QRFC.

2008 MARKETING, FUNDRAISING AND INTERNATIONAL RELATIONS GOALS

IRD's goals for 2008 include:

- Increase fundraising, including organizing at least one major international fundraising event plus other events include fundraising lunches in Washington DC
- Forge partnerships with international donors and partner institutions RD
- Work on competitive bidding proposals from international donors and embassies
- Find an international partner for technical assistance and consultation for the Family Support Line
- Increase JRF product sales using findings of the Creative Advisory Board, to be released mid-year.

RDD's fundraising goals for 2008 include:

- Implement two major campaigns: the Protect a Child Campaign and Adopt a Village Campaign. Protect a Child Campaign intends to raise 150,000 JD and promote awareness of child abuse and the importance of addressing it. Adopt a Village Campaign" aims to raise 3,000,000 JD over a span of three years.
- Overall, RDD aims to increase its fundraising by 25%
- Enhance JRF's regional image and further establish JRF's image as the local active organization that Her Majesty Queen Rania chairs and through which the Queen assists in developmental efforts in Jordan

As per the fundraising goals in the Accountability to Donors section, JRF also collectively aims to:

- Secure 20 new corporate funding partners in 2008, with a goal of \$1 million in total corporate donations, an ambitious targeted increase of 60% over 2007 *
- Increase individual donations by 20% in 2008 and 20% annually through 2010

JRF ENVIRONMENTAL IMPACTS

OUR INSTITUTIONAL-LEVEL ENVIRONMENTAL IMPACTS

Management Approach

JRF is particularly proud that the majority of our community projects – despite their main focus being on community and individual empowerment and employment generation – have not only consistently taken into account environmental issues, but are typically environment-oriented projects. Examples include our organic farming project, our eco-tourism project in Ajlun, our drip irrigation project, and many others (see next section).

To some extent then, we were surprised ourselves when we recognized, through the process of sustainability reporting, that we have not in the past given sufficient consideration to the direct environmental impacts of our own institutional operations. Our philosophy in this regard has traditionally been that our community projects have the more significant impact, therefore it is most important to integrate environmental management into those projects. While we maintain this to be true, we recognize this does not absolve us from the responsibility for our institutional-level impacts, and that we should lead by example both for our projects, and for the other NGOs in Jordan and the region who look to us as an example. 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. Furthermore, it makes sense that if we want consumers to buy organic foods from future CEP projects, or to buy products made by women who receive a high percentage of the revenues of the product, for example, then we should also be consumers of responsibly-produced products and services.

This report, therefore, serves as a baseline benchmark for some of our institutional-level environmental impacts, and includes forward-looking targets. Furthermore, by systematically managing and demonstrating tangible benefits to the environment, we can also conserve resources that can be channeled to our beneficiaries, and continue to identify new community empowerment projects that strengthen both communities and the environment.

Our institutional operations

In order to calculate our institutional level impacts, we must identify and distinguish these from other activities. Our headquarters consists of one building (villa style) in the area of Abdoun, in Amman, Jordan. Our Jordan River Child Safety Program has two main locations – the Queen Rania Family and Child Center – a stand-alone building, and the Dar Al Aman therapeutic center, also a stand-alone building.

Our Community Empowerment Program is less clearly distinguishable in terms of institutional operations versus the operations of community run programs. These impacts are therefore a shared responsibility. We take direct responsibility for the tracking of our impacts for the three handicraft operations – including Jordan River Design, Wadi Al-Rayan, and Bani Hamida Women Weaving project in addition to the showroom which is also a standalone villa. However, for many of our other Community Empowerment Programs, JRF does not track the environmental impacts as these projects are owned and managed by the local communities. For example, for our drip irrigation projects, while they substantially increase farming output with significantly less water, we cannot say how much water is being used for these projects. However, in our catalyzing role for CEP projects we intend to play an even stronger role in future CEP projects in terms of encouraging both an environmental focus and long-term tracking of environmental impacts.

From our financial statements, we are able to extract energy consumption, water consumption and heating fuel consumption, and in some cases raw materials consumption for the above-mentioned locations and operations.

Energy-related consumption, emissions, and carbon footprint

Energy is a valuable commodity in Jordan. Despite being based in the Middle East, Jordan has no commercial oil production and is reliant on costly imports. Some electricity related costs in Jordan have increased as much as 40% recently. In 2007 our energy consumption increased 21.8%. This compares to an increase in employees of 15.5% and an increase in budget of 50.0%. The most significant increase amongst energy components was with heating fuel at 34.6%, which can be attributed to the fact that in that year almost all of JRF's building consumed heating fuel, in fact all but one building consumed heating fuel in large quantities at an average of 51697L per year, the building that did not consume heating fuel was the Family Support Unit building.

Up until this point, we have not undertaken any notable energy consumption savings measures but we always seek to minimize our use. There is clearly both increasing environmental and financial incentives to do so, given the recent rises in energy costs, particularly heating fuel. We have set a goal to reduce electricity requirements by 10% in 2008.

JRF Energy Consumption (GJ)					
Source	2005	2006	2007	2008*	2010*
Electricity (GJ)	790.9	1007.6	1302.8	1172.5	911.9
Heating Fuel (GJ)	2718.7	2471.7	3327.5	2994.8	2329.3
Vehicle Fuel (GJ)	2850	3444	3661	3294.9	2562.7
Gas (GJ)	12.7	24	5.8	5.22	4.1
Total (GJ)	6372.3	6947.3	8297.1	7467.4 10% reduction	5808 30% reduction**

*Target ** versus 2007 baseline

Our Carbon Footprint:

"Greenhouse gas" emissions contribute to the unnatural warming of the earth's atmosphere, with potentially devastating impacts. This is creating unusual weather patterns worldwide which will also affect Jordan, the consequences of which are still unknown. Paradoxically, one such development already seen in Jordan has been an increase in cold periods during the winter, with temperatures dropping below freezing. This is a critical impact point because any such temperature begins to destroy agriculture crops on a widespread basis. This can affect JRF-associated projects, particularly their financial viability. It is our global and local responsibility to minimize our greenhouse gas emissions.

Carbon dioxide (CO₂) is a major green house gas with the highest emission factors among all gases. It can be attributed to indirect emission sources like the electricity grid, and direct emission sources like heating fuel and vehicle fuel.

