

EMPOWERING A GENERATION

ANNUAL REPORT 2014/2015

HIKAYATY: A REGIONAL
PLATFORM TO
SHOWCASE IMPACT

YOUR CAREER PROSPECTS
ARE A FEW CLICKS AWAY!
WWW.EYH-INJAZ.ORG

COMPANY PROGRAM
REVAMPED



REGIONAL ALUMNI
NETWORK KICKS OFF

EXPAND YOUR HORIZON
JOINS FORCES WITH
CORPORATE PARTNERS
TO CONNECT ARAB
YOUTH WITH ACCESS TO
JOB OPPORTUNITIES

INJAZ LAUNCHES
SOCIAL MEDIA
CAMPAIGNS WITH
#BELIEVEININJAZ
& #WHYINJAZ

TACKLING NEW DIGITAL
FRONTIERS: BLENDED
LEARNING COMPANY
PROGRAM



INJAZ Al-Arab

A Member of JA Worldwide



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 14 countries across MENA as a federation of national operations. More than two million Arab Youth have benefited from INJAZ programs to date.

INJAZ's unique education model enables students to make a successful 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.

OUR MISSION

is to accelerate young people's ability to contribute to the economic development of nations by connecting them with dedicated business mentors and providing them with the skills and mindset they need to become the entrepreneurs and business leaders stimulating their communities.



OUR VISION

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

OUR VALUES

- ▲ Belief in the Boundless Potential of Young People
- ▲ Commitment to Connecting Knowledge and Experience with Enthusiasm
- ▲ Real World Culturally Relevant and Engaging Programs
- ▲ Belief in the Power of Partnership and Collaboration
- ▲ Commitment to Entrepreneurship as the Pathway to Economic Prosperity and Success

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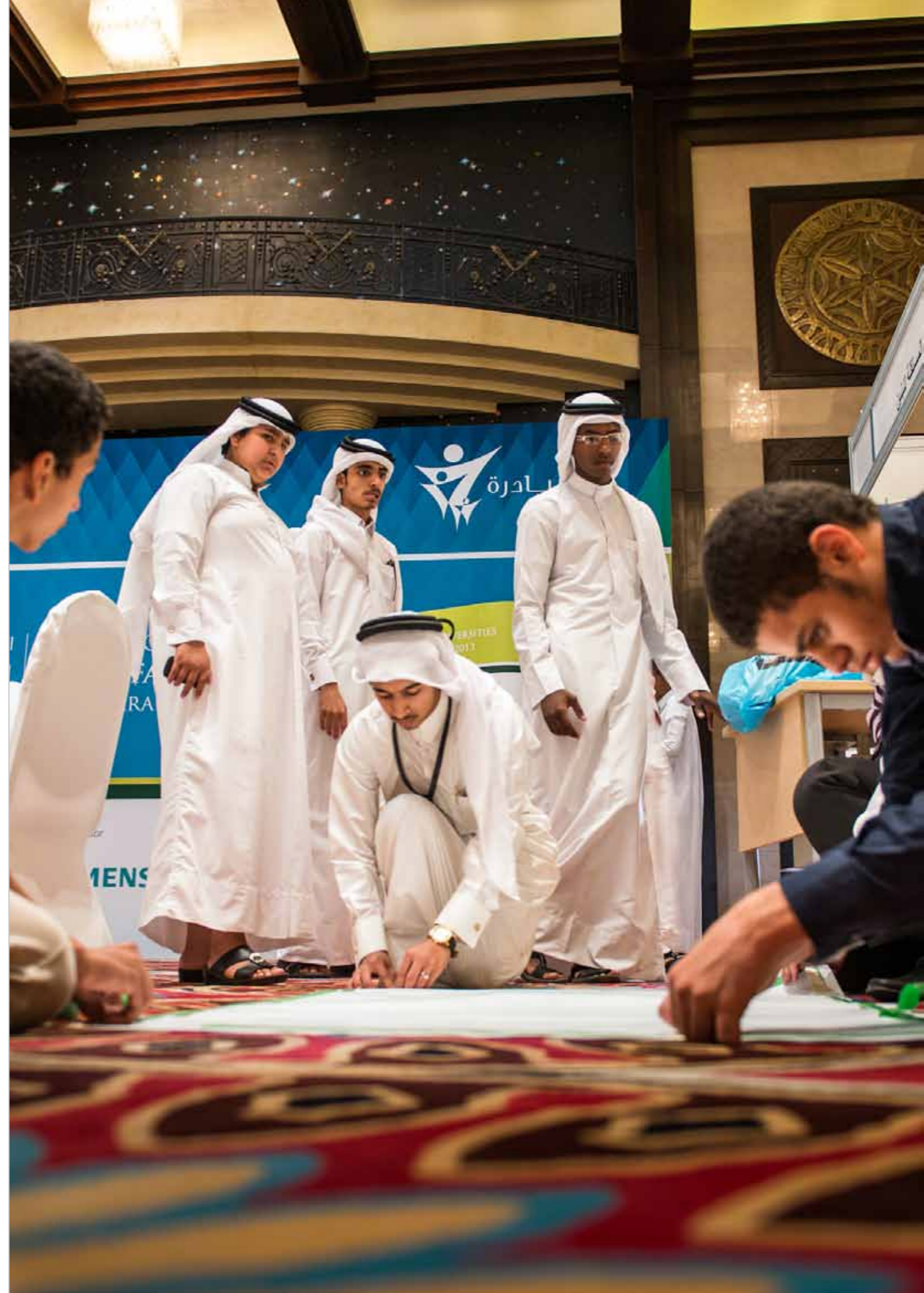
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CHAIRMAN'S MESSAGE



INJAZ is the bridge that connects all on a path toward youth economic progress and remains at the forefront of this development. The ongoing evolution of the organization and its current perspective and initiatives ensure its continued success.

Having gone through this journey with INJAZ Al-Arab, I feel an enormous amount of pride in INJAZ's achievements over the past ten years and a tremendous amount of optimism surrounding our efforts today.

For over eight years, I have been advocating for youth empowerment through education and entrepreneurship. I have witnessed escalation in interest, opportunity and engagement throughout the MENA region; Arab youth are actively shaping their vision for their futures and embracing entrepreneurship, governments are working to identify avenues of support for the region's young, and the private sector has not only engaged but is actively driving the efforts to address youth unemployment. INJAZ is the bridge that connects all three on a path toward youth economic progress and remains at the forefront of this development. The ongoing evolution of the organization and its current perspective and initiatives ensure its continued success.

Over two million Arab youth have benefitted from INJAZ programs since 2004 and in 2015 we reached almost 300,000 students through more than 7,000 volunteers from the private sector. We are seeing a 20% compound annual growth in the number of lives we are able to help transform which speaks loudly to the growing respect for INJAZ and its work.

On behalf of the Board of Directors, everyone involved with INJAZ across the region and the more than 2 million Arab youth that have benefitted directly from her unwavering dedication and single-minded commitment to them, I would like to honor Soraya Salti for her more than 10 years of service, building up INJAZ to where it is today. Under the leadership of Akef Aqrabawi, her legacy will be remembered and preserved as INJAZ continues in the path that Soraya blazed.

I would like to thank our countless supporters; funding organizations, private sector contributions and volunteers, our people across the network, and both regional and national Board of Directors, for helping to make a meaningful difference in the future of

our region and bringing incredible change in the lives of our youth. As you reflect on the following pages, please do bear in mind that none of it would have been possible without you. With your support, let's continue leading this movement.

Sincerely,

H.E. Sheikh Khaled Bin Zayed Al Nahyan

CEO'S MESSAGE



We have kickstarted a new era for INJAZ; one that sees new approaches building on our innovation and partnerships, a growth in the number of youth we are able to reach every year, and most importantly, an enhanced impact in their lives.

This past year marks the beginning of my journey as CEO of INJAZ Al-Arab, though my journey with INJAZ began many years ago at its inception. With my first Annual Report message, I am excited to be able to share with you some thoughts and reflections about the past year and what we see ahead of us.

As the largest NGO in the Middle East and North Africa (MENA) region dedicated to addressing youth unemployment, INJAZ has impacted more than two million students over the past decade in collaboration with almost 300 firms and 22,000 volunteers from the private sector.

Now, after celebrating ten years of success in youth economic empowerment, we have kickstarted a new era for INJAZ. This is an era of new approaches that will build on our innovation and partnerships, see us grow the number of youth we are able to reach across this region every year, but more importantly, enhance the impact we make in our students lives.

Our recipe for success is simple: collaboration to reach common goals. INJAZ's unique model allows us to create positive and sustainable change in the young lives we reach through cultivating relationships with those who have common goals. Partnerships with a very dedicated private sector in this region allow INJAZ to deliver its mission and provide a platform from which the private sector can add tremendous value to an entire generation as well as the communities and economies in which they operate.

This collaboration also manifests in the delivery of our programs through a network of volunteers from the private sector, entrepreneurs and INJAZ alumni; who better to impart lessons on economic success, and help them aspire to a fulfilling career, than the business people who have lived that success themselves?

Building on this model, we tackled new frontiers this year. The launch of 'Expand Your Horizon', a program informed by research and key insights on youth perceptions in MENA, aims to provide a myriad of new employment opportunities for our eager and ambitious youth. By establishing direct connections

between youth seeking employment and companies serving as part of the region's growth sectors we are bridging a gap in knowledge of opportunity. Through an online platform, leading global corporations from the aviation, hospitality, logistics, media and entrepreneurship sectors are able to showcase employment and internship opportunities to our youth who in turn can access key information on these sectors, employment opportunities, and build relationships with participating business leaders.

We have also been dedicating significant efforts to build on the *Company Program*, our flagship program, by diving into the critically important arena of blended learning. As a start, we are enhancing the program and have developed an online platform that will provide training sessions via multimedia channels. These developments will not only enhance awareness of this program across the region, but will allow students to access our education remotely. Given that the impact of this program has been life changing for most of our students, the possibilities around its growth and reach are enormously exciting!

And this is just the beginning of a renewed momentum. We encourage you all to be part of the change we are collectively making for our youth and the future of our region.

I would like to thank each and every one of our funders and supporters for your invaluable support that is responsible for facilitating change in thousands of young lives across our region. INJAZ invites you to partner with us and join the movement. Together, let's participate in positive change and teach our youth to believe in themselves!

Sincerely,

Akef Al-Aqrabawi

.....

IN MEMORY OF SORAYA SALTİ

Passionate. Generous. Purposeful. Effectual. Optimistic. Soraya embodied them all and much more.

Soraya's untimely passing on November 6, 2015 is a tremendous loss for many and leaves an extraordinary legacy to honor.

Over a decade ago, Soraya founded INJAZ Al-Arab, an organization that would focus on empowering young people and promoting entrepreneurship across the MENA region. She believed in the tremendous potential of private sector-civil society partnerships to effect powerful social change and through INJAZ, aimed to foster investment in youth development.

Her story of building INJAZ is one of incredible passion, determination and personal commitment, and her relentless drive to progress Arab youth empowerment and economic development is an inspiration.

Today, INJAZ spans 14 countries and has positively impacted the lives and futures of over two million Arab youth. Private sector is thoroughly engaged in the mission and a culture of volunteerism has been cultivated across the region.

Soraya's energy, enthusiasm and positivity will be sorely missed. INJAZ commits to celebrating her enormous achievements and ensuring that her legacy is honored with the passion, commitment, and progress that she shared with so many.

'It brings me peace to know that Soraya will always be with us in spirit as she has left each and every one of us with passion, positivity, leadership and determination. And as Soraya once said, "What keeps us going is our belief in the optimism this generation holds and the determination to overcome every single challenge to see youth succeed." ~Akef Al-Aqrabawi



*“To any obstacle, any roadblock there’s one person that will be that gate keeper that can open the door for you.”
~Soraya Salti*

JA WORLDWIDE



The first JA (Junior Achievement) office was founded almost a century ago as the pioneer in bringing business and financial education to generations of young entrepreneurs. Since then, our organization has grown to serve over 10 million students in over 100+ countries around the world every year.

A proud alumnus of JA myself, I cannot stress more the importance of youth education and the need for us to equip our young people with entrepreneurial and problem solving skills to address the challenges and seize the opportunities in today's fast changing world. INJAZ Al-Arab, the Regional Operating Centre of JA Worldwide, has been driving youth economic empowerment across the Middle East and North Africa (MENA) region for over a decade in partnership with over 300 firms and 22,000 volunteers, and has reached more than two million students since 2004.

We know that it is the relentless effort and long-standing commitment of INJAZ leaders and staff, regional and national boards, government partners, corporate sponsors and knowledge partners, as well as all the committed volunteers across the MENA region that are, together, driving progress for Arab youth.

I invite you to continue your support of our important work and the tremendous

opportunity it creates for our youth and the future.

Sincerely,

Asheesh Advani
CEO
JA Worldwide

CELEBRATING WITH THE QUEEN

INJAZ AL-ARAB CELEBRATES ITS 10TH ANNIVERSARY WITH HER MAJESTY QUEEN RANIA AL ABDULLAH

INJAZ Al-Arab commemorated a decade of successful impact across the region in 2014. As part of the celebrations, Her Majesty Queen Rania Al Abdullah of Jordan participated in an interactive session with a group of eager INJAZ alumni and entrepreneurs. She commended INJAZ for its unparalleled efforts in combatting unemployment for Arab youth and emphasized the significant role it plays in providing Arab youth with workforce readiness and employment opportunities. In addition, Her Majesty also reinforced the importance of continuing to grow and expand programming outreach to the widest possible number of young Arabs.

INJAZ is grateful for the ongoing support of Her Majesty and her unwavering belief in the importance of the INJAZ mission in fueling a youth-led economic renaissance in the Arab world.



INJAZ AND YOUTH EMPOWERMENT 2014-2015 IN NUMBERS

291,952

STUDENTS REACHED

- 2,662 ALGERIA
- 20,001 SAUDI ARABIA
- 71,826 EGYPT
- 6,232 KUWAIT
- 3,207 LEBANON
- 14,024 MOROCCO
- 4,115 OMAN
- 5,377 PAKISTAN
- 24,204 PALESTINE
- 3,540 QATAR
- 6,438 TUNISIA
- 3,679 UNITED ARAB EMIRATES
- 3,509 YEMEN

1,792
SCHOOLS

208
UNIVERSITIES

7,241
VOLUNTEERS

249.5
STAFF MEMBERS

173
BOARD MEMBERS

14,819
STUDENTS REACHED
THROUGH COMPETITIONS &
CONFERENCES

2004-2014

A DECADE OF INJAZ

MORE THAN 2 MILLION STUDENTS REACHED/LIVES TRANSFORMED

MORE THAN 300 CORPORATE PARTNERSHIPS

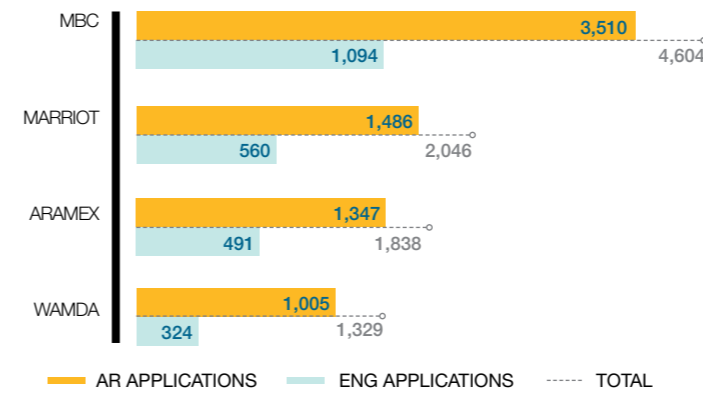
OVER 22,000 VOLUNTEERS



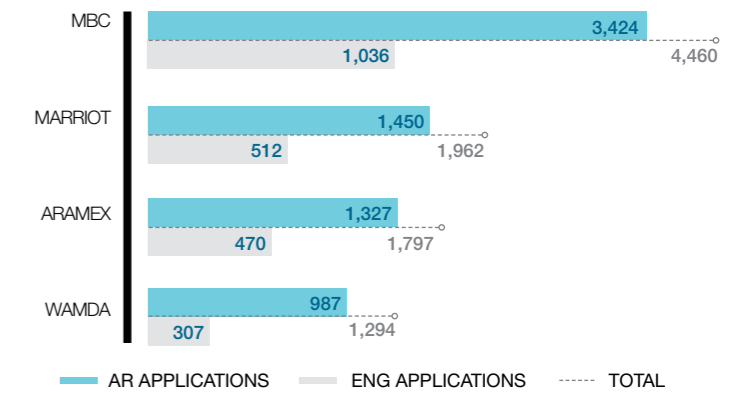
20% COMPOUND ANNUAL GROWTH

9,850 INTERNSHIP APPLICATIONS RECEIVED
BY OCTOBER 2015

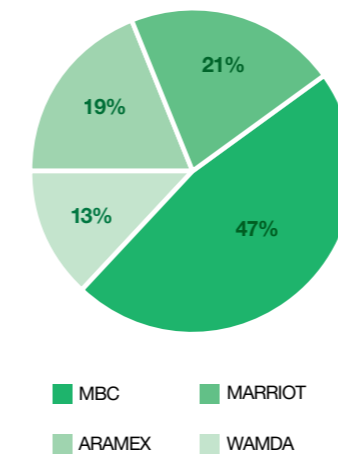
NUMBER OF APPLICATIONS | AR & ENG INDUSTRY



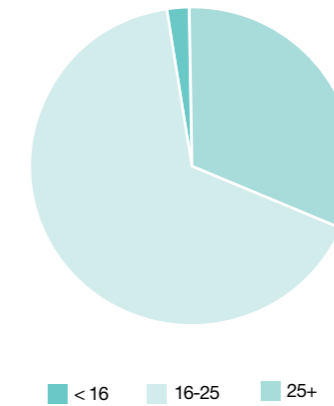
NUMBER OF FILTERED APPLICATIONS | AR & ENG INDUSTRY



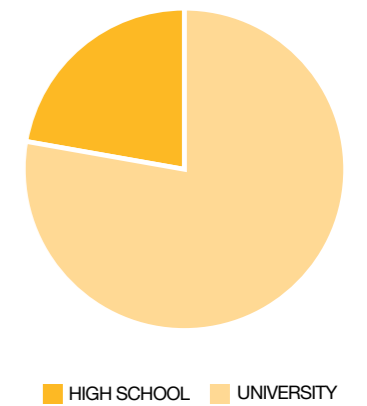
% OF SUBMISSIONS/INDUSTRY



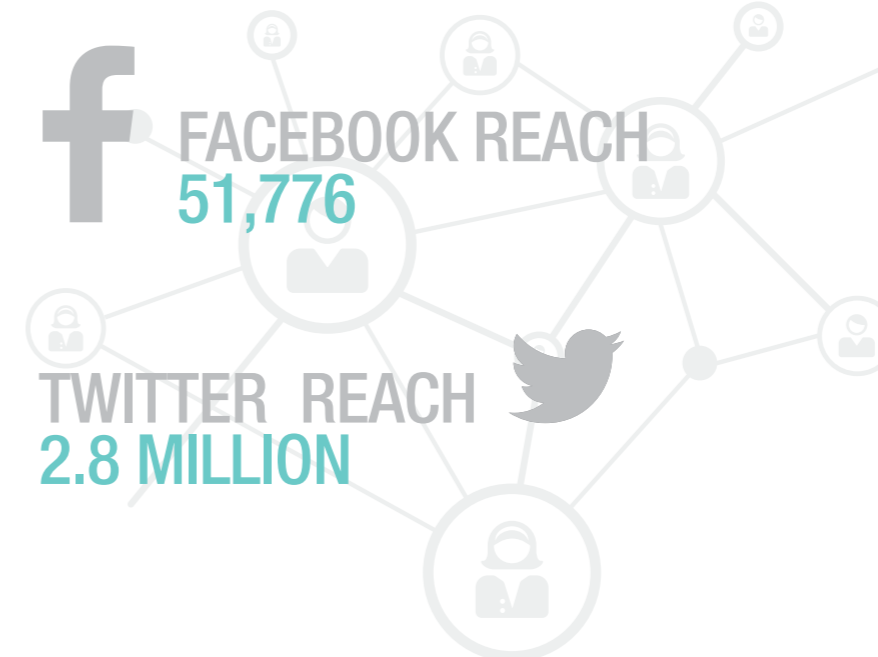
AGE RANGE



LEVEL OF EDUCATION



* Boeing to introduce internships in November 2015



INJAZ Al-Arab

**EXPAND
YOUR HORIZON**

INJAZ IN THE CLASSROOM

INJAZ has been a driving force in progressing the culture of corporate volunteering across the region over the past decade. Our work is powered by a network of more than 7,000 corporate volunteers who contribute their time, energy, enthusiasm and real-world experience across INJAZ programs and