

YOUTH EM POWERED

Annual Report 2011-2012



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CONTENT

INJAZ Al-Arab partners with leading organizations in the private sector to equip young people in the region to drive the economies of the Arab world forward through mentoring and training designed to inspire them to develop ambition, entrepreneurship and professional skills.

Founded in 2004, the NGO today operates in 15 countries across MENA as a confederation of national operations. More than one million Arab youth have participated in the program to date.

INJAZ Al-Arab is unique in the sense that it emphasizes the importance of education and career initiatives to young Arabs, providing equal opportunities to them regardless of gender, background or social status.

In parallel, it fosters among business leaders a responsibility for investing their resources in the future of the region's youth and becoming the mirrors they want to see in the world by mentoring and providing opportunities to young people to rise to their true potential.

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

INJAZ Al-Arab is a member of Junior Achievement Worldwide.

03	Vision, Mission & Values
05	Message from Regional Director
06	Message from Chairman
07	INJAZ in Numbers
09	Member Nations Celebrations
11	INJAZ Ranks in the Top 100
13	Becoming Entrepreneurial
27	Youth Leadership in Action
31	Leadership Through Policy
32	Expansion
33	Member Nation Digest
49	In Memory of Dave Robinson
51	Regional Board of Directors
55	Our Appreciation

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

Our mission is to accelerate young people's ability to contribute to the economic development of our nations and region by connecting them with business leaders and providing them with the skills and mindset they need to become the entrepreneurs and business leaders of tomorrow.

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.

"At first, I didn't want to do any business in my life. I just wanted to be a doctor. When INJAZ came into my life, I thought to myself, I want a business."

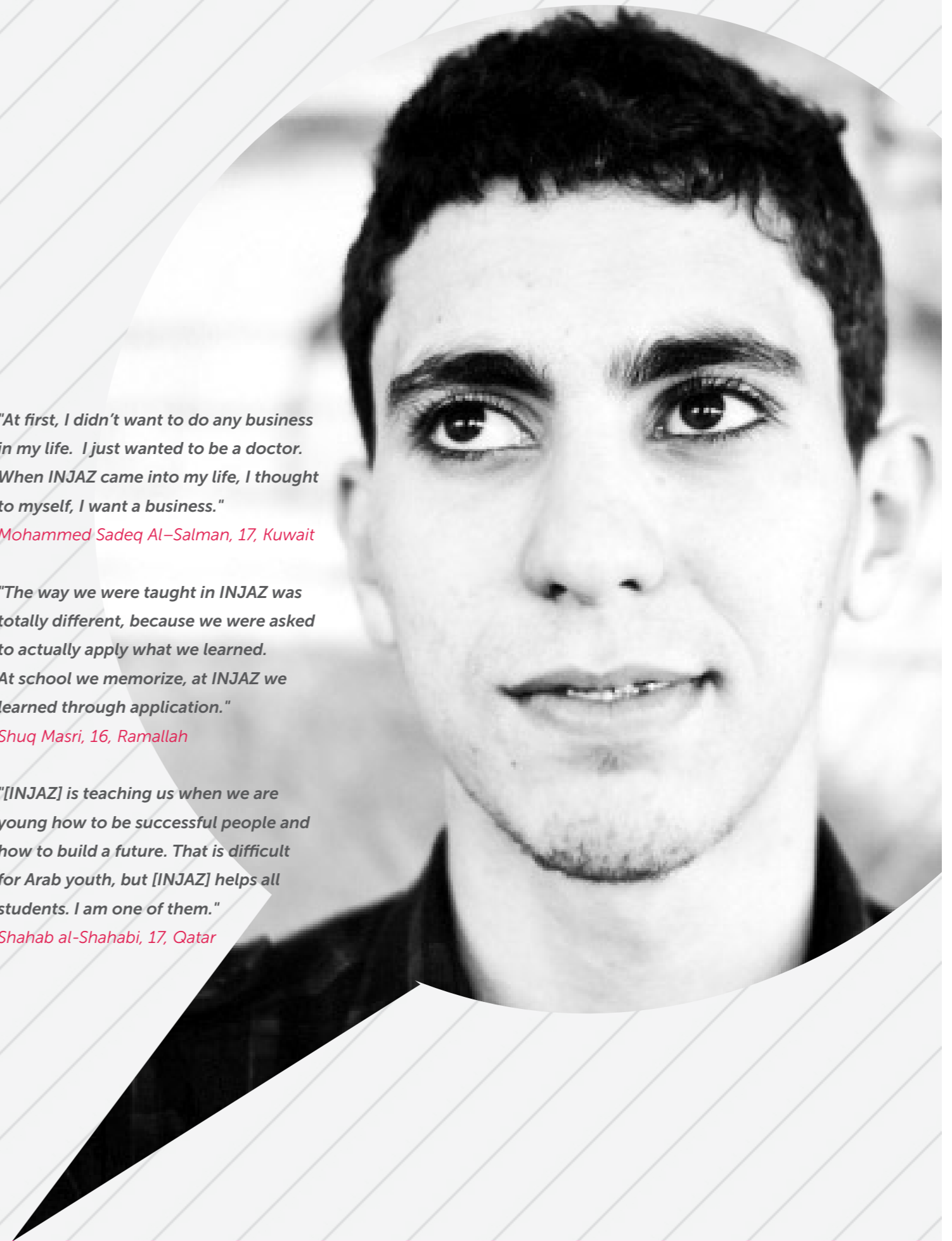
Mohammed Sadeq Al-Salman, 17, Kuwait

"The way we were taught in INJAZ was totally different, because we were asked to actually apply what we learned. At school we memorize, at INJAZ we learned through application."

Shuq Masri, 16, Ramallah

"[INJAZ] is teaching us when we are young how to be successful people and how to build a future. That is difficult for Arab youth, but [INJAZ] helps all students. I am one of them."

Shahab al-Shahabi, 17, Qatar



Message From The Regional Director

Youth Empowered. These two words summarize where we stand today on the ability of Arab youth to build their future.

Youth unemployment in the MENA region has been one of the biggest and increasingly significant challenges facing the region's young people and their governments for decades. It has been clear over the past 10 years that both the public and private sectors along with civil society need to collaborate to improve career options for our young people, and INJAZ Al-Arab has been working tirelessly to help identify and create these partnerships and initiatives.

Over the last year however, we have seen a strategic shift to a scenario that is more promising and sustainable – Arab youth as partners now empowered to create their own solutions.

Young community leaders have mobilized, and through technology Arab youth are not only being sought out but are also now being heard.

Consortiums of private sector companies are coming together to enable the reality of entrepreneurship, supporting start-ups and helping to shape policy.

Arab youth have embraced entrepreneurship support and propelled themselves forward, finding business propositions by taking on niche business concepts that are needed yet not fully understood by other generations. They are successfully building a place for themselves in the market.

Our mission has never been more important. Now in 15 Arab countries, extending to include Pakistan, INJAZ Al-Arab continues to forge ahead with our dream. This has been a year for partnership; perhaps for the first time, youth and the private sector are meeting regional challenges together.

The impact and success of entrepreneurship education can already be seen, and we need to ensure that millions of our young people can now benefit from it. We are determined to continue building upon this foundation and look forward to another year of positive impact and youth empowerment.



Soraya Salti
Regional Director
INJAZ Al-Arab



Message From The Chairman

The shift we see in the mindset of youth and their vision for their future over the past year has been phenomenal. No doubt there are a number of factors that have contributed to this movement – one important one being the impact INJAZ Al-Arab and its initiatives have made across the region. Being an advocate for youth empowerment through education and entrepreneurship through INJAZ has been rewarding for me personally over the past 6 years, and more so over the past 3 years as Chairman of the organization's Regional Board of Directors.

The reward has come in many forms: from the growing contribution of young Arabs toward their own futures and the evolution of INJAZ as an organization whose mandate has exponentially grown over the past few years, to the increased ownership role that private sector and business leaders are playing in helping to shape the future of this region through the empowerment of our young people.

INJAZ Al Arab has reached more than a million youth in 14 countries, and has just successfully reached out to and positively impacted a 15th – Pakistan. This constitutes significant progress in spreading a culture of entrepreneurship, financial literacy and work readiness throughout the Middle East and North Africa, where the world's highest youth unemployment has become an intractable issue with serious repercussions.

Also being a thought leader in a region, INJAZ has demonstrated to an increasing number of private sector CEOs that contribution to entrepreneurship education initiatives and sharing their knowledge through traditional mentorship and entrepreneurship investment reaps huge benefits – for their organizations and for driving the economies in which they operate.

The pioneering public-private partnerships INJAZ has established or prompted have brought over 6,635 corporate volunteers into the classrooms of schools and colleges and introduced the need for initiatives to extend beyond basic financial support - to support start-ups with seed financing and incubation services. Together, we are helping to shape policy and influence the entrepreneurial culture.

INJAZ has proven year after year its strengths and its growth – in terms of geographical expansion, programming, partnership development and policy reform. I am so proud to be a part of this organization and feel enthusiastic about its ability to change the future for our region, our economies and most importantly our young people.



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



INJAZ in Numbers

289,450

Total Number of Students 289,450
Total Number of Volunteers 6,635

Total Number of Schools 1,007
Total Number of Universities 146

Member Nations Celebrations

INJAZ Al-Arab held its fourth Annual MENA Training (AMT) in Broumana, Lebanon in February 2012. Participating chapters this year included Jordan, Egypt, Bahrain, Lebanon, Oman, Palestine, UAE, Qatar, Morocco, KSA, Tunisia, and Algeria. The training concluded with a dinner that celebrated the achievements of the member nations by announcing the winners of the awards. Guest speakers including H.E. Joseph Maalouf, member of the Lebanese parliament, and Mr. Michel Daher, veteran entrepreneur and investor, highlighted the importance of entrepreneurship in today's economic climate and the role of government as an enabler.

Member Nations Awards

- Media Award
- Collaboration Award
- Junior Achievement (JA) Compliance Award
- Student Growth Award
- JA Best Practice Award for JA More than Money

JA Best Practice Award

Winner: INJAZ Bahrain

Awarded for the JA More than Money program as a result of the quality of program delivery and Bahrain's enhanced volunteer communication tools.

Collaboration Award

Winner: INJAZ Saudi Arabia

Awarded for helping another Member Nation receive a \$150,000 grant.

JA Compliance Award

Winners: INJAZ Jordan, INJAZ Palestine, INJAZ Qatar & INJAZ Bahrain

Awarded for meeting standards in achieving compliance, commitment and diligence.

Student Growth Award

Winners: INJAZ Egypt & INJAZ Saudi Arabia

Awarded to the fastest growing member nation.