CO ₂ Direct Emissions					
Source	2005	2006	2007	2008*	2010*
Electricity (Kg)	170265	216917	280458	224366.4	201929.8
Heating Fuel (Kg)	201456	183152	246566	197252.8	177527.5
Vehicle Fuel (Kg)	206533	247744	263230	210584	189525.6
Gas (Kg)	803.6	1515.2	367.3	293.8	264.4
Total CO ₂ (Kg)	579057.6	649328.2	790621.3	632497	569247.3

*Target

N₂O and CH₄ (Nitrous Oxide and Methane) are also greenhouse gases that arise from our activities. Reducing N₂O emissions also contributes to better air quality and health. We have set a goal of 10% N₂O and CH₄ reductions in 2008.

N ₂ O Emissions and CO ₂ Equivalent Emissions					
Source	2005	2006	2007	2008*	2010*
Electricity (Kg)	1.6	2.1	2.7	2.4	2.2
Heating Fuel (Kg)	1.6	1.5	2	1.8	1.6
Vehicle Fuel (Kg)	10.4	12.3	13.1	11.8	10.6
Gas (Kg)	0.001	0.002	0.0006	0.00054	0.00048
Total N ₂ O (Kg)	13.601	15.902	17.806	16	14.4
CO ₂ equivalent (Kg)	4216.31	4929.62	5518.186	4966.4	4469.8
*Target					

Total carbon footprint / CO₂ equivalent greenhouse gases (excluding airline travel)

We estimate that our total carbon dioxide-equivalent emissions (or "carbon footprint") increased 22% in 2007, and is now at its highest point in at least 3 years. This is

primarily due to an increase in the number of vehicles owned by JRF which lead to an increased fuel consumption and hence GHG emissions. This excludes JRF air travel. Starting in our 2008 reporting, we will also include air travel in these calculations. In 2008 we will also conduct a study to determine the feasibility and implications of setting a goal to be carbon neutral within 3-5 years.

CH ₄ Emissions and CO ₂ Equivalent Emissions					
CH ₄ emissions source	2005	2006	2007	2008*	2010*
Electricity (Kg)	8.3	10.6	13.7	12.3	11.1
Heating Fuel (Kg)	8.2	7.4	10	9	8.1
Vehicle Fuel (Kg)	39.2	58.8	63.2	56.9	51.2
Gas (Kg)	0.004	0.007	0.002	.0018	.0016
Total CH ₄ (Kg)	55.704	76.807	86.902	78.2	70.4
CH ₄ (CO ₂ Equivalents) Kg	1169.784	1612.947	1824.942	1642.4	1478.2
*Target					

Total Greenhouse Gas Emissions (CO ₂ equivalent)					
GHG emissions source	2005	2006	2007	2008*	2010*
Electricity (Kg)	170948	217787	281582	225265.6	202739
Heating Fuel (Kg)	202124	183773	247396	197916.8	178125
Vehicle Fuel (Kg)	210592	252805	26819	21455.2	19309.7
Gas (Kg)	804	1516	368	294.4	264.96
Total (Kg)	584468	655881	797965	638372	574534.8
*Target					

SO_x emissions

SO_x emissions also arise from our vehicle fleet and direct energy consumption including heating fuels. SO_x are not considered to be a greenhouse gas but they are a notable air pollutant. We have set a goal of 10% SO_x reductions in 2008.

SO _x emissions source	2005	2006	2007	2008*	2010*
Heating Fuel (Kg)	5.6	5.1	6.9	6.2	5.58
Vehicle Fuel (Kg)	5.7	6.7	7.2	6.5	5.85
Total Sox (Kg)	11.3	11.8	14.1	12.7	11.43
*Target					

Materials Consumption

As with energy and fuel, we are able to calculate water consumption specifically for our headquarters, the showroom, the QRFCC, Dar Al Aman, and three community handicraft centers.

Water

Water is perhaps the most important resource in the region, and is very scarce in Jordan. Every year marks warnings on shortages of supply. Continuous and significant reduction in water consumption is an environmental priority. We are committed to a 10% reduction in water consumption for 2008. The water we use in all of the above locations comes from the Municipality system, which is derived from storage of winter rainwater and surface water resources with some reliance on highland aquifers. None of the water which we use has been previously used, and none of the water we use is recycled. In 2005 and 2006, construction and maintenance was taking place at QRFCC which required additional water consumption. In 2007, construction ended thus decrease in water consumption.

JRF Water Consumption (M ³)				
54675	87087	53926	48533	43680
2005	2006	2007	2008*	2010*

* Targeted

JRF Water Consumption (M ³) / per employee				
369	588	315	283	255
2005	2006	2007	2008*	2010*

* Targeted

Fuel (L)

The following table outlines different types of fuel consumption by JRF. All JRF gas vehicles will now run on unleaded gasoline, as a result of switching of all gas pumps in the Kingdom to unleaded. The numbers in the table were calculated based on the average mileage per car per year.

Fuel	2005	2006	2007	2008*	2010*
Diesel	47560	47560	49948	39958	35962.2
Gasoline	27683	44748	48257	38605	34744.5
Total (L)	75243	92309	98205	78564	70706.7

*Target

Vehicles

At the end of 2007 our vehicle fleet consisted of 25 vehicles. Of the 14 cars, 13 use gasoline while 1 uses diesel. All vans and trucks use diesel.

Number of Vehicles		
Cars = 10	Cars = 13	Cars = 14
Vans = 4	Vans = 4	Vans = 5
Trucks = 4	Trucks = 4	Trucks = 4
Bus = 2	Bus = 2	Bus = 2
2005	2006	2007

Paper (kg)

In 2007, our paper consumption increased 23%. We do not currently use any type of environmentally friendly paper (such as recycled paper or Forest Stewardship Council certified paper). We will review the options available in the market and make the best possible choice in this area in 2008. In order to cut down usage, we will emphasize avoidance of printing, and when required, two-sided printing in 'econo' print mode. We will also link up with a paper recycling program in Amman in order to recycle our used paper.

JRF Paper Consumption (Kg)				
1316	1802	2212	1880	1786
2005	2006	2007	2008*	2010*

* Targeted

JRF Paper Consumption (Kg/Full-time employee)				
8.9	12.2	12.9	10.9	10.4
2005	2006	2007	2008*	2010*

* Targeted

Toner (cartridges)

We purchased approximately 39 printer cartridges across our operations in 2008. We do not currently recycle any of these cartridges, but will seek out a means to do so starting in 2008.

Other resources

We use resources as part of the inputs for our handicraft products. Some of the more significant types of resources consumed are listed in the table below. We will attempt to quantify these in our next sustainability report.

