

Friends of Jordan Association

2017

ANNUAL REPORT



Mission Statement

“To facilitate networking and knowledge exchange among persons with a common interest in the country of Jordan, promote a better understanding of Jordanian people and culture, and support projects and activities of the U.S. Peace Corps and charitable private organizations in Jordan.”

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April 2018

Letter to Our Members

Welcome to Friends of Jordan's 2017 Annual Report! This year brought a smaller group of officers than in years past, but there is still much to report. In the 2016 Annual Report, the opening letter relayed the difficulties that came with Peace Corps Jordan's suspension, namely that without volunteers to support with our flagship activity, we didn't have a Small Grants Program to focus around anymore. In 2016, the officers started to look at what could replace that, and although we also worked on that in 2017, both the logistics of rebuilding the Association and the lack of officers kept us from making that our focus. It became clear that membership needed to be the focus, and as we wrapped up the 2017 officer term, which ended in February, we committed that membership revitalization will continue to be a priority. Our priority activity this past year was a membership survey, whose results are summarized within this report. It both helped to determine what may draw back our members and what should guide us going into 2018.

We look forward to sharing what Friends of Jordan has been this year and where it is headed. Please read on for more details in the report.

Sincerely,

Rose Kyprianou
President,
Friends of Jordan Association

Karey Sabol
Membership Coordinator,
Friends of Jordan Association

Association Background

History

The Friends of Jordan Association (Friends of Jordan, FOJ, or “the Association”) was founded in 2004 with a group of Returned Peace Corps Volunteers (RPCVs) from Jordan along with former in-country staff. This group of RPCVs and former staff adopted the concept for Friends of Jordan from existing Peace Corps country “Friends of” groups. Peace Corps Jordan began in 1997, and six groups of returned volunteers existed by 2004. These returned volunteers were interested in having an organization that would bring them all together, help them stay connected to Jordan, connect them to others outside of the Peace Corps with an interest in Jordan, and provide a base for Jordan-oriented educational and charitable activities.

Friends of Jordan became incorporated as a state non-profit in Maryland in October 2004. In late 2004, the Friends of Jordan Association formed an affiliation with the National Peace Corps Association (NPCA), a non-profit organization that serves as an umbrella organization for many of the RPCV groups.

In February of 2005, Friends of Jordan held its first election and welcomed its first group of officers. The Officers discussed and finalized the draft bylaws by vote in September 2005 and an application to gain federal 501(c)3 non-profit status was in process at the end of 2005. After its first full year Friends of Jordan became a functioning non-profit with 39 members. Members have included not only Returned Peace Corps Volunteers and staff but also Jordanians, others with a connection to Jordan, and anyone interested in the goals of the association.

2007 saw the creation of two more officer positions, acceptance as a 501(c)3 organization by the IRS and the success of numerous objectives and activities, which are outlined in the sections of this report that follow.

In March 2015, Peace Corps suspended its volunteer activities in Jordan. At this time, there have been 17 cohort groups that have served in Jordan, which totals 560 former volunteers.

Mission & Goals

Mission Statement:

To facilitate networking and knowledge exchange among persons with a common interest in the country of Jordan, promote a better understanding of Jordanian people and culture, and support projects and activities of the U.S. Peace Corps and charitable private organizations in Jordan.

Our Association’s Main Goals:

- Encourage charitable and educational activities relating to the third goal of Peace Corps – to promote a better understanding of Jordanians on the part of Americans;
- Provide a forum within the U.S. and abroad for charitable activities, professional development, networking, and exchange of knowledge among persons and organizations

- with a common interest in Jordan;
- Support projects of the U.S. Peace Corps and charitable private organizations in Jordan;
- Assist Peace Corps volunteers returning from Jordan to re-connect with their communities and cultures in the U.S.; and
- Help Peace Corps volunteers returned from Jordan to continue with public service and related activities similar to those they performed during their Peace Corps service.

Organization

Officers

Officer positions rotate in March each year. Generally, an officer may stay in their same position for up to three years. In the term from March 2017 to February 2018, there were eight officer positions. There were numerous officer vacancies during the 2017-2018 term.

Officers, March 2017 – February 2018:

President – Rose Kyprianou
 Vice President – vacant
 Secretary – vacant
 Treasurer – Rose Kyprianou (acting)
 Fundraising Coordinator – vacant
 Program Coordinator – Conor McGuire
 Membership Coordinator – Karey Sabol
 Communications Coordinator – Emma DiNapoli

Position Descriptions

Currently, the officers also act as the Board of Directors for this Association.

