



مؤسسة الأراضي المقدسة للصم
The Holy Land Institute for the Deaf



"ALLAH KARIEM"
"GOD PROVIDES"
"GOD ZORGT"
"GOTT SORGT"
"神は叶え"
"神顧み"



JOINT STATEMENT 2015

OF OUR SHARED VISION
AS A GROUP OF NATIONAL ASSOCIATIONS

of "Friends of the Holy Land Institute
for Deaf and Deafblind Children"
(or "FRIENDS of the HLID")





CONTENTS

1. Introduction	5
2. Core Values of the 'Allah Kariem Group'	6
The Vision of the 'Allah Kariem Group'	6
The Mission of the 'Allah Kariem Group'	6
A. Resources	7
A.1 Christian	7
A.2 Disabilities	8
A.3 Middle East Focus	8
A.4 Professionalism	8
A.5 Communication	8
A.6 Services	8
Responsibility to the Donors	9
A.7 Transparency	10
B. Organisation	10
B.1 The Allah Kariem Group	10
B.2 Partner Organisations	11
B.3 Organisational Structure	12
B.4 Organisational Structure of the HLID	13
3. How does the 'Allah Kariem Group' Work?	14
Donor to Client Process	14
4. Organisational Development	15
A. Structure	15
B. Corporate Identity	15
C. Personnel	16
D. (Annual) Meetings	17
E. Membership	18
5. Key Objectives	18
A. Financial Resource Mobilisation	18
B. Public Relations	19
C. Staff Exchange & Development	20
D. Utilisation of Unique Christian Resources	21
6. Communication	21
A. Within the 'Allah Kariem Group' of National Associations	21
B. Communication Outside the 'Allah Kariem Group' itself	22
7. Measuring Successful Developments	23
A. Financial Resources Mobilisation	23
B. Public Relations	23
C. Staff Exchange & Development	24
D. Utilisation of Unique Christian Resources	24
E. General Objectives and Organisational Development	24
Measuring Successful Developments within the 'Allah Kariem Group of National Associations	25

APPENDICES

A. Sample Letterhead	27
B. Sample Flyer (ref. also this document: branded, with house colours)	27
C. Sample PowerPoint	28



"Great crowds came to Jesus, bringing the lame, the blind, the physically disabled, the mute and many others, and laid them at his feet; and he healed them. The people were amazed when they saw the mute speaking, the physically disabled made well, the lame walking and the blind seeing. And they praised God..."

Matthew 15:30, NIV

Vision

Our vision is to improve the quality of life of the poorest people with sensory or other impairments in the Middle East.

Mission Statement

God Provides for Deaf and Disabled Children

The 'Allah Kariem Group' of affiliated Friendship Associations support the development and provision of services for deaf and disabled children in the Holy Land, through the Holy Land Institute for Deaf & Deafblind Children.

Objectives

The mandate of the Holy Land Institute for Deaf and Deafblind Children has a particular focus on the development and provision of services for hearing-impaired persons (with or without co-occurring disabilities) within Jordan and the Middle East.

Definition

The following defines those whom we seek to serve:

"A person who, because of a partial or total, permanent or long-term sensorial or other impairment, is in need of appropriate special provisions aimed at helping him or her participate to the fullest possible extent in all the processes and provisions of society."

For over 50 years the Institute and the 'Friends of the Holy Land Institute for the Deaf' associations (formerly 'Allah Kariem' Societies) have worked to follow the example and teachings of Jesus Christ. We seek to continue that work in the service of mankind and to the glory of God, now and in the future.

1. INTRODUCTION

This document is intended to lay down the guiding principles of the 'Allah Kariem Group', how we define ourselves and why we exist. It articulates our shared vision as an International Group of National Friendship Associations, our common identity and our strategy for future development. It also sets out to define how we will put this into practice, including the specific roles and responsibilities necessary for successful and coordinated implementation.

The development of this Statement and the underlying vision was in progress for two years (March 2005 – 21 June 2007) and was updated again in the autumn of 2015. It is flexible enough to accommodate the specific needs of and issues raised by the National Friendship Associations (hereafter known as NFAs).

This common international framework stipulates our:

- commonly shared beliefs and values,
- single identity through agreed symbols and statements to be used by all NFAs,
- objectives to which we all work together,
- logistical and organisational procedures for generating income, sharing information, generating other activities and using synergies,
- communication principles within (and outside) the 'Allah Kariem Group' in order to facilitate clear understanding and a spirit of teamwork.

These principles lay the foundation for the international structure of the 'Allah Kariem Group' and its affiliated National Friendship Associations. It has been agreed that, as laid out later in this Statement, the structure most suited to serving the aims of the Group is a loose association with no separate legal or administrative authority or power. This framework is preferable to an independent supra-national organisation, which would only create more layers of bureaucracy and possible legal and technical complications for the NFAs. The NFAs do not lose any of their current autonomy through being part of this Association, but it is hoped that our unity, resolve and ability to fulfill our vision together will be strengthened and consolidated.

