

CELEBRATING 10 YEARS

SHAPING YOUTH ECONOMIC DEVELOPMENT ACROSS MENA
ANNUAL REPORT 2013-14

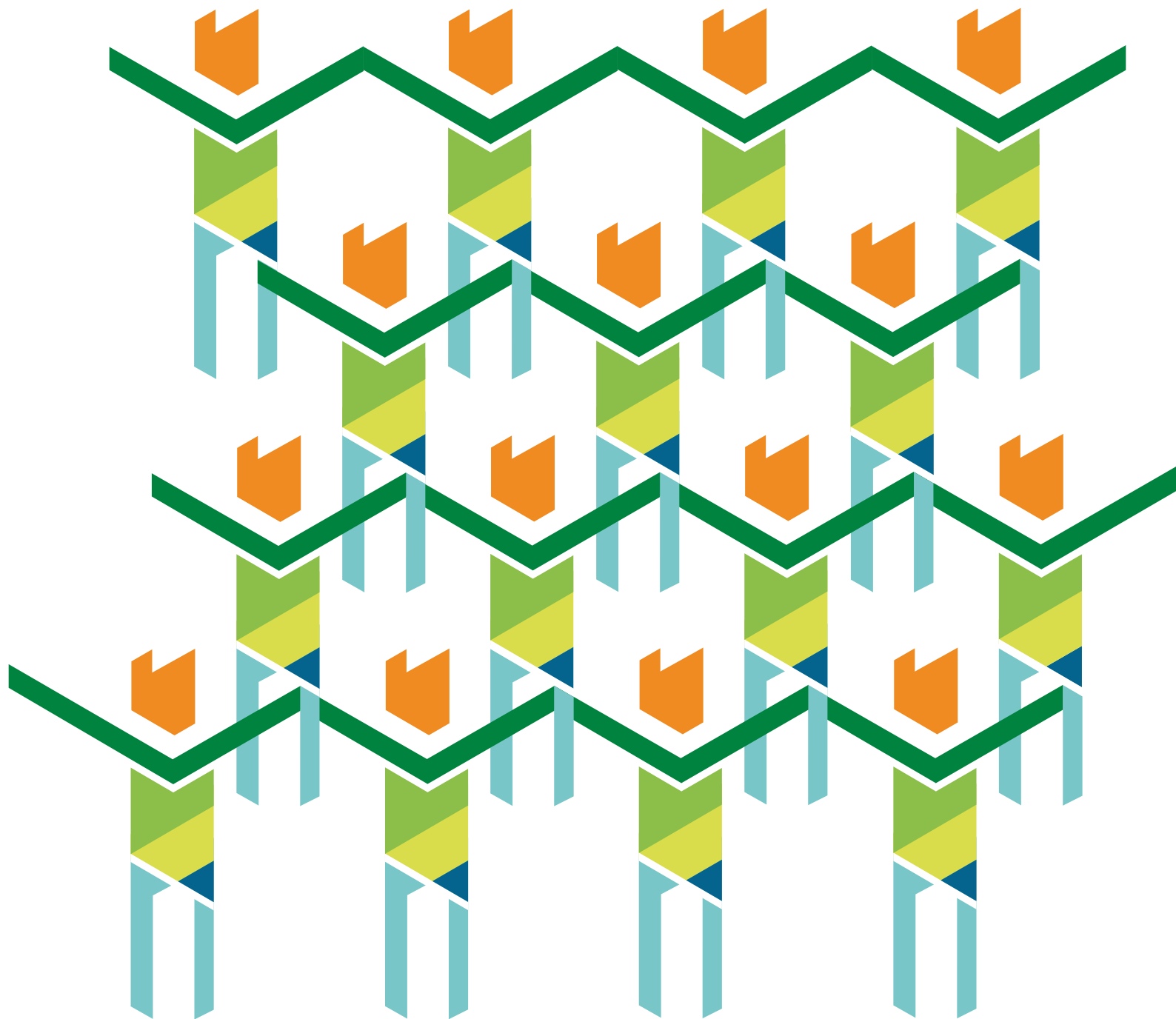



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INJAZ Al-Arab partners with leading corporations to mentor and train young people in entrepreneurship and professional skills to develop their ambition to drive the economies of the Arab world forward.

Founded in 2004 as a non-profit, it operates today in 15 countries across MENA as a federation of national operations. Nearly two million Arab Youth have participated in INJAZ programs to date.

Our unique education model enables students to make a success transition into the world of work, providing them with equal opportunities regardless of gender, background or social status.

In parallel, it fosters among business leaders a responsibility to invest in the region's youth and volunteer their time in classrooms, enabling youth to mirror their success and rise to their potential.

A national board of directors leads each country operation, with the INJAZ Al-Arab regional board responsible for directing overall strategy and governance. These bodies comprise the region's top business leaders who share a common ideal for Arab youth.

INJAZ Al-Arab is the regional operating center of Junior Achievement (JA) Worldwide.



MISSION, VISION & VALUES

VISION

Our vision is to inspire a generation of Arab youth to use their natural talents, inspiration, passion and determination to become the business leaders and entrepreneurs of tomorrow.

MISSION

To accelerate young people's ability to contribute to the economic development of the nations of our region by connecting them with the business leaders and providing them with the skills and mindset to succeed in the global economy.

VALUES

Belief in the boundless potential of young people.

Commitment to the principles of market-based economics and entrepreneurship.

Passion for what we do and honesty, integrity, and excellence in how we do it.

Respect for the talents, creativity, perspectives, and backgrounds of all individuals.

Belief in the power of partnership and collaboration.

Conviction in the educational and motivational impact of relevant, hands-on learning.

CEO'S MESSAGE



Yes, we made it! To the top 100 NGO's in the world. And reached 2 million youth. Something to celebrate about on our tenth year anniversary.

INJAZ Al-Arab couldn't have reached where it is today without the help of our first ambassador, Her Majesty Queen Rania, who attended the first graduating INJAZ class in the region back in 2000.

Whatever we asked of her, she responded: Launching INJAZ Kuwait with us. Visiting the first classroom of our Banks in Action program in Bahrain. Speaking to a Junior Achievement class in a poor New York City school. Spearheading our call to action campaign in Davos to turn a million Arab youth into entrepreneurs. Or tweeting to stardom the Yemeni teenagewinners of the annual INJAZ student company competition for their solar panel start-up.

It is with the same zeal that Jordan's community supported JA in going

regional. Dr. Khaled Tuqan and Fadi Ghandour opened doors to ministers and decision makers. We were met halfway by long-standing Junior Achievement partners, ExxonMobil and CitiGroup, who funded the launch of our regional office in 2004. Many joined our founding board of Arab and multinational business leaders in a true East-West partnership!

Champions came forth in every country and helped open 14 more chapters, bringing fellow business leaders into the fold.

Early advocates and long-term partners were Omar Alghanim in Kuwait, Sheikha Hessa Al-Khalifa and Dr. Al Jawahery in Bahrain, Sheikha Hanadi Al Thani in Qatar, Abdulkareem Abu Alnasr in Saudi Arabia, Lebanon's Kamal Qatra and Michel Fattal, Iskandar Shalaby in Egypt, Arif Naqvi and Muneer Kamal in Pakistan, Slim Othmani in Algeria, Tunisia's Ahmad Bouzguenda, Abbad Al-Andaloussi in Morocco, Khalid Al Zubair in Oman, Bassam Walweel and Ali Aggad in Palestine, Munir Daair and Huda Al Sharafi in Yemen - and Sheikh Khaled Bin Zayed Al Nahayan, chairman of the INJAZ Al-Arab board, in Dubai.

It's all because Junior Achievement works! It creates impact and sustainability. It's private-sector driven. And it's a tried and true 95-year old model that has resonated across the decades. One that's needed now more than ever -

especially by our youth - whose outdated education systems have failed them. JA's idea of turning classrooms into real businesses, with mentors from the private sector, has brought life into classrooms giving spark and spirit to Arab youth, dulled by years of memorization.

Prospects are bright for the 10 million youth participating in JA's worldwide programs each year in today's world of technology and interconnectivity. In January they will be linking to the JA Gateway to connect with each other through e-commerce and to crowd fund their student entrepreneurial start ups.

Every business leader, board member, and volunteer in our network of 15 countries can be proud to have joined forces with our country CEOs and colleagues to take action and address youth unemployment. Surprisingly few are tackling this daunting task effectively.

Sincerely,

Soraya Salti
CEO
INJAZ Al-Arab

CHAIRMAN'S MESSAGE



If you believe, as I do, that opportunity is the doorway to progress, you will no doubt also believe that we all have an obligation to our youth and introducing those opportunities in an impactful and sustainable way. INJAZ Al-Arab serves as this doorway of empowerment through education and entrepreneurship for the young people in the MENA region. And has been doing it for 10 years.

Now serving my fourth year as Chairman of the Regional Board of Directors, it is particularly gratifying to be celebrating the 10th anniversary of INJAZ with the milestone of reaching almost 2 million youth and being recognized internationally for our work as a Top 100 NGO for the third consecutive year. INJAZ has successfully applied its model to a growing regional network, now across 15 countries, it has broadened its mandate

significantly to meet the reality of need over time and has been

We are proud to be the MENA regional office of JA Worldwide (JA), one of the largest global NGOs dedicated to addressing fundamental youth-focused economic and social challenges by empowerment through education. With its establishment in 1919 to prepare young immigrants for the workforce, JA is rooted in a history of responding to societal needs. The global organization reaches more than 10 million young people annually across 123 countries, through over 400,000 volunteers.

The current youth unemployment rates underscore the significance of our work and we are an integral part of the complex system that is needed to fuel youth employment, and collaboratively address the systemic nature of the challenge. On the backdrop of ongoing political and social challenges, Arab youth have been proactively involved in redefining youth economic development and how it is to be progressed. This year, we have reached over 330,000 students through innovative programming in financial literacy, work readiness and entrepreneurship, with the support of deeply committed partners who recognize the power of our purpose in fueling the youth economic development movement and the criticality of investing in the

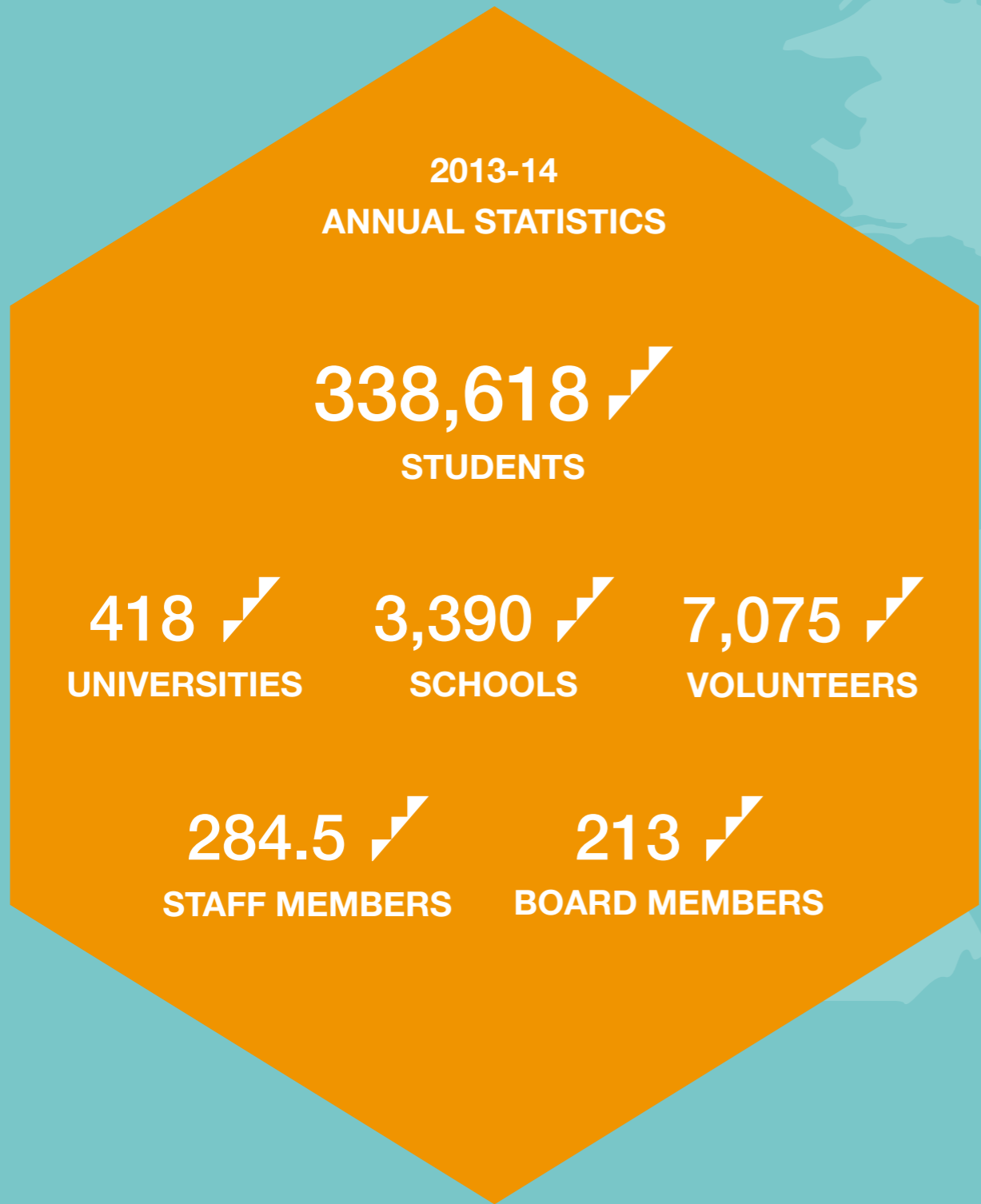
generation that is determined to shape its future.

In addition to our partners, it is our volunteers and the incredibly dedicated people who form our 15-country network and deliver substantive impact with quality, focus and pride. These are the people responsible for catalyzing change and transforming the landscape to one that is eager for cultivation.