(a) President.

- Arranges and conducts officer meetings
- Recruits officers if a position is vacated between elections
- Ensures that the Bylaws are upheld
- Presents a report of the Association's activities at the annual meeting
- Calls special officer meetings if/when necessary
- Receives and approves, along with at least 6 members, amendments to the FOJ bylaws

(b) Vice-President.

- Assumes the position of President should the President resign, be removed from office, or require a temporary absence
- Acts as a resource to the President
- Coordinates nomination and election of candidates for vacant Board seats
- Acts as liaison between the organization, the community, the National Peace Corps Association, Peace Corps Washington and other National Peace Corps Association groups

(c) Treasurer.

- Has charge of all funds belonging to the organization
- Receives, deposits and disburses funds as appropriate
- Maintains financial records as appropriate
- Writes quarterly and year-end financial reports and submits them to the Secretary for distribution to Board members
- Receives and enters new membership information (by mail and through NPCA), assigns expiration date and forwards information to the Membership Coordinator
- Maintains Internal Revenue Service 501(c)3 status

(d) Secretary.

- Develops, maintains, and distributes the Association's written records including bylaws, annual reports, and any other documentation of the Association's structure and processes; acts as the liaison for the most current versions of these documents; and works with other officers to keep these documents up-to-date (example documents include the annual calendar, position descriptions, membership and renewal forms, and others)
- Records meeting minutes from officer meetings and general meetings or ensures a substitute if planning to be absent
- Archives records required by Maryland law; maintains tax-exempt status with the Maryland Secretary of State
- Maintains Association membership with the National Peace Corps Association, including writing and submitting the annual organizational report to their offices in Washington, DC
- Manage and maintain Association email account

(e) Membership Coordinator.

- Maintains Database: Enters information forwarded by Secretary/Treasurer into membership database
- Provides new member contact/orientation
- Liaises with existing members about any membership concerns
- Answers non-member questions
- Contacts non-members and encourages them to join
- Writes articles in newsletter about the benefits of joining

(f) Program Coordinator.

- Plans or oversees Association programs, such as online membership discussion forums, educational or awareness campaigns, small-grants funding, or social gatherings; arranges time and place of program events
- Encourages Association members to participate in programs and events
- Notifies Communications Coordinator of upcoming program events
- Coordinates program event publicity with the President
- Submits a report on each program event to Communications Coordinator for publication in next newsletter
- Develops new programs, events, or activities

- Oversees program committees, comprised of Association members, established for the purpose of promoting one or more Association programs

(g) Fundraising Coordinator.

- Consults with Board Members and establishes the target fundraising amount for the year
- Develops and coordinates fundraising activities to meet the annual goal; example activities could include a banquet dinner, silent or on-line auction of Jordan related items, pitches to other organizations with an interest in Jordan (such as the Jordan Embassy in D.C.), and the like
- Works on funding for new programs that are not contained in the annual fundraising goal and other events that may arise
- Maintains a network of member contacts from each volunteer service group (J-1, J-2, J-3, etc.) to serve as the person to approach Association members if/when asking members to contribute individually

(h) Communications Coordinator.

- Publishes the Association's newsletter on a regular basis and distributes the newsletter to the Association's membership, preferably by email
- Solicits information for the newsletter from Officers, other members, National Peace Corps Association, Peace Corps Washington, Peace Corps Jordan, other Peace Corps Association groups, or other members of the community
- Maintains the Association website so that the information is current and relevant
- Responds to information requests submitted to the site
- Makes sure all dues related to maintaining the site have been paid by the Treasurer
- Maintains communication with website host via e-mail

2017 Accomplishments

Below is a listing of Friends of Jordan's main accomplishments, followed by a more descriptive narrative about the Associations core programs and activities.