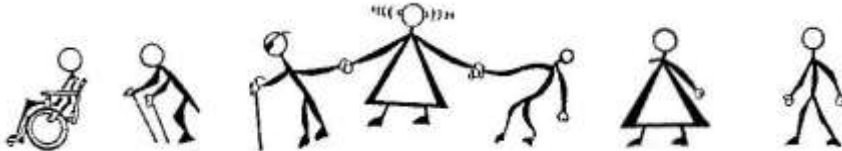
This document gives clear guidelines for future NFAs and how they can join this Group.

Furthermore this Statement explains the common concept of the 'Allah Kariem Group' to outside parties interested in or curious about its work. We hope that this will generate more interest in and enthusiasm about the work we do.

2. CORE VALUES OF THE 'ALLAH KARIEM GROUP'

THE VISION OF THE 'ALLAH KARIEM GROUP'

"We seek a world where all are seen as equal, both in the sight of people as well as of the Creator, the Lord our God".



THE MISSION OF THE 'ALLAH KARIEM' GROUP

The 'Allah Kariem Group' exists to enable the Holy Land Institute for Deaf and Deafblind Children (hereafter known as the HLID) and its partner organisations to carry out their mission. The Holy Land Institute for Deaf and Deafblind Children was established in Salt, Jordan, in 1964 and is still based there. It is a dependency of the Jerusalem Diocese of the Arab Episcopal Church in Jerusalem and the Middle East. As such, it represents one of the diaconal activities of all the Christian communities in the Anglican / Episcopal Middle East Church Province.

The mission of the 'Allah Kariem Group' states:

God Provides for Deaf and Disabled Children

"The 'Allah Kariem Group' of affiliated Friendship Associations supports the development and provision of services for deaf and disabled children in the Holy Land, through the Holy Land Institute for Deaf and Deafblind Children".

The objectives of the 'Allah Kariem Group', in support of its mission, are as follows:

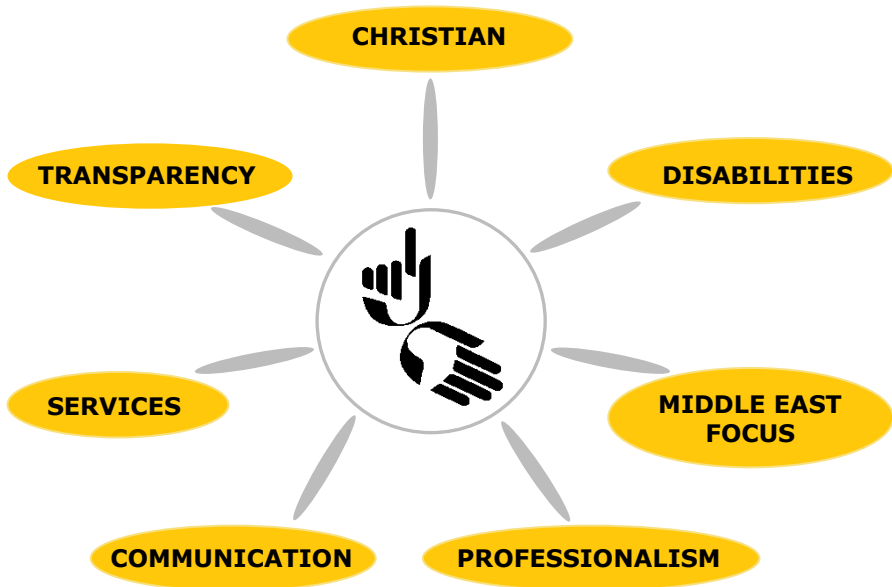
"The Holy Land Institute for Deaf and Deafblind Children seeks to develop and provide comprehensive services for people who are deaf, deafblind, sensory or otherwise disabled.

It wishes to enable and equip them for inclusion and participation in their families and civic society in a meaningful way.

It challenges them to make their valuable and unique contribution to civic society in the Middle East.

These goals are also facilitated by encouraging and training disabled and non-disabled persons to take on these tasks."

A. RESOURCES



A. 1 CHRISTIAN

We believe that those who are poor, vulnerable and marginalised in society have a special place in the heart of Almighty God, as told by Jesus the Christ in the story of Lazarus (Gospel of St.Luke 16).

The 'Allah Kariem Group' should reflect the teachings and example of Jesus Christ in our day-to-day relationships, activities and decision-making.

As part of the worldwide Christian Fellowship but with a special focus on the Middle East, the 'Allah Kariem Group' has an important role in Christian social ministry.

We believe that the local Church is best placed to know how to relate to local civic and faith communities. Therefore links with the Middle Eastern local church communities are important.