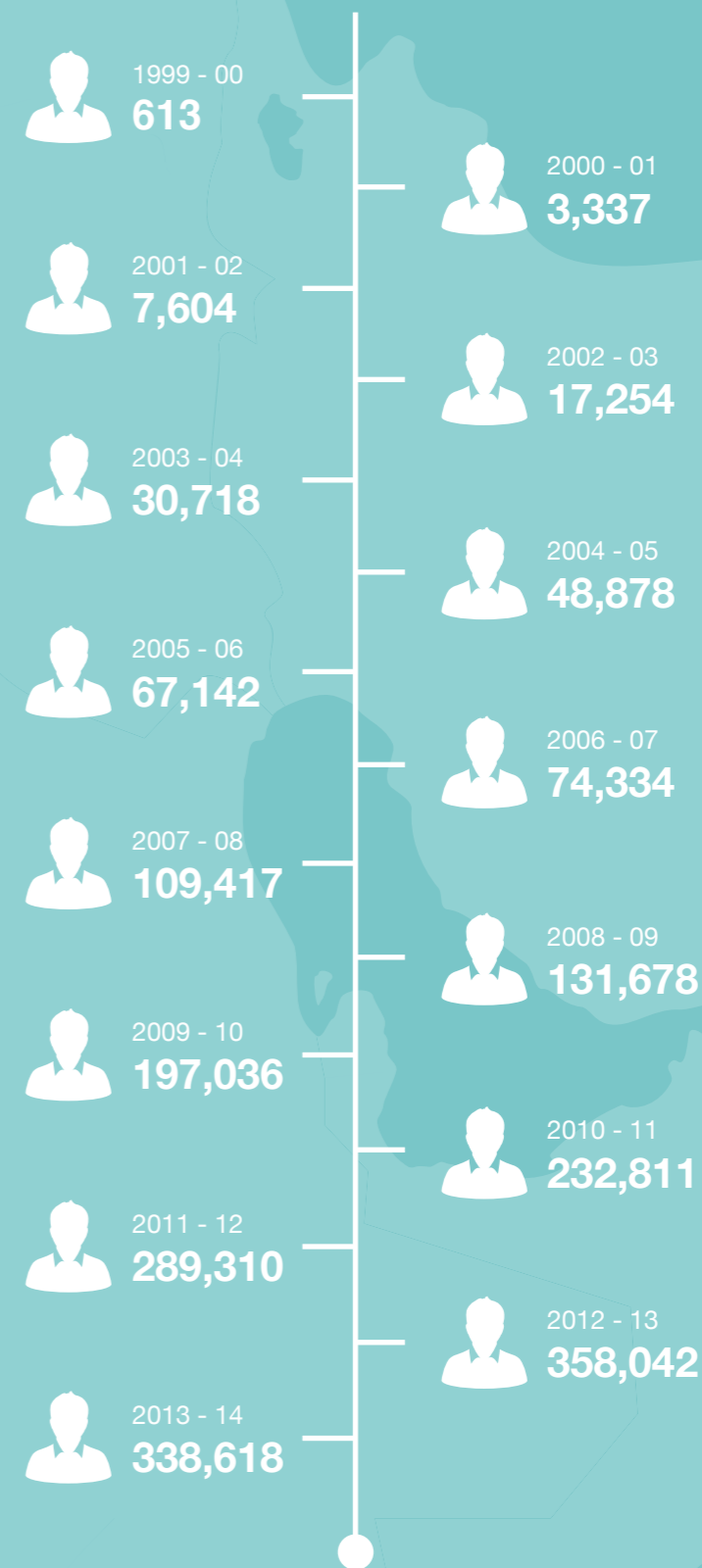
This reports provides a compelling story of our journey over 2014 and highlights the momentum of the INJAZ movement over the past decade. While I am proud of and celebrate the impact we have made and the lives we have helped change, I recognize that our work is only beginning. We have a responsibility to our youth and to our communities and lets continue to meet the challenges.

I extend our appreciation to all our partners, advocates, stakeholders and friends, for your continued support and I look forward to another year of progress with you all.

H.E. Sheikh Khaled Bin Zayed Al Nahayan
Chairman
INJAZ Al-Arab



1,906,792
TOTAL STUDENTS REACHED
SINCE INCEPTION TO DATE



**CELEBRATING
10 YEARS OF INJAZ**

TIMELINE



INJAZ Al-Arab in Jordan become affiliated with Junior Achievement (JA) Worldwide

Egypt becomes a member nation

1999

2001

2004

2005

2006

2007

2008 - 2009

2009 - 2010

2010 - 2011

2011 - 2012

2012 - 2013

INJAZ Al-Arab launched in Jordan as an affiliate of Save the Children Jordan



INJAZ Al-Arab founded with the assistance of generous partners ExxonMobil and Citibank (seed funding)

Lebanon becomes a member nation



- Palestine becomes a member nation**
- Kuwait becomes a member nation**
- United Arab Emirates becomes a member nation**
- Oman becomes a member nation**



- Bahrain becomes a member nation**
- KSA becomes a member nation**
- Qatar becomes a member nation**
- January 24 - Her Majesty Queen Rania helped INJAZ launch the 1 Million Arab Youth Campaign**
- e. First annual regional competition held in Amman
- i. Her Majesty Queen Rania awarded the winning student company, Teen Touch from Palestine, Best Student Company and Best CEO of the year
- ii. Aramex supporting four national company competitions

- Regional Board**
- i. Omar K. Aglhanim - CEO Alghanim Industries
 - ii. H.E Sheikh Khaled Bin Zayed Bin Saqer Al Nehayan - Chairman Bin Zayed Group
 - iii. Adbulkareem Abu Alnasr - CEO National Commercial Bank
 - iv. Bruno Daher - Managing Director and Head of Private Banking, Credit Suisse
 - v. Arif Naqvi - Founder and Group Chief Executive Abraaj Capital
 - vi. Dave Robinson - CEO ME & Africa, Hill & Knowlton
 - vii. Hani A. Kablawi - Managing Director, Head of ME& Africa Bank of New York Mellon
 - viii. Dr. Abdel- Malik Al-Jaber - Vice-Chairman, CEO – PalTel Group
 - ix. Fadi Ghandour - Founder /CEO Aramex International
 - x. Joubrane Quechec - Senior VP Development ME Suez-Degremont
 - xi. Mohammed Ebrahim Al-Shroogi - Managing Director ME, Citigroup
 - xii. Omar Fahoum - Chairman of the Board & CEO, Deloitte and Touche
 - xiii. Omar El Hamamsy - Partner, McKinsey & Co.
 - xiv. Michel Accad - Assistant chief Executive, Arab Bank
 - xv. Rania Atalla - Executive Director, Women for Women

Statistics

- i. Students: 481, 424
- ii. Volunteers: 12,058

- Highlights**
- i. Morocco becomes a member nation
 - ii. McKinsey began pro-bono consulting with INJAZ
 - iii. Saudi Arabia INJAZ competed in their first regional competition
 - iv. JPMorgan and INJAZ Al-Arab develop the Success Skills Program, to be implement in 2010-2011. Additionally, INJAZ and J.P. Morgan begin developing the JA Business Ethics Curriculum
 - v. PBS Frontline profiled INJAZ Egypt's National Company Competition
 - vi. Regional Director Soraya Salti participated in the Clinton Global Initiative
 - vii. INJAZ Al-Arab were the first Arab recipient of the Skoll foundation Award for Social Entrepreneurship

New Board of Directors:

- i. Frederic Sicre - Executive Director, Abraaj
- ii. Atiq Ur Rehman - CEO, Citigroup Middle East
- iii. Frank Kemnetz - Vice President, Exxon Mobil
- iv. Majed Najm - Head of International HSBC

- Statistics:**
- i. Students: 197,063
 - ii. Volunteers: 4656
- Highlights:**
- i. Tunisia becomes a member nation
 - ii. Partnership with Generation Entrepreneur Project, an initiative part of The Middle East Partnership Initiative
 - 1. Reality TV program that will document to business triumphs and struggles of its aspiring entrepreneurs competing in the Company Program
 - iii. Embarking on a social media campaign driven by Hill & Knowlton
 - iv. Evaluation of the Company Program in the MENA region, with the partnership of Clinton Foundation and the Dubai School of Government. Opportunity for INJAZ to demonstrate the effectiveness of its entrepreneurial education

New Board of Directors:

- i. Imad Benmoussa - General Manager, Coca-Cola Middle East
- ii. Michael Miebach - Division President, MasterCard
- iii. Abdul Aziz Al-Yaqout - Regional Managing Partner, DLA Piper Middle East
- iv. Jeffrey L. Johnson - Vice President, Boeing International; President, Boeing Middle East



- Statistics:**
- i. Students - 232,671
 - ii. Volunteers - 5146
- Highlights**
- i. November 8-9: Abraaj Capital held Celebration of Entrepreneurship
 - ii. Launching of Deloitte21 Challenge
 - iii. Boeing awarded \$400,000 to fund the launch of youth startup ventures for INJAZ Company Program graduates
 - iv. Capitalized on Intel's partnership to progress and enhance INJAZ's internet presence
 - v. Citi Foundation, along with advising from Harvard University's Professor Fernando Reimers and the Dubai School of Government's Professor Paul Dyer, continues its evaluation of the Company Program.
 - vi. Deloitte helped launch the JA Be Entrepreneurial Program
 - vii. Launching of Intel Youth Enterprise
 - viii. Launching of the INJAZ Startup Program in partnership with Boeing

New Board Members

- i. Sjoerd Leenart - CEO, J.P. Morgan Middle East & North Africa
- ii. Sean Rush - President & CEO, Junior Achievement Worldwide
- iii. Steve Donovan - Regional Executive, Citi Transaction Services



- Statistics:**
- i. Students - 289450
 - ii. Volunteers - 6635
- iii. Pakistan became a member nation
- Highlights**
- i. INJAZ Al-Arab is recognized as amongst the top 100 NGOs in the world
 - ii. INJAZ Al-Arab partnered with MasterCard to develop the JA It's My Business program, directed towards students in grades six, seven, and eight. This program was piloted in Egypt, Lebanon, and Morocco
 - iii. Young Arab Entrepreneurs Competition was featured on Khawatir, a pan-Arab TV show hosted by Ahmad Al-Shugairi who also served as a judge during the competition. This competition was sponsored by the King Abdullah II Fund for Development, MEPI, FedEx, and was held under the patronage of Her Majesty Queen Rania Al Abdullah of Jordan
 - iv. INJAZ and Coca-Cola launched Ripples of Happiness Program

New Board Members

- i. Abdul Malek Al Jaber - Founder and Chairman, MENA Apps
- ii. Nabil Habayeb - President & CEO, GE Middle East
- iii. Taha M. Khalifa - Regional General Manager, Intel Corporation Middle East & North Africa
- iv. Tarek M. Elrefai - Managing Director, Head of Global Client Management, Bank of New York Mellon Middle East & Africa
- v. Sconald McGeachin - President/ CEO Hill & Knowlton Strategies India, Middle East, Africa & Turkey



- Statistics**
- i. Students - 358,042
 - ii. Volunteers - 9304
- Highlights**
- i. INJAZ partnered with J.P. Morgan to create the Steer your Career Professional Skills Development Program which aimed to reach 4,200 students in Bahrain, UAE, KSA, and Lebanon between 2012 and 2014
 - ii. Launching of the first MENA sci-Prenership Competition in partnership with INTEL
 - iii. Began a partnership with ALESCO and funding from the World Bank to progress INJAZ's mission.
 - iv. Generation Entrepreneur, which is INJAZ's reality TV series was premiered and aired on OSN Ya Hala Shabab HD
 - v. For the second year in a row, INJAZ al-Arab was recognized as one of the world's top 100 NGOS for the 2nd consecutive year



“The Steer Your Career program taught me a couple of things that improved my life. For example, how I manage my time and solve problems. In addition, I truly improved my communication skills. I know more about myself.”

– Alyazai Altamimi Zayed University, UAE



INJAZ IN THE CLASSROOM



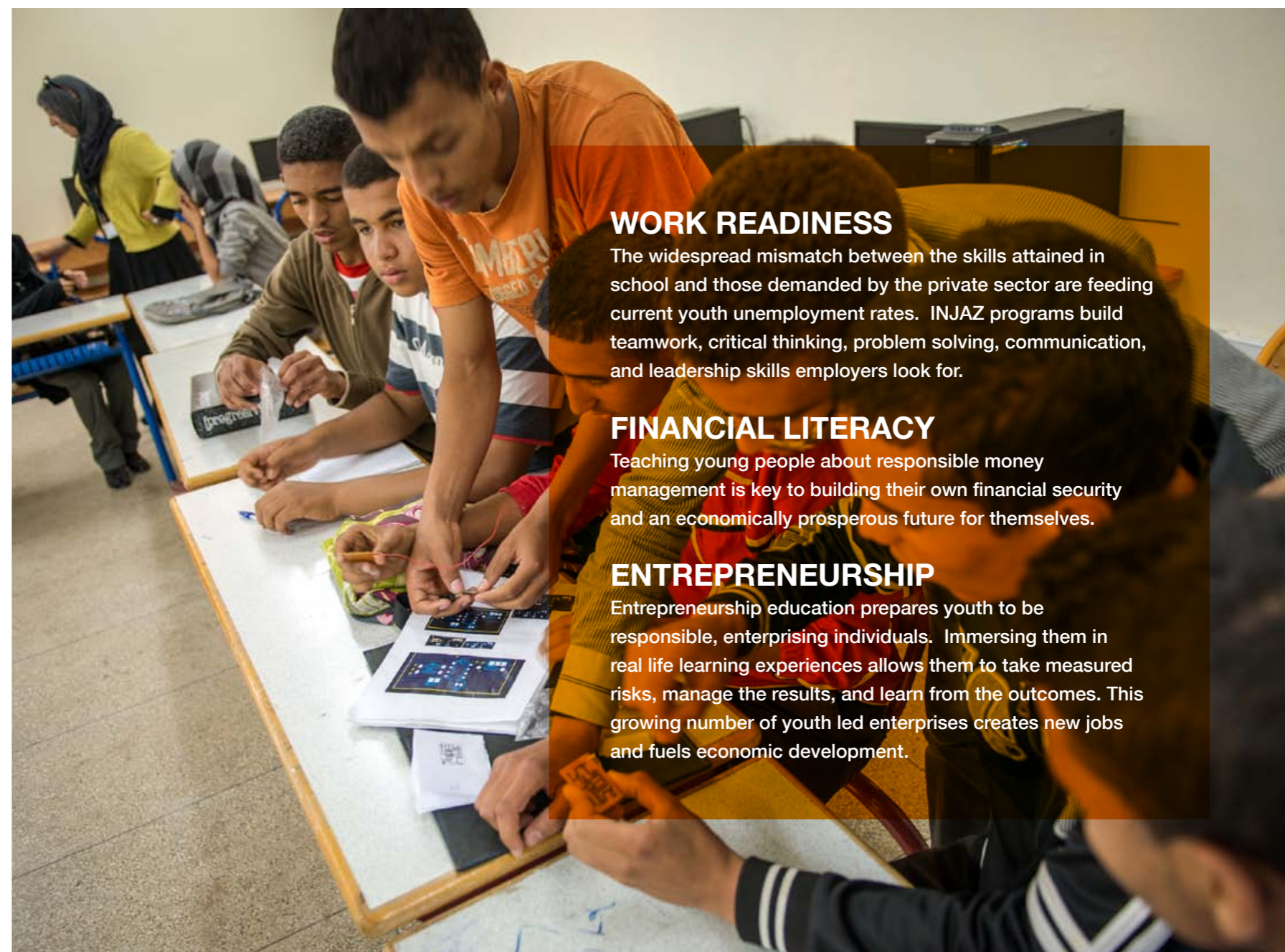
“Steer Your Career” taught me not to give up. It taught me to hold onto my dreams and how to fulfill them when I’m well prepared, and by knowing what companies want.”