- Continued work to develop a stateside focus for Friends of Jordan given no Peace Corps volunteers were serving in Jordan
- Developed and implemented a membership survey to gather information intended to inform efforts to shape future membership format and where to focus organizational goals
- Organized and filed documents and minutes for Friends of Jordan
- Discussed and determined actions regarding FOJ goals, membership, and communication
- Prepared and submitted documents to maintain Internal Revenue Service 501(c)3 status
- Continued to promote Jordan and Jordanian interests

Small Grant Funding Profile

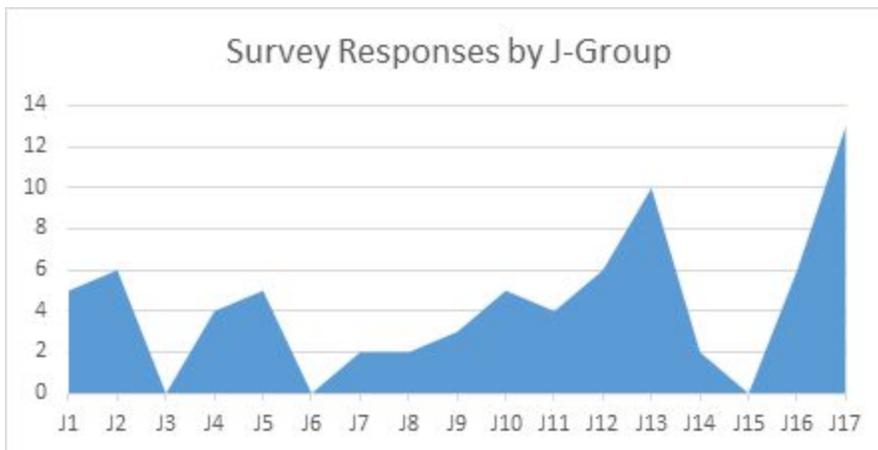
No grants were issued in 2017.

Membership Survey

Friends of Jordan's biggest accomplishment for the March 2017 – February 2018 term was to do a membership survey. The survey was conducted between September-October 2017 and was sent to 258 individuals on the Friends of Jordan email list. Three reminders were sent, and then the survey closed on October 31 with 75 responses, for a 29% response rate. What follows is a summary of the findings.

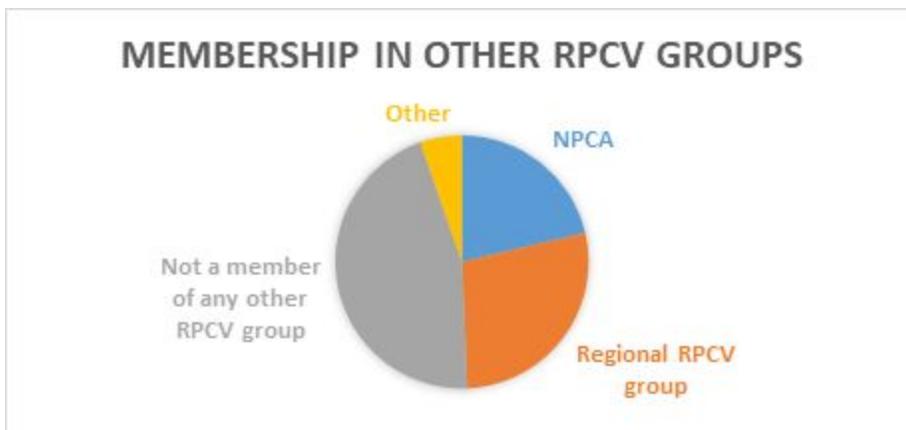
Demographics:

The vast majority of respondents indicated they were Jordan RPCVs (97%), and most J-groups were represented in the final tally of respondents. J3, J6, and J15 had no respondents.



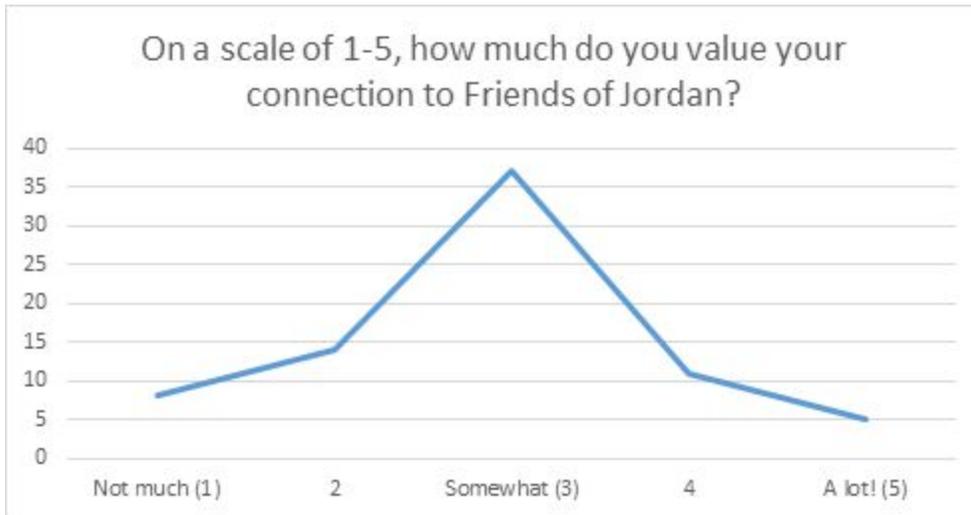
Nearly half of the respondents (48%) have paid FOJ membership dues at some point, and a quarter have even served in a leadership role (26%).