Based in an Islamic context, we believe it is important to develop and maintain good mutual relations with, and respect for, the Muslim community. Underlying this is our common heritage as children of Abraham and our desire to break down barriers of misunderstanding between Muslim and Christian communities locally and worldwide.



A. 2 DISABILITIES

We advocate for the inclusion and participation of people with disabilities as equals in all processes and aspects of society.

We believe that people with disabilities are equally deserving of respect and have the same rights as people without disabilities to security, livelihoods, healthcare and education, social and spiritual care.

We seek to provide services for people with sensory, motor and/or mental impairments. However, our main focus is on deaf and deafblind people (with or without co-occurring disabilities), especially children.

We will at all times assure that a child-friendly environment, treatment and behaviour is practiced.

A. 3 MIDDLE EAST FOCUS

We are an International Group of National Organisations (Associations) focused on the Middle Eastern region, making optimal use of national and international human and financial resources in all aspects of our work.

A. 4 PROFESSIONALISM

We will implement effective and efficient practice in all aspects of our work, also through qualified and competent partners.

We support equal opportunities for employment and career development consistent with our beliefs and values.

We encourage innovation, initiative, prudent risk-taking and decisiveness in order to achieve our vision and goals.

A. 5 COMMUNICATION

We value clear, honest, respectful and transparent communication between all stakeholders both inside and outside the 'Allah Kariem Group'.

We value diversity, seeking to have an attitude of mutual respect for other cultures and opinions among all our stakeholders.

A. 6 SERVICES

Our work should be of such a nature that it will contribute to the sustainability and self-reliance of The Holy Land Institute for Deaf and Deafblind Children and its partner organisations in the Middle East.

We use our human, financial, technical and spiritual resources to maximise the impact of our work on as many people as possible.

We provide services for people regardless of race, religion, nationality and gender.



Responsibility to the Donors of The 'Allah Kariem Group'

- AKG will strive to achieve the highest professional standards at all times.
- AKG will comply with the local laws and guidelines relating to fundraising and the use of personal data.
- Donors will be treated with respect. Every effort will be made to communicate with donors according to their preferences.
- The privacy of donors & beneficiaries of our programmes will be respected.
- All communications surrounding donations will be honest and truthful, and will not create an unrealistic expectation of what the gift will accomplish. There will be no material omissions or exaggerations of fact, no use of misleading photographs, nor any other communication which would tend to create a false impression or misunderstanding.
- AKG will answer any questions from donors with prompt, truthful and forthright answers.
- AKG will acknowledge and recognise donations where requested as soon as possible after receiving them.
- As stewards of donations, we will handle received funds responsibly and to the greatest advantage of intended beneficiaries.
- We will use donations in a way that meets the purposes of the 'Allah Kariem Group', which is "to enable the Holy Land Institute for Deaf and Deafblind Children and its partner organisations to carry out its mission."
- Donors have the right to get information on the use of donations.
- AKG will make available upon request to all donors its Annual Report and Annual Report of the HLID which includes financial statements.
- Any concerns donors may have relating to these points will be handled swiftly and efficiently.
- AKG will respond promptly to any complaint regarding our communication practices. A committee member will attempt to satisfy the complaint and report back to the donor.
- Donors are encouraged to seek independent professional advice before making a significant gift that would materially impact the donor's financial well-being or that of his/her family.
- If donors specify a particular purpose when making a donation, we will ensure that it is devoted to that purpose. If more funds than required for a particular purpose are received, AKG will endeavour to consult the donor(s) before re-allocating the funds to a similar project. If requested by the donor AKG will return the unused portion of the donation.

A. 7 TRANSPARENCY

Increased transparency is the key reason for the creation of the 'Allah Kariem Group' of Associations, and for this document.

We will act with integrity towards all individuals.

We are good stewards to donors and clients of the resources entrusted to us. We seek high standards of financial control that are transparent and verifiable.

B. ORGANISATION

B. 1 ALLAH KARIEM GROUP

The 'Allah Kariem Group' is comprised of separate NFAs and the Holy Land Institute for Deaf and Deafblind Children itself, all of whom subscribe to the core values described in this statement. The Group can further expand with the creation of other NFAs (possibly under different names) in different regions such as in the Americas, Europe, the Middle East, and so on.

We will work together in a joint and unified effort to provide services to deaf, deafblind, sensory and otherwise disabled people, and as according to these stated principles.

At present the 'Allah Kariem Group' is established in the following countries:



JAPAN



B. 2 PARTNER ORGANISATIONS

We work through the Holy Land Institute for Deaf and Deafblind Children and its partner organisations, inside and outside the Middle East, to enable them to increase and improve their services for people with disabilities.



The HLID's partner organisations and their activities are located in:

- Afghanistan
- Djibouti
- Egypt
- Iraq
- Jordan
- Lebanon
- Pakistan
- Palestine
- Syria
- Yemen

We are also hoping to expand into Sudan.

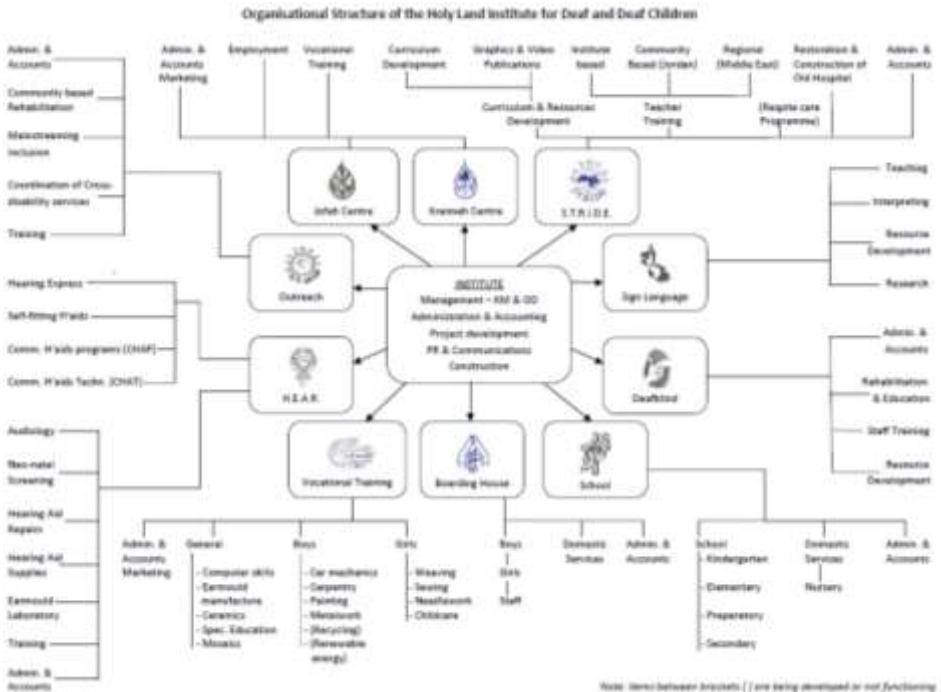
B. 3 ORGANISATIONAL STRUCTURE

Each National Friendship Association is an autonomous legal entity or an organisation that works under the umbrella of an autonomous legal entity, wholly responsible for the funds it raises and grants to its partners.

However, the NFAs come together to jointly form a loose International Group of National Associations, the 'Allah Kariem Group'. This document exists to form the basis of commonly shared values, beliefs and aims of this group as well as to provide procedural and logistical information.



B. 4 ORGANISATIONAL STRUCTURE OF THE HOLY LAND INSTITUTE FOR DEAF AND DEAFBLIND CHILDREN



Local Jordanian partners of the HLID - Outreach and STRIDE Programmes are: Community-based Rehabilitation centres, technical resource centres for specific impairments or other foci, mainstream and special schools as well as governmental and non-governmental organisations and departments in Jordan and the Middle East. These local partners are not direct recipients of 'Allah Kariem' funds; however, they are included in this diagram for the sake of clarity and accountability.

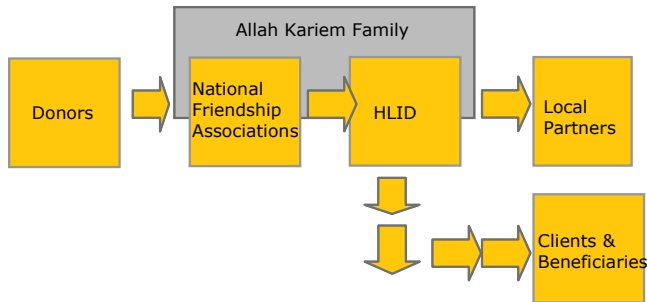
Local Jordanian partners under the Outreach Programme are found in the villages of JOFEH and KREIMEH (Jordan Valley). In the Za'atari Refugee Camp for Syrian Refugees (2012) and in a number of locations throughout Jordan the HLID is engaged in provision of rehabilitation and special/inclusive education for children and adults with disabilities.

Under the HILD / STRIDE Programme there are approximately 50 – 60 local partners throughout the Middle East region.

3. HOW DOES THE 'ALLAH KARIEM GROUP' WORK?

Allah Kariem Donor to Client Process

The "Allah Kariem donor to client process" consists of a variety of donors including individuals, governments, churches, schools and NGOs as well as corporations in a number of countries, who provide material, financial and spiritual resources through NFAs. These are channelled through one joint programme that is planned and coordinated by the HLID. The process also encourages prayer and intercession as valuable resources.



The 'Allah Kariem Group' has four key resources:

- I the HLID and its local Jordanian and Middle Eastern partners and their location in the Holy Land,
- II prayers and intercessions by supporters,
- III the knowledge, skills and commitment of its workers and supporters,
- IV the funds it raises each year.

We believe that the 'Allah Kariem Group' should be more than just a funding and support organisation. Yet the NFA's cannot implement projects ourselves but should rather enable and facilitate our local implementing partner(s) in the Middle Eastern region to do the work.

The knowledge and skills of all our members (in areas such as education, rehabilitation, training, planning, management, PR & media as well as fund-raising) are made available for use by HLID and its local partners to achieve the goal of reaching and helping more people with disabilities in the Middle East. We should encourage the input and creativity of professional and skilled members in order to strengthen the development of the 'Allah Kariem Group' internationally.

4. ORGANISATIONAL DEVELOPMENT

A. STRUCTURE

As stated above, the NFAs are and will remain autonomous legal entities that are wholly and solely responsible for the funds they raise and the grants they give out within the guidelines contained in this document.

However they will come together as a loosely organised body called the 'Allah Kariem Group' of National Friendship Associations which exists to facilitate and enhance communication and information-sharing between them.

It is:

- a coming together of autonomous national associations
- based on shared mission and values
- seeking to share commonly-held (non-financial) resources for their own development and for the benefit to all.

It is **NOT** a separate non-governmental organisation and has no legal status or formal powers, beyond that inherent in its members, the NFAs. The NFAs retain total and complete autonomy and have sole responsibility for the funds they raise and the grants they disburse.

However, the need remains for the International Group of National Friendship Associations to have a common identity and agreed-upon procedures and structures in order to clarify their roles and activities as well as strengthen all PR, media and promotional functions. Since multiple language versions of this document may exist, the English version will serve as the definitive and controlling document.

B. CORPORATE IDENTITY

The International 'Allah Kariem Group' and its constituent partner NFAs, the "AK family", need to have a common identity. This enhances the unity and commonality of NFAs in different countries in a tangible and visible way while promoting and consolidating the International Group of NFAs. Therefore, NFAs have agreed upon a corporate design for symbols and statements in all communications and interactions:



- **Logos:** The "Allah Kariem" - Hands (Sign language) logo and the "Allah Kariem" calligraphic Arabic text will be used.
- **Text: "Allah Kariem", God Provides, Gott sorgt, God zorgt,** (神は叶え、神顧み) will be used as appropriate for specific countries. Efforts will be made to protect this name and logo internationally.

- **Colours:** When necessary, the following colours in the page headers will be used:
Yellow - R: 255, G: 200, B: 10
Grey - R: 188, G: 188, B: 188
- **Mission Statement:** As a brief tagline/mission statement, "God provides for deaf and disabled children" will be used.
- Where appropriate, the tagline "DEAFinitely Connected" will be used.
- On publicity and other materials the following explanatory sentence should also be printed: "The 'Allah Kariem Group' and its affiliated Friendship Associations support the development and provision of services for deaf and disabled children in the Holy Land."
- **Letterhead:** The letterhead attached in Appendix A will be used. Addresses and other nation-specific data will not be pre-printed on the paper but from a (flexible) computer template.
- **Business card:** When necessary, the card as it appears below will be used.



- The **Power Point** template as provided will be used for promotional activities and wherever appropriate.

C. PERSONNEL

1. International Coordinator

In order to facilitate and channel the complex information flows between and among NFAs, an International Coordinator shall be appointed. This is a voluntary position whose bearer acts as the hub of Allah Kariem's communication network as and when it affects all NFAs and the HLID in Jordan. The International Coordinator shall be nominated and appointed in the meetings of the 'Allah Kariem Group'.



2. Technical Resource Persons

Each NFA shall appoint a resource person to be responsible for technical issues (public relations, computers, website, etc.) and for their follow-up on behalf of their NFA.

Responsibilities should include: actively helping gather new information, ensuring the national pages of the website are up to date with relevant information, sharing PR materials and other creative ideas with other NFAs as appropriate and follow up for other social media such as Facebook, Twitter etc.

Information about the potential capabilities of the website and other PR methods/ technologies as well as appropriate materials and information for the website should be made available to all technical resource persons as necessary by the HLID counterpart and those responsible.

D. (ANNUAL) MEETING

The 'Allah Kariem Group' shall meet, at a minimum, every two years. This meeting shall serve as a focal point for discussion, debate, networking and information-sharing between all the NFAs.

The meetings shall be held at a time and place to be decided at the previous annual meeting. Under normal circumstances, the Annual Meeting shall take place during spring time and be hosted by NFAs in rotation, or by the HLID. The provisional time and place should be confirmed by the host society not later than 6 months in advance.

Each NFA should be represented by its Chair/ President or other designated person. Other committee members may attend as time and opportunity permit.

The host NFA should act as organiser and Chair of the meeting.

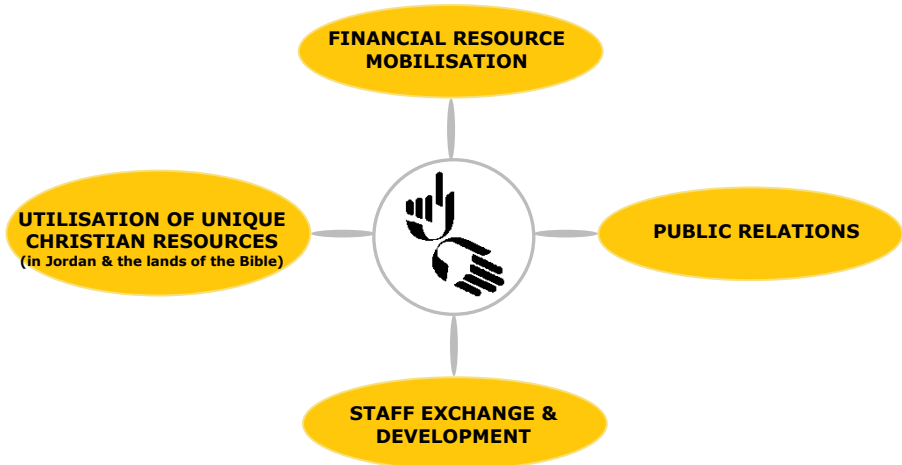
Participation in the meeting should be voluntary, although it is clearly in the interests of everyone that each NFA be represented if possible. In principle there will be no remuneration or reimbursement of expenses.

E. MEMBERSHIP

The Group is open to new partner NFAs who have the same mandate. They should apply the same principles as outlined in this document. Membership status must be approved unanimously by the members of the Group. Membership can be terminated by either an individual NFA or by the Group. Normally one year's notice of termination should be given by either party.

5. KEY OBJECTIVES

In the future four key objectives will be fundamental to the successful development of the International 'Allah Kariem Group' of National Friendship Associations.



A. FINANCIAL RESOURCE MOBILISATION

A well-coordinated and well-communicated fundraising strategy needs to be developed by the 'Allah Kariem Group'. This strategy should be built on the existing and solid foundation of individual donors and sponsors and other activities developed by the NFAs. However, as the long-term income from sponsorships is likely to decline slowly (according to the experience of other NGOs), over time other sources of income (governments, multilateral institutions, national foundations) may need to become more of a priority. Skills will be required for fundraising in new income brackets and all of these will require sufficient administrative capacity in the NFAs and the HLID.

The following are some specific points for the group to address together:

A.1. Sponsorship

Currently the core of the 'Allah Kariem Group' funds (in Switzerland and the Netherlands) comes from individual sponsorships. Ways to maintain current sponsors and attract new ones should be addressed. This needs significant administrative capacity at HLID (currently available).

A.2. Institutional Fundraising

Analysis of donor markets and policies as well as development issues is needed; close coordination with HLID for implementation, accountability and reporting is required.

A.3. Accountability

NFAs need clear, accurate and timely financial reports from the HLID, especially if A.2. is going to increase. The HLID's capacity to handle and provide such reports is available but may be further developed. NFAs also need to maintain accuracy and transparency of financial reports. An occasional international audit by a respectable firm will be sought and published.

A.4. Sale of HLID (including Jofeh and Kreimeh) products

A thorough and continuing investigation of European and US markets is necessary to identify the right products. Successful sale and marketing of products could increase significantly, but transportation and stocking issues need to be resolved satisfactorily. The issue of increased production volume also needs to be resolved by the HLID (and Jofeh and Kreimeh). All partners need to address the issues of financial transactions (payments) and on-line payments.

B. PUBLIC RELATIONS

The information and communication system of the 'Allah Kariem Group' needs to be developed to make sure that important information about the HLID is available to NFAs to facilitate Financial Resource Mobilisation.

Furthermore, the various National Associations need to be aware of their various separate and communal activities. This mutual awareness of national activities and PR tools can be facilitated through organisational development, but technical issues should be addressed by the International Association together:

B.1. Newsletters

Production, editing, printing, transportation, mailing of newsletters must be addressed continuously and be worked out satisfactorily and sustainably. E-mail distribution should be developed pro actively.

B.2. Website

Good information sharing between NFAs and up-to-date news from HLID is needed continuously. The international webmaster will be appointed or confirmed on a regular basis. Secure login areas must

be created. Regular contact with technical resource persons should be established.

B.3. Other Promotional Tools

Additional tools and methods to heighten public awareness of the AKG and its activities will be developed. Trials of innovative and creative PR methods are a continuous necessity.

B.4. Information Exchange

Better information exchange is a key reason for developing the International AK Group of NFAs. Information exchange relating to all PR tools and techniques should be developed through the International Coordinator and various technical resource persons.

C. STAFF EXCHANGE & DEVELOPMENT

The 'Allah Kariem Group's dedicated committee members, workers and supporters, as well as the staff of the HLID, are vital resources for the International AK Group. NFAs could have a greater role in staff exchange and development than has previously been the case. Some specific areas should be approached together:

C.1. Networking with National and International Agencies

Although the responsibility of funding national co-workers to work in Jordan and the Middle East is not the mandate of the 'Allah Kariem Group', National Associations need to become a resource and referral base for national staff and volunteers seeking funding resources, missions or organisations to support them, and so on.

By building up national databases and international networks of appropriate organisations with sufficient financial, pastoral and other resources to take responsibility for vetting and sending national co-workers to Jordan, the 'Allah Kariem Group' can fulfil a vital function of facilitating and mediating staff exchange and development.

C.2. Screening of Potential Staff

The capability of preliminary screening of candidates seeking to work in Jordan could be enhanced. Guidelines for screening and a handbook for volunteers and co-workers is available.

C.3. Supporting Current Staff

The NFAs can support current staff development for the HLID by providing information, logistics, accommodation and other resources as needed and appropriate.



C.4. Mobilising Former Volunteers and Staff Members

Former volunteers and staff are a valuable resource. Open days, promotion and networking for, by and through them should be explored and implemented on a larger scale.

D. UTILISATION OF UNIQUE CHRISTIAN RESOURCES

The unique and central location of Jordan among the lands of the Bible is a great resource (as visual and experiential devices).

The following are some of the specific areas for discussion:

D.1. Exchange and Training for Deaf Workers

Using these visual resources, the 'Allah Kariem Group' can facilitate and develop international exchange, pilgrimages and training for Deaf workers. This might involve Deaf Christians and other groups and individuals visiting Jordan and the Middle East from countries where the 'Allah Kariem Group' exists or is active, but also possibly from other Eastern and Southern countries. The HLID/ Holy Land Services Unit was established for this purpose and has an under-used but growing capacity.

D.2. Mobilisation of Prayer Support

Included is the necessary mobilisation and continuance of vital prayer support for the work of the 'Allah Kariem Group' and the HLID. A uniquely Christian resource, it should be built upon the foundation of our shared values and implemented through effective communication to dedicated prayer supporters.

6. COMMUNICATION IN THE 'ALLAH KARIEM GROUP'

A. WITHIN THE INTERNATIONAL GROUP OF NATIONAL ASSOCIATIONS

A.1 Principles

Under the beliefs and values of the "Allah Kariem" Group we have stated:

"We value clear, honest, respectful and transparent communication between all stakeholders both inside and outside the 'Allah Kariem Group'."

A key objective for the International Group is to have open and transparent communication; to improve trust amongst the NFAs, our

International Group, the HLID and all workers and supporters; we want to create ownership of all aspects of our work and a high level of motivation amongst all its workers and supporters.

It is important that decision-making processes are transparent and decisions are well-communicated so that all involved can know what is happening, why decisions have been made, and therefore to trust and follow those in leadership positions within the 'Allah Kariem Group', including the HLID.

With different legal entities within the 'Allah Kariem Group' it is important to facilitate communication. This will allow for differences of opinion to be expressed openly and consensus to be reached, and then those in leadership positions can communicate agreed decisions with one voice to all involved creating common purpose, direction and trust amongst all involved.

A.2 Procedures

As the International AK Group plans to meet a minimum of once every two years, it is important that regular communication throughout the year is developed. For practical purposes, the 'Allah Kariem Group's plenary sessions, documents, minutes of meetings and correspondence shall be in English, when all are involved. Naturally this does not preclude correspondence and discussion in other languages between individual parties.

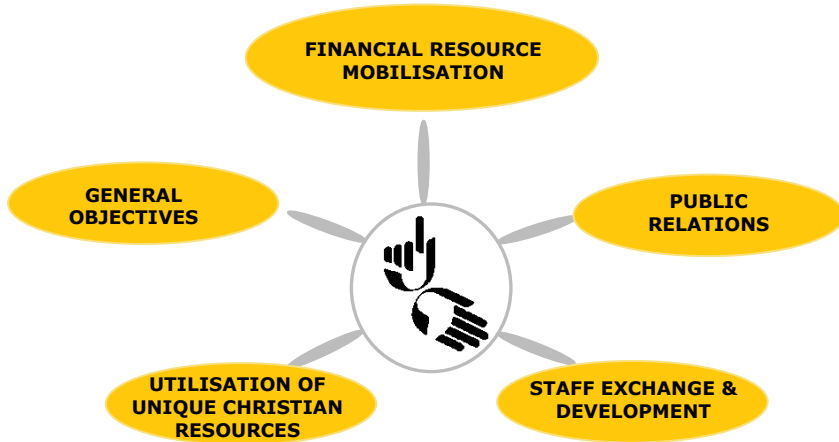
As outlined in Section 4.C.I, the International Coordinator bears responsibility for the proper communication of issues and matters arising throughout the year. Therefore, it is the responsibility of all involved to keep the International Coordinator informed of all matters that affect or might interest the International AK Group or the partner NFAs.

B. COMMUNICATION OUTSIDE THE ALLAH KARIEM GROUP ITSELF

It is important that the 'Allah Kariem Group' be open and transparent in its communication with donors, partners, clients and the wider external audience.

The statement following Section A.6 gives evidence of the importance of the Allah Kariem-Donor partnership.

7. MEASURING SUCCESSFUL DEVELOPMENTS



The following indicators should be used to assess the ongoing credibility of this vision and its effective implementation. They specifically refer to the Key Objectives:

A. Financial Resource Mobilisation

- Growth in income (including increasing % from institutional donors)
- Increased sales of HLID products
- Increased financial and narrative reporting capacity

B. Public Relations

- Efficient management of HLID newsletters & HLID/ NFA websites within the 'Allah Kariem Group' of NFAs
- Increased use of other PR resources and methods
- Increased information sharing within the Group and between the NFAs, especially through the International Coordinator and technical resource persons



C. Staff Exchange & Development

- Development of relationships with national and international “co-worker sending” organisations, including development of relationships with scholarship-granting agencies
- Screening procedures in place for potential volunteers
- Support of HLID staff development when necessary
- More active involvement from former volunteers and staff members

D. Utilisation of Unique Christian Resources

- International groups and visitors visiting Jordan for pilgrimage and exchange
- Training opportunities for Deaf visitors and workers in Jordan
- Growing prayer support

E. General Objectives and Organisational Development

- Improved partner performance (output, outcomes, degree of reliance, sustainability...)
- Ability to work as a team (agreed purpose and roles)
- New partner NFAs with membership status

MEASURING SUCCESSFUL DEVELOPMENTS WITHIN THE GROUP OF NATIONAL ASSOCIATIONS

Indicators	Methods	Targeted aims
Financial Resources Mobilisation		
Growth in income	Income growth Increased number of donors	More than 20% over 5 years
Increased sales	Greater marketing and logistical capacity	5-10% increase per year
Increased reporting capacity	Technical development at HLID (continuous)	Annual HLID accounts available by Christmas each year
Public Relations		
Efficient management of newsletters and website	Website management streamlined Newsletter production efficient and timely Point persons in place	New websites by 2014. By 2014 new systems for printing/publishing. In each country (NFA) a point person in place.
Increased use of other PR resources and methods	Number of different PR resources and methods evidenced	1 new method assessed each year
Increased information sharing within Group of NFAs	International Coordinator and Technical Resource persons in place and active	Each NFA and language has responsible person designated by 2016
Staff Exchange and Development		
Development of relationships with national and international sending organisations	Networks with national and international organisations established Database of organisations in place	Networks and databases established by 2015
Screening for potential volunteers and other workers	Higher awareness about and among supporters of opportunities to serve Screening procedures in place	Comprehensive HR development systems in place by 2015
Support for HLID staff development	Information, logistics, accommodation and other resources tapped and used as appropriate	Number of staff supported, per year
More active involvement from former volunteers	Increased correspondence and meetings with former volunteers	Number of involved former volunteers increases yearly



Indicators	Methods	Targeted aims
Utilisation of Unique Christian Resources		
International groups and visitors for pilgrimage and exchange	Number of Deaf visitors and groups visiting Jordan Number of hearing visitors and groups visiting Jordan	2 NFA-associated visits per year by 2014 2 AKG-associated visits per year by 2014
Training opportunities for Deaf visitors & workers in Jordan	Number of Deaf visitors & workers being trained Number of Deaf visitors with better understanding	2 AKG-organised visits per year by 2014
Growing prayer support, church services etc...	Effective communication with existing (& recruiting new-) "Prayer Friends"	Number of "Prayer Friends" increased yearly
General Objectives and Organisational Development		
Improved partner performance (output, outcomes, degree of reliance, sustainability...)	Output Outcomes Self-reliance Sustainability	Steady improvement with monitoring tools (<i>such as in NL, under development</i>) Succession planning by relevant leaders Steady increase in % of self-generated income
Organizational, financial, numerical growth	Growth in number of members organizations, individual 'members', activities and budgets	Steady general growth for NFAs, more NFAs, growth for AKGroup, number of sponsors and participating individuals
Ability to work as a team (agreed purpose and roles)	Adherence to Joint Statement at all levels Acceptance of roles and functions within the agreed structure	Ratification by all NFAs Internal communication well-established by 2014
Stronger Network of The Group of Associations	New partner NFAs joining the Association	1 new NFA every 3 years, possibly: AK-USA? AK Japan-2015, AK Jordan-2016, AK Spain, AK Scandinavia, AK Korea



APPENDIX A