Waste

Waste is essentially economic and environmental value that we do not put to use. Viewed from that perspective, elimination of waste should also free up greater financial and natural resources towards JRFs programs. We currently do not measure or evaluate our waste, but in 2008 we have agreed to begin weighing our waste as a means of working towards zero waste over the long-term. We have set a goal of 15% waste reduction in 2008.

Handicraft Program: Summary of Environmental Impacts

Project	Nature of project and products	Environment-oriented project?	Environmental impacts (positive impacts, resource use intensity, waste, etc.)	Materials / Resources Used
Bani Hamida Woman Weaving	Handicraft (<i>traditional Bedouin rug weaving</i>)	No	The wool is purchased from New Zealand due to the relatively poor quality of local wool that results in significant waste and poor interaction with dyes. The dyes are Swiss dyes. We are looking into re-introducing natural dyes (1)	Wool, colors. Made with home-made ground looms and wooden spindles
Jordan River Designs Project (al Karma)	Handicraft (<i>items include quilts and bed covers, cushions, wall-hangings table runners and mats, shade lamps, small gift items, shawls</i>)	No	Raw material is silk and kitten purchased from India. Waste is very little as we use all the raw material and we rarely dispose any waste.	Silk, kitten, thread
Wadi Al-Rayan	Handicraft (<i>baskets, coasters, mats and other home accessories</i>)	Partial	The raw materials used are found in abundance and previously posed a physical and environmental hazard when dumped on roadsides or burnt. The project re-uses these resources thus reducing waste and smoke.	Cattail reeds and banana leaves

(1) In 1995 we attempted a changeover to natural dyes under the Bani Hamida Women Weaving project to reduce our environmental impact. Consumers noticed a change in the quality as the colors tended to run. We received numerous consumer complaints and so we reverted back to chemical dyes. In 2008 we will review what additional options we may have in this regard.

Integrating Sustainability into Procurement

We have not previously adopted any policies relating specifically to purchase of goods and services that are environmentally friendly. We recognize that we are asking other consumers to do so (for example, by purchasing organic farm products from CEP projects) but not doing so ourselves. Therefore, in 2008 we will establish a sustainable procurement policy and we will evaluate available options for all major materials and services purchased. Possible examples include purchasing only Forestry Stewardship Council certified paper or recycled paper, purchasing only printer with two-side printing capability, using renewable energy, etc. . We will continue to integrate local procurement as our desired approach whenever feasible.

2008 institution level environment goals (targets take into account we will begin our enhancements in (Q3)

- Reduce electricity requirement by 10%
- Recycle 100% of paper
- Reduce water consumption 10%
- Create sustainable procurement policy and identify more sustainable options for all major procurement
- Incorporate air travel into our GHG / carbon footprint calculations

- Reduce greenhouse gas emissions by 20%
- Begin recycling all printer cartridges
- Measure all waste and reduce by 15%
- Conduct a new review of the options relating to natural dye use at Bani Hamida handicraft project
- Conduct a study to determine feasibility and implications of a goal to be carbon neutral in 3-5 years

OUR COMMUNITY-LEVEL ENVIRONMENTAL IMPACTS

Management Approach

As noted, we are proud of the environmental performance record of our Community Empowerment Project, and the community-based projects created by the CEP. As a philosophy, we ensure that all of our community level partnerships respect the environment. We do not create non-environmentally friendly projects. We obtain permission from the Ministry of Environment prior to the launch of any project. We seek to minimize energy, water, materials demands, while also minimizing emissions and other wastes. 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.

Beyond simply respecting the environment, a significant number of our CEP programs actually seek to address environmental challenges while simultaneously meeting JRF's goal of enhancing economic and social development and creating livelihood opportunities. This includes projects such as the Wadi Araba Integrated Livelihood Farm, or our organic fertilizer project. In our Qudorat project, one of the criteria explicitly considered when evaluating the competing bids from community based organizations is the extent to which their proposed projects take into account environmental factors and/or adopt environment-enhancing projects.

With many of our CEP projects, we continue to play an oversight and advisory role even on projects previously completed. This is true, for example, with follow up to the Phase 1 of the Rural Community Cluster Development Program. These programs were completed in 2004 but we still maintain a relationship with those communities to ensure ongoing effectiveness of those projects.

We recognize that there are some wider environmental impacts of our projects. For example, our handicraft products are packaged and sold not only in Jordan but around the world. This infers broader impacts of environmental transport, packaging-related environmental opportunities, and other considerations. We will continue to make progress on those impacts in which we have an opportunity to make the greatest environmental impact, doing so in a creative manner that adds economic and reputational value to our work.

Community Empowerment Projects –Environmental Linkages

As we have done elsewhere in the report, we divide our Community Empowerment Projects into several categories: Donor and government-solicited programs; Model pilot programs; Programs for Engaging Communities in Public Decision-Making; and Community Profiling, Assessment, and Awareness Raising. We provide a brief summary of some of our environment-oriented projects below. The Community Empowerment Projects were covered in the previous section, under Corporate Level Environment Impacts.

Donor and government solicited programs

Many of our ongoing and completed projects under this category have an explicit environment focus. Past and present examples include:

Rural Community Cluster Development Program, Phase 1

- Wadi Araba Dam (RCCDP Phase 1, Wadi Araba, completed 2004). This is a 250,000 cubic meter capacity rainwater harvesting dam, with the goal of serving the community and their agricultural needs. The dam achieves rainwater harvesting, while reducing demand on the groundwater resources and providing protection from erosion and flash floods that plague the area during the winter season.
- Wadi Araba Integrated Livelihood Farm (Phase 1, Wadi Araba, completed 2004). This project involved creation of greenhouses, vegetable farms and livelihood in a desert area which lacks natural resources and suffers from high poverty. The project includes a 1000 meter drip irrigation network that waters 6000 grape vines and 1250 citrus trees. It maximizes usage of scarce water resources and efficient use of land and agriculture.
- Almond Plantation (RCCDP Phase 1, Southern Madaba, completed 2004). This project involved reintroducing an almond plantation and transforming marginal land (187 dunums) to a fully productive integrated farm (6000 tree drip-irrigated almond orchard in Barza/ Madaba governorate). This has created jobs and long-term economic empowerment. The project enhances agricultural productivity while protecting and enhancing environmental resources.
- Rainwater harvesting pond (RCCDP Phase I, Northern Ajlun, completed 2004). This is the first large scale rainwater harvesting pond in the area. Although Ajlun has a high rainfall rate, the area suffers from scarce water resources. The 35,000 cubic meter Ibbin pond was established to harvest the rainfall and is now operated by the Municipality of Ibbin. The facility was created by rehabilitating an existing pond with a polyethylene membrane lining to decrease water loss and maximize this precious liquid. Local farmers now use the water during the summer for agricultural purposes.
- The Integrated Livelihood Farm Project in Northern Badia (RCCDP Phase I, completed 2004). The JRF project, a 42 dunum Integrated Livelihood Farm includes but is not limited to a honey processing facility and advanced irrigation systems. A hydroponic mechanical green fodder unit and a drip irrigation system were implemented as part of the project. One of the creative endeavors of this project is the production and sale of honey and sun-dried tomatoes. By distributing bee hives to local community members, the resulting organic honey is a unique and highly marketable product, generating revenues for the local cooperative and farmers.