Many respondents indicated that they are affiliated with other RPCV groups, including regional groups and NPCA.

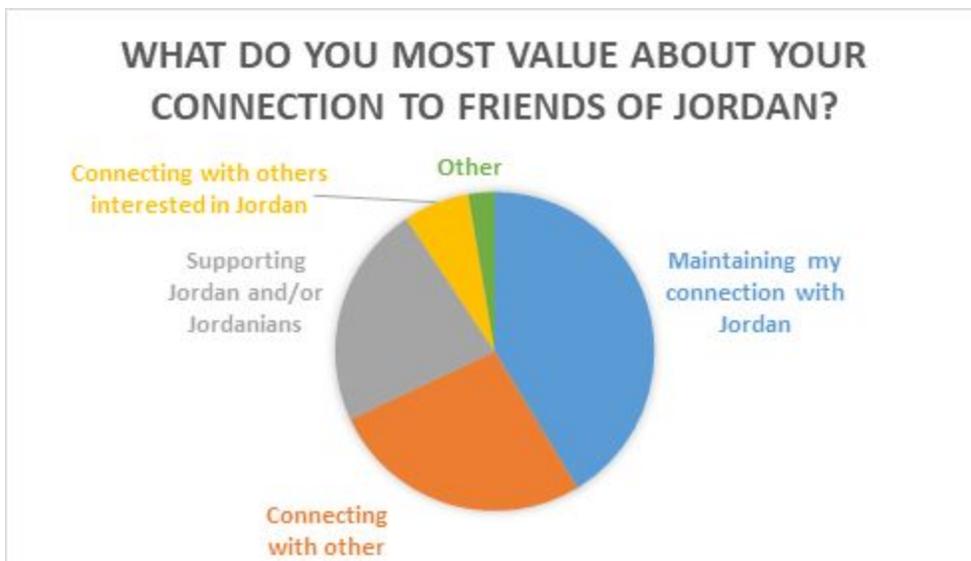


Opinions about the Value and Role of Friends of Jordan:

In general, respondents seem to value their connection to Friends of Jordan Association. On a scale of 1-5 the average respondent scored a 3, that they somewhat value this connection, with some respondents indicating that their connection held high-value for them, and some indicating little value.