— Safa’ Rajab Mohammed, Suhaj University, Egypt



INJAZ has been a pioneering force in advancing a culture of Corporate volunteering across the region. Businesses send their staff for an hour a week to deliver INJAZ courses in public schools and universities. These volunteers come with practical work experience and use interactive methods to engage the students in the following programs:

- *Personal Life Planning*
- *Personal Economics*
- *Entrepreneur Master Class*
- *More than Money*
- *Money Management Business*
- *Careers with a Purpose*
- *Success Skills*
- *It's My Business*
- *Leadership (Ripples of Happiness)*
- *Steer Your Career*
- *Head Start*
- *Banks in Action*
- *Be Entrepreneurial*
- *Company Program*



WORK READINESS

The widespread mismatch between the skills attained in school and those demanded by the private sector are feeding current youth unemployment rates. INJAZ programs build teamwork, critical thinking, problem solving, communication, and leadership skills employers look for.

FINANCIAL LITERACY

Teaching young people about responsible money management is key to building their own financial security and an economically prosperous future for themselves.

ENTREPRENEURSHIP

Entrepreneurship education prepares youth to be responsible, enterprising individuals. Immersing them in real life learning experiences allows them to take measured risks, manage the results, and learn from the outcomes. This growing number of youth led enterprises creates new jobs and fuels economic development.



GENERATION INJAZ ENTREPRENEURSHIP

7TH ANNUAL REGIONAL STUDENT COMPANY COMPETITION

Every year, we celebrate the soaring spirits of thousands of students who spent over six months running real businesses in classrooms across the Arab World, under the mentorship of private sector volunteers. What they learn, assemble and accomplish during these months is an incredible feat in innovation and a commendable transformation of ideas to real-world results. This experience takes young

The Best Student Company of the Year Award was presented by Gulf Bank to:

- MyTray from Bahrain in the high school category.
- GEP from Yemen in the university category.

Recipients awarded by Zain were:

- Ebdaa from Yemen for Best Social Impact in the high school category.
- Baader from the U.A.E. for Best Social Impact in the university category.
- Wireless Group from Egypt for Most Innovative School Product.
- Assurair from Algeria for Most Innovative University Product.



people beyond the confines of the classroom to discover tangible impact that entrepreneurship can bring to communities.

That is why this year, we decided to include a new category of awards for companies established by university students, with the aim of turning the most promising projects into start-ups supported by private sector investors.

The 2013 winning national teams from 15 Arab countries gathered in Kuwait for a prestigious award ceremony under the patronage of the Amir H.H. Sheikh Sabah Al Ahmed Al Jaber Al Sabah.

The FedEx Access Award for 2013 was presented to Pentech from Morocco.

The Ministers of Youth Affairs and of Education & Higher Education attended the event held in the elegant Kuwait Regency Hotel.



High School Judges



University Judges

Judges – University Student Companies

Omar Fahoum
Chairman & CEO, Middle East, Deloitte & Touche

Jeffrey L. Johnson
President, Boeing Middle East

Omar El Hamamsy
Director of McKinsey & Co. Middle East and Managing Director of Egypt.

Abdulaziz Al-Yaqout
Regional Managing Partner, DLA Piper Middle East

Dr. Claudio Cortese
Senior Deputy Secretary General, Union for the Mediterranean

Judges – High School Student Companies

Tarek M Elrefai
MENA Head of Global Client Management, Bank of New York Mellon, Dubai

Mariam Farag
CSR Program Head, MBC Group

Salma Al-Hajjaj
General Manager, Human Resources, Gulf Bank

Sponsors



MYTRAY - BAHRAIN

Hailing from Bahrain, the 2013 winner of Best Student High School Company, MyTray eases the burdens of travelers. Their all-in-one portable device can be used as a bag, pillow, or tray that helps children 3-7 years old to eat, color, or finish homework while on the move riding in a car.

Designed to eliminate children distractions to the driver, the product adapts the back-seat tray on airplanes to the back seat of an automobile.

While the team members plan to go on to university, they plan to implement new designs for broader audiences upon graduation.



GEP - YEMEN

The regional award for Best University Student Company went to a Yemeni team who invented a new eco-friendly product to enhance agricultural production and provide health benefits. Their company, GEP, produced a fertilizer that improves agricultural output while reducing the use of chemicals harmful to human health.



START UP

With the support of Boeing, INJAZ Egypt embarked on a six-month program that enabled young entrepreneurs to build their own businesses with mentors, seed funds, and incubation provided by various corporations. An evaluation of this experiment was carried out in 2013.

Of the thirty enterprises started by the Egyptian youth in the program, 24 were in science, technology, engineering and math related fields (STEM). Even though the Egyptian revolution, which occurred around the same time as the advent of the *Start Up* Program, had adverse effects on the Egyptian economy, the start ups continued to move forward with business development, viewing themselves as a beacon of change and hope in Egypt.

This study was conducted by Dr. Haya Al-Dajani, Associate Director, Enterprise, Engagement and External Relations, Lecturer in the Entrepreneurship and Small Business Management Norwich Business School, University of East Anglia.

To see the study visit:

<http://injazarab.org/wp-content/uploads/2014/07/Start-Up-Program-ES-Final-Version-6-23-11.pdf>



INJAZ
A Member of JA Worldwide Al-Arab

Accelerating the Entrepreneurial Ambition of Arab Youth

Launching the
INJAZ Start Up Program

A Partnership between INJAZ Al-Arab and Boeing

BOEING

June 2014

SUCCESS STORY CAIRO SITTERS



“Edutainment at home”, coined by CEO Hossam Taher, describes his team’s start-up, Cairo Sitters. Founded three years ago, it fills an important niche by providing childcare and tutoring services by well-qualified multilingual professionals.

The company has created jobs for more and more unemployed multilingual educated students as its services have expanded considerably. At the same time it has assisted working moms in balancing their children’s needs for care and help on homework with their own careers.

Taher first discovered his business acumen and leadership in an entrepreneurship camp as a child. He hopes to expand their operations abroad to Germany.

SUCCESS STORY SUNUTIONS



The prototype, the Daylight Collector, is the brain child of Egyptian CEO Ahmed Naguib who drew upon his engineering background to create a *Start Up* company with his co-founders. SunUtions implements innovative green solutions that alter the existing concept of energy. Inspired by an existing design, their product utilizes solar panels and fiber optic technology to transmit energy.

SunUtions relies on local suppliers to keep their solutions affordable, and on the social media to build brand loyalty.

Mobinil recognized the innovation and creativity of this company, and endorsed SunUtions through the INJAZ *Start Up* Competition. The young entrepreneurs went on to pitch their enterprise in the Rise-Up Egypt Summit, where they received an angel investment from PepsiCo.

The college seniors learned valuable lessons in the competition such as mastering the “elevator pitch” to attract investors. They are now cultivating relationships with other start ups and exploring how to increase their market share.



SOCIAL ENTREPRENEURSHIP



Developed Jointly by Coca Cola Foundation with INJAZ Al-Arab, this training program inspires university students to identify and implement projects that will have an impact on their communities, while providing students with the guidance and resources to do so.

The program involves the selection of a group of students in every university that will be part of the *Ripples of Happiness* class that takes place over 6 weeks. During the 1st and 2nd weeks students identify an opportunity in their community that is dear to their hearts and to future generations. They decide on a solution to tackle this opportunity and implement their solutions in the 4th and 5th weeks. The 6th week they compile their documentation and prepare a 1 minute Submission that is judged by a panel. The winners are supported in developing their projects.

“As a youth empowerment program, *Ripples of Happiness* places extraordinary emphasis on social responsibility, entrepreneurial skills, financial literacy, and workplace readiness. It inspires university students to identify and implement projects that will have a positive impact on their communities. We are delighted to be the implementers along with Coca-Cola Foundation to turn those ripples into waves.”

— Soraya Salti, CEO of INJAZ Al-Arab



Ripples of Happiness Awards Spring 2014

1st Place - University of Bahrain:
Keep an Eye

This project ensures the safety of every child and makes sure they reach from home to school and vice versa, safe and sound. The students designed and created a sensor to aid guardians and drivers to track the number of students in their charge. The team won \$10,000 for first place.



2nd Place - Al Quds Open University, Palestine:
Take a Breath

Organized to create a place for resting and enjoying time together, “Take a Breath” provides chairs, umbrellas, flowers, and other amenities for weary travellers who pass by. They received a prize of \$7,000.



3rd Place - University of Jordan:
Run and Save

The high energy prices in Jordan inspired this green exercise program in which students ride stationary bicycles that generate electricity. Precipitants become physically fit, and reduce the university’s electricity costs. Their innovative idea won them \$5,000.



Special Recognition for Happiness and Hope - The American University of Science and Technology, Lebanon:
Younging for Life

By organizing a happy day in the park for members of the over 65 retired population of Lebanon, this student project helped to engage inactive isolated senior citizens with their communities.



STATISTICS



1465
STUDENTS



85
UNIVERSITIES



82
VOLUNTEERS



52
CITIES

SINCE ITS INCEPTION IN 2012 THE PROGRAM HAS RESULTED IN OVER

17,400

HOURS OF COMMUNITY SERVICE,
BENEFITING THOUSANDS OF PEOPLE.

TESTIMONIALS

“We were happy to participate in the *Ripples of Happiness* program! We discovered, through our projects, that we can make change in our society. It increased my confidence and ability to communicate with community leaders and be interviewed on local TV and radio.”

— *Esraa Ghaith, Hebron*

“I attended the “Run and Save” team’s open day. The unique idea behind getting students to ride a stationary bike to generate electricity and improve their fitness, to cut the fuel bill wasn’t the only thing that impressed me.

Suddenly I saw a project that can promote cooperation among students and reduce violence on our campus. One that can create an active involved community committed to excellence!”

— *University of Jordan professor, Mohammed Ahmad*

“It was really nice to take on such a huge responsibility at such an age and stage of life, and to be able to achieve the project goals with a cooperative team, despite the difficulties we faced.”

— *Salam Abu-Safa, Tulkarm*

“*Ripples of Happiness* gave me the chance to become an effective member of my immediate community. The experience was wonderful. It allowed me to help vulnerable groups, like women in poor areas. I learned a new skill and opened their eyes to the possibility of creating their own small income-generating business.”

— *Fahed Jamaledine, University of Balamand*

“Throughout the process I gained many skills and experience. Mainly, I became more realistic. The INJAZ program gave us limited time and funds, so we had to keep trying to find an idea that could be developed on a tight budget. I also learned good team work. We divided the tasks according to each one’s skills. This gave us an advantage. Each knew what to do.”

— *Mohammed Yousif Faqeeh, business student, Bahrain Polytechnic*



WORKFORCE READINESS

HEAD START: BOOSTING YOUR EMPLOYABILITY

This program for junior and senior university students focuses on resume writing, the science of interviewing, and the benefits of internships. In 3 sessions it provides engaging, academically enriching, and experiential training in work-readiness and career perspectives.

It was sponsored by JP Morgan and developed by Dr. Yusif Sidani, an American University of Beirut, College of Business, professor.



The concepts & skills learned by Head Start students

Concepts

Attitude, Big Five interview areas, Cover letters, Careers, Career choices, Career objectives, Confidentiality, Communication, Internships, Internship choices, Intern's rights & obligations, Job interview, Job shadowing, Key words to use, Resume do's and don'ts, Self presentation, Transitioning from internships to jobs.

Values Skills

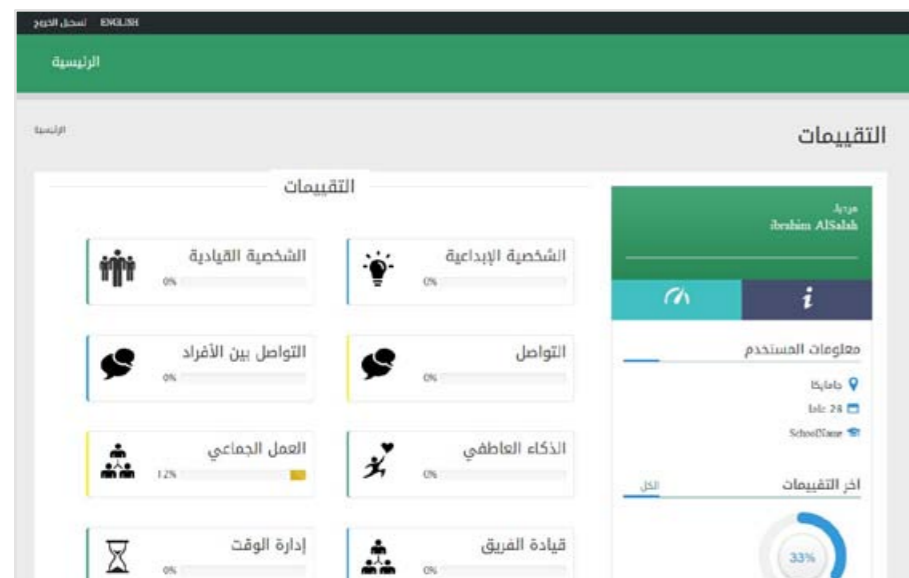
Active learning, Analyzing information, Critical thinking. Evaluation, Interpreting information, Oral & written communication, Promptitude or mental agility, Self-control, Problem-solving. Reflect & evaluate, Self assessment, Synthesizing & evaluating information.

STEER YOUR CAREER – ONLINE ASSESSMENTS FOR THE 21ST CENTURY

In a series of hands-on classroom activities, *Steer Your Career* introduces students to workforce readiness and 21st century skills, by the use of personal assessments, role-playing, and reflection exercises. The topics covered were leadership, time management, communication,

management skills, increasing their knowledge by 44% and 26% respectively.

- Participants from Saudi Arabia & Egypt ranked highest in communication skills. Their knowledge increased by 26% and 15% respectively.
- The Lebanese ranked highest in creativity and teamwork, components where their knowledge increased by 33%.
- The Egyptians ranked highest in presentation skills, with their knowledge increasing by 11%.
- The Saudi and Egyptian students ranked highest in CV writing. Their knowledge increased by 28% and 16% respectively.