Rural Community Cluster Development Program, Phase II

- Fodder and Charcoal Fuel Factory (RCCDP Phase II, Southern Ajlun, completed 2006). This project was implemented to improve the local environment and the livelihoods of the residents. Since olive oil pressing produces various pollutants that pose environmental threats to the pristine landscape of Ajlun, the factory was established as an innovative approach to manufacturing and introducing a new type of coal, which focuses on transforming the solid waste by-products (Jeft) generated after pressing olive oil process into animal fodder and alternative charcoal fuel. This project addressed environmental issues and allowed the local members to benefit from an alternative economical charcoal fuel. The charcoal will reduce the use of natural gas and reduce the illegal cutting of forestry in impoverished areas.
- Ostrich farm and a livestock service market (RCCDP Phase II, South of Amman (Um Al Rassas)). Due to the socio-economic challenges of Um Rassas and its long history of ostrich breeding dating back to the Byzantine era (as documented in the distinctive image of a gangling ostrich gracing the breathtaking mosaic floor in St. Stephen's church), JRF, along with participation of the local community members, identified the need to take

advantage of the livestock production in the area and re-introducing the ostrich breeding. Accordingly, the ostrich farm and livestock market were established in Um Al Rassas. This has created jobs and long-term economic empowerment.

Water Demand Management Project

- Water Demand Management Project (ongoing since 2006). Launched in May 2006, this 5-year USAID-funded project is being implemented by Mercy Corps, JRF and the Royal Scientific Society to provide 120 CBOs selected through a competitive process from the 12 governorates in the Kingdom with 150 grants (averaging \$10,000 each) and build the capacity of these CBOs. The grants will operate as revolving loan funds supporting households to implement water savings and efficiency projects.

Strengthening Jordanian CBOs program (Qudorat II, ongoing since 2007)

- Through this MoPIC-funded program, JRF aims to build the capacity of smaller CBOs working in different communities to be able to manage and implement projects as per local community needs, be self-sufficient and serve as an engine of growth for local communities. 40 winning CBOs from 6 governorates were selected to receive funding for their projects. Several of these projects will have an environment focus and all must meet the requirements of the Ministry of Environment.

Model pilot programs

Past and present model pilot programs with an environmental emphasis include:

- Organic Fertilizers Treatment Project (Deir Alla, 2007). This project involved the establishment of a factory on a land of 70 dunums for collecting livestock remains directly from the farms. In the factory site these remains are brewed and sterilized and are moved for filtering and grinding in order to be packed and sold. The project now serves the country's need for organic fertilizers. It also helped fight flies in neighboring governorates.
- Organic Farming Project (national in scope, ongoing since mid 2007). As a tool of biodiversity conservation and because Jordan has deficiency in water resources, the organic farming approach has arisen to help in conserving the biodiversity and water resources in Jordan and to help Jordanian farmers to gain more profit. The project, which is under implementation, aims at initiating a comprehensive framework and action plan to certify organic farmers and stakeholders in Jordan. Such a certification program will raise awareness of the importance of organic farming, ensuring quality certification of local farmers and help expand to regional and international markets. Also it will directly benefit existing JRF CEP as-yet-uncertified organic farming initiatives in Badia, Wadi Araba, Ajlun, Madaba and other locations.
- Eco-Tourism Development in the Ajlun Nature Reserve (Ajlun, implemented in 2005). Implemented in cooperation with the Royal Society for the Conservation of Nature, the project offers accommodation in 10 chalets, a restaurant, a visitor information center, research facility and handicraft production site producing local handicrafts. These services have helped preserve the nature reserve whilst providing employment opportunities to the community. The project has been handed over to the RSCN in 2006.
- Makawir Nature Trail (Bani Hamida, 2006) The Makawir Nature Trail is an 8-kilometer trail adjacent to the Mujib Nature Reserve that was implemented to promote economic opportunities and environmental preservation of the area while offering touristic services.

Community Profiling, Assessment, and Awareness Raising programs

Past and present community profiling programs with an environmental emphasis include:

- Controlled Urban Growth and Tourism Development Master Plan Study for Ajlun Tourism Development Area. For this project funded by the World Bank through the Ministry of Tourism and Antiquities, JRF joined a consortium of international and national entities to develop a master plan that addresses key environmental and urban development issues of Ajlun. The project formulated a vision and public investment program for sustainable development and tourism promotion of the natural area to include Ajlun city, Ajlun castle, Anjara and the surrounding area.
- Building Human Capacity in Natural Resources Management (national in scope, to be launched in 2008). JRF has recently learned that its joint bid with The William Davidson Institute at the University of Michigan for this USAID project was successful. The agreement is currently being finalized with USAID. The aim of the project is to develop interdisciplinary curricula in Jordan Higher Education on Natural Resource Management. Curricula will include coursework as well as multilingual courses for graduate on natural resource management concepts, principles and practices needed to institutionalize a Masters of Science (M.S) program in integrated natural resources management.

Overall Environmental Impacts of Community level projects

As has been stated, we do not measure the aggregated environmental impacts of the above projects, nor do we measure the impacts the other non-environment-oriented JRF CEP projects. In 2008, we will do an assessment to determine the top environmental impacts of our CEP programs, and we will establish joint action plans with communities for any impacts that require or can benefit from attention. If appropriate and feasible, we will measure those most significant impacts and our progress against targets. Meanwhile, as we plan forward, we will continue to enhance our efforts to organize all projects around increasingly innovative environmental opportunities that simultaneously create economic livelihoods and social benefits. We will establish an environmental management framework to capture our environmental leadership efforts and more systematically enhance our environmental gains, both at the institutional level and across our community initiatives.