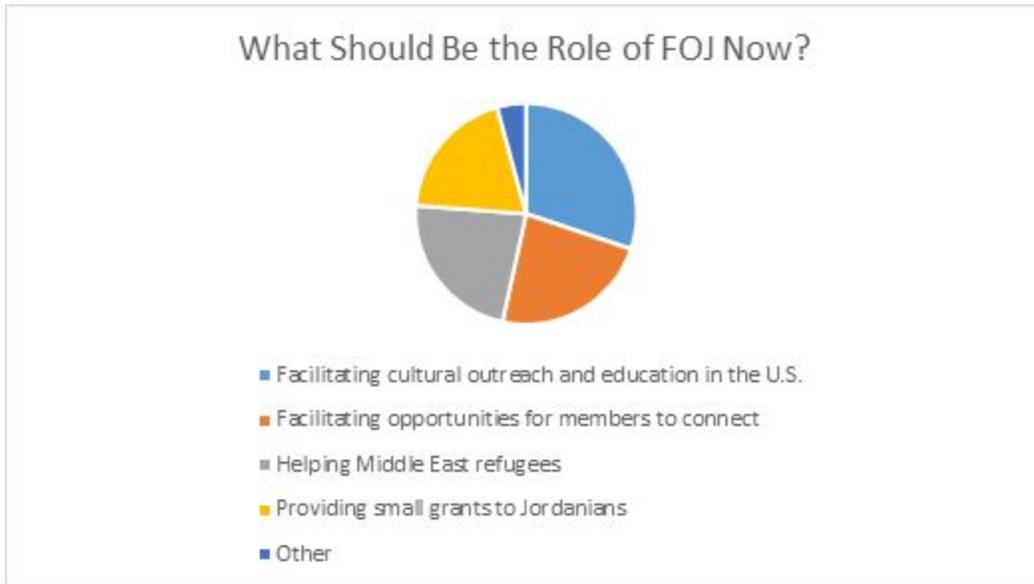


Respondents primarily value how FOJ facilitates the ability to maintain their connection to the country in which they served (41%), the ability to connect to other RPCVs (27%), and the ability to support Jordan and/or Jordanians (23%). They place less value on the opportunities to connect with others interested in Jordan and the Middle East (7%) or learning more about the region (0%).



One respondent added that they value the ability to support the Peace Corps mission in Jordan (but acknowledged that this is not currently active).

Given the fact that Peace Corps Jordan is not currently active, respondents still see a role for Friends of Jordan to play. Asked to “check all that apply,” most respondents think FOJ should play a role in facilitating cultural outreach and education in the U.S. (76%). In addition, many respondents think FOJ should facilitate opportunities for members to connect (57%), help Middle-East refugees (57%), and provide small grant to Jordanians (49%).

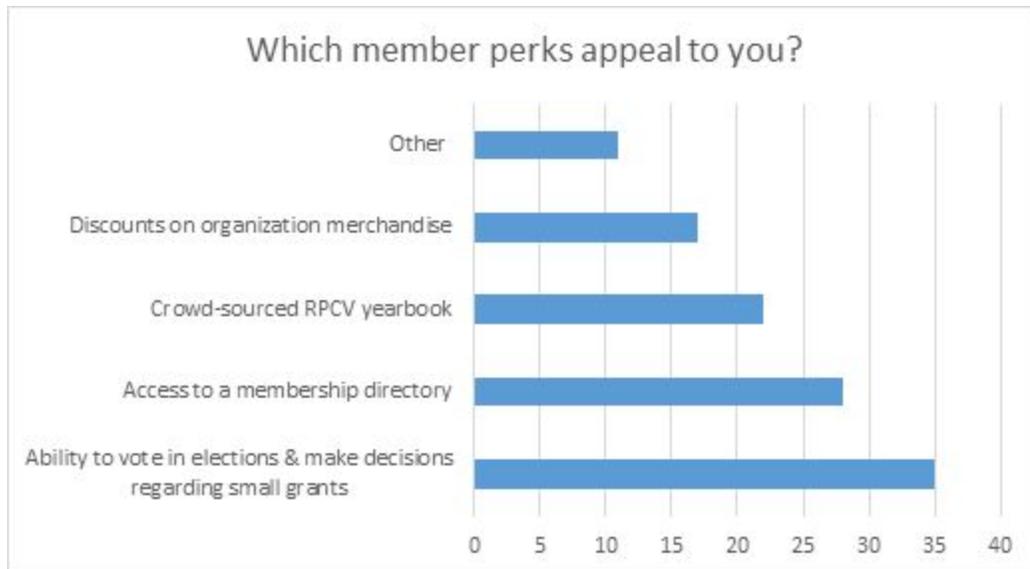


Eight respondents provided additional suggestions for the role of FOJ moving forward, which included the following themes:

- Providing small grants for RPCVs and Jordanians to do cultural outreach in the U.S.
- Supporting Jordanian refugees, specifically, or supporting refugee camps
- Preserving the institutional memory of volunteers and staff who were a part of the program
- Keeping RPCVs updated on opportunities and their communities
- Supporting a specific initiative (Alternatives to Violence) in Jordan

Opinions about Friends of Jordan Membership and Operations:

FOJ officers are considering different membership models. Survey respondents were asked to consider a tiered membership model, in which they could remain connected to the organization for free or pay dues in order to receive some special member perks. When asked to select all special member perks that appeal to them, most selected the ability to vote in elections and make decisions regarding small grants and other projects (51%). Respondents also like the idea of getting access to a membership directory (41%) or a crowd-sourced RPCV yearbook (32%). One quarter of respondents selected discounts on organizational merchandise as another perk that appeals to them (25%).