Media Award

Winner: INJAZ Egypt

Awarded for outstanding performance in advertising, print, TV, radio, public relations (external and internal communications), direct marketing as well as social media presence - Egypt has over 4,000 Facebook fans and more than 1,500 tweets.



TOP 100 NGOs

05 92 14 96
11 66 30 18
18 73 89 100
27 08 45
32 02
54 36
23

100

INJAZ Ranks Amongst Top 100 NGOs

The Global Journal recognized INJAZ Al-Arab as one of the world's most influential NGOs for its contribution toward tackling Arab youth unemployment.

Finding itself and its work recognized amongst world-leading NGOs including, Oxfam, Doctors without Borders, TED Talks and the Wikimedia Foundation, INJAZ Al-Arab is one of the only two organizations from the MENA region to join the global ranking.

The Global Journal's ranking is the first international one of its kind and recognizes the dynamics and innovations of the non-profit world and the level of impact its key players have on a social, economic, and humanitarian level. A print and online publication based in Geneva and New York, The Global Journal covers the issues and players shaping global governance

today. Committed to providing compelling and insightful content distinguished by the highest journalistic standards, the publication features exclusive interviews with key players, covers current debates and thought-provoking ideas, and offers in-depth reports and compelling images to a growing international audience.

"Across the region Arab youth have stood up and actively stated 'we need work, we need opportunities' – it is now time for governments to answer them. However the solution is not that simple - governments cannot provide jobs for everyone, nor can the private sector.

At INJAZ Al-Arab we believe that all sectors of society have a role to play in harnessing the power of our youth and that creating employment opportunity is the responsibility of all. By working together with the government and the private sector and by providing better standards of education we can create an ecosystem that supports entrepreneurial activities. In doing so youths will be able to channel their energy and become entrepreneurs in their own right, which in turn makes them an asset to society.

Our organization firmly believes in the capabilities of today and tomorrow's youth and I'd like to thank The Global Journal for their recognition of our teams' hard work and promotion of our cause to a wider audience. I'm immensely proud of everyone who works at, and with, INJAZ Al-Arab and I thank you for your tireless efforts and contributions – we would not be able to reach out to youth without your support."

Soraya Salti
Regional Director, INJAZ Al-Arab

Becoming Entrepreneurial

JA It's My Business



"MasterCard is proud of its collaboration with INJAZ Al Arab to empower Arab youth with the knowledge and skills that help them achieve a better professional future and

assume an active role in their communities. Youth unemployment is one of the most pressing issues in the Middle East and North Africa region. The JA It's My Business program is dedicated to providing experiential education and training to Arab youth in work readiness, financial literacy and entrepreneurship. We are extremely delighted to see the lives of thousands of young Arabs being positively impacted as a result of this solid partnership between MasterCard and INJAZ Al Arab."

Michael Miebach
Division President, Middle East & Africa
MasterCard Worldwide



It is vital that the region's students be financially literate, ready for the world of work, and able to apply entrepreneurial thinking to the workplace. In August 2011 INJAZ Al-Arab partnered with MasterCard to begin a new entrepreneurship program with a focus on these goals and aimed specifically at middle school youth in the MENA region.

JA It's My Business is a program for students in grades six, seven, and eight. Students are encouraged to use critical thinking to learn entrepreneurial skills as they explore and enhance their career aspirations.

PROGRESS

Piloted during the Spring 2012 semester in Egypt, Lebanon, and Morocco, JA It's My Business reached around 3,000 students in 97 classes. A fourth pilot, in Saudi Arabia, starts in the fall 2012 semester.

INJAZ Al-Arab believes that it is crucial to inspire MENA youth and encourage them to consider alternatives to government employment by showing at an early age how exciting the world of business can be and then to build upon that foundation.

COUNTRY	CITY	STUDENTS
EGYPT	Giza	314
	Cairo	787
	Menia	1,097
LEBANON	Bekaa	58
	North Lebanon	518
	Beirut	53
MOROCCO	Casablanca	50
	Rabat	120
TOTAL		2,997



"It's My Business opened my eyes. I no longer have to search for a job; in fact, I can do my own project. I want to own a company as successful as Microsoft! During the auction I learned that some successful entrepreneurs had ideas for their projects when they were my age and now their businesses are very well known."

Kareem Emad, Egypt
It's My Business Student

"Being an INJAZ volunteer was a whole new experience for me. I tried my best to have an interactive class in order for the students to fully grasp the inspiring content of JA It's My Business. My mission was to shift my students' mindsets however slightly towards the exciting world of being an entrepreneur and pass on my personal experience of starting my own business."

Gaëlle Feghali, Lebanon
It's My Business Volunteer

JA Be Entrepreneurial



"With one of the highest youth unemployment rates in the world, it is critical for our region that young Arabs are equipped with business and entrepreneurial

skills to avail themselves of job opportunities and achieve long-term success. The platform that INJAZ Al-Arab provides allows for our volunteers to connect with youth and utilize their skills to deliver leadership, business expertise and ethics that are needed in our region. Through the INJAZ/Deloitte Be Entrepreneurial program, Deloitte volunteers from Lebanon, Palestine, Qatar, and UAE have been serving as mentors and bringing real-world experiences to the classroom by facilitating business and entrepreneurial training programs for high school students. By end of 2012, involvement of volunteers will also extend to Bahrain and Saudi Arabia with a total reach of 2000 Arab youth.

At Deloitte, corporate responsibility is the banner under which Deloitte manages, improves and measures our impact on society, the environment and the marketplace. Our responsibility to the society at large is an area of strategic focus for our firm... it begins with our core business strategy and extends to the way we interact with our clients, the people of Deloitte and the communities where we live and work."

Omar Fahoum
Chairman & CEO
Deloitte & Touche Middle East



Considering the magnitude of economic problems facing the region, the ability of young Arabs to launch their own businesses and become financially independent is vital to their long-term economic success.

The program does exactly what the name implies: while still in high school, students learn to identify marketplace needs, formulate business plans, and pitch their ideas to investors – entrepreneurial skills that will give them the confidence and ability to start their own businesses.

The program is supported by volunteer teachers and mentors from the private sector, bringing their real-world experience to the classroom.

In its first year, the JA Be Entrepreneurial program reached nearly 1,500 students in 22 schools and 8 universities in the five countries in which it was offered – Bahrain, Lebanon, Palestine, Qatar, and UAE.

The JA Be Entrepreneurial program will eventually reach around 2,250 students by end of 2012.

COUNTRY	STUDENTS
BAHRAIN	400
LEBANON	364
PALESTINE	347
QATAR	257
UAE	126
TOTAL	1,494



INJAZ Startup Program



"We believe that INJAZ Al-Arab provides an immediate and necessary response to the urgent problem of unemployment. The JA Company Program and its new incubation phase

target two critical areas: it supplements the government educational systems with an interactive business curriculum and provides exceptional student companies with the tools to launch their business. Boeing is in the business of connecting people, and we do so by partnering with organizations like INJAZ, working together to create an integrated ecosystem where Arab youth can succeed."

Mr. Jeffrey Johnson
Vice President, Boeing International
President, Boeing Middle East



INJAZ Al-Arab has a track record of providing young people with a basic grounding in business, the workplace, and entrepreneurship. But what happens next? Where does an INJAZ graduate with a great idea go for the seed capital and ongoing mentoring necessary to launch a business?

This year INJAZ Al-Arab launched "The Startup Program" in partnership with Boeing, a new program that supports real start-ups, and piloted it in Egypt in early 2012. Ten companies that had achieved success in Egypt's Company Program competition pitched for and won seed funding from investors and mentoring from three large corporate players – Mobinil, ExxonMobil, and Abraaj Capital. These organizations are effectively incubating the ten start-ups, giving them the chance to become established as real business entities that become profitable entrepreneurial ventures. Each of the ten new companies – which between them involve around 100 current and former university students – gets financing and a dedicated mentor for 6 months of guidance and support.

Recyclobekia

One strong idea, two investors, and some very determined young entrepreneurs were the ingredients that made RecycloBekia possible. A year later, this Arab recycling company is worth USD \$400,000.

RecycloBekia is the first e-waste recycling company in Egypt and it all started with a \$1,000 investment. At first, material such as used electronics, CDs, and other e-wastes were collected and sent to a factory in China to be recycled. Within the past year the company has received significant external investment and has massively expanded.

Most of those who started and still run the business are university students who attended INJAZ programs. They now are salaried employees in their own business; all agree that this would not have been possible without INJAZ's help.

Abraaj Capital is the incubator for RecycloBekia, providing \$10,000 in seed funding and six months of mentorship, support, and guidance.

www.recyclobekia.com

Kijamii

Kijamii is a social media agency in Egypt. Since its inception it has grown to a team of 12 employees and has developed social media tools for companies such as Coca-Cola, Schweppes, UNWomen, and the British Council in Egypt.

Kijamii's story begins at the heart of INJAZ's agenda in Egypt. Bassem El-Hady, co-founder and CEO of the enterprise, enrolled in the INJAZ Company Program in 2008 as a university student. His company came in first place during the INJAZ national Company Program competition and placed third overall at the regional completion.

Bassem says that this experience "inaugurated him into the world of entrepreneurship." The challenges of crafting an entrepreneurial venture helped him to realize his passion and, more importantly, INJAZ showed him that he could spend his life pursuing what he loved. These are the factors that gave birth to Kijamii.

Throughout his entrepreneurial endeavors Bassem has remained close to INJAZ, building and managing social media platforms for local INJAZ offices. He also is quick to acknowledge the impact INJAZ had on his life and work as well as its influence on students in general – "it was a whole new experience in a new world."

Now that Kijamii is in the marketplace INJAZ is helping match it to investors and mentors while the company is helping INJAZ expand its online presence. Though Bassem and

Kijamii's story is unique, it is one that INJAZ seeks to replicate and make the norm throughout the MENA region.

www.kijamii.net



Becoming Entrepreneurial

Young Arab Entrepreneurs Competition 2011

The INJAZ Al-Arab Young Arab Entrepreneurs Competition allows students to experience the challenges of devising and developing a business.

Now in its fifth year, the Young Arab Entrepreneurs Competition sees students from across the region battle it out in their individual countries, with the winners going on to compete against each other for the highly-coveted Best Company of the Year Award.

The 2011 competition welcomed the participation of 11,000 students from 12 countries – Bahrain, Egypt, Jordan, Kuwait, Lebanon, Morocco, Oman, Palestine, Qatar, Saudi Arabia, UAE, and Yemen.

In total, they created 162 student businesses, and the twelve country winners faced off in a three-day final in Amman, Jordan where teams reported on the real-life challenges of running their proposed businesses and presented their ideas to an expert panel and an audience of their fellow contestants.

The judges looked at a comprehensive set of criteria including the strength of each team's company structure, their marketing plan and budget, and how much attention was paid to environmental considerations. Each team faced probing questions from judges during private Q&A sessions.