2008 community level environment goals

- Conduct broad assessment of CEP projects to determine the top environmental impacts, and develop appropriate action plans
- Continue to seek out CEP project opportunities and develop CEP projects that address environmental challenges – increase our ratio of environment-oriented and environment-enhancing projects
- Establish an environmental management framework.



THE CHALLENGE OF SCALE

THE CHALLENGE OF SCALE

The Challenge

We are proud of the work we do and we do not overextend ourselves. We have brought to the forefront the issue of child abuse, and we have pioneered new approaches to community development including empowerment of women and youth. All these efforts are having material positive impacts on communities across Jordan.

However, they are only the tip of the iceberg. As explained in the overview of JRF with regard to the CSP, we estimate that the cases of child abuse served by Dar Al-Aman account for 1-2% of the real magnitude of the problem in Jordan. With regard to CEP, while we have already engaged 23 communities in 39 sub-districts and all 12 governorates, and are operating or have transitioned 46 CEP projects to date, this still covers only a small percentage of all communities in Jordan, not to mention the opportunity to scale up impacts in each of the communities where we currently operate.

Therefore, 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.

JRF's Strategy for Scale

Achieving widespread national take-up and scale is most certainly not a goal that can be simply achieved by increasing the number of programs that JRF currently runs. The challenge of scale requires thinking about the best institutional mechanisms and collaborations and innovations for achieving and sustaining national scale. Despite being aware of the ultimate challenge of achieving scale, JRF does not yet have a detailed strategy to achieve this complex goal. Therefore, 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.

Initiatives

Optimize existing program structures and cross-programming

JRF can do more cross-programming within our existing programs. Two specific goals are to adopt child safety protection activities at every CEP location, and incorporate increased youth involvement at every CEP location, including involvement on local stakeholder councils and/or creation of local youth committees.

Training trainers and other institutions

JRF will increasingly focus on providing training to other institutions and organizations who are or could become in a position to address the same key challenges addressed by JRF. In this way, JRF can contribute to wider national and regional capacity to address these issues. JRF can then continue to pioneer and collaborate with and share best practices and lessons learned with these organizations.

Funding continuity and scale

Scaling up faces at least three major funding challenges – first, to fund initial projects that establish the first local success stories (we have achieved much success here), second, to provide adequate follow up funding to sustain these development achievements, and third, to provide funds to achieve these results on the national scale through the most efficient and effective mechanisms available. JRF will begin to address this challenge by establishing a seed and sustenance fund that will offer funds both to maintain visits and support to successful projects, as well as provide some level of seed funds for initiatives with a growing number of communities. JRF will also focus on institutionalizing and marketing the work of our Capacity Building and Business Development Services

department, organizing it into an internal profit center where the profit can be applied to these seed funds. Lastly, and emphasized below, we will strongly advocate increased funding for these issues from government.

We pilot, others take to scale

We recognize that national frameworks and institutionalized processes would best serve some of the challenges we face. We should therefore, as a structured part of every program, conceive of a strategy and plan for working with other parties specifically to take each program to scale. We should consider our project goals as two-fold – first, to demonstrate success, and second, to identify and work with the appropriate partners to successfully take the project to scale.

Governorates and Liwas

With regard to national frameworks, Governorates and Liwas are key leverage points in Jordan if we wish to have national take-up. Liwas are the next step up from the small communities where we operate, while Governorates are essentially made up of a collection of Liwas. As a starting point, we have begun working to see how our stakeholder councils and CBOs in communities in the same Liwas can come together and work together with and influence their shared Liwas. We can envision that with success in this regard, we could similarly work with groups of Liwas to influence and engage their Governorates.

Advocacy to Government

JRF is committed to increase its overall advocacy efforts in terms effectively addressing child abuse nation-wide and achieving nation-wide empowerment of women and sustained community development. We will contribute vigorously to national stakeholder forums and will catalyze them where we feel they must be created. We will increase our advocacy on issues of funding in order to meet the challenge of scale. This includes funding and appropriate training and operations of adequate child abuse prevention and therapeutic centers, and continued capacity building and seed funding for community based empowerment initiatives.

Enhancing Public Awareness and Shifting Perceptions

In 2004, JRF launched a successful public awareness campaign. After the campaign, surveying indicated a significant increase in awareness and changed perspectives on the issue of child abuse. We will consider the merit of another campaign in 2008 or 2009. In early 2008 we have hired a third party public relations firm to assist us in more successfully communicating our key messages, our successes, and the opportunity for scale. We recognize the linkage between public opinion and government awareness and response to serious national challenges.

2008 Scaling Goals - Summary

- As noted, we will both take action this year on the above sub-strategies, including:
 - Increase rate of JRF cross-programming in communities where JRF operates
 - Increase professional and institutional training
 - Establish seed and sustenance fund
 - Develop scale strategy for all major programs or issue themes
 - Establish collective influence and engagement at Liwa level
 - Increased advocacy and government engagement
 - Enhanced public awareness strategy
- We commit to developing a comprehensive strategy, together with stakeholders, for scaling up our collective impacts to achieve full national participation in and benefit from these development impacts.

SUMMARY OF JRF'S 2008 SUSTAINABILITY COMMITMENTS

CSP Intervention Goals

- Seek ways to increase the turnover rate of children at the Dar Al-Aman Center, without compromising level of care
- Increase the pool of beneficiaries through serving day cases of child abuse (referred internally through JRF centers) in addition to residing cases that are referred by the courts. These day cases do not require separation from the family.
- Prepare the DAA model for emulation at the national and regional level
- Explore new sources of funding, including the planned "Sponsor a Child" program
- Review and update agreements with our key stakeholder partners

CSP Prevention Goals

- Review and upgrade the prevention programs currently being implemented at the Center in addition to developing new prevention programs that meet the needs of target groups within the local community (parents, youth and children)
- Enhance the outreach of prevention programs through the Community Mobilization Unit & partnerships with local NGOs , hence reaching a larger number of Jordanians
- Enhance services provided to the local community through QRFCC by partnering with other national organizations that provide complementing services and programs to families at risk.
- Enhance the volunteer-based services & activities implemented at the Center
- Launch new prevention initiatives, these include:
- Safe Schools, an initiative that aims to turn schools to safer environments for learning through enhancing the capacity of staff, empowering children and strengthening school-parents/community relationships
- Youth Volunteering Program, a program that engages youth in community service and volunteering activities during the summer.

CEP Goals

- Continue with current on-going initiatives
- Direct interventions in Studied Areas
 - Develop the Old City of Aqaba;
 - Implement Phase II of Local Development Program for Less-Privileged Areas which has just been awarded to JRF;
 - Involvement of Youth;
 - Involve CSP in the targeted areas
- Increasing Revenues and Program Sustainability
 - Receive and respond to recommendations of the Creative Advisory Board for handicrafts products
 - Engage private sector in villages development
- Staff Development
 - Continue development of staff through training
- Media Coverage
 - Hire a public relations company to assist us in more effectively communicating our efforts to the broader public, and to generate greater coverage of our efforts.

CBBDS Goals

- Enhance the outreach of the training and consultation services through building the skills of JRF staff in training capacities, particularly in APM
- Expand training modules and subjects offered to NGOs and CBOs (e.g. community development, embroidery, designs, marketing).
- Review, institutionalize and disseminate JRF training and consultation services through marketing of this service and partnerships with national programs, CBOs, private sector and regional NGOs.
- Engage Communities in Public Decision Making through formulation of trained neighborhood committees and local governance committees.
- Manage the Citi Bank annual Micro-entrepreneurship award.
- Advance JRF's role as a certified training body on a regional and international levels (e.g. deliver APM training as noted and become a certified IFC Business Edge training provider for SMEs).
- Support CEP projects through delivering of training and capacity building sessions in the different programs implemented by CEP (LDPLA II and Qudorat Program)
- In achieving the above goals, also increase the profitability of the CBBDS unit

Human Resources Goals

- Training: Build the capacity of JRF staff such that the majority can be trainers and effectively transfer the knowledge of our in-house specialists (we wish to provide training to and increase the training capacities of 78% of our staff, including 90% of CEP and CBBDS staff)
- Employee Engagement: Implement annual employee feedback and satisfaction survey
- Performance Reviews: Ensure 100% of employees receive their employment reviews in addition to career path and succession plans
- Health and Safety: Track injuries (if any) at handicraft operations, and incorporate health and safety training into all community-based initiatives

Accountability to Donors Goals

- Continued on-time reporting and on-time delivery of projects
- Improved and increasingly standardized (rising to the highest standard) project reporting for donors
- Follow up on all commitments in this Sustainability Report and issue a 2008 Sustainability report
- Incorporate stakeholder reviews of the 2008 Sustainability Report as part of increased accountability and enhanced assurance of our reporting process and report content

Financial Results Goals

- Surpass revenues of JD 776,986
- Further strengthen our balance sheet by 20%
- Secure corporate, individual and institutional funding exceeding 6M JD
- Expand our endowment and begin receiving funds from interest generated from it
- Maintain our administrative expense ratio at 16%.

Marketing, Fundraising and International Relations Goals

IRD's goals for 2008 include:

- Increase fundraising, including organizing at least one major international fundraising event plus other events include fundraising lunches in Washington DC
- Forge partnerships with international donors and partner institutions RD
- Work on competitive bidding proposals from international donors and embassies
- Find an international partner for technical assistance and consultation for the Family Support Line
- Increase JRF product sales using findings of the Creative Advisory Board, to be released mid-year.

RDD's fundraising goals for 2008 include:

- Implement two major campaigns: the Protect a Child Campaign and Adopt a Village Campaign. Protect a Child Campaign intends to raise 150,000 JD and promote awareness of child abuse and the importance of addressing it. Adopt a Village Campaign" aims to raise 3,000,000 JD over a span of three years.
- Overall, RDD aims to increase its fundraising by 25%
- Enhance JRF's regional image and further establish JRF's image as the local active organization that Her Majesty Queen Rania chairs and through which the Queen assists in developmental efforts in Jordan

As per the fundraising goals in the Accountability to Donors section, JRF also collectively aims to:

- Secure 20 new corporate funding partners in 2008, with a goal of \$1 million in total corporate donations, an ambitious targeted increase of 60% over 2007 *
- Increase individual donations by 20% in 2008 and 20% annually through 2010

Institution level environment goals (targets take into account we will begin our enhancements in Q3)

- Reduce electricity requirement by 10%
- Recycle 100% of paper
- Reduce water consumption 10%
- Create sustainable procurement policy and identify more sustainable options for all major procurement
- Incorporate air travel into our GHG / carbon footprint calculations
- Reduce greenhouse gas emissions by 20%
- Begin recycling all printer cartridges
- Measure all waste and reduce by 15%
- Conduct a new review of the options relating to natural dye use at Bani Hamida handicraft project
- Conduct a study to determine feasibility and implications of a goal to be carbon neutral in 3-5 years

Community level environment goals

- Conduct broad assessment of CEP projects to determine the top environmental impacts, and develop appropriate action plans
- Continue to seek out CEP project opportunities and develop CEP projects that address environmental challenges – increase our ratio of environment-oriented and environment-enhancing projects
- Establish an environmental management framework.

Scaling Goals - Summary

- We will both take action this year on the following sub-strategies, including:
 - Increase rate of JRF cross-programming in communities where JRF operates
 - Increase professional and institutional training
 - Establish seed and sustenance fund
 - Develop scale strategy for all major programs or issue themes
 - Establish collective influence and engagement at Liwa level
 - Increased advocacy and government engagement
 - Enhanced public awareness strategy
- We commit to developing a comprehensive strategy, together with stakeholders, for scaling up our collective impacts to achieve full national participation in and benefit from these development impacts.

Assurance

The financial data in the section "Our Financial Performance" has been audited by a third party. The independent auditor's report is found below. We have attempted to track and collect other data in this report in a way that is auditable, if desired. Next year we will invite stakeholders to provide their views on the relevant sections of the report, thereby further strengthening the reliability of those sections.

Independent Auditors Report – Pertains to Financial Statements only

Deloitte.

Saba & Co.
Jabal Amman, 5th Circle
Zahrān Street
Building No. 190
P.O.Box 248
Amman 11118, Jordan

Tel : +962 (6) 5502200
Fax: +962 (6) 5502210
www.deloitte.com

Independent Auditor's Report

AM/10192

To Her Majesty Queen Rania Al-Abdullah
and Members of the Board of Trustees,
Jordan River Foundation
Amman – Jordan

We have audited the accompanying financial statements of Jordan River Foundation (Established by a Special Decree), which comprise of the statement of financial position as of December 31, 2007 and the statement of activities, statement of functional expenses and cash flows statement for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

Audit • Tax • Consulting • Financial Advisory

Member of
Deloitte & Touche Tohmatsu

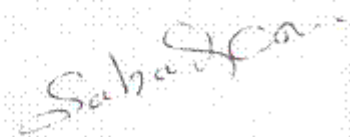
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Foundation preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Jordan River Foundation (Established by a Special Decree), as of December 31, 2007, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

Amman – Jordan
April 24, 2008



Saba & Co.

Saba & Co.
Public Accountants
Amman - Jordan

GRI INDEX

GRI	PAGE(S)
1.1	4
1.2	6, 17-20
2.1	2
2.2	7-13
2.3	12-13
2.4	p.7
2.5	1 - Jordan
2.6	7
2.7	9, Jordan, with some training services provided within the Arab region (e.g. Saudi Arabia)
2.8	6, 71-73
2.9	None
2.10	None
3.1	14
3.2	No previous Sustainability Report. Annual Report issued covering 2005.
3.3	15, annual
3.4	99
3.5	14-15
3.6	14
3.7	14
3.8	14
3.9	15
3.10	No re-statements
3.11	No changes as first sustainability report.
3.12	94
3.13	15, 92-93 (financial assurance)
4.1	21
4.2	21, no
4.3	21
4.4	21
4.5	22, no compensation linkage
4.6	21
4.7	22
4.8	2, 64
4.9	21
4.10	22
4.11	21
4.1	21
4.13	13, 21
4.14	18-19
4.15	17-19
4.16	18-19
4.17	18-19

Management Approach Disclosure - Economic, 23	
EC1	72
EC2	76,77
EC3	64 - Social security contributions paid into government run benefit plans
EC4	67
EC5	64
EC6	40-41, 80
EC7	37, 42-48, 50-52, 61
EC8	37-52
EC9	43-52

Management Approach Disclosure - Environment, 23-24; 76, 81	
EN1	79, 80
EN2	0%
EN3	77
EN4	77
EN5	77
EN6	81-84
EN7	77
EN8	79, 82, 83
EN9	82-83 (none)
EN10	79 (0%)
EN11	Our core operations do not operate in affected areas. Some CEP programs are designed to conserve these areas. The impacts of these programs are outside the scope of this report as per p.14, but pp.82-84 mention potentially relevant conservation projects
EN12	
EN13	
EN14	
EN15	
EN16	77-78
EN17	77-78
EN18	77, 78, 79
EN19	None
EN20	77-78
EN21	79
EN22	79, 80 We have not previously measured weight of our waste. Our goal is to begin measuring weight from our major operational centers in mid-2008 and report on this in our 2008 report.
EN23	0
EN24	0
EN25	None
EN26	24, 76, 80, 81
EN27	0
EN28	0, none
EN29	81
EN30	0 for JRF operations, difficult to calculate for CEP projects, although a substantial % of projects (and thus funds) include environmental protection objectives

Management Approach Disclosure-Labor, 24,60-61	
LA1	61
LA2	66
LA3	64
LA4	61 (0%)
LA5	No minimum notice period. Any major organizational change involves consultation with organizational leadership and staff, and reasonable timelines for implementation are established based on these dialogues
LA6	0%
LA7	absenteeism 65,66, injuries 66, fatalities 66 (0
LA8	None
LA9	None
LA10	64-65 We have not previously tracked number of hours per training session, therefore could not report this in hours. As of mid 2008 we will be tracking hours of training and will report in hours. For this report we report on JD spent on training
LA11	Training 64-65, but career transition due to job cuts or otherwise has not been an issue
LA12	65
LA13	21, 63

LA14	63. To the best of our assessment, the ratio is balanced, but we will report on this in 2008.
Management Approach Disclosure - Human Rights, 24, 60-61	
HR1	Not relevant - no investment agreements
HR2	We visit wage workers to ensure no abuses. CEP community stakeholder councils help to oversee this on their projects. We have not previously measured the total number and thus the percentage screened. We will begin tracking this in mid-2008 and include it in our 2008 Report.
HR3	No measure of hours, but CSP employees receive related training. We will track hours in the future.
HR4	63,64 (None)
HR5	None
HR6	61 We directly monitor our operations to ensure no child labour, and to ensure no children are being employed with any handicraft home-based wage workers
HR7	61 We directly monitor our operations to ensure no forced or compulsory labour.
HR8	We have no security staff, we do not subcontract security staff, and we have no incidents requiring police or other intervention.
HR9	None

Management Approach Disclosure - Society, 24	
SO1	26-36, 37-52, 54, 56-58
SO2	40 100% of our business units are analyzed for risks relating to corruption through our independent financial auditing as well as our procurement policy and controls
SO3	0 % trained in 2007. Procurement manager has received training prior to 2007. All employees sign agreements that prohibit involvement in corruption.
SO4	No such incidents
SO5	4, 21, 52, 87
SO6	None
SO7	None
SO8	0, none

Management Approach Disclosure - Product Responsibility, 24	
PR1	24, 76, 81, 40 (All CEP projects consider and meet all legislation)
PR2	None
PR3	None, 0%
PR4	0, none
PR5	74, 80, 88. If we consider communities as clients, the Community Stakeholder Councils provide continuous feedback.
PR6	24. Broadly speaking, no programs necessary except to have knowledge of the laws. Specifically, we have launched initiatives such as the Organic farming initiative (49) in order to actually create the appropriate frameworks and raise overall level and quality of marketing communications on this subject in Jordan. We have refused to market any of our goods as certified organic until this is in place.
PR7	0
PR8	0
PR9	0

ACRONYMS

AA1000	AccountAbility 1000
AA1000	AS AccountAbility 1000 Assurance Standard
AA1000SES	AccountAbility 1000 Stakeholder Engagement Standard
ACD	Aqaba Community Economic Development
APM	Active Participation Methods
BH	Bani Hamida (Women Weaving Project)
CAB	Creative Advisory Board
CBBDS	Capacity Building and Business Development Services
CBO	Community Based Organization
CEP	Community Empowerment Program
CH4	Methane
CHI	Child Helpline International
CMU	Community Mobilization Unit
CNG	Compressed Natural Gas
CO2	Carbon Dioxide
COx	Carbon Oxides
CSP	Child Safety Program
CSR	Corporate Social Responsibility
DAA	Dar Al-Aman (therapeutic center)
ECPAT	"End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes' network
EFC	European Foundations Center
FPD	Family Protection Department
FSU	Family Support Unit
G3	The G3 version of the GRI Sustainability Reporting Guidelines
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
HMQ	Her Majesty Queen
HQ	Headquarter
HR	Human Resources
IUCN	International Union for the Conservation of Nature
ILO	International Labor Organisation
IRD	International Relations Department
JD	Jordanian Dinar
JRCP	Jordan River Children Program
JRD	Jordan River Design (handicraft project)
JRF	Jordan River Foundation
KPI	Key Performance Indicators
L	Liter
m ³	Meters cubed
MAJ	Microfinance Association of Jordan
MoPIC	Ministry of Planning and International Cooperation
MoU	Memorandum of Understanding
MSU	Management Support Unit
N2O	Nitrous oxide
NGO	Non Governmental Organisation
NOx	Nitrogen Oxides
PD	Program Development
PRA	Participatory Rapid Appraisal
QRFCC	Queen Rania Family and Child Center
RCCDP	Rural Community Cluster Development Program
RDD	Resources Development Department
RSCN	Royal Society for the Conservation of Nature

SMEs	Small, Medium Enterprises
SO _x	Sulfur Oxides
USAID	United States Agency for International Development
USD	United States Dollars
WR	Wadi Al-Rayan
YCI	Youth Career Initiative
YIU	Youth Initiatives Unit
YVSP	Youth Volunteers Summer Project

GLOSSARY

AccountAbility1000	(AA1000) series are principles based standards intended to provide the basis for improving the sustainability performance of organizations. The AA1000 Framework was developed to help organizations build their accountability and social responsibility through quality social and ethical accounting, auditing and reporting. It addresses the need for organizations to integrate their stakeholder engagement process into their daily activities.
Active Participation Methods	A set of refined methodological tools that strengthen participation in development activities. These active methods are founded on eight distinct yet interrelated principles: Participation, Teamwork, Creativity, Structure, Consensus, Reflection and Action.
Carbon dioxide	A chemical compound often referred to by CO ₂ , and is present in the Earth's atmosphere.
Greenhouse Gas (GHG)	A component of the atmosphere that contributes to the Greenhouse effect, some occur naturally and others are a result from Human activities.
Global Reporting Initiative (GRI)	A long-term, multi-stakeholder, international process whose mission is to develop and disseminate globally applicable Sustainability Reporting Guidelines.
G3 Reporting Guidelines	A framework for reporting on an organization's economic, environmental, and Social performance.
Liwa(s)	Governorates in Jordan have sub-divisions called districts (Liwa).
Sustainability	An attempt to provide the best outcomes for the human and natural environments both now and into the indefinite future.
Sustainability Management	The integrated management of our economic, environmental, and social performance in a manner that optimizes value for all of our stakeholders.
Sustainability reporting	An ongoing testimony of your commitment towards sustainable development.
Dunums	Unit of Area; equals 1000m ² .

Participatory Rapid Appraisal	is a qualitative survey methodology tool utilized by many organizations including World Bank, GTZ, SIDA, UNICEF, UNDP and others to formulate solutions to identified problems. It has been developed for collaborating with local people in analysis and planning and has contributed to the development of action plans and participation strategies.
Cost Share	The amount of money that JRF has to provide as costs.
Kafalah	Sponsorship and guardianship of a child, while preserving the child's original name.
Islamic Shari'a	Islamic Legislature.

2007 OUR PARTNERS

JRF is proud of its partnerships with local and international entities, and continuously cultivates these relationships to explore new opportunities for partnership. Moreover, JRF continues to evolve within the realm of our beneficiaries' needs and priorities; therefore, we are proactive in establishing new partnerships with organizations sharing the social and economic development aims as JRF. Our major collaborations and partnerships include:

Governmental

Greater Amman Municipality
Jordan Cooperative Corporation
Ministry of Agriculture
Ministry of Awqaf, Islamic Affairs and Holy Places
Ministry of Education
Ministry of Environment
Ministry of Finance
Ministry of Health
Ministry of Interior
Ministry of Municipalities
Ministry of Planning and International Cooperation
Ministry of Public Works and Housing
Ministry of Social Development
Ministry of Tourism and Antiquities
Ministry of Water and Irrigation - Jordan Valley Authority and Water Authority
Public Security Directorate - Family Protection Department

Local and International Partners

Agricultural Research Center
Air France Foundation
Aqaba Development Corporation (ADC)
Aqaba Special Economic Zone Authority (ASEZA)
Badia Research and Development Program (BRDP)
British Council
British Embassy
Child Helpline International (CHI)
Citigroup
Development and Employment Fund (DEF)
Australian Embassy
ECPAT
IBLF
IMC
International Finance Corporation (IFC) - The World Bank
ISPCAN
IUCN
Jordan Local Governance Development Program (LGDP)
Mercy Corps
National Council for Family Affairs
NSPCC
One Global Economy
Rescate

Rotary
Royal Jordanian Airlines
Royal Netherlands Embassy Amman, Jordan
Royal Society for the Conservation of Nature (RSCN)
Ruwwad
Save the Children
Siyaha Program
Spanish Agency for International Cooperation (AECI)
Suez Foundation
Tatweer
The American Chamber of Commerce in Jordan
The Society of Majid Bin Abdulaziz for Development and Social Services - KSA
The William Davidson Institute at the University of Michigan (WDI) - USA
United Nations Children's Fund (UNICEF)
United Nations Development Program (UNDP)
United Nations Educational Cultural and Scientific Organization (UNESCO)
United Nations Office for Projects Support (UNOPS)
UNODC
USAID
Vital Voices

MEDIA

Al Rai
Al Dustour
Al Arab Al Youm
Al Ghad
Grumpy Gourmet Group
Jordan Radio and Television Corporation

PARTNERS OF THE HELPLINE

Cerebral Palsy Foundation
Family Guidance and Awareness center
Zain
Higher Council for Youth.
Jordan Telecom Group (Orange)
Jordanian Woman's Union
Judicial Council.
Law Groups For Human Rights (MIZAN)
Ministry of Education.
Ministry of Health.
Ministry of Interior
Ministry of Labor
Ministry of Social Development
National Council for Family Affairs
Public Security directorate
The Jordanian Hashemite Fund for Human Development
Umniah
Xpress

REQUEST FOR FEEDBACK

Comments or questions about this report are encouraged and can be directed to:

Ms. Manal Obieda
sustainabilityreport@JRF.org.jo
Tel: + (962) (6) 5933211
Fax: + (962) (6) 5933210

Our Website
www.jordanriver.jo