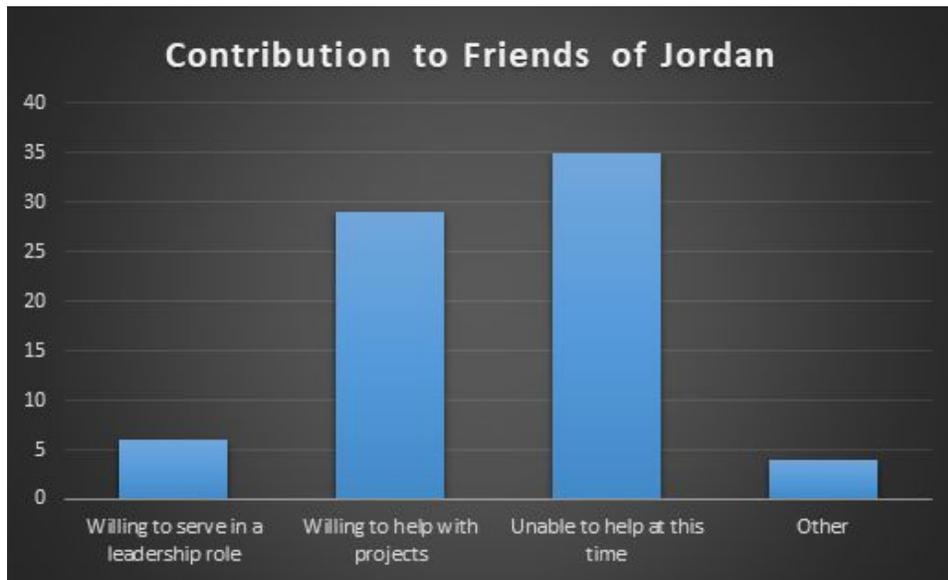
Some additional membership perks were suggested in the open comments. A couple of respondents noted that none of the suggested perks were valuable to them. Several others noted that they only want to pay for membership (do not prefer the tiered-model), or only fund the organization’s work via donation, or even that they do not want to pay at all.

The survey queried respondents for their suggestions for improving Friends of Jordan Association. These were all open-responses, a number of themes emerged:

- Several respondents noted the difficulty of creating a cohesive group when members are spread across the country, which led some to suggest more local or regional meet-ups that engage more members socially (in a way that social media cannot);
- Some expressed a desire to involve even more RPCVS from across the J-groups and suggested that FOJ could be involved in supporting or facilitating J-group reunions;
- A few respondents suggested the need for “boots on the ground” in Jordan to be able to facilitate our work there. One noted that there is not much we can do until the Peace Corps program there reopens, and another suggested that a part of FOJ’s role could be to support the re-launch of Peace Corps Jordan if/when it happens;
- Some respondents suggested that FOJ provide more information: a newsletter to which all members can contribute, feature pieces on where Jordan RPCVs are now, what’s going on in former communities in Jordan, and other regional updates;
- One respondent suggested that FOJ participate more in the work and events of NPCA;
- One respondent suggested that FOJ develop a model or template presentation on Jordan and the Peace Corps that all members can use to provide education and outreach.

The final section of the survey explained that Friends of Jordan cannot continue to operate without the participation of its members in the running of the organization. The question asked respondents what they are willing and able to contribute to the organization. The majority of respondents said they are unable to help at this time, but may be available to help in the future (47%). A significant number of respondents noted that they are willing to help with specific

projects, on an as-needed basis (39%). A small group of respondents said they would be willing to contribute a few hours a month to serve in a leadership role (8%).



A few open-ended responses were also provided, with two respondents suggesting that their contribution to the organization will come in the form of membership dues or a donation, and another does not want to be involved at all.

Results of the 2017 membership survey were reported to members in February 2018. The 2017 Officers developed an initial set of conclusions and recommendations based on the survey’s findings. A priority goal for 2018 will be to continue analyzing the survey’s findings and determining the feasibility of various recommendations for the organization moving forward.

Other Projects

Other than the membership survey discussed in the previous section and membership restructuring discussed further below, no other major projects were undertaken by the officers in 2017.

Membership Information

As noted in the previous section, Friends of Jordan needs to revive its membership structure. There is an email list serve with over 200 subscribing members, but paid memberships were down to eight in 2017. Since FOJ currently does not offer a paid membership many benefits, the 2017 Officers looked into and considered non-paying membership models. That project was a focus of the Membership Coordinator in 2017. Membership renewal notices were not sent during the 2017 term, and at the end of the officer term (i.e., in Feb. 2018), FOJ Officers decided to suspend the Association’s paid membership system entirely until a new membership structure could be defined. No other membership campaigns were initiated during this year.