The winner of the 2011 competition was the Palestinian student company "ESCO". Shuq Masri, CEO of ESCO, described the students' experience as highly motivating and engaging: "Throughout the various levels of the competition the students have had to deal with real life business challenges and come up with strategies to deal with them. The whole experience has helped them understand what it means and takes to become an entrepreneur in today's competitive environment."

The 2011 competition was sponsored by the King Abdullah II Fund for Development, MEPI, as well as FedEx, and was held under the patronage of Her Majesty Queen Rania Al Abdullah of Jordan.



Judges: Ahmad Al Shugairi, TV presenter & author, Abdul Aziz Al Yaqout, Regional Managing Partner, DLA Piper, North Africa, International Finance Corporation, Rana Ghandour Salhab, Regional Talent & Communications

Hani Kablawi, Executive Vice President, Head of EMEA Client Management, BNY Mellon, Magdi M. Amin, Manager of Investment Climate Advisory Services in the Middle East & Partner, Deloitte Middle East



Bahrain: Triple R

Triple R specializes in recycling wooden frames as serving trays. It was established in September 2010 as a student company dedicated to an environmentally friendly approach to business.



Egypt: Ecohusk

Ecohusk is a sustainable business initiative that aims to design and produce a range of products from rice husks, the hard brown outer covering of rice grains that are normally removed by farmers and discarded or burned. Ecohusk creates fully biodegradable products that provide farmers with much-needed additional income while alleviating the problems of pollution.



Jordan: Express Yourself

Express Yourself prints selected words and phrases on t-shirts to promote positive messages in

the community. The product was developed in part to support Arab identity by using meaningful and influential Arabic phrases.



Kuwait: Evaluate Me

The mission of Evaluate Me is to improve the quality of service provided in Kuwaiti restaurants by enabling consumers to rate their experience – in particular, to assess the quality of the restaurant's service as well as its food.



Lebanon: Majd

The product concept behind Majd was the preservation of the old Lebanese pound, a strong symbol of national identity. The company created a circular copper box with the historical symbols that formerly appeared on Lebanese paper currency now withdrawn from circulation; the box contains a rare Lebanese pound issued by the Central Bank in 1968. Majd's beautiful box works as a beautiful corporate gift!



Morocco: Youth Yell

Witnessing the rise of street art in its surroundings, Youth Yell produced a range of designs to be reproduced via serigraphic impression on t-shirts, posters, and glass materials.



Palestine: ESCO

The product of ESCO – Electrical Solutions Company – is a software based controller that enables people to turn electronics in their houses on and off via voicemail. (The Palestinian Chamber of Commerce doesn't allow students to own businesses and the company's assets have since been liquidated, but Shuq Masri, the 17-year-old girl who was CEO, has decided to continue working on ESCO and to reopen it in the future.)



Qatar: RT

R.T.'s mission is to recycle cans and newspapers as art by changing simple frames into innovative, creative, and fabulous handmade products. The goal is a new recycling revolution that combines creativity, innovation, and environmental concern in one high-end artistic product.



K.S.A.: Catalyst

Catalyst is a profitable firm that has developed an innovative and practical multi-use bag that combines a towel for beach, sports, and camping with storage.



Oman: Al-Durra Al-Kamen

Al-Durr Al-Kamen was established to produce innovative products that serve the community in a positive way. Initially the company invested in an electronic mosquito repellent and mosquito-repellent herbal candles. Five percent of profits are reserved for community projects.



U.A.E.: Glights

GLIGHTS aims to be the UAE leader in eco-friendly outdoor lighting, influencing the community's attitudes to sustainability, and provides economically realistic alternatives for energy use including solar-powered lamps.



Yemen: Qalansiyah

This company is focused on Yemeni honey, considered by many to be the best in the world, and finding creative and innovative ways for marketing honey-based products.

Becoming Entrepreneurial

Young Arab Entrepreneurs Competition 2011



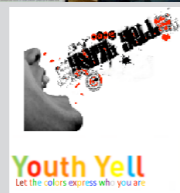
Best Company Of The Year



Best Tv Advert



Fedex Access Award



Most Innovative Product



Company Most Able To Progress

On The Air

The 2011 INJAZ Al-Arab Young Entrepreneurs Competition was featured on Khawatir, a well-known pan-Arab TV show hosted by Ahmad Al-Shugairi, who also served as a judge during the competition.

The Khawater camera crew documented all three days of the competition, covering every aspect of the presentations and assessments, and devoted an entire episode of the show to the competition.

To watch it, go to: <http://www.youtube.com/watch?v=sJPRNRI--yE>



"ONE OF THE FINEST SAYINGS ABOUT EDUCATION GOES LIKE THIS: 'TELL ME AND I'LL FORGET; SHOW ME AND I MAY REMEMBER; INVOLVE ME AND I'LL UNDERSTAND'.

REAL EDUCATION IS BEST COMMUNICATED BY PARTICIPATION AS WELL AS THEORY – AND THIS IS WHAT INJAZ IS ALL ABOUT, TEACHING THE BASIC LIFE SKILLS OF TEAMWORK, PLANNING AND ORGANIZATION THROUGH PARTICIPATION ... I HONESTLY WISH TO SEE INJAZ PROGRAMS IN EVERY SCHOOL IN THE ARAB WORLD."

AHMAD AL SHUGAIRI, AUTHOR AND TV PRESENTER, KHAWATER

Our Impact: Evaluation of the Company Program



"Empowering young people to learn about enterprise creation is a cornerstone of Citi Foundation's focus on youth livelihoods - the survey results show the impact this type of intervention is having on youth in the region. It is tremendously encouraging."

Steve Donovan
Regional Executive-Citi
Transaction Services (Middle
East, Egypt, Pakistan & Turkey)

Our Impact - Evaluation of the Company Program

The Company Program evaluation study is a product of the expertise of Professor Fernando Reimers of the Harvard Graduate School of Education and the generous support from the Citi Foundation.

With the help of over 1,000 youth two studies were conducted to better understand the impact of the INJAZ Company Program – an educational program that takes high school and university students through the process of starting a business. The resulting report is the first critical assessment of an entrepreneurship education model in the Arab region.

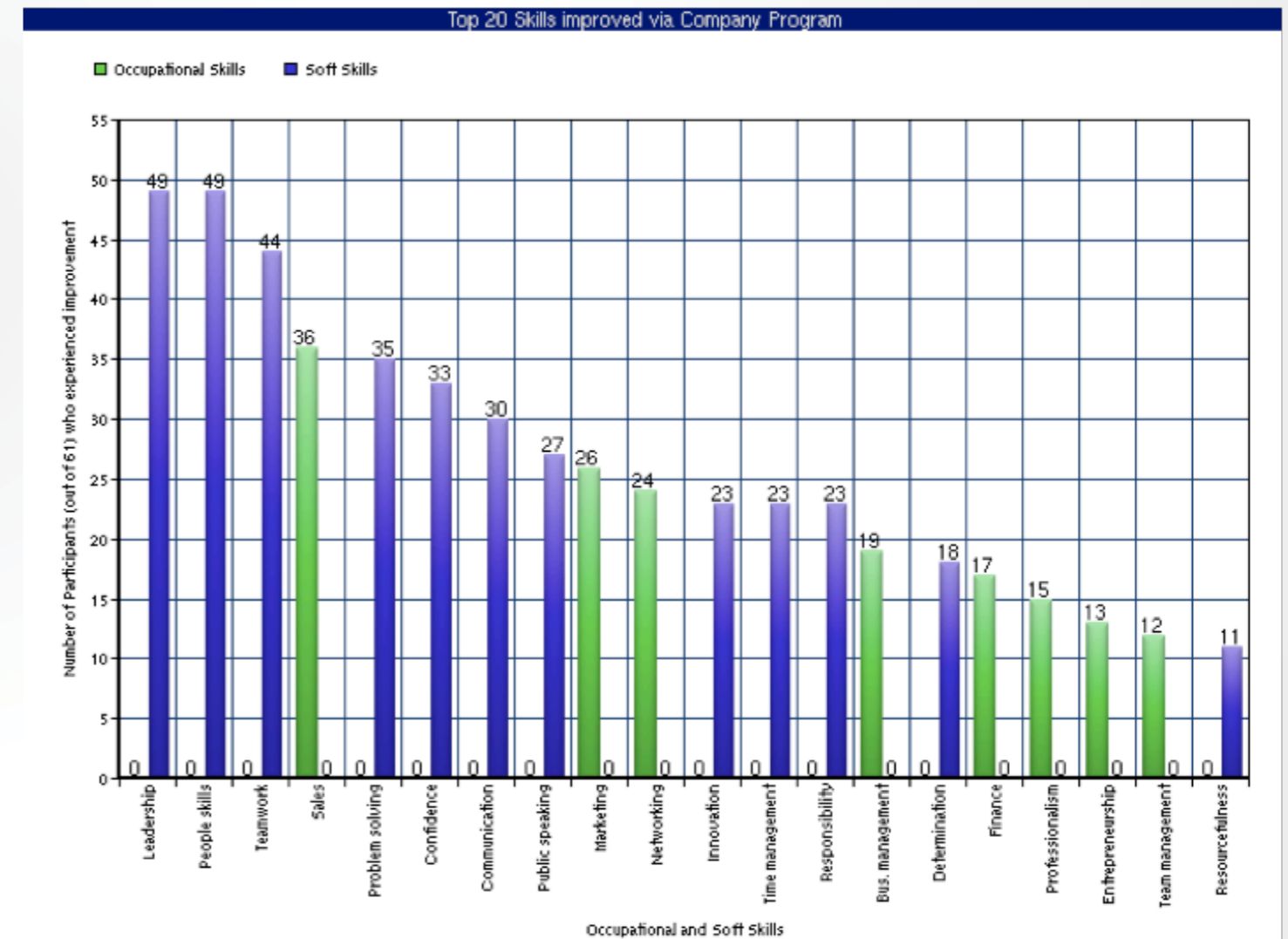
What results is a set of highly encouraging data in support of the program:

- After participating in the Company Program, over 74% of the students feel more empowered to take a leadership role in the workforce in the future
- Over 80% of the students say they understand the importance of managing their finances. The majority say that they have further developed their educational goals.
- Between 67% and 89% of participants say they have developed their career goals.
- Over 70% say that they now feel more confident about their ability to successfully compete in the workforce in the future.
- Over 63% say they now know more about entrepreneurship, and over 60% say they are now more interested in starting their own business.

Qualitative Study of Company Program Alumni:

Similar to the quantitative study, alumni of the Company Program left the program with a heightened confidence and clarity regarding their future.

Many study's participants noted how the program helped them to develop occupational skills (also known as business skills) and soft skills while 82% of alumni note the value of practical training as part of a comprehensive education.