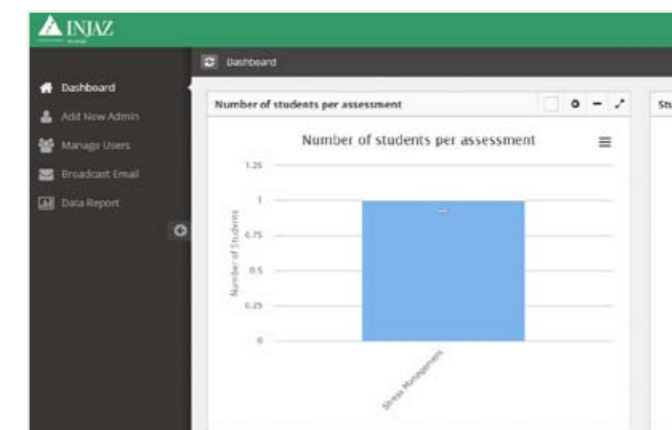
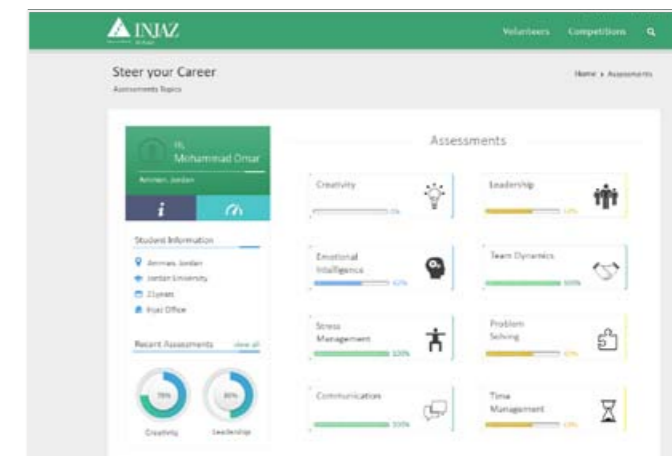
problem solving, emotional intelligence, and group dynamics.

Over 900 students participated from schools and universities in the UAE, Saudi Arabia, Lebanon, and Egypt. INJAZ Al Arab, supported by a JP Morgan grant, conducted an impact evaluation to measure the program's impact on learning.

Key Research Findings:

- Students from Saudi Arabia & Lebanon ranked highest in leadership skills with their knowledge increasing by 20%.
- Participants from Lebanon & the UAE ranked highest in time

- All participants from the 4 countries increased their knowledge of problem solving, with the Lebanese by 44%, the Saudis by 23%, the Egyptians by 20%, and the Emirati students by 14%.



Youth unemployment worldwide continues to be a major issue, and nowhere is that more evident than in the Middle East, with youth unemployment at 26.5% and 27.9% in the Middle East and North African regions, respectively. A study by Booz Allen in 2012 found that a large factor in youth unemployment is the disparity between the skills taught to students in education systems and the skills required by firms in the labor market.

With generous support from J.P. Morgan, INJAZ Al-Arab's

Steer Your Career Program is dedicated to teaching students the skills they will need to be competitive job applicants in today's economy, through classroom learning, role-playing, and other methods. This report was conducted over a few months by Dajani Consulting in partnership with INJAZ Egypt, INJAZ Lebanon, INJAZ KSA and INJAZ UAE.

To view and read this report please visit: <http://injazalarab.org/wp-content/uploads/2014/07/SYC-Study-ES-Single-Pages2.pdf>



DIGITAL

WEBSITE



INJAZ Al-Arab has launched a new gateway to success - a revamped website to further engage existing and potential students and to motivate them with examples of successful young entrepreneurs.

The new website makes it easy for students and potential partners to

learn about the value that INJAZ Al-Arab brings to youth and how they can get involved.

Explore our new website to learn more about recent milestones and see our organization in action!

www.injazalarab.org

ROBOPRENEUR: THE ALECSO/INJAZ AL-ARAB BUSINESS SIMULATION GAME

Middle school and high school students are the lucky beneficiaries of this online business simulation game. This exciting means of learning entrepreneurial concepts and 21st century skills was developed in partnership with ALECSO and funded by the World Bank.

Gameplay

Players' skills are put to the test when they are invited to establish a robot factory and turn it into a profitable business. They are confronted with challenges and stages at every turn, as they work with HR, Operations, Finance, and Marketing, to build the business. Each decision affects it and they must deal with the consequences of each one throughout the game.



DELOITTE SPONSORS SOCIAL MEDIA MARKETING APP FOR INJAZ YOUTH

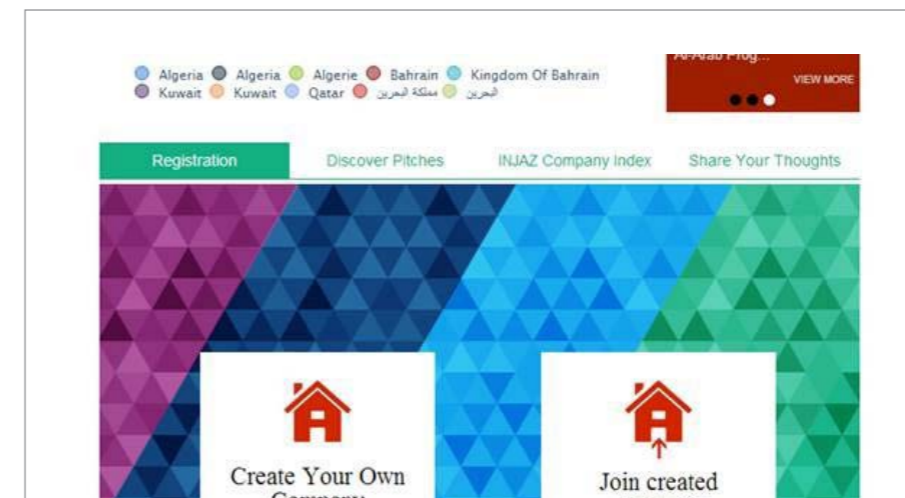
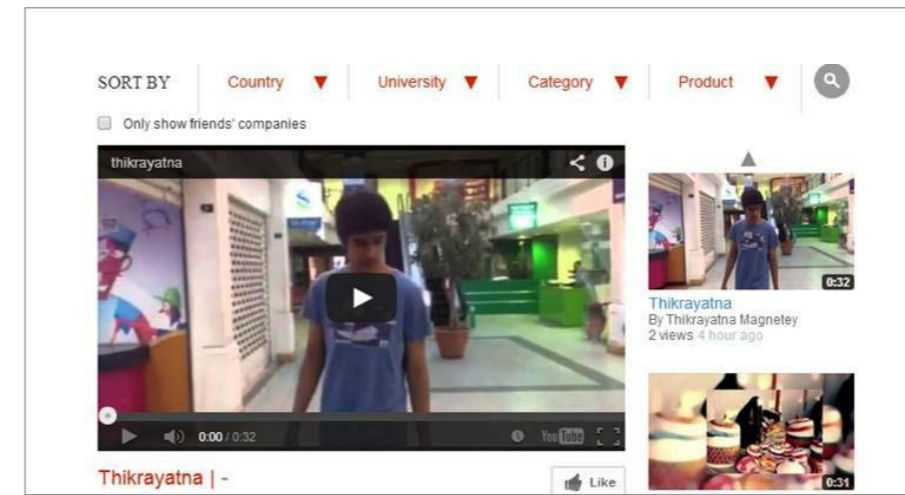
Each student participating in the creation of this online application for the 2014 *Company Program* first created a 30-second marketing video to promote their products. The videos were then uploaded on Facebook via the Deloitte App where users were invited to vote for the best student company videos.

Those with the top ten votes received online mentorship on marketing by ten regional Deloitte

volunteers. The ten contestants then competed in a final round of votes, with their re-produced videos based on feedback from the Deloitte volunteers.

“Sequence”, a student company from INJAZ Bahrain, won the challenge.

The online business simulation game was developed in partnership with ALECSO and funded by the World Bank.



“The Deloitte competition was an incredible experience. It helped me and my colleagues develop our skills in effective communication. Thank you INJAZ El Djazair for offering us this opportunity and thank you Deloitte!”

— Amine Dahmani, student, INJAZ El Djazair



POLICY

PREPARING ARAB YOUTH FOR THE WORLD OF WORK

On 11-12 March, 2014 INJAZ Al Arab, ALESCO, the World Bank, and PricewaterhouseCoopers gathered in Amman, Jordan for the Arab Educators' Meeting. Bringing together delegates from the ministries of education of the UAE, Tunisia, Bahrain, Lebanon, Yemen, Oman, Morocco, Jordan, Egypt, and Saudi Arabia, this meeting affirmed their commitment to equip Arab youth with the skill sets to thrive in the modern business world.

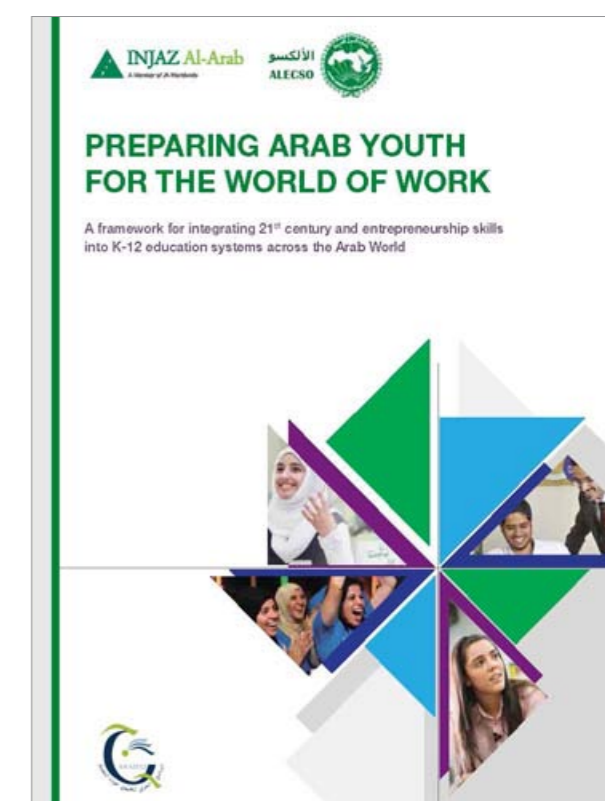
The report "Preparing Arab Youth for the World of Work" was launched as the culmination of this meeting. It details the findings of INJAZ and PWC on the state of business education and employment opportunities for the region's youth.

It highlights the economic situation, as it focuses on employment in the public sector, which cannot employ youth in sufficient numbers. On the other hand, existing education programs are not designed to develop problem solving and independent thinking skills. INJAZ Al Arab alongside PWC developed a framework to remedy the situation and provide youth with a more wholesome education that enables them to better compete in the private sector.

This framework brings together 3 models to integrate "life skills" into education systems and national programs in the region. The first model is a stand-alone program focusing on entrepreneurial skills, which students can apply in the

short term. The second builds on the first one, focusing on career guidance. The third focuses on integrating 21st century skills, such as IT literacy, resume building, networking, and critical thinking, within the existing curricular frameworks of schools, to find a long-term solution to the looming employment crisis.

The second Arab Educators' Meeting invited global experts on education policy, entrepreneurship, workforce readiness and 21st century skills to allow each country to determine the best way forward to implement these models and strategies.





NETWORK



An opportunity to come together and celebrate our work and our impact is always a welcomed one. Every year, INJAZ Al-Arab and the member nations convene not only to celebrate our collaborative progress, we come together to enhance our ability to deliver our work through professional development and training, as well as recognize outstanding accomplishments amongst our peers.

This year INJAZ Al-Arab held its 5th Annual MENA Training (AMT) and Service Awards in Amman, Jordan from March 9-11, 2014. I would like to extend our appreciation to all those who participated this year and share our pleasure in learning that it served as a tremendous benefit for you and your operations moving forward. In addition, I would like to congratulate this year's award winners who have demonstrated outstanding achievement in the areas of 'Collaboration', 'Quality', 'Compliance', and 'Communications'.

Over the past few years, we have seen growth in participation and increasingly enthusiastic participants who recognize the importance of both ongoing development and an award system

to bring INJAZ to our region as effectively as possible.

In addition, in our ongoing efforts to extend support to the member nations, we launched the 'Peer-To-Peer Mentorship Program'. This is a new initiative that pairs up a growing member nation for a period of a year with one that has established good practices, shared similar experiences and encountered similar challenges, in order to reach its full potential.

Thank you all for the excellence you bring to our network.

Akef Aqrabawi
Chief Operating Officer
INJAZ Al-Arab

AWARDS RECIPIENTS

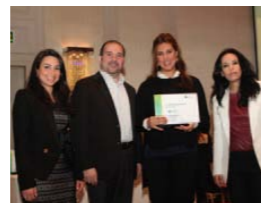
COMPLIANCE AWARD



INJAZ Djazair



INJAZ Bahrain



INJAZ Kuwait



INJAZ Morocco



INJAZ Palestine



INJAZ Qatar



INJAZ Saudi Arabia

QUALITY AWARD



INJAZ Bahrain



INJAZ Morocco



INJAZ Palestine



INJAZ Qatar

COLLABORATION AWARD



INJAZ Egypt



INJAZ Morocco



INJAZ Kuwait



INJAZ Qatar

COMMUNICATIONS AWARD



INJAZ Egypt



INJAZ Kuwait



INJAZ Qatar



INJAZ Saudi Arabia

INJAZ Pakistan

SERVICE AWARDS

5 YEARS OF SERVICE



Bahrain Eman Abdulla Janahi
Egypt Mahmoud Ibrahim
Egypt Rania Gamil
Jordan Tareq Hyari
Jordan Fadi Farahneh
Jordan Najeh Zahran
Jordan Mustafa Al-Kylani
Jordan Tareq Al-Qaisi
Jordan Mohammad Omran

Kuwait Riana Azavedo
KSA Sadiq Jabri
KSA Nael Fayez
Morocco Hassan Tazi
Palestine Marlin khouri
UAE Hassan Al Zidi
Qatar Raymond Obeid
ROC Ghadeer Zalatimo

10 YEARS OF SERVICE

Egypt Dina El Mofty
Egypt Dahlia Helaly
Jordan Rania Ammari



PEER-TO-PEER MENTORSHIP PROGRAM



We are proud to share with you the formation of the following partnerships:

- INJAZ Bahrain & INJAZ Yemen
- INJAZ Kuwait & INJAZ Algeria
- INJAZ Saudi Arabia & INJAZ Tunisia
- INJAZ Saudi Arabia & INJAZ Oman
- INJAZ Egypt & INJAZ Lebanon

“Thank you very much for organizing this workshop. I feel more confident and optimistic for the future of INJAZ Lebanon. I am well supported by my mentor and the regional team to succeed.”

— *Fayza Mehanna, INJAZ Lebanon*



“Clarity is bliss. Thank you INJAZ Al-Arab.”

— *Shabib Al Maamari, INJAZ Oman*

“I came to the workshop with a certain vision of things and am leaving with a different vision that will help me turn INJAZ El Djazair into a solid member nation!”

— *Leen Abdel Jaber, INJAZ Algeria*

The Peer-to-Peer Mentoring Program was launched in June 2014 to facilitate the sharing of knowledge, expertise, and insights available across the network through dialogue and collaborative learning.

By paring up a growing member nation for a year with one that is well-established with good practises in place, the program supports the transfer of practical experience

to support areas of need, and provide professional development opportunities for the CEO.

By sharing common challenges and opportunities, member nations can progress and reach their full potential.



“The workshop was an excellent thoughtful approach for all member nations to share knowledge and help growing members to reach their potential and improve their performance.”

— *Badria Naqi, INJAZ Bahrain*



PARTNERS

THANK YOU TO THE POWER OF PARTNERSHIP.