FOJ continues to have diverse representation with members living in multiple countries, states, and the District of Columbia. Our members also include current and former Peace Corps staff members, family members of currently serving volunteers, spouses of RPCVs, and others with an interest in Jordan and the goals of Friends of Jordan.

2017 Social Media and Online Information

Friends of Jordan has an online presence and various social media outlets. Below is an inventory of FOJ's social media and online presence:

Website – <http://friendsofjordan.org/>

Facebook – <https://www.facebook.com/friendsofjordan>

Twitter – <https://twitter.com/friendsofjordan>

Email service (host to officer email addresses) – <https://mail.google.com/>

Email service (sending listserv/membership emails) – <https://mailchimp.com/>

File sharing – <https://www.dropbox.com>

Café Press online store – <http://www.cafepress.com/friendsofjordanrpcv>

GoodSearch.com – <http://www.goodsearch.com/>

GuideStar Nonprofit Database – <http://www.guidestar.org>

2017 Financial Information

To support its financial transactions, Friends of Jordan has a simple business account with Wells Fargo and an online account with PayPal. The Association also has an account with Square (<https://squareup.com>) to be able to take credit card payments.

Financial Overview

This report covers the period from January 2017 through December 2017. FOJ reports tax information to federal and state agencies based on the calendar year, as opposed to the officer term period (Mar.-Feb.).

Friends of Jordan continues to be financially stable with extremely low expenses for a non-profit organization. 2017 revenues (no donations) totaled \$155.00, while we had expenses of \$5.18 (see Table 1 and summary statement below). Revenue includes membership dollars collected through PayPal or NPCA remittances, which are membership fees collected for FOJ through NPCA. Below is further explanation of Friends of Jordan's finances from January through December 2017 which are also detailed on the balance statement at the end of the section.

- a. Expenses included PayPal fees.
- b. Costs for office supplies, postage, and phone calls made by board members to participate in the monthly meetings are not included in the expense total. We appreciate donations in materials and time made by board and other members.

- c. We did not solicit or receive any donations outside of membership fees in 2017.
- d. In 2017, we did not give any grants.

We are entering 2018 financially stable with steady assets. Assets in FOJ’s accounts increased from \$7,990.57 on January 1, 2017 to \$8,140.39 on December 31, 2017.

Table 1. Detail on FOJ Quarterly Overview 2017

| Category | Quarter (2017) | | | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| | Jan – Mar | Apr – Jun | Jul – Sept | Oct - Dec |
| Memberships | \$60.00 | \$80.00 | \$0.00 | \$15.00 |
| Donations | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Other Credits | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Non-Grant Expenses | \$2.22 | \$2.96 | \$0.00 | \$0.00 |
| Grants Paid | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Total in Accounts | \$8,048.35 | \$8,125.39 | \$8,125.39 | \$8,140.39 |

2017 Financial Statement
January 1, 2017—December 31, 2017

Prepared by Rose Kyprianou

Wells Fargo Account

Starting cash January 1

\$ 7,990.57

Deposits:

| | |
|---|-----------------|
| 1 year memberships | \$140.00 |
| Individual 7 | |
| NPCA Remittances (memberships pd through NPCA) 1 | \$15.00 |
| Donations | \$0.00 |
| Total Deposits Received | \$155.00 |

Expenses:

| | |
|-------------|--------|
| PayPal fees | \$5.18 |
|-------------|--------|

| | |
|-----------------------|---------------|
| Other | \$0.00 |
| Total Expenses | \$5.18 |

Balance in FOJ Accounts (December 31, 2017) \$8,140.39

Thank You to Our Supporters

We would like to thank all the members who paid dues and the FOJ Officers for their in-kind contributions and valuable time.

Budget Projection for 2018

In 2018, the Association may need income to cover expenditures for operating costs and start-up costs for new programs. We have also included a goal to donate \$250 to one or more causes furthering the mission of Friends of Jordan. Below outlines our projected costs which will be funded from existing revenue and any new membership dues and donations.

| Summary of 2018 Projected Costs | |
|--|---------------|
| Item | Amount |
| New program start-up | \$550 |
| Operating costs | \$200 |
| Donations to causes furthering our mission | \$250 |
| Total | \$1000 |

The officers project a need of \$1,000 for expenses. Given the current balance in FOJ accounts, the Association does not anticipate a need to fundraise in 2018.