The assessment also found that the Company Program triggers greater clarity and dedication to participants' own economic futures - 34% said that for the first time they were able to decide on a university major aligned with their interests. Further, many reported a specific mindset on how they might contribute to the nation or region and fill a gap in society.

Becoming Entrepreneurial

Aramex Drives Youth Entrepreneurship in Gaza

"We have had a long-standing partnership with INJAZ Al-Arab since 2004, and most recently we have been working together to address youth unemployment in the Arab World, the region's biggest challenge in the coming decades. With activities and cooperation spanning 10 countries in the Arab region, we started working with INJAZ Gaza, part of INJAZ Palestine, in March 2010 with the aim of supporting 12,800 students to complete INJAZ programs by March 2013. We are extremely happy with the progress so far and the achievements by the team, and we look forward to reaching our goal and continuing to contribute to the development of the education of the students of Gaza."

Raji Hattar
Chief Sustainability & Compliance Officer
Aramex

aramex
delivery unlimited

Gaza is not an easy place to be a young person. The geopolitics of the region have generated an environment with limited employment options and little encouragement to develop a local private sector. Around 70% of the population is below the age of 25, and over half of that group is unemployed. Since the blockade started in 2007, nearly 30 percent of Gaza's businesses have closed; among the survivors there have been significant reductions in recruitment. Unable to earn their own income, 80 percent of Palestinians in Gaza currently receive humanitarian aid.

In this taxing environment it is crucial that youth are able to develop and retain a spirit of optimism and see the value of entrepreneurial thinking for themselves and their society. This is the goal of the programs that INJAZ Gaza has been running since 2010 with the support of the top logistics company Aramex.

INJAZ provides a range of courses designed to develop entrepreneurial thinking, business skills, and self-awareness among participants. The immediate goal: to enhance their employability. But crucially,

these programs promote leadership and autonomy through business education, giving the youth of Gaza the tools that will help them generate economic opportunities for their society and to forge a path out of dependence.

Outcomes

As Emad Masri, Office Manager of INJAZ Gaza, noted: "Most of the school principals informed us about the great positive changes in the students' personalities and the new knowledge and skills the students acquire through our programs in addition to attitude changes ... INJAZ students now have a wider outlook and vision compared to their peers".

The roadblocks to a good education, to the employability that this facilitates, and ultimately to business success are being removed slowly but surely by INJAZ and its partners. Aramex has donated significant funds to sponsor INJAZ Gaza and help it carry out its mandate. INJAZ has reached 7,671 students in schools and universities in Gaza since 2010 to date.



Youth Leadership in Action

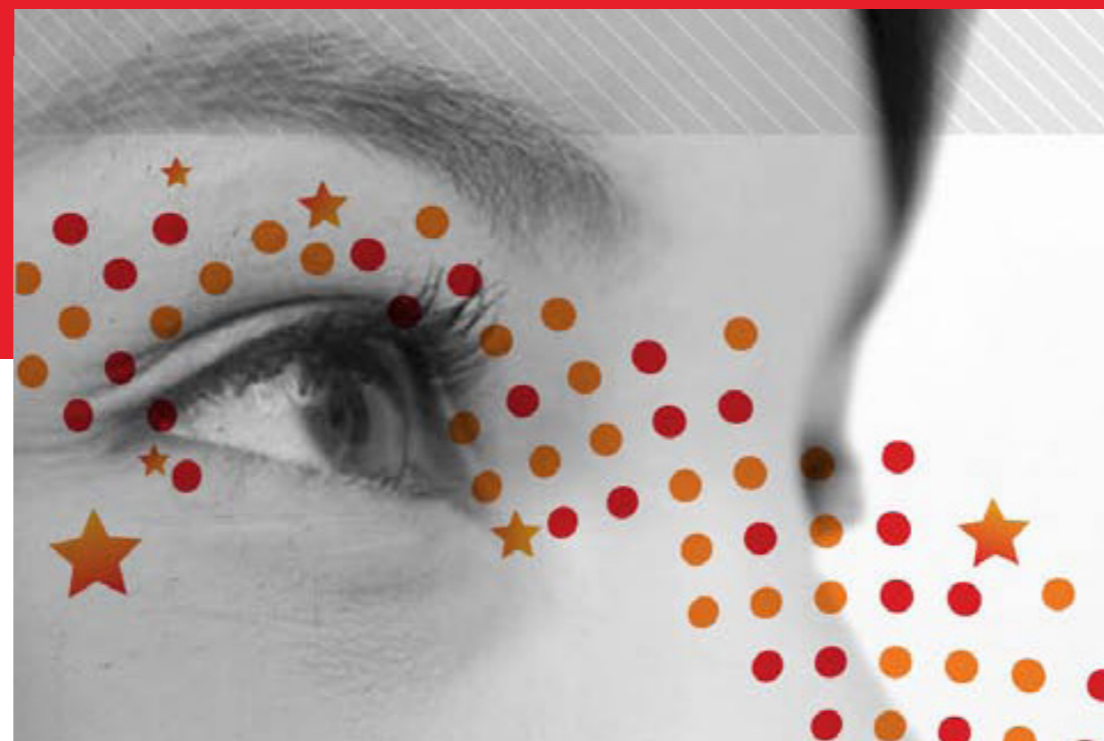


The value of community-oriented projects lies partly in the fact that they enable participants to give something back to the community that nurtures and protects them, and partly in the fact that a community service project requires the combination of imagination and skills that any business venture would demand.

Ripples of Happiness is an educational program that embodies both of these ideas. Developed jointly by the Coca-Cola Foundation and INJAZ Al-Arab, it empowers youth to identify community needs and design projects to address those needs. The students who take part learn fundamental concepts of business and management, explore career interests and opportunities, and learn important principles of entrepreneurship and work readiness.

Over the six-week program, multi-disciplinary student teams work together; first they define a community service project – one that will spread ripples of happiness throughout their communities – then they plan and implement it, with a final report submitted to a panel of judges.

The program was launched across the INJAZ network over the 2011-2012 academic year, with teams from ten universities in five countries – a total of 164 students.



Mr. Imad Benmoussa
General Manager, Coca-Cola Middle East

"Ripples of Happiness is a first step in providing necessary tools to the youth to help build the future of their communities. The program recognizes their ambition, guides their passion, and puts their capabilities to the test. Every step that the Coca-Cola Foundation takes is in an effort to ensure the flourishing of communities, and Ripples of Happiness is a call to awaken social conscience and recognize that with one idea, the future can indeed be shaped in a positive way."

Ripples Of Happiness: Project Skills Developed

- identify challenges and needs in the community
- respond with innovative solutions
- plan, organize, and finance projects
- learn collaboration skills, social networking, group work
- learn management and administration skills, problem solving, planning, organizing, creativity
- gain skills in financial literacy and management
- gain skills in IT, marketing, and public relations

The Projects

Mommy Made: American University of Beirut
Mommy Made aimed to empower women who are facing severe financial, social, or physical challenges. The women were trained to start catering businesses, thus becoming able to earn an independent income.

WeCycle: Lebanese American University
WeCycle was designed to show women how to create sellable products from recycled materials, thereby empowering disadvantaged women and promoting social change while supporting recycling.

Droplets of Happiness: University of Jordan
JU's Droplets of Happiness involved water conservation and minimizing consumption by harvesting rainwater and distributing water filters.

My Environment My Address: Al Amman Ahliyya University
My Environment My Address aimed to increase the awareness of water issues by distributing water-saving equipment and educational brochures that also promoted recycling and the use of renewable energy sources.

3ambloo9 (Ambulance): University of Bahrain
3ambloo9 was an initiative to teach first aid procedures to Bahraini youth. It aimed to increase awareness about common health problems and to provide training in vital first aid procedures.

Bab Al-Khair: Royal University for Women
Bab Al-Khair was a website created by RUW students to make donating to charity easier. Bab Al-Khair allowed individuals to gain access to the services of local charities and organizations and provided a platform to motivate and encourage volunteers to participate in community service activities.

Hand by Hand: Birzeit University
Hand by Hand provided psychosocial support to patients with chronic diseases at the Beit Jala hospital by renovating rooms, gardens, and the library.

Happiness to Our community (H2OC): Bethlehem University
H2Oc created awareness about the labor market among university students and established a volunteering environment for youth in public schools.

Green Planet: College of Business Administration (Men's Campus)
The CBA men's group spread Ripples of Happiness by cleaning a public restroom and bringing toys to children at a local orphanage.

I Save (S.O.S): College of Business Administration (Women's Campus)
The CBA women's group developed a device that can speed ambulances through traffic – and so save lives – using a remote device to manipulate traffic flow.

COUNTRY	UNIVERSITY	TEAM MEMBERS
LEBANON	Lebanese American University	20
	American University In Beirut	21
JORDAN	University Of Jordan	15
	Al Amman Ahliyya University	17
PALESTINE	Birzeit University	13
	Bethlehem University	23
BAHRAIN	University Of Bahrain	16
	Royal University For Women	15
SAUDI ARABIA	College Of Business Administration (Women's Capmus)	11
	College Of Business Administration (Men's Capmus)	13

Youth Leadership in Action



AMBULANCE: *University of Bahrain*

The University of Bahrain's Ripples of Happiness team – Ambulance – sought to deliver an impact that would be felt far beyond their university. The students observed a gap in people's general awareness of how to deal with day-to-day health emergencies and problems. Even basic First Aid procedures were unknown to most of their peers and they saw very little public education on how to respond during health emergencies. Driven by their concern for enhancing people's awareness of common health problems and safety precautions everyone must take, the Ambulance team took it upon themselves to empower their fellow Bahrainis to take first aid matters into their own hands. Put simply, they wanted everyone in their country to know that if "anything happened to them, someone would save them."

Their goal was to start with university students, training at least 4,000 of them in the basics of first aid care and response. Targeting four schools per month – 2 public and 2 private – they moved throughout their country, delivering trainings, posting YouTube videos highlighting their progress and distributing t-shirts and information cards on health risks and procedures to the general public. The team hopes that these engagement tools will have a ripple effect on promoting both first aid awareness and practice, creating an open platform for all people to "learn, teach and support."



WeCycle: *Lebanese American University*

With an open mind and a time constraint, the Lebanese American University's Ripples of Happiness project, WeCycle, set out to make a difference. The WeCycle team consisted of 20 students who worked towards empowering women through recycling while encouraging social transformation. This plan was accomplished by teaching women how to create sellable products from recycled materials. The idea sprang from an intense discussion with their mentor surrounding the problems that Lebanon faces. The two greatest concerns that rose throughout this discussion were Arab women and the environment. So Omar Al-Masri, 24, financial manager, and his teammates decided on a plan that would fit in their

three week deadline. They decided to collect recycled material from a school and brought a trainer to teach six Lebanese women, who did not have a job or any income, how to construct sellable products with these recycled materials. They then proceeded to sell these products through a booth on the LAU campus, which earned USD530 in profits. Half of the money was given to the women, and the other half was used to construct a library for the school students that contributed the recycled materials. The LAU team won the competition in Lebanon and most of the team members have been encouraged to become entrepreneurs.



"Ripples of Happiness was a golden opportunity for us to take the first steps to grow and develop our life skills, in parallel with the university's academic education."

*Haya Abuasba, INJAZ Student
University of Jordan*

"This Initiative helped to refine the individuality of each participant and promote the values of volunteer work within each of us."

*Faiza Abu Khalaf, INJAZ Student
University of Jordan*

"The most amazing element in the program was trying to find innovative and practical solutions to address some of the problems facing our communities that hinder development and growth."

*Hanadi Abu Sarah, INJAZ Student
University of Jordan*

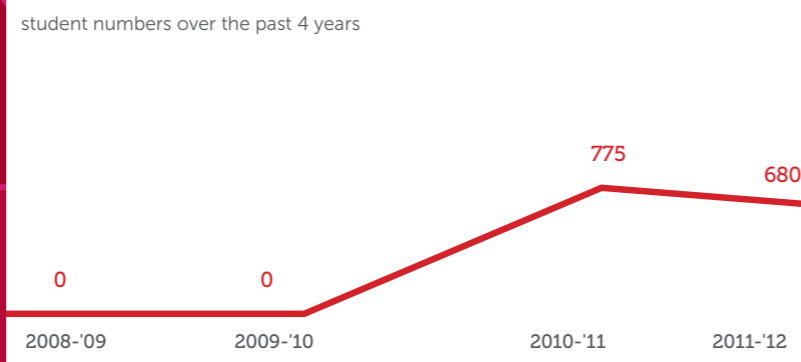
Member Nation Digest { Algeria }



Mr. Slim Othmani
NCA Ruiba
Chairman



Ms. Leen Abdul Jaber
Executive Director



Board Members

Mrs. Hind BenMiloud, Cabinet D'Advocats BenMiloud
Mr. Abdelkrim Boudra, IICOM Institut International de Communication et de Marketing
Mrs. Rym Othmani, MMC DDB
Mr. Kamal Driss, CitiBank
Mr. Wael Merhabi, Afia from the Saudi Savola Group
Mr. Ali Azzouz, Xerox
Mr. Madjid Feckeur, RedMed, US-Algeria Business Council
Mr. Rachid Sekak, HSBC
Mrs. Nawal El Aidaoui, P&G
Mrs. Khedidja Belhadi, Algerian Managers & Entrepreneurs
Mr. Sofiane Chaib, IN-tuition
Mr. Touffik Fredj, GE
Mr. Hassen Khelifati, Alliance Assurance
Mr. Samir Karoum, Alstom
Mr. Luc Callebat, LAFARGE
Mr. Alexander Hamadouche, Abraaj Capital
Mr. Joseph Ged (presented by Mr. Daoud Bulushi), Nedjma (WFA)
Mr. Naim Soltani, Dzeriet Magazine

Achievements

After a successful meeting with national universities at the Ministry of Higher Education, INJAZ Algeria launched with the immediate implementation of the Company Program.

With substantial support of the private sector, a total of 14 Company sessions ran this year reaching 420 Algerian Youth. These sessions were conducted by a total of 17 professional volunteers from the private sector representing Citi, HSBC, Rouiba NCA, Lafarge, Williamson (Lions club), P&G as well as two entrepreneurs.

University participants include Ecole National Supérieur d'Informatique (ESI), Ecole Polytechnique d'Architecture et d'Urbanisme (EPAU), Ecole National Supérieur Polytechnique (ESI), Ecole National Supérieur de Technologie (ENST) Ecole National Supérieur de Travaux Publics (ENSTP), Haute Ecole de Commerce (HEC), Ecole National Supérieur d'Hydraulique (ENSH), Ecole Nationale Supérieure des Sciences de la Mer et de l'Aménagement du Littoral (ENSSMAL) and the Université des Sciences et de la Technologie Houari Boumediene (USTHB).

Facts & Figures

GDP: \$188.68 Billion (2011)
GNI per capita: \$8,370 (2011)
Percent of population, ages 15-24: 21% (2010)
Percent of working age population, ages 15-24: 30% (2010)
Latest youth unemployment rate: 10% (2011)



680 students

27 volunteers

1 school

10 universities

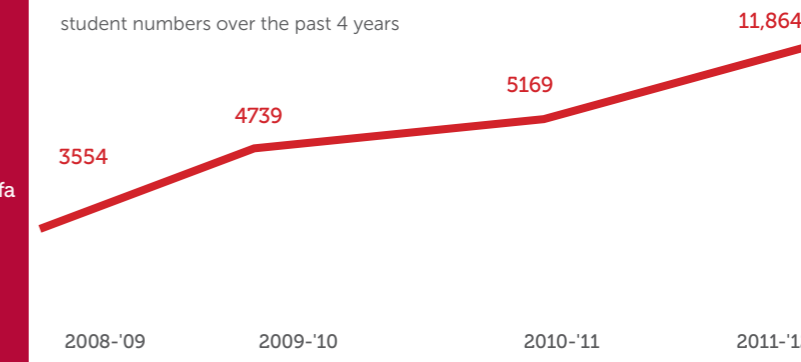
Member Nation Digest { Bahrain }



Mr. Abdul Rahman Al Jawahery
Gulf Petrochemical Industries Co. (BSC)
Chairman



Sheikha Hessa Al-Khalifa
Executive Director



Board Members

Mr. Samer Majali, Gulf Air
Mr. Mahmood Al Kooheji, Tamkeen
Mr. Patrick Gallagher, HSBC
Mr. Gordon Smith, Bahrain Petroleum Company B.S.C (CLOSED)
Mr. Ahmed Al Noaimi, Ibtikar
Mr. Yasser Al Sharifi, Al Rajhi Holdings
Mr. Nabeel Al Tattan, Al Salam Bank
Mr. Mahmood Al Kooheji, Aluminium Bahrain
Mr. Austin Rudman, Ernst & Young
Mr. Ahmed A.Rahim, Ithmaar Bank
Mr. Rashid Abdulla, Bahrain Telecommunications Company (B.S.C.)
Mr. Ehab Lori, Fortune Promoseven
Dr. Mohamed Al Khalifa, Bahrain National Gas Company
Mr. Abdulkarim Bucheery, Bank of Bahrain & Kuwait
Mr. Abdul Hakeem Al Khayat, Kuwait Finance House
Mr. Mazen Manna, CitiBank
Mr. Gayes Zu'bi, Qays H. Zu'bi Attorneys & Legal Consultant

Achievements

As part of its plan to expose students to the real world of work, INJAZ Bahrain has organized an internship program for 34 students from 5 schools participating in the Company Program and the University of Bahrain.

The students follow a structured guideline focusing on five key work disciplines within each company; Marketing, Production, Human Resources, Public Relations, and Finance.

The internship opportunity was made available by six industrial and financial institutions: GPIC, BBK, Alba, Citi Bank, Gulf Air, and KFH.

Facts & Figures

GDP: \$22.95 Billion (2010)
GNI per capita: \$21,240 (2010)
Percent of population, ages 15-24: 20.6% (2008)
Percent of working age population, ages 15-24: 21.7% (2011)
Latest youth unemployment rate: 54.10% (2008)



11,864 students

371 volunteers

71 schools

2 universities

Gold Sponsors:



Gold Sponsors:



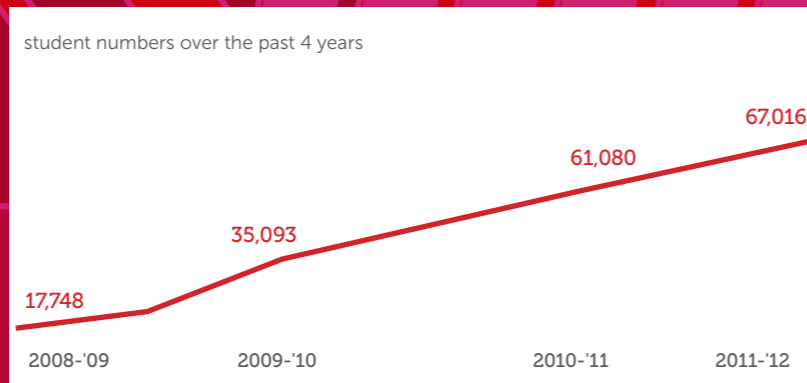
Member Nation Digest { Egypt }



Alex Shalaby
Mobiniil
Chairman



Ms. Dina El Mofty
Executive Director



Achievements

In July 2012 INJAZ Egypt was awarded the 2012 MetLife Foundation Entrepreneurial Award for its innovative program called the INJAZ Egypt Entrepreneurship Pipeline Project. They had been selected out of 70 submissions from 47 Junior Achievement organizations across 14 countries for their project being extremely well designed, implemented, executed and the most easily adaptable and replicated on a worldwide scale.

The "Entrepreneurship Pipeline Project" was developed in direct response to Egypt's post-revolution needs. INJAZ began generating real sustainable businesses by transforming the Company Program and Competition into an entrepreneurship pipeline. In 2011, 10 companies won private sector incubation and seed-funding and entered out new Startup program, mentoring them through legal registration, increasing competitiveness and sustainability.

Facts & Figures

GDP: \$59.71 Billion (2012)
GNI per capita: \$6,160 (2011)
Percent of population, ages 15-24: 25% (2011)
Percent of working age population, ages 15-24: 31% (2010)
Latest youth unemployment rate: 25% (2011)



67,016 students

460 volunteers

214 schools

10 universities

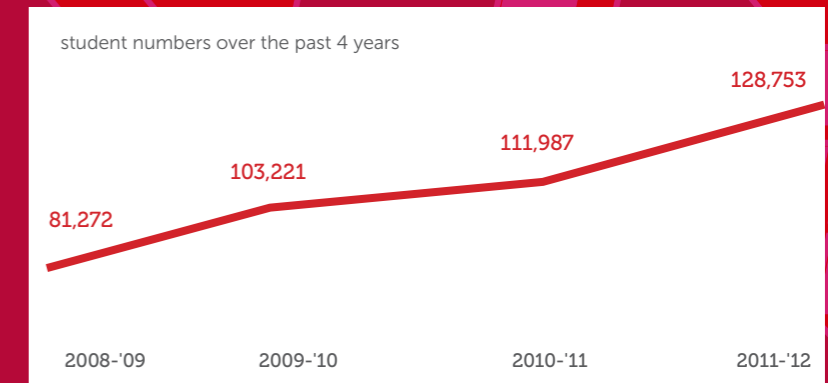
Member Nation Digest { Jordan }



Rudain Kavar
Kawar Group
Chairman



Ms. Deema Bibi
CEO



Board Members

Mr. Salim Karadsheh, Nuqul Group
Mr. Omar Agha, Saraya Holdings
Ms. Lina Hundaileh, The Commercial & Industrial Company
Ms. Reem Eses, Cairo Amman Bank
Mr. Osama Imseeh, Imseeh
Mr. Ihab Hinnawi, Umniah
Dr. Amjad Aryan, Pharmacy 1
Mr. Ahmed Salah, Jordan Telecom Group
Mr. Faraj Bassil, Aramex
Ms. Dina Shoman, Arab Bank

Achievements

INJAZ Jordan partnered with the Ministry of Planning and International Cooperation (MoPIC) to implement the Company Program. MoPIC will be funding the growth of this program over the next three-years to establish 225 student companies. The Company Program rolled out in nine public universities in November with the objective of building entrepreneurial capacity of young Jordanians and promoting self employment to encourage job creation while engaging the private sector and utilizing its knowledge, expertise and skills. Fifty student companies are meeting on a weekly basis to establish product ideas with private sector volunteers various universities in Jordan.

Facts & Figures

GDP: \$28.84 Billion (2011)
GNI per capita: \$5,970 (2011)
Percent of population, ages 15-24: 21.5% (2010)
Percent of working age population, ages 15-24: 37% (2010)
Latest youth unemployment rate: 32% (2012)



128,753 students

3,356 volunteers

201 schools

36 universities

Gold Sponsors:



Gold Sponsors:



Member Nation Digest { K.S.A }



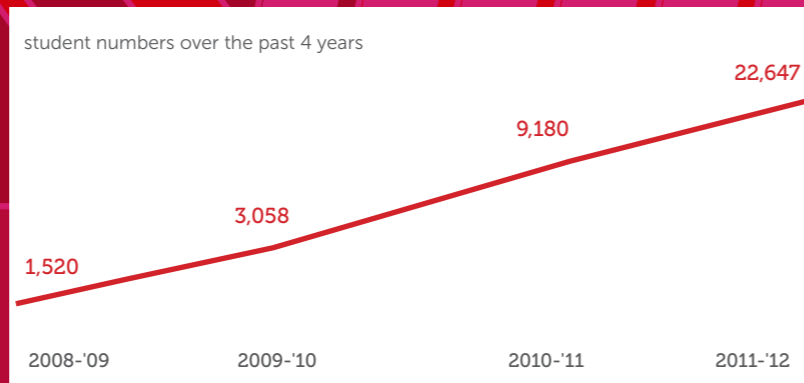
Abdulkareem Abu Alnasr
National Commercial Bank
Chairman



Nael Fayeze
CEO

Board Members

Mohammed Abdul Latif Jameel, Abdul Latif Jameel Community Initiatives
Abdulraouf Mohammad A. Mannaa, The Savola Group
Waleed A. Al-Banawi, B.I.G. (Banawi Industrial Group)



Achievements

This year INJAZ-Saudi Arabia took on the mission to expand geographically into ten cities (Jeddah, Riyadh, Makkah, Tabuk, Abha, Khamis Mushait, Dammam, Khobar, Jubail, Dhahran) as well as expand in the number programs offered, and reach out to university students for the first time. INJAZ-Saudi Arabia was able to achieve this growth and reach 22,598 students all the while adhering to a very strict male and female distribution mixture and private to public schools ratios.

Facts & Figures

GDP: \$576.82 Billion (2011)
GNI per capita: \$24,970 Billion (2011)
Percent of population, ages 15-24: 21% (2010)
Percent of working age population, ages 15-24: 27% (2010)
Latest youth unemployment rate: 29.9% (2010)



22,647 students

300 volunteers

218 schools

7 universities

Member Nation Digest { Kuwait }



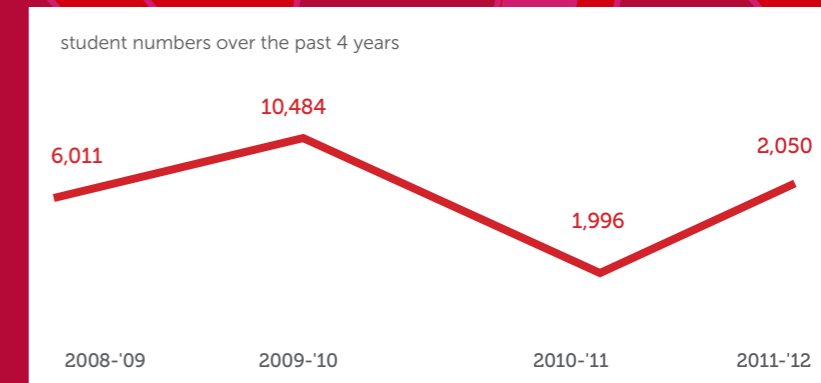
Omar Alghanim
Al Ghanim Industries
Chairman



Rana Al Nibari
CEO

Board Members

Mrs. Sharifa Al-Homaizi, Jasim Y Homaizi Trading Co. Al Homaizi Ltd.
Mr. Nasser Abdulhassan, Agi Architects
Mr. Bader Al-Kharafi, Gulf Cable
Mrs. Reem Al Sabah, Quality Stream
Mr. Tareq Sultan, Agility
Mr. Yousef Al-Ebraheem, Al-Diwan Al-Amiri
Mr. Khaled Al-Mutawa, Ali Abdulwahab Al-Mutawa Company
Mr. Abdulwahab Al-Marzouq, K4 Trading & Contracting Co.
Mr. Meshaan Al-Meshaan, Al Argan International Real Estate Company
Mr. Abdulwahab Al-Mutawa, Sahara Petroleum International Co. of Unicorn Group



Achievements

This year INJAZ Kuwait surpassed its growth target by almost three per cent having reached 2,050 students with 83 volunteers. In addition, INJAZ Kuwait increased its program reach by reaching more classes within one of its partner schools.

Facts & Figures

GDP: \$176.59 Billion (2011)
GNI per capita: \$53,820 (2010)
Percent of population, ages 15-24: 15.5% (2010)
Percent of working age population, ages 15-24: 22% (2010)
Latest youth unemployment rate: 23.3% (2010)



2,050 students

83 volunteers

5 schools

0 universities

Gold Sponsors:



Gold Sponsors:



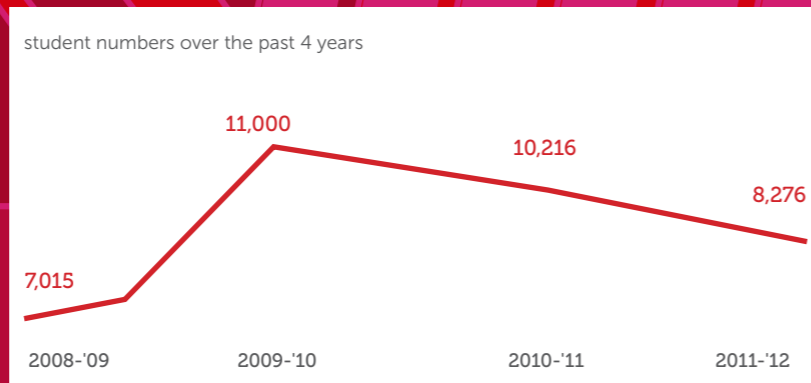
Member Nation Digest { Lebanon }



Kamal Katra
Merrill Lynch/Bank of America
Chairman



Rania Jalkh
Executive Director



Achievements

In recognition of the key role the media plays in providing exposure and promoting the mission of INJAZ within society, and with an aim to emphasize the strong partnership between the two parties, INJAZ Lebanon hosted an event to acknowledge the effort of the journalists and media figures from various Lebanese media outlets. The event was held in the Lebanese American University in the presence of an array of renowned media personnel, and INJAZ Lebanon's Board of Directors.

Facts & Figures

GDP: \$42.19 Billion (2011)
GNI per capita: \$14,000 (2011)
Percent of population, ages 15-24: 17.9% (2010)
Percent of working age population, ages 15-24: 26% (2010)
Latest youth unemployment rate: 19% (2012)



8,276 students

312 volunteers

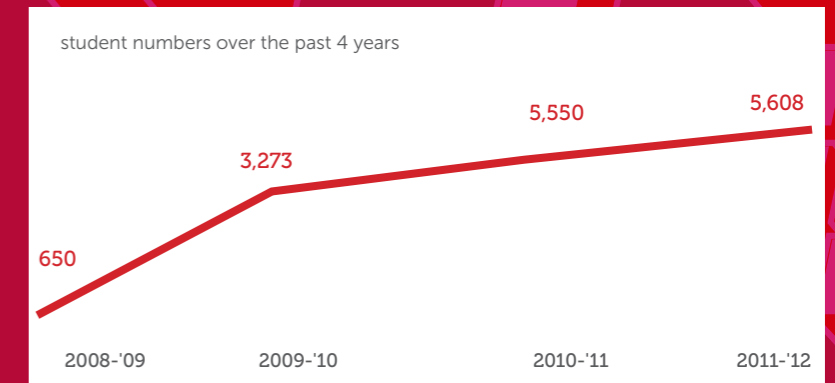
102 schools

2 universities

Member Nation Digest { Morocco }



M'hammed Abbad Andalouss
INJAZ Al Maghrib
Chairman & CEO



Board Members

Mr. Jaouad Cheikh Lahlou, Cooper Pharma
Mr. Amine Souhail, Sopriam
Mrs. Nawal El Aidaoui, Procter & Gamble
Mr. Ismail Dibouri, Attijariwafa Bank
Mr. Rachid Benmokhtar, ONDH
Mrs. Leila Mamou, Wafasalaf
Mr. Rabea Allama, Amcham
Mr. Brahim Slaoui, Mafouder
Mrs. Hind Mejjati, Vivo Energy
Mr. Badr Benyoussef, Bourse de Casablanca
Mrs. Nadia Fassi Fihri, FC Communication
Mr. Abdelmounim Fouzi, Capital Consulting
Mrs. Nawal El Ghaib, CitiBank Maghreb
Mr. Ramses Arroub, Wafa Assurance
Mr. Mohamed Berrada, Sonatex
Mr. Sami Chabenne, The Boston Consulting Group

Achievements

INJAZ Morocco had a number of key achievement through this academic year including a review of its strategy and organizational structure by Boston Consulting Group and the mobilization of 13 new partners. In addition, they opened a new office in Tangier, implemented two new programs – Economics for Success and It's My Business. They also created a new program called Stock in Action and implemented the Company Program at the university level for 600 3rd year students with a focus on Entrepreneurship Culture with 24 student companies.

Facts & Figures

GDP: \$100.22 Billion (2011)
GNI per capita: \$4,910 (2011)
Percent of population, ages 15-24: 25% (2010)
Percent of working age population, ages 15-24: 30% (2010)
Latest youth unemployment rate: 30% (2010)



5,608 students

215 volunteers

46 schools

1 university

Gold Sponsors:



Gold Sponsors:



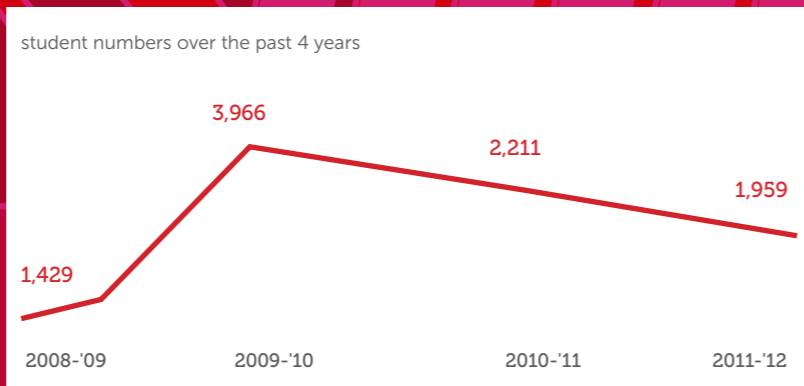
Member Nation Digest { Oman }



Khalid M Al Zubair
Al-Zubair Corp
Chairman



Shabib Al Ma'mari
Executive Director



Board Members

Khalid Al-Zubair, Al-Zubair Corp.
Wael Allawati, Omran
Talal Al-Rahbi, ITA
Aisha Kharusi, NBO
Hamed Sulaimi, Al-Sulaimi Group
Yousf AlYousf, Al-Yousf Group

Achievements

INJAZ Oman celebrates two main achievements this year. Firstly, the Shaikati Program and Competition signing ceremony between Mr. Wael Lawati Omran and Dr. Ahmed Al-Gasani, the Dean of the Higher College of Technology. Secondly, the implementation of the Shaikati Program and Competition that will provide a \$13,000 prize to be used as seed money to the winning team for business start-up costs.

Facts & Figures

GDP: \$71.78 Billion (2011)
GNI per capita: \$25,770 (2010)
Percent of population, ages 15-24: 29% (2010)
Percent of working age population, ages 15-24: 31% (2010)
Latest youth unemployment rate: 19.6% (2010)



1,959 students

41 volunteers

1 school

17 universities

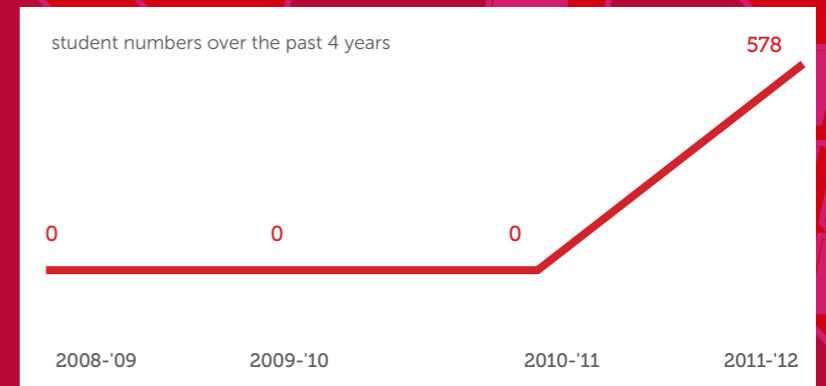
Member Nation Digest { Pakistan }



Muneer Kamal
KASB Finance
Chairman



Azra Maqsood
Executive Director



Board Members

Dr. Razi Azmat, Habib Bank Limited
Mr. Waqar Hassan Siddique, Abraaj Capital
Mr. Qaiser Jamal, Byco Oil Pakistan
Mr. Nadeem Lodhi, CitiBank Pakistan
Mr. Ahsan Jamil, The Aman Foundation
Mr. Ghufraan Atta Khan, Karachi Electric Supply Corporation

Achievements

With a very successful launch this year, INJAZ Pakistan is off to a strong start with 531 students impacted through 4 programs: Innovation Camp, Entrepreneurial Masterclass, Success Skills and Personal Economics. Innovation Camp conducted at Government College of Technology graduated 110 female achievers, reaching a record attendance across MENA region for any Camp conducted during a pilot phase.

INJAZ Pakistan trained 60 volunteers, including employees of Gloria Jeans, Habib Bank Limited, Karachi Electric Supply Corporation (KESC), International Finance Corporation, Entrepreneurship and Community Development Institute, Barclays, and Aman Foundation.

The Board has also been actively involved with great enthusiasm with Ahsan Jamil, CEO of Aman Foundation, Rizwan Razvi, CEO of Young Moajid, Tabish Gauhar, CEO of KESC, and Azfar Ashary, CEO of Gloria Jeans, all delivering motivational talks and volunteering in the sessions.

Facts & Figures

GDP: \$211.09 Billion (2011)
GNI per capita: \$2,880 (2011)
Percent of population, ages 15-24: 21% (2010)
Percent of working age population, ages 15-24: 35% (2010)
Latest youth unemployment rate: 21.7% (2010)



578 students

48 volunteers

7 schools

0 universities

Gold Sponsors:



Gold Sponsors:



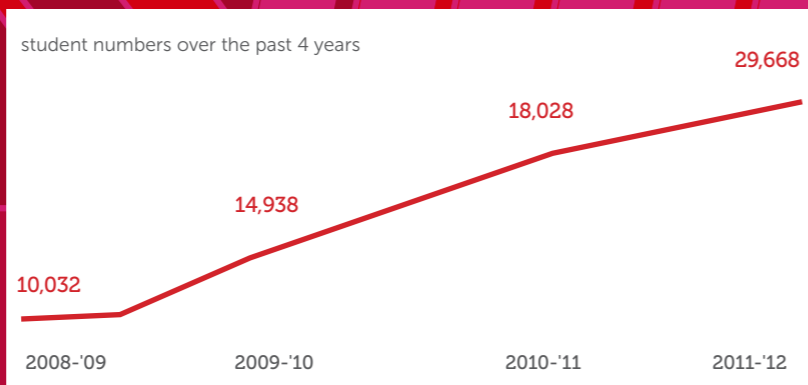
Member Nation Digest { Palestine }



Ali Aggad
Arab Palestinian Investment
Company - APIC



Randa Salameh
Executive Director



Achievements

During the academic year of 2011/2012, INJAZ Palestine managed to reach more than 29,000 students. With the help of more than 500 volunteers from the Palestinian private sector companies, its programs covered more than 95 schools (private, public and UNRWA), and 25 universities and colleges in nine different governorates including Ramallah, Nablus, Jenin, Qalqilia, Hebron, Bethlehem, Jerusalem, Jericho, and Gaza Strip.

Facts & Figures

GDP: \$6.641 Billion (2012)
GNI per capita: \$1,483 (2009)
Percent of population, ages 15-24: 21% (2010)
Percent of working age population, ages 15-24: 39% (2010)
Latest youth unemployment rate: 33% (2010)



29,668 students

454 volunteers

96 schools

25 universities

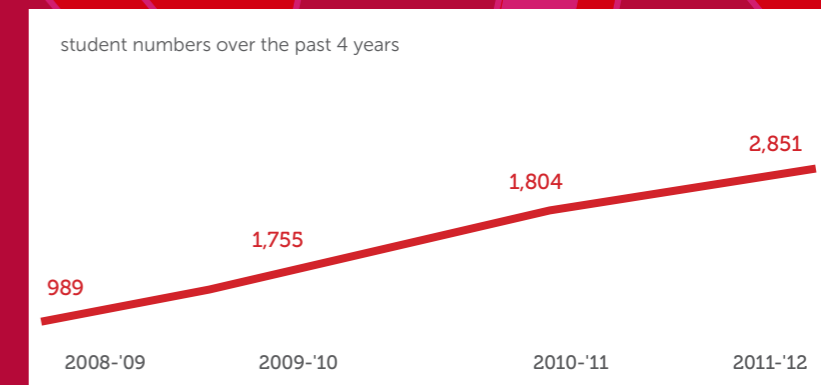
Member Nation Digest { Qatar }



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



Aysha Al Mudekhi
Executive Director



Board Members

Mr. Abdullah Al Marri, Qatar First Investment Bank
Mr. Shashank Srivastava, Qatar Financial Center Authority
Mr. Ali Telfat, Qatar Petroleum
Mr. Georges White, Carnegie Mellon University Qatar
Mr. Samer Jaghoub, Deloitte
Dr. Izzat Dajani, CitiBank
Mr. Saud Al Thani, Qatar Telecom
Mr. Barton Cahir, ExxonMobil
Mr. Ashraf Abu Issa, Blue Salon
Mr. Abdulhakeem Mostafawi, HSBC Bank

Achievements

INJAZ Qatar held its first fundraising Gala Dinner on November 29th, 2011, resulting in 23 new corporate partners who have provided support through funding and/or volunteers.

Also, this academic year 112 volunteers delivered programs to 3000 students representing a 63% increase from the previous academic year and bringing total outreach since 2007 to 8,000 students. That also resulted in the expansion of the Business Leaders Campaign reaching 770 students.

Facts & Figures

GDP: \$172.98 Billion (2011)
GNI per capita: \$87,030 (2011)
Percent of population, ages 15-24: 15% (2010)
Percent of working age population, ages 15-24: 17% (2010)
Latest youth unemployment rate: 24% (2011)



2,851 students

112 volunteers

19 schools

2 universities

Gold Sponsors:



Gold Sponsors:



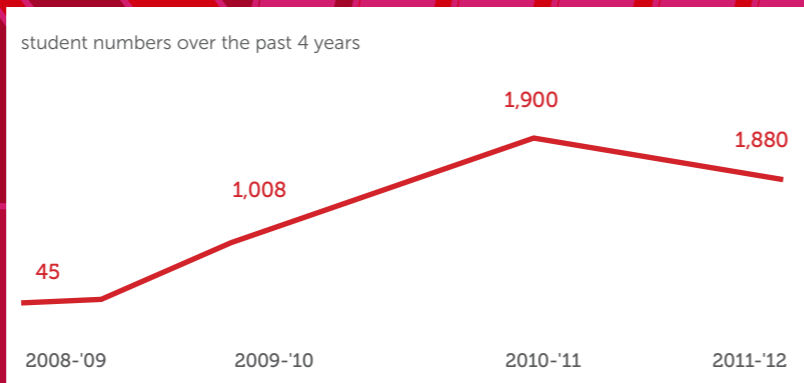
Member Nation Digest { Tunisia }



Ahmed Bouzguenda
Societe Bouzguenda freres
Chairman



Abdallah Ben Abdallah
General Manager



Board Members

- Mr. Adel Goucha, Abraaj Tunisia
- Mr. Ahmed Bassalah,
- Mr. Mohamed Toumi, President & CEO
- Ms. Sonia Ben Mrad, VIVO Energy Tunisia
- Mr. Majdi Hassen, Arab Institute of Business Leaders
- Mr. Mahmoud Ben Sedrine, Businessman (Tourism, Health & Logistics)
- Mr. Mahmoud Triki, Mediterranean School of Business
- Mr. Mahmoud Ettiriqi, Societe D Exploitation et de Gestion des Ouvrages et Reseaux
- Mr. Mark Liebster, Shell Tunisia Offshore GmbH

Achievements

This academic year, INJAZ Tunisia re-launched its operations, formed a new Board of Directors, and signed three memorandums of understanding with leading educational institutions.

Facts & Figures

- GDP: \$45.86 Billion (2011)
- GNI per capita: \$9,090 (2011)
- Percent of population, ages 15-24: 29% (2011)
- Percent of working age population, ages 15-24: 27% (2010)
- Latest youth unemployment rate: 31% (2011)



- 1,880 students
- 46 volunteers
- 1 school
- 20 universities

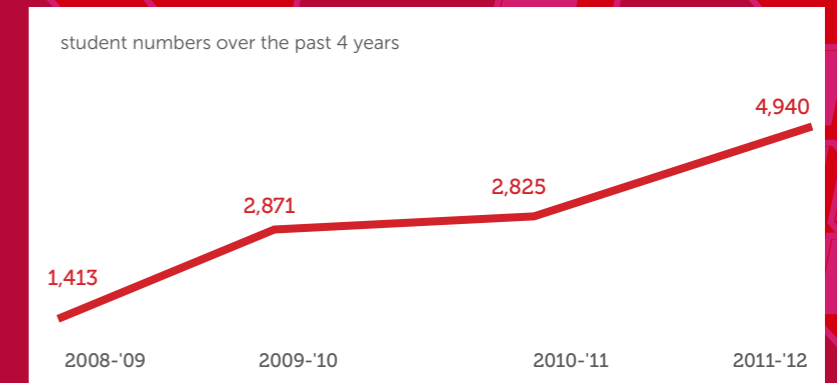
Member Nation Digest { U.A.E. }



Sheikh Khaled Bin Zayed Al Nahayan
Bin Zayed Group
Chairman



Sulaf Al-Zu'bi
CEO



Board Members

- Mr. Jeff Johnson, Boeing Middle East
- Mr. Abdul-Fatah Sharaf, HSBC-UAE
- Ms. Lubna Qasim, Ministry of Economy
- Mr. Steve Donovan, CitiBank
- Mr. H.E. Abdullah Al-Darmaki, The Khalifa Fund for Enterprise Development
- Mr. Morten Mauritzen, ExxonMobil

Achievements

For the first time ever, INJAZ-UAE extended its reach across the Northern Emirates in partnership with the Khalifa Fund for Enterprise Development. Seven Innovation Day Camps were held in Ajman University of Science and Technology, Sharjah University, Fujairah Higher Colleges of Technology and Ras Al Khaimah Higher Colleges of Technology, allowing INJAZ-UAE to officially start programs within these campuses benefiting 400 plus students in its first term. With this geographic expansion, INJAZ-UAE was able to reach 5000 students during the academic year 2011/2012, crossing the 15,000 student mark since establishment.

Facts & Figures

- GDP: \$360.25 Billion (2011)
- GNI per capita: \$48,220 (2011)
- Percent of population, ages 15-24: 25% (2010)
- Percent of working age population, ages 15-24: 20% (2010)
- Latest youth unemployment rate: 12.1% (2010)



- 4,940 students
- 798 volunteers
- 18 schools
- 14 universities

Gold Sponsors:



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Member Nation Digest { Yemen }



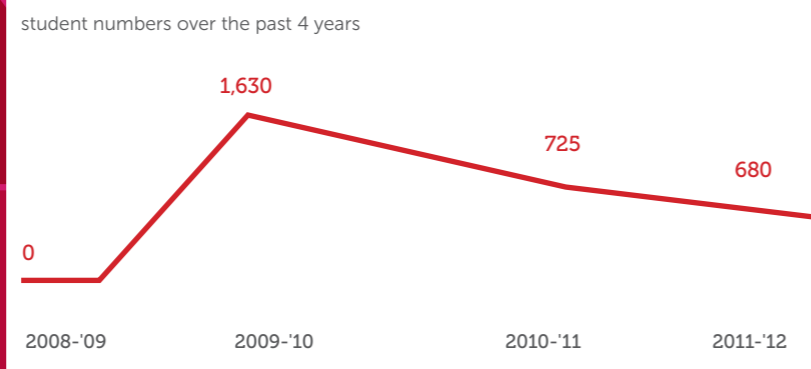
Munir Ali Daair
Dome
Chairman



Majid Khalid
Operations

Board Members

- Mrs. Huda ALSharafi, Almaz Group
- Mr. Faris Sanabani, Yemen Observer
- Mr. Raed Ahmed, MTN
- Mr. Yahya Abuelrejal, Abu El Rejal



Achievements

This year, INJAZ Yemen managed to maintain its operation despite the difficult conditions throughout the country. It reached 600 female students through the Entrepreneurship Master Class and 600 male and female students through the Be Entrepreneurial class.

The Company Program was implemented in 4 schools reaching 60 students and in universities reaching 45 students. A documentary, the first on the Company Program, was produced and aired on the Aqeeq satellite channel and all local television stations, and the

Facts & Figures

- GDP: \$33.76 Billion (2011)
- GNI per capita: \$2,180 (2011)
- Percent of population, ages 15-24: 22% (2010)
- Percent of working age population, ages 15-24: 42% (2010)
- Latest youth unemployment rate: 35% (2010)



- 680 students
- 12 volunteers
- 6 schools
- 0 universities



Gold Sponsors:



In Memory of Dave Robinson 1971 – 2012

INJAZ Al-Arab dedicates this annual report to the memory of public relations pioneer and INJAZ regional board member Dave Robinson, who passed away in late September 2012. Dave was a strong believer in the importance of private sector support for public interest initiatives and the ability of private sector-civil society partnerships to effect powerful social change. He believed that as a resident of the Middle East he had a personal responsibility to give back to society and help young people in the region tackle the immense challenges facing them.

Dave engineered a sweeping partnership between Hill & Knowlton and INJAZ Al-Arab that provides invaluable communication and marketing support to INJAZ and its member nations, a pro-bono commitment valuing \$2.5 million that will continue for years to come.

More than that, Dave's personal commitment to INJAZ was a pillar of strength that we could rely on anytime day or night, regardless of the situation.

His warmth, wit, and charm will be sorely missed by everyone in the INJAZ family.

"We will be forever grateful for Dave's unconditional and relentless support for our youth. He never missed a moment to give us his all and inspired everyone with his great enthusiasm and electrifying energy. His legacy will live through all of us who knew him as an exemplary business leader and friend."

Soraya Salti
Regional Director,
INJAZ Al-Arab

"It would be an honor a foreign national such as myself to support initiatives that change lives in the countries and for the people who are kind enough to host me and allow me to participate in their life."

-Dave Robinson, 2007, upon acceptance of INJAZ regional board membership

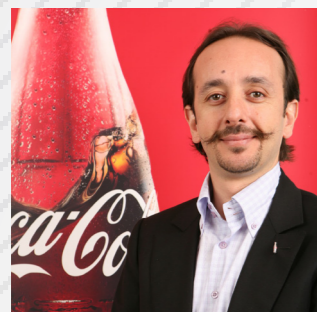


"It is very inspiring to see the achievements of INJAZ collaborative and collective efforts of the INJAZ We at Hill & Knowlton Middle East continue to be the organization which – at a time perhaps more

-Dave Robinson, August 5, 2011

play out on a broader global stage and re-energizing to see that the team, the board, and the students are creating genuine social impact and progress. proud of our association with INJAZ and remain committed to the objectives of than any other – are crucial to this region's sustainable future and prosperity."

Regional Board Of Directors



Imad Benmoussa
General Manager
Coca-Cola Middle East



Michael Miebach
President
MasterCard Worldwide Middle East
& Africa



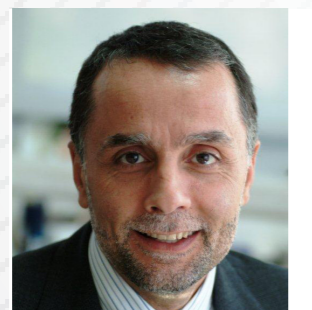
Majed Najm
General Manager
Retail Banking & Wealth
Management SABB – HSBC



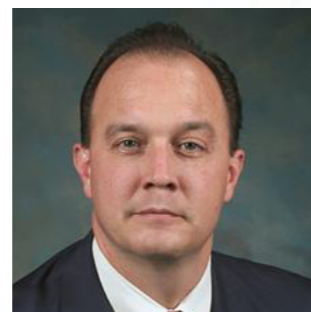
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Chairman & Chief Executive Officer
Deloitte & Touche Middle East



Hani Kablawi
Executive Vice President & Head
of EMEA Asset Servicing
Bank of New York Mellon



Fadi Ghandour
Founder & Chief Executive Officer
ARAMEX International



Jeffrey Johnson
Vice President, Boeing International
President, Boeing Middle East



Frank Kemnetz
Vice President & General Manager
ExxonMobil Middle East



Omar El Hamamsy
Partner
McKinsey & Company Middle East



Sjoerd Leenart
Chief Executive Officer
J.P. Morgan, Middle East & North Africa



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



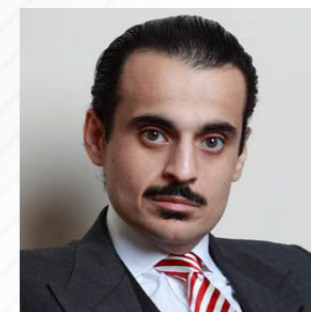
Abdulkareem Abu Alnasr
Vice Chairman, INJAZ Al-Arab
Chief Executive Officer, The National Commercial Bank



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



Sheikha Hanadi Nasser Bin Khaled Al Thani
Founder & Chairperson
Amwal



Omar Alghanim
Chief Executive Officer
Alghanim Industries



Sean Rush
President & Chief Executive Officer
Junior Achievement Worldwide



Steve Donovan
Regional Executive
Citi Transaction Services
Middle East, Egypt, Pakistan & Turkey



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Regional General Manager
Intel Corporation, Middle East
& North Africa



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Gulf Business, InvestCorp



Frederic Sicre
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Abraaj Capital

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Akef Aqrabawi



Julie Manneh



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