We are grateful to sponsors and knowledge partners for your generous support of INJAZ Al Arab's work with thousands of young people across MENA region. It is your funding, your collaboration, your volunteers, your knowledge-sharing, and your commitment that have enabled us to forge ahead with our powerful mission, to fuel the youth economic development movement, and to change the future of our region, our economics and, most of all, our young people.

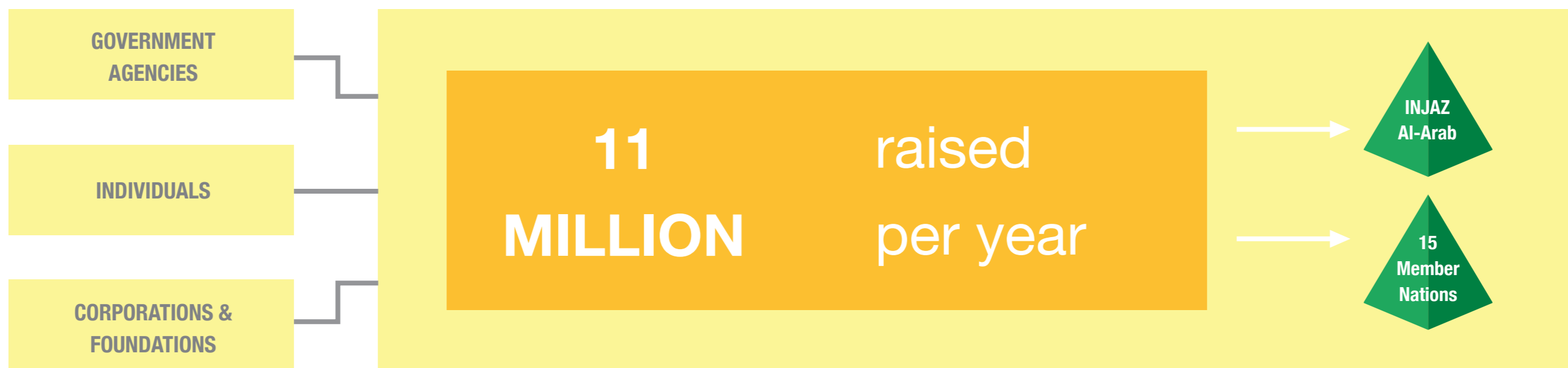
KNOWLEDGE PARTNERS



SPONSORS



FUNDING MODEL





MEMBER NATIONS DIGEST

ALGERIA



Sofiane Chaib
Chairman



Leen Abdel Jaber
Executive Director

Local Board

Mr. Sofiane Chaib, IN-tuition
Mr. Bernard Dunn, Boeing
Mr. Ali Azzouz, CBS xerox
Mr. Henri Bussey, Alstom
Mr. Luc Callebat LAFARGE
Ms. Omar Channawi, P&G
Mr. Abdelwahab Chebata, SHLUMBERGER
Mr. Mazen Darwazeh, HIKMA PHARMA
Mr. Elie El Asmar, HSBC
Mr. Madjid Feckkeur, REDMED

Mr. Joseph Ged, Ooredoo
Mr. Ramz Hamzaoui, Citi bank
Mr. Hassen Khelifati, Alliance Assurance
Mr. Adelane Mecellem, AXA
Mr. Zakaria Mrabet Fath Allah, AFIA DU GROUPE SAVOLA
Mr. Emmanuel Nahas, Total Algérie
Mr. Nour Nahawi, Arab BankingCorporation
Ms. Rym Othmani, MMC DDB
Mr. Slim Othmani, NCA Rouiba

Facts & Figures



\$500.3 billion

GDP (purchasing power parity) (2012)



17.4%

Percent of population, ages 15-24 (2014)



21.6%

Latest youth unemployment rate (2012)



\$8,310

GNI per capita (2011)



17.4%

Percent of working age population, ages (15-24) (2014)

Achievements

INJAZ El Djazair reached out to a total of 4,386 students since its inception to date. A total of 16 universities implemented INJAZ El Djazair programs in the seven regions across Algeria.

The INJAZ team "Assurair" won the best innovative product company in 2013 in the 7th INJAZ Al Arab Young Entrepreneurs Competition in Kuwait. This is second time the Algerian team has participated in the competition.



2,506
Students

92
Volunteers

19
Board Members

0
Schools

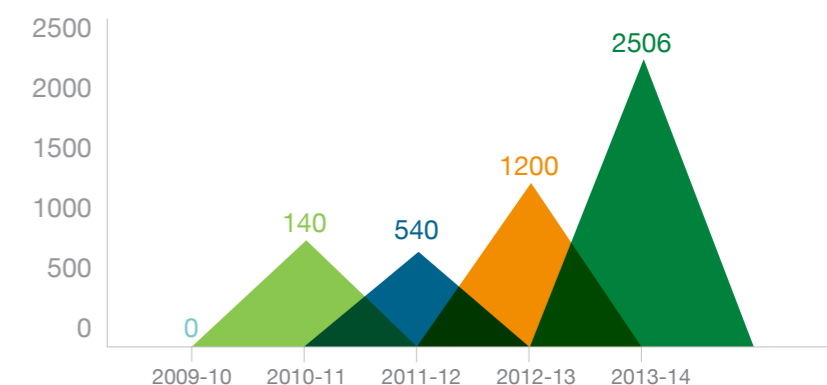
5
Staff Members

32
Universities

Gold Sponsors:



Student Numbers over the past 5 years



BAHRAIN



Dr. Abdulrahman Jawahery
Chairman



Hessa Bint Khalifa Al Khalifa
Executive Director

Local Board

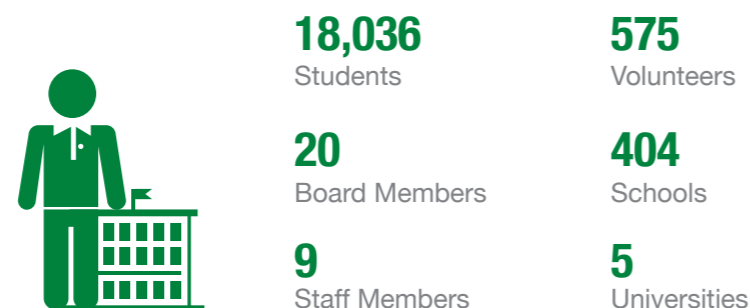
Dr. Abdulrahman Jawahery, Gulf Petroleum Industries Company
Mr. Mazen Manna, Citi Bank
Mr. Ahmed A. Rahim, Ithmaar Bank
Mr. Essa Al Jowder, Ernst & Young
Dr. Mohamed Al Khalifa, Bahrain National Gas Company (B.S.C)
Mrs. Hessa Al Khalifa, Al Salam Bank
Mr. Ahmed Al Khalifa, Batelco
Mr. Abdul Hakeem Al Khayat, Kuwait Finance House
Mr. Mahmood Al Kooheji, Tamkeen
Mr. Adel Al Moayyed, BAPCO

Mr. Maher Al Musallam, Gulf Air
Mr. Moanes AlMardi, Bahrain Journalists Association
Mr. Khalil Almeer, Khaleeji Commercial Bank
Mr. Mahmood Al-Soufi, Bahrain National Holding Company (B.S.C)
Mr. Abdulkarim Bucheery, Bank of Bahrain & Kuwait
Mr. Matthew J. Deakin, HSBC
Mr. Ehab Lori, Fourtune Promoseven
Mr. Aqeel Raees, Gulf Hotels Group
Mr. Qayes Zu'bi, Qays H. Zu'bi Attorneys & Legal Consultant

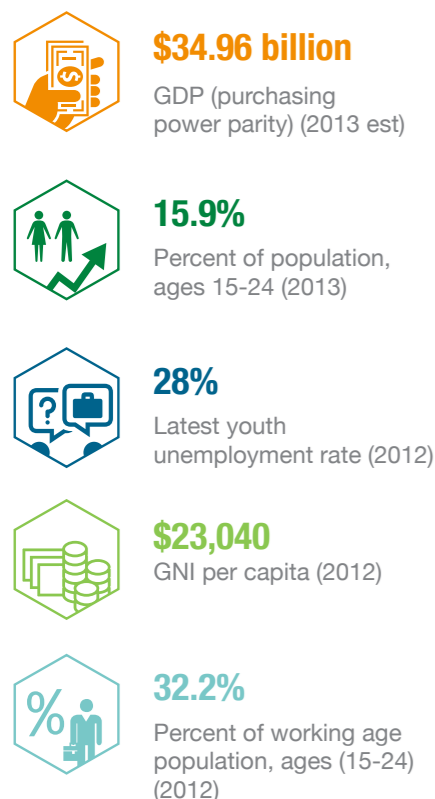
Achievements

A team of 25 undergraduate and postgraduate students from University of Bahrain have been awarded \$10,000 by Coca-Cola Middle East after taking first place in the regional 'Ripples of Happiness' competition. The students' submission, entitled "Keep an Eye" is a product developed to secure the children of Bahrain, specifically the users of school buses.

Students from Bahrain Bayan School represented INJAZ Bahrain at the 7th Annual INJAZ Al-Arab Young Entrepreneurs Competition where they won the title of Best Company of the Year for their innovative company MYTRAY.



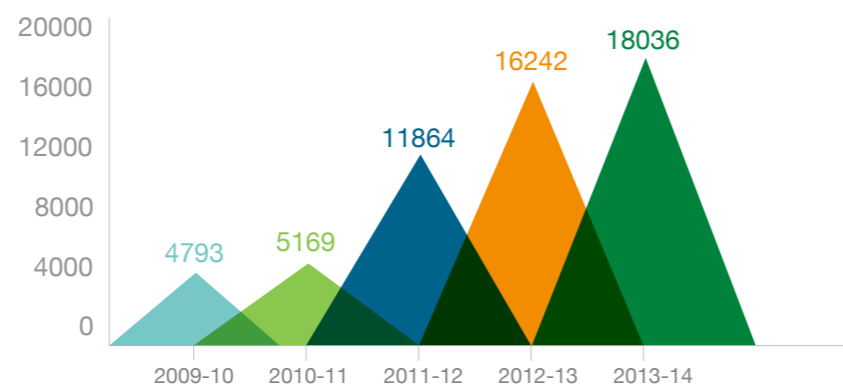
Facts & Figures



Gold Sponsors:



Student Numbers over the past 5 years



EGYPT



Alexander Shalaby
Chairman



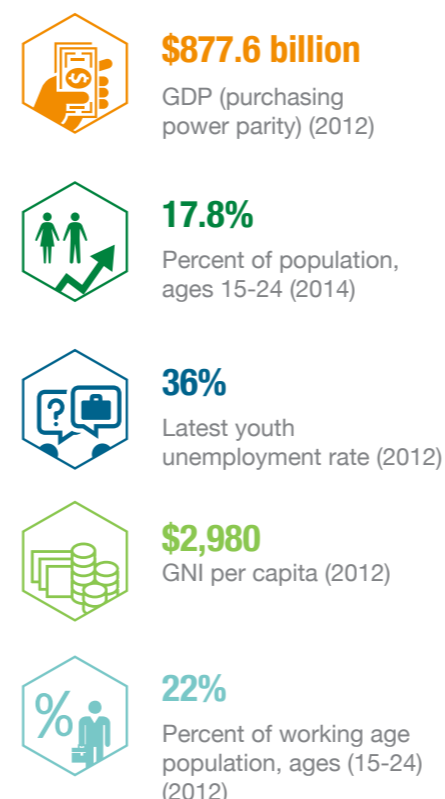
Dina El Mofty
Executive Director

Local Board

Mr. Alexander Shalaby, Mobinil
Mr. Hany Messeiry, Iffco Egypt
Mr. Shehab El Nawawi, Giza Systems
Mr. Ahmed El Sheikh, Pepsico
Ms. Neveen El Tahri, Delta Shield Investment
Mr. Hesham ElAmroussy, Exxonmobil
Mrs. Dina El Mofty, INJAZ Egypt
Ms. Heba Eskandar, Orascom

Construction Industries
Mr. Mohammed Farouk, Americana
Dr. Sherif Kamel, The American University in Cairo
Mr. Andrew Long, HSBC
Mr. Hesham Mikawy, BP
Mr. Kamel Saleh, Deloitte Saleh Barsoum
Mr. Nadir Shaikh, Citibank

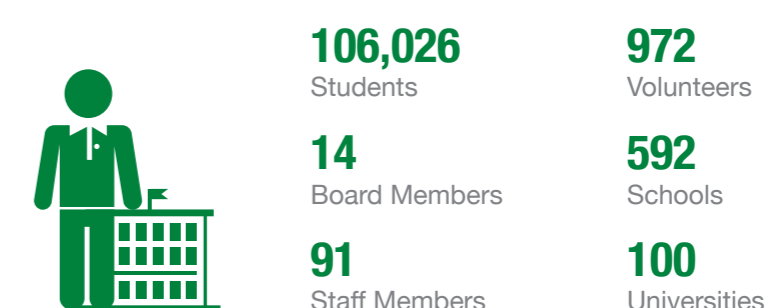
Facts & Figures



Achievements

Since the 2011 revolution, INJAZ Egypt's student outreach has increased tremendously, consequently increasing the number of staff. To ensure excellent quality whilst growing, the organization swiftly established a monitoring and evaluation system and an HR system. This has guaranteed excellence both within the team and in the quality of programs delivered to the students.

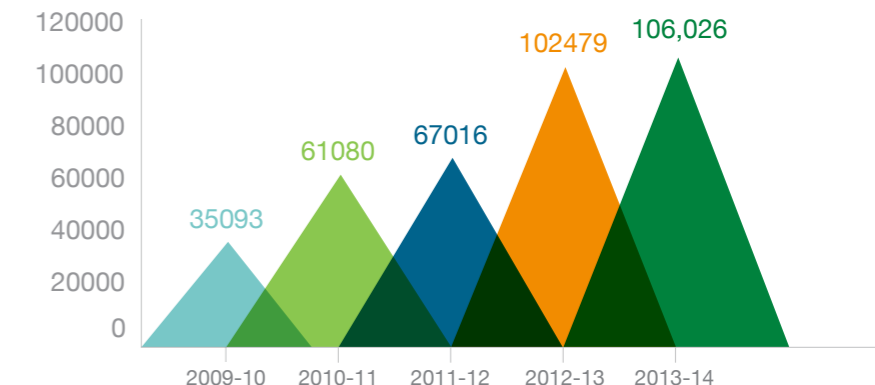
The 3rd phase of Start Up Egypt, Incubation, now offers the teams an office space where they can be more productive as business owners. In the space they will be more exposed to consultants and entrepreneurs who will be providing them with continuous support.



Gold Sponsors:



Student Numbers over the past 5 years



JORDAN



Dr. Amjad Aryan
Chairman



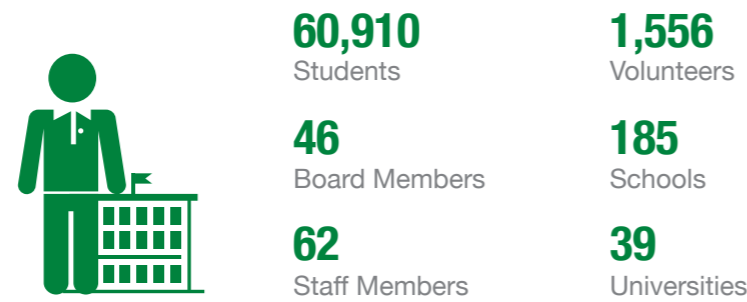
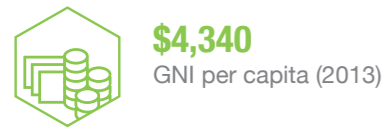
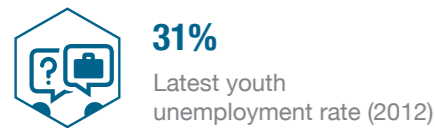
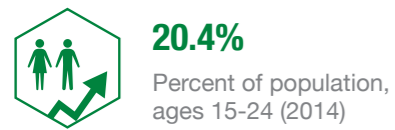
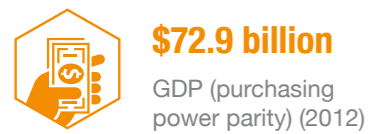
Deema Bibi
Chief Executive Officer

Local Board

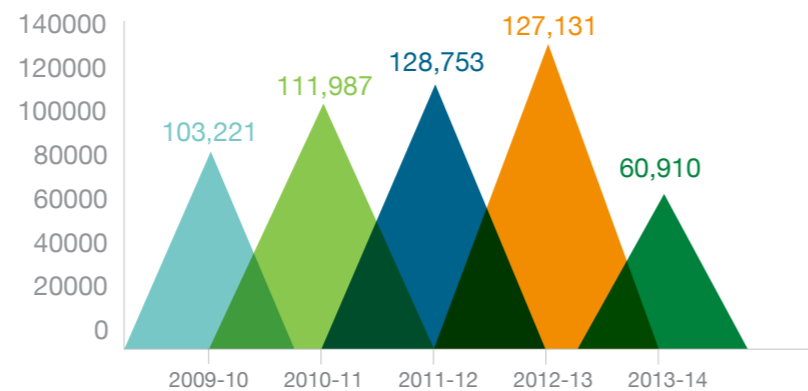
Dr. Amjad Aryan, Pharmacy 1
Mr. Ala'a Saoudi, Aramex
Mr. Reem Eses, Cairo Amman Bank
Ms. Dina Shoman, Consultant
Mr. Ihab Hinnawi, Umniah
Mr. Osama Imseeh, Imseeh Jewelry

Mr. Omar Agha, Saraya Holdings
H.E. Mrs. Nadia Al-Saeed, Bank Al Etihad
Ms. Abeer Qumsieh, Better Business
Mr. Basil Marji, Izzat Marji Group
Mr. Salim Karadsheh, Nuqul Group

Facts & Figures



Student Numbers over the past 5 years



KUWAIT



Omar Kutayba Alghanim
Chairman



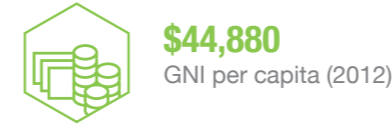
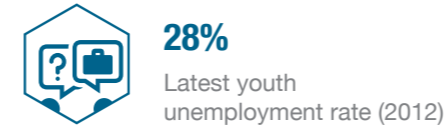
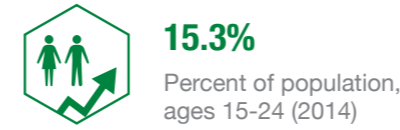
Rana Al-Nibari
Chief Executive Officer

Local Board

Mr. Omar Alghanim, Alghanim Industries
Dr. Nasser Abulhassan, AGI Architects
Mr. Bader Al Kharafi, Gulf Cable
Mr. Khaled K. Al Mashaan, Alargan International Real Estate Company
Mr. Meshaan M. Al Meshaan, Al Argan International Real Estate Co
Mr. Abdulwahab Al Mutawa, Al-Mal Investment Co. K.S.C.
Mr. Khalid Al Mutawa Ali Abdulwahab, Al Mutawa Commercial Co

Mrs. Reem Al Sabah, Quality Stream
Dr. Yousef Al-Ebraheem, Al-Diwan Al-Amiri
Mr. Abdulwahab Al-Marzouq, K4 General Trading & Contracting co
Mr. Adel Al-Shamali, Al Homaizi Group
Mrs. Salma Hajjaj, Gulf Bank
Mr. Tarek Sultan, Agility Logistics

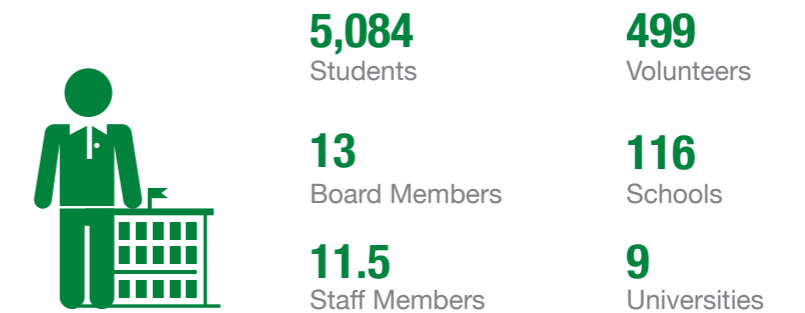
Facts & Figures



Achievements

INJAZ-Kuwait effectively implemented 10 programs in more than 60 schools and universities across Kuwait reaching 5,084 students, a growth of more than 100% year on year.

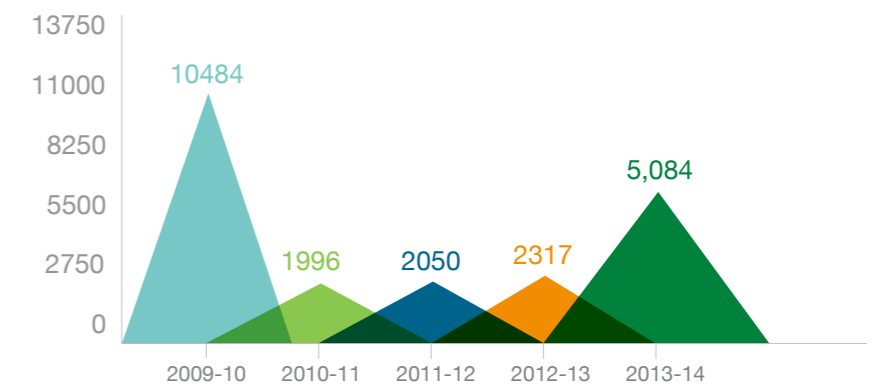
INJAZ-Kuwait successfully hosted the Regional Company Program Competition for the first time which brought in a total of 18 top student-led companies to Kuwait. The event was held under the patronage of HH the Amir of Kuwait and attended by top leaders from the region.



Gold Sponsors:

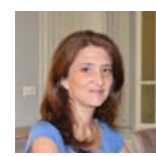


Student Numbers over the past 5 years



LEBANON

 **Michel Fattal**
Chairman


 **Fayza Saad Mehanna**
Executive Director

Local Board

Mr. Michel Fattal, Fattal Holding
Mr. Kamal Katra, Merrill Lynch
Mrs. Elissar Antonios, CITI Bank
Mr. Raymond Audi, Bank Audi
Mr. Raffi Demerjian, Demerjian Group
Mr. Bassel Eltell, MasterCard Worldwide
Dr. Talal Jaber, Jaber Law Firm


Mr. Yusuf Kan'an, CCC
Mr. Joseph Maalouf, Beyond Consulting and Training
Mrs. Melek Nemr, Unite Lebanon Youth Project
Mr. Peter Yeates, HSBC
Mr. Asmahan Zein, Aramex

Facts & Figures

 **\$74.33 billion**
GDP (purchasing power parity) (2012)

 **17.2%**
Percent of population, ages 15-24 (2014)

 **24%**
Latest youth unemployment rate (2013)

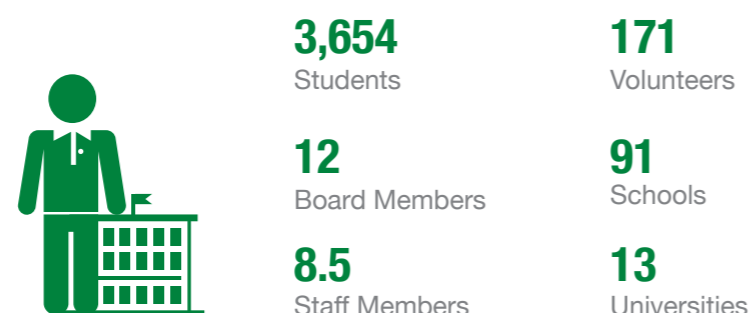
 **\$9,190**
GNI per capita (2012)

 **29%**
Percent of working age population, ages (15-24) (2012)

Achievements

INJAZ Lebanon co-partnered with the Welfare Association and the United Lebanon Youth Project on the Skills4Life program funded by the European Union promoting learning support and employability activities for Palestinian refugee students. INJAZ Lebanon is delivering the employability component through four programs targeting 1,100 youth over two years.

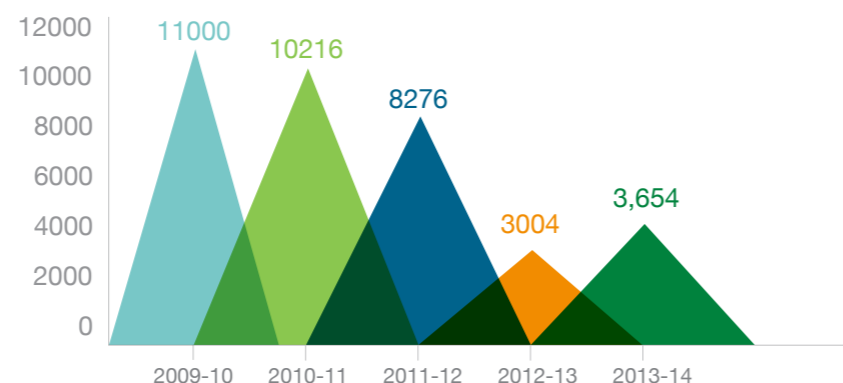
INJAZ Lebanon was selected by the European Training Foundation as a best practice organization promoting an entrepreneurial community through its company program for 2014. Project outcomes that will showcase INJAZ Lebanon include an interactive web-based atlas of organizations, a technical report on policy lessons, and a film on INJAZ Lebanon's entrepreneurial community.




Gold Sponsors:




Student Numbers over the past 5 years



MOROCCO

 **Mhammad Abbad Andaloussi**
Chairman


 **Yassine Mseffer**
General Manager

Local Board

Mr. Mhammed Abbad Andaloussi
Mrs. Abla Benadallah, SNI Group
Mr. Jaouad Cheikh Lahlou, Cooper Pharma
Mrs. Hind Mejjati Alami, Vivo Energy
Mr. Amine Souhail, Sopriam
Mr. Amin Abrak, Managem Group
Mr. Abdelbaset Achiq, Cosumar
Mrs. Rabia Al Alama, Amcham
Mr. Rachid Benmokhtar, ONDH
Mr. Badr Benyoussef, Casablanca Stock Exchange


Prof. Mohammed Berrada, Former Minister Of Finance
Mr. Seddik El Fihri, Boston Consulting Group
Mr. Abdelmounaim Faouzi, Capital Consulting
Mr. Adil Khamis, Nareva Holding
Mrs. Laila Mamou, Wafasalaf
Mr. Walter Siouffi, Citi Bank
Mr. Brahim Slaoui, Mafoder

Facts & Figures

 **\$231.42 billion**
GDP (purchasing power parity) (2012)

 **17.7%**
Percent of population, ages 15-24 (2014)

 **17%**
Latest youth unemployment rate (2012)

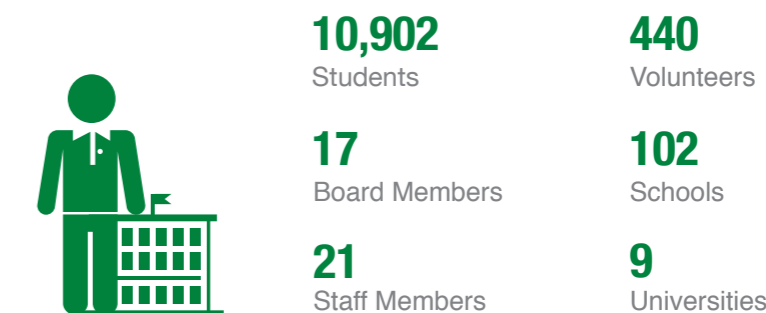
 **\$2,960**
GNI per capita (2012)

 **34%**
Percent of working age population, ages (15-24) (2012)

Achievements

INJAZ Al-Maghrib implemented the *Smart Start* program, which aims to support students who have previously completed the core INJAZ program, the *Company Program*, to start their own businesses. *Smart Start* has been entirely locally designed with the support of Attijari Finances Corp.

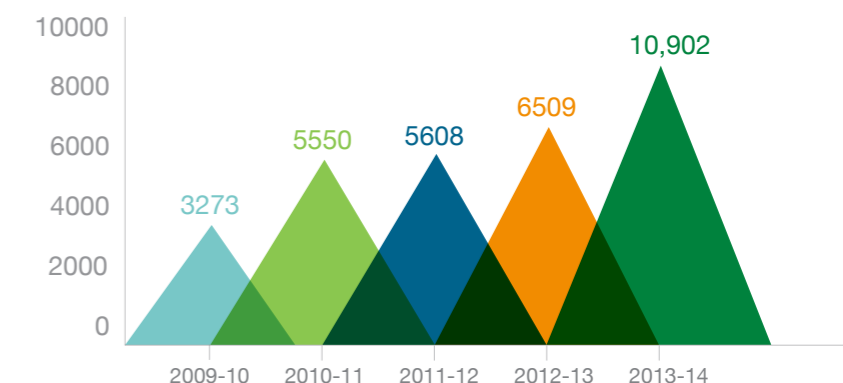
On March 5th, 2014, Mr. Rachid Benmokhtar, Minister of National Education and Professional Training, and Mr. Mhammed Abbad Andaloussi, Chairman of INJAZ Al-Maghrib, signed a partnership agreement for youth education on entrepreneurship



Gold Sponsors:



Student Numbers over the past 5 years



OMAN



Khalid Muhammad Al-Zubair
Chairman



Shabib Al'maamari
Executive Director

Local Board

Mr. Khalid Al-Zubair, Al-Zubair Corporation
Mr. Hamed Al-Sulaimi, Al-Sulaimi Group
Ms. Ghada Al Yousef, Al Yousef Group
Mr. Wael Lawati, Omran

Facts & Figures



\$150 billion
GDP (purchasing power parity) (2012)



19.9%
Percent of population, ages 15-24 (2014)



21%
Latest youth unemployment rate (2012)



\$19,450
GNI per capita (2011)



45%
Percent of working age population, ages (15-24) (2012)

Achievements

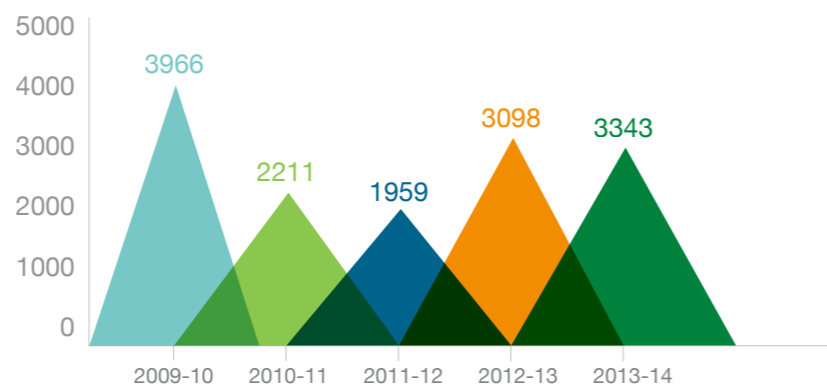
INJAZ Oman signed a Memorandum of Understanding with the National Business Center, the biggest incubator in Oman, to incubate *Company Program* students.

INJAZ Oman signed a Memorandum of Understanding with the Ministry of Higher Education in order to facilitate the implementation of *Company Program* across the country.



3,343 Students	68 Volunteers
4 Board Members	10 Schools
3 Staff Members	36 Universities

Student Numbers over the past 5 years



Gold Sponsors:



PAKISTAN



Muneer Kamal
Chairman



Azra Maqsood
Executive Director

Local Board

Mr. Muneer Kamal, KASB Finance
Dr. Razi Azmat, Habib Bank Limited
Mr. Waqar Hassan Siddique, Abraaj Capital
Mr. Qaiser Jamal, Byco Oil Pakistan

Mr. Ahsan Jamil, The Aman Foundation
Mr. Nadeem Lodhi, Citibank Pakistan
Mr. Asir Manzur, K-Electric

Facts & Figures



\$794.86 billion
GDP (purchasing power parity) (2012)



21.5%
Percent of population, ages 15-24 (2014)



8.8%
Latest youth unemployment rate (2012)



\$1,260
GNI per capita (2012)



45%
Percent of working age population, ages (15-24) (2012)

Achievements

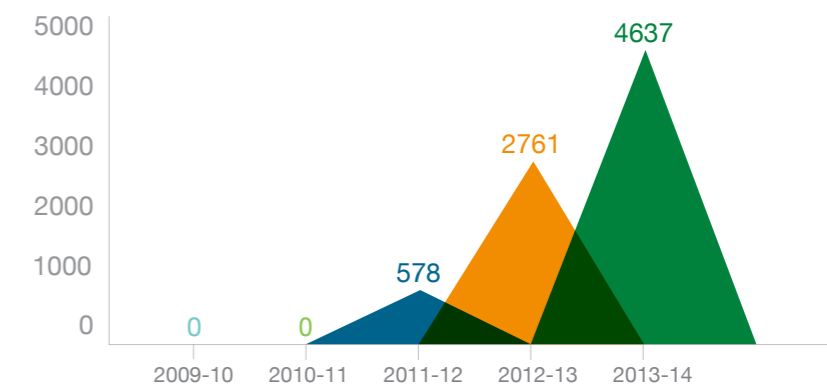
INJAZ Pakistan was officially registered as a not-for-profit company with the Securities Exchange Commission of Pakistan.

An intensive 3-day *Entrepreneurial Master Class* was conducted with the help of Barclay's volunteers with women in collaboration with Development in Literacy. Barclay's used their own initiative for seed funding and donated this amount to the group of 24 women. This resulted in 4 clothing-business startups that are currently operating in Orangi Town, Karachi.



4,637 Students	120 Volunteers
7 Board Members	31 Schools
7 Staff Members	20 Universities


Student Numbers over the past 5 years




Gold Sponsors:



PALESTINE



Ali Aggad
Board Chairman



Randa Salameh
Genral Manager

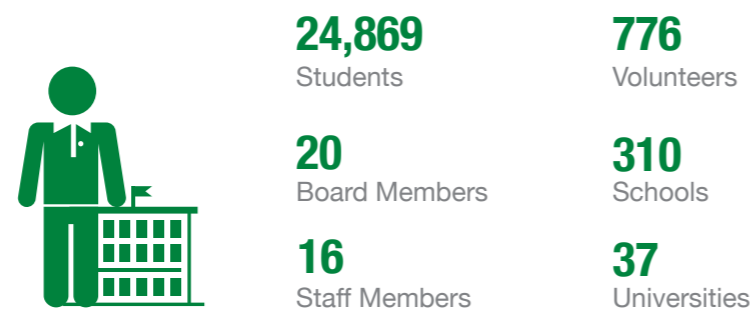
Local Board

- | | |
|---|---|
| Mr. Ali Aggad, APIC | Mr. Fawzi Al-Idrisi, Blue Saloon |
| Mr. Bassam Walweel, Golden Wheat Mills | Mr. Hashim Al-Shawa, Bank Of Palestine |
| Mr. Muhannad Asaf, Ittqan-Attorney At Law | Mr. Zahi Anabtawi, Al-Arz Co.Ltd |
| Mrs. Hiba Darwish, Padico Holding | Mr. Amer Ayoub, Madar |
| Mr. Thaer Hamyel, Bank Of Palestine | Mr. Waleed Fakhouri, Arab Islamic Bank |
| Mr. Emad Hindi, NBC | Mr. Sameh Hamdan, Raya Fm |
| Mr. Jamal Hurani, Arab Bank | Mr. Fayez Hussein, Wataniya Mobile |
| Mr. Samir Jarrad, Arab Fund | Mr. Jamal Milhem, Talal Abu-Ghazaleh Organization |
| Mr. Imad Lahham, Paltel Group | Mr. Emad Saa'di, Islamic Bank |
| Mr. Bashar Ajjawi, Ajjawi | |
| Mr. Bashar Al-Hawamdeh, Menaltech | |

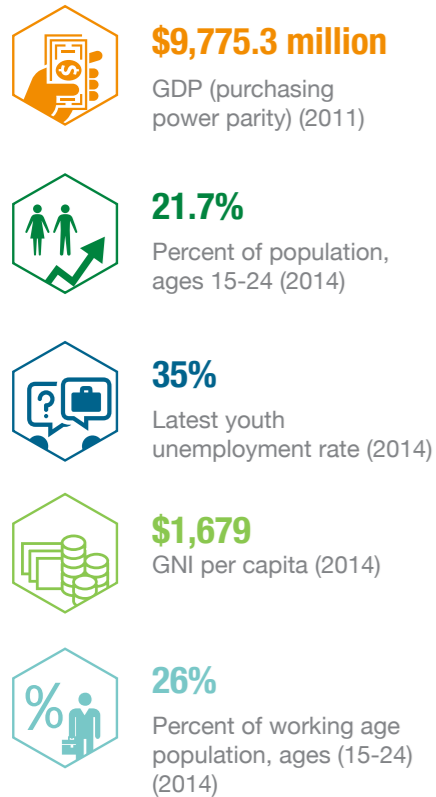
Achievements

INJAZ Palestine and Global Communities signed an agreement in support of young female students. The new "Women and Leadership" initiative was launched to spread and enhance the leadership concept within the 700 participating students. Specifically, participants were encouraged to choose careers they are interested in for the future.

A group of students from Al Quds Open University in Hebron won second in the *Ripples of Happiness* Competition, sponsored by the Coca-Cola Foundation. The initiative aimed to train them on planning projects that are related to their social responsibility



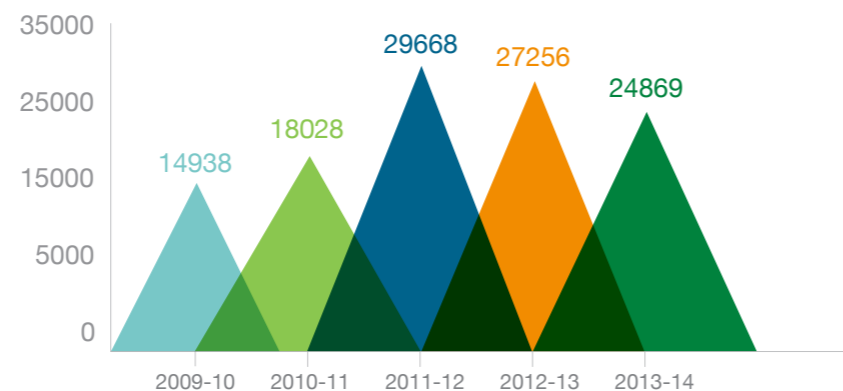
Facts & Figures




Gold Sponsors:




Student Numbers over the past 5 years



QATAR



Sheikha Hanadi Bint Nasser Al Thani
Chairwoman



Aysha Al Mudahka
Executive Director

Local Board

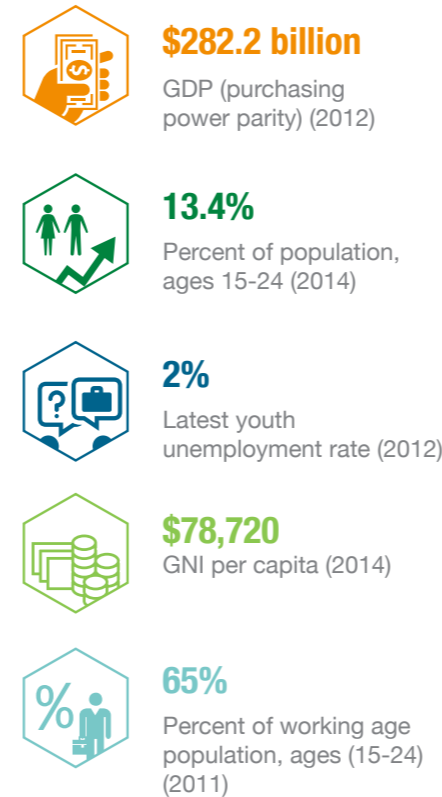
- | | |
|--|---------------------------------|
| Sheikha Hanadi Bint Nasser Al Thani, Nasser Bin Khaled Holding | Mr. Barton Cahir, ExxonMobil |
| Mr. Ashraf Abu Issa, Blue Salon | Ms. Carmen Haddad, Citi |
| Mr. Abdullah Al Marri, Qatar First Bank | Mr. Samer Jaghoub, Deloitte |
| Mr. Mohammad Al Rashid, Qatar Petroleum | Mr. Abdulhakeem Mostafawi, HSBC |
| Sheikh Saudi Al Thani, Ooredoo | Mr. Shashank Srivastava, QFC |

Achievements

During 2013-14, INJAZ Qatar reached a record number of 4,437 students across schools, colleges and universities in the country. This is 88% more than the previous year, taking the inception-to-date students coverage to more than 14,000 students across 38 schools and 6 universities.

An all-time high of 24 student companies were established through INJAZ Qatar's *Company Program* this year (140% more than the prior year). The 2 top National Competition winning teams from the university track will go through the new Boeing-sponsored *Start-Up* program offered for the first time in Qatar.

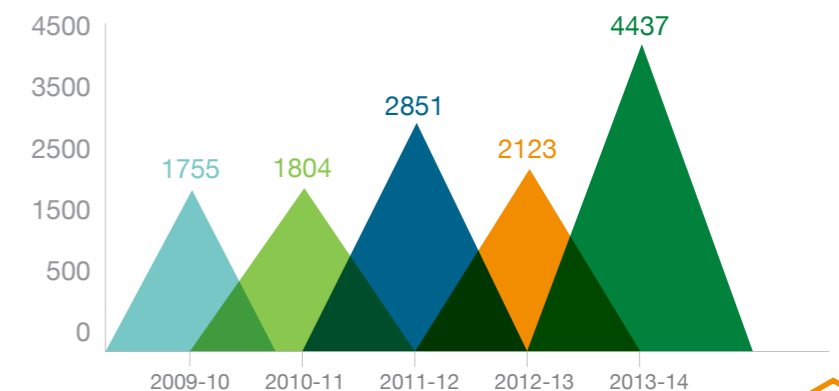
Facts & Figures



Gold Sponsors:



Student Numbers over the past 5 years



SAUDI ARABIA



Abdulkareem Abu Alnasr
Chairman

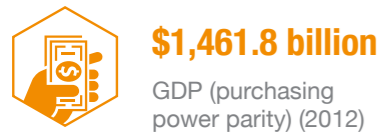


Nael Fayez
Chief Executive Officer

Local Board

- | | |
|---|---|
| Mr. Abdulkareem Abu Alnasr
The Savola Group | Dr. Sami Baroum, Al Baroum
Holding Company |
| Mr. Mohammed Abdul Latif Jameel,
Abdul Latif Jameel Co.Ltd | Mr. Nael Fayez, INJAZ Saudi Arabia |
| Mr. Saeed Alghamdi, National
Commercial Bank | Dr. Abdurraouf Mannaa,
The Savola Group |
| | Mr. Abdullah Rehami, The Savola
Group |

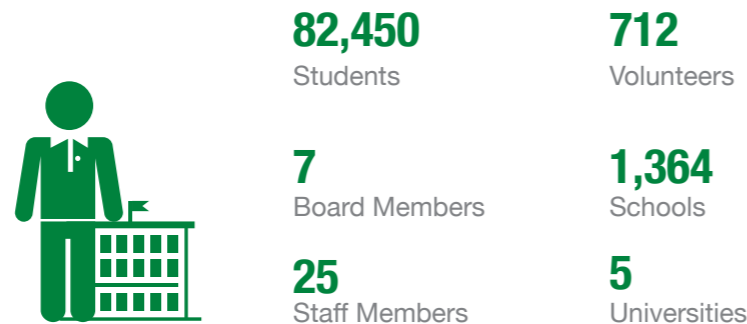
Facts & Figures



Achievements

INJAZ-SA Operation System combined all operation stakeholders & processes into one systemized mix serving as an extension to their manpower in their mission. Today, it serves as the capstone for the underdevelopment portal that will transform INJAZ Saudi Arabia into a powerful digital youth development force.

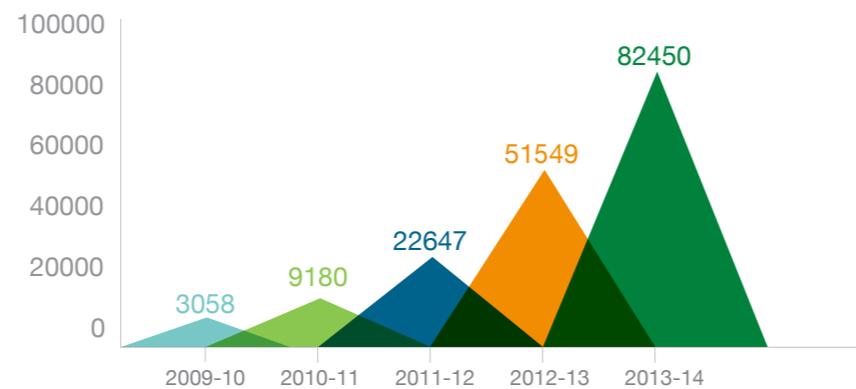
INJAZ-SA adopted the *Steer Your Career* program as a unique initiative named "HADAF-INJAZ", which joins forces with the Ministry of Education and the Human Resource Development Fund of the Ministry of Labor to form a bridge between these two sectors. The initiative educated over 12,500 students in 11 regions in its pilot stage.



Gold Sponsors:



Student Numbers over the past 5 years



TUNISIA



Ahmed Bouzguenda
Chairman

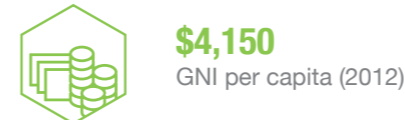
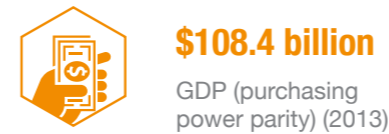


Abdallah Ben Abdallah
Chief Executive Officer

Local Board

- Mr. Ahmed Bouzguenda, SBF (Société Bouzguenda Frères)
Ms. Sonia Ben Mrad, Vivo Energy
Mr. Adel Goucha, Abraaj Capital
Mr. Majdi Hassen, IACE
Mr. Mark Liebster, Shell Upstream Tunisia
Mr. Mohamed Toumi, Sarost

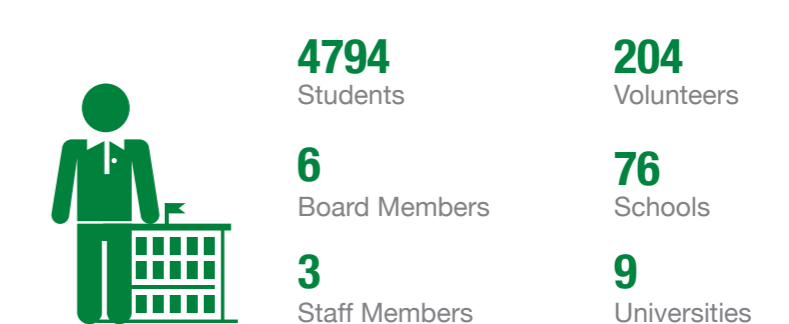
Facts & Figures



Achievements

INJAZ Tunisia successfully incorporated the "Company Program" within the official curricula of the Higher Institute of Engineering (ENIT) thanks to the MoU signed with the institution. This helped reach 240 future engineers and opened the door to sign a new MoU with different engineering institutions.

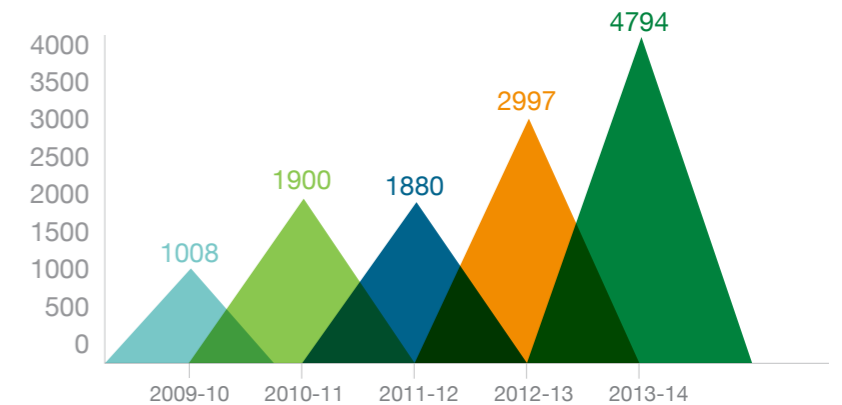
INJAZ Tunisia was successful in mobilizing 204 volunteers from the business world to coach and mentor more than 4,181 students. Fifty-seven percent out of the total number of beneficiaries were females, and 2,943 participants were youth from 11 regions other than Tunis.



Gold Sponsors:



Student Numbers over the past 5 years



UNITED ARAB EMIRATES



Sheikh Khaled Bin Zayed Al Nahayan
Chairman



Sulaf Saleh Al Zu'bi
Chief Executive Officer

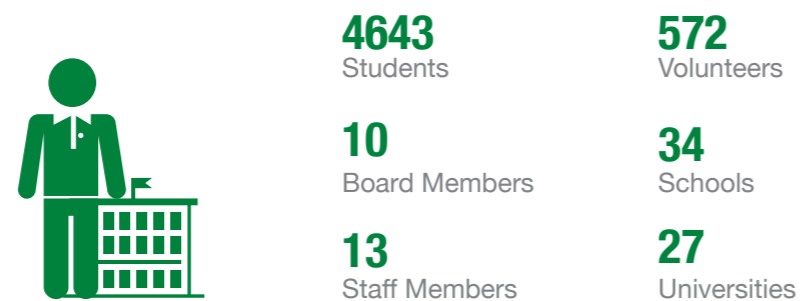
Local Board

- | | |
|---|---|
| Sheikh Khaled Bin Zayed Al Nahayan, Bin Zayed Group | Mr. Arshad Ghafur, Bank of America, Merrill Lynch |
| Mr. Omar Boulos, Accenture | Mr. Jeffrey Johnson, Boeing Middle East |
| Mr. Paul Theys, ExxonMobil | Mr. Elie Khoury, Omnicom Group |
| Mr. H.E. Abdullah Al-Darmaki, Khalifa Fund for Enterprise Development | Ms. Lubna Qasim, Emirates NBD |
| Mr. Steve Donovan, Citi | Mr. Abdul-Fatah Sharaf, HSBC |

Achievements

INJAZ UAE continued to expand its activities in the Northern Emirates, resulting in increased participation from those cities of up to 10% this year. This comes as a result of fruitful collaborations with universities and the Youth and Sports Authority in the Ministry of Youth serving those areas.

This year, INJAZ UAE launched new impactful programs such as JA Career Success with Accenture, in addition to piloting Ripples of Happiness with support from the Coca-Cola Foundation for the first time. Additionally, adding a game-changer for program offering was the launch of the Start-Up program, positioning INJAZ UAE at the forefront of entrepreneurial education and training for youth.



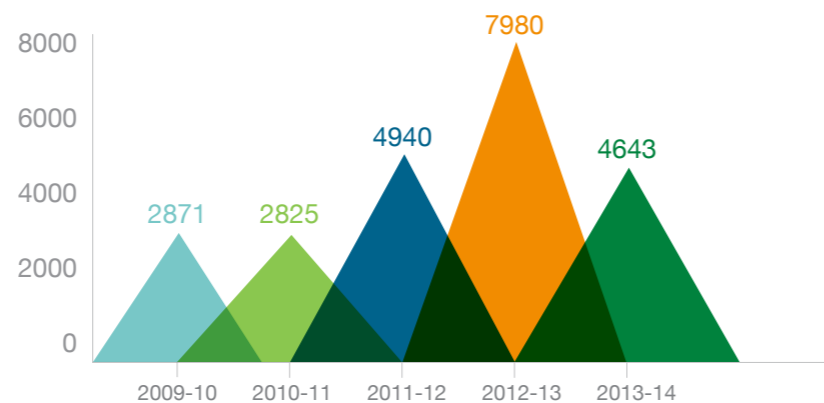
Facts & Figures

- \$534.31 billion**
GDP (purchasing power parity) (2012)
- 13.4%**
Percent of population, ages 15-24 (2014)
- 11%**
Latest youth unemployment rate (2012)
- \$38,620**
GNI per capita (2012)
- 54%**
Percent of working age population, ages (15-24) (2012)

Gold Sponsors:



Student Numbers over the past 5 years



YEMEN



Huda Al-Sharafi
Chairwoman



Majid Khalid Al-Shammiri
Chief Executive Officer

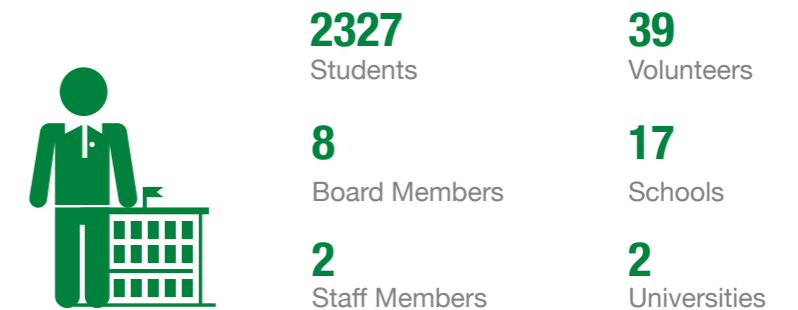
Local Board

- | | |
|--|--|
| Ms. Huda Al-Sharafi, Almaz Group | Mr. Hadi Alsadai, Hadda Valley School |
| Ms. Leila AL-Hayouti, Total E&P Yemen | Mr. Amin Hajar, Deloitte |
| Mr. Munir Daair, Dome | Mr. Faris Sanabani, The Yemen Observer |
| Mr. Yahya Abuelrejal, Abuelrejal Trading | |
| Mr. Raed Ahmed, MTN | |

Achievements

The GEP Student Company won "Best Company of the Year" award at INJAZ Al-Arab Young Entrepreneurs Competition 2013 in Kuwait for the university level.

INJAZ Yemen has been considered as a strategic partner for the Higher Council for Motherhood and Childhood and by this partnership INJAZ Yemen became a part of the team chaired by H.E. the prime minister of Yemen who is responsible for the National Strategy for Youth under 18 years old.



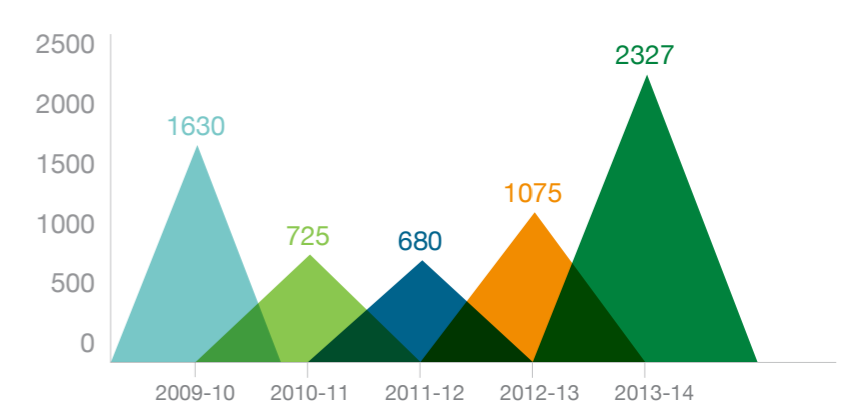
Facts & Figures

- \$96.99 billion**
GDP (purchasing power parity) (2012)
- 21.1%**
Percent of population, ages 15-24 (2014)
- 40%**
Latest youth unemployment rate (2012)
- \$1,290**
GNI per capita (2013)
- 37%**
Percent of working age population, ages (15-24) (2012)

Gold Sponsors:



Student Numbers over the past 5 years





REGIONAL BOARD OF DIRECTORS



Our mission
To inspire and prepare youth to become productive members of their society and accelerate the development of the national economy

ريادية
Innovation
Innovating
Prepared
Determined

Leadership
C





H.E. Sheikh Khaled Bin Zayed Al Nahayan
Chairman, INJAZ Al-Arab
Founder & Chairman, Bin Zayed Group



Steve Donovan
Regional Executive of Treasury
& Trade Solutions
Citi MENA, Pakistan & Turkey



Abdulfattah Sharaf
CEO
HSBC Bank Middle East
Limited - UAE



Abdul Malek Al Jaber
Founder & Chairman
MENA Apps



Sconaid McGeachin
President & CEO
Hill+Knowlton Strategies Africa,
Middle East & Turkey



Omar El Hamamsy
Director, McKinsey & Co.
Middle East
Managing Director, McKinsey
& Co. Egypt Office



Sean C. Rush
President & CEO
JA Worldwide



Fadi Ghandour
Founder & Vice Chairman of
the Board
ARAMEX



Abdul Aziz Al-Yaqout
Regional Managing Partner
DLA Piper Middle East



Mazen Hayek
Official Spokesman - Group
Director of PR & Commercial
MBC Group



Nabil Habayeb
President & CEO
General Electric MENA & Turkey



Omar Fahoum
Chairman of the Board &
CEO
Deloitte & Touche Middle
East



**Sheikha Hanadi Nasser Bin
Khaled Al Thani**
Founder & Chairperson
Amwal



Abdulkareem Abu Alnasr
Vice Chairman, INJAZ Al-Arab
Founder & Chairman, INJAZ Saudi Arabia



Ramzi T. AbdelJaber
Managing Director
Investcorp



Frederic Sicre
Managing Director
The Abraaj Group



Michael Miebach
President
MasterCard Middle East
and Africa



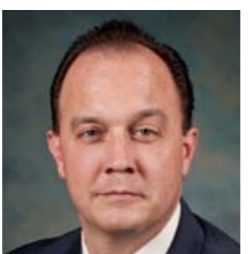
Omar K. Alghanim
CEO
Alghanim Industries



Paul Theys
President, ExxonMobil Iraq
Limited and Exxon (Al Khalij) Inc.
Lead Country Manager,
ExxonMobil UAE



Sjoerd Leenart
CEO
J.P. Morgan Middle East,
Turkey and Africa



Jeffrey L. Johnson
President
Boeing Middle East



Taha M. Khalifa
Regional General Manager
Intel Corporation Middle East
& North Africa



Tarek K. Sherlala
Managing Director & Head of
Asset Servicing
Bank of New York Mellon
Middle East & Africa

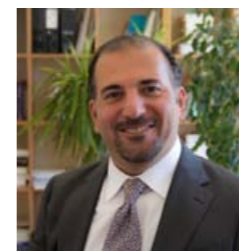


Antoine Tayyar
Public Affairs and
Communications Director
Coca-Cola Middle East



Alex Kyriakidis
President & Managing
Director, Marriott
International, Inc. Middle
East & Africa

THE INJAZ TEAM



Akef Aqrabawi
Chief Operating Officer,
Deputy CEO



Ghadeer Zalatimo
Education Manager



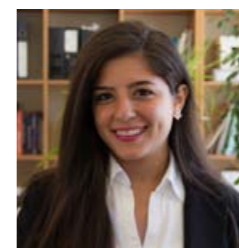
Dima Masri
PR & Communications
Manager



Lama Zawawi
Senior Operations Officer



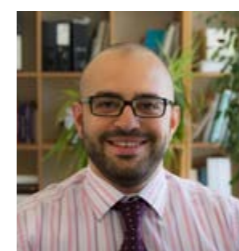
Soraya Salti
Chief Executive Officer



Lubna Almasri
Finance & Admin Assistant



Nicolas Neibauer
Business Development
Manager



Rasheed Roussan
Blended Learning Consultant



Rawan Naber
Finance & Admin Manager



INJAZ AL-ARAB TEAM





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