Objectives and Work Plan for 2018

Friends of Jordan goals for 2018 are specifically to:

- Rebuild and sustain an operating board of officers
- Continue to revise and fully implement a new membership structure
- Strengthen the infrastructure of Friends of Jordan to make it more resilient
- Encourage charitable and educational activities relating to the Third Goal of Peace Corps—to promote a better understanding of Jordanians on the part of Americans
- Provide a forum within the US and abroad for charitable activities, professional development, networking, and exchange of knowledge among persons and organizations with a common interest in Jordan
- As practicable, collaborate with known refugee assistance organizations to build alliances to assist Friends of Jordan members to connect with Arab refugees needing assistance

- As practicable, support projects of the Peace Corps and charitable private organizations in Jordan

Below is a list of detailed plans by office to achieve these goals.

Detailed Plans by Office

The priority activities for each officer are listed below for the 2018 term (Mar 2017 – Feb 2018).

President

2018 Goal:

Represent the organization, provide leadership around the building of a new membership model and potential new core programming for FOJ, strengthen the infrastructure of the Association, and support the officers in implementing their respective activities.

Priority Activities and Timing:

1. Produce the FOJ Annual Report, which includes the work plan – *by April*
2. Recruit replacements for vacant officer positions – *ongoing*
3. Lead monthly officers meetings – *monthly*
4. Manage officer elections – *January/February*
5. Liaise with Peace Corps Washington, National Peace Corps Association, the Embassy of Jordan, and other organizations – *ongoing*

Vice President

2018 Goal:

Support the President and the other officers in implementing their respective activities, and provide organizational leadership in collaboration with the President.

Priority Activities and Timing:

1. Help with projects / activities when requested by the President or other officers – *ongoing*
2. Fill in for officers when on travel or if positions are vacant – *as needed*

Secretary

2018 Goal:

Provide leadership for officer meetings and records management, and maintain and improve the system for managing Association files.

Priority Activities and Timing:

1. Organize and schedule monthly officer meetings. Take notes during the meetings, post notes to officers for correction – *monthly*
2. Assist President and other officers with writing reports, such as Annual Report and documenting how the Association works – *as needed*
3. Organize and maintain electronic records – *ongoing*

4. Research improvements for recordkeeping – *ongoing*

Treasurer

2018 Goal:

Manage finances and support business processes of the Association.

Priority Activities and Timing:

1. Manage day-to-day finances of FOJ – *ongoing*
2. Manage incoming/outgoing funds – *ongoing*
3. Reconcile finances with Wells Fargo statements – *ongoing*
4. Maintain IRS and 501(c)3 status and file taxes – *mostly Mar - Apr*
5. Reporting: Submit quarterly financial reports to the Officers – *quarterly*
6. Support fundraising officer and events where needed – *as needed*
7. Support fundraising events where needed – *as needed*
8. Support thank you notes to donors – *as needed*

Membership Coordinator

2018 Goal:

Revitalize the membership of the Association, determine a new membership structure, and reach out to gain new members.

Priority Activities and Timing:

1. Consider various membership models – *spring, summer*
2. Redevelop membership list – *summer, fall*
3. Membership outreach activities – *monthly*
4. Membership drive – *winter*

Communications Coordinator

2018 Goal:

Establish regular outreach and communications to FOJ membership, and maintain and improve the quality and reach of the Association's online presence.

Priority Activities and Timing:

1. Update website and archive old information – *quarterly*
2. Utilize newsletter or other options for outreach and announcements – *monthly*
3. Maintain and develop FOJ Social Media, such as Facebook and LinkedIn – *continuous*
4. Maintain FOJ information on others' websites, such as NPCA and LinkedIn – *continuous*

Program Coordinator

2018 Goal:

Develop a new core program for the Association, and potentially look into refugee assistance organizations to connect Friends of Jordan members with Arab refugees needing assistance.

Priority Activities and Timing:

1. Develop ideas for a new core program for Friends of Jordan – *fall, winter*
2. Follow domestic Arab refugee groups (International Rescue Committee [IRC] and NPCA) to identify opportunities for FOJ membership involvement – *ongoing*
3. Work with Communications officer to update activity pages on website – *as needed*

Fundraising Coordinator

2018 Goal:

Support new programs development; fundraise as needed

Priority Activities and Timing:

1. Support program development – *spring, summer*
2. Assess need for fundraisers – *fall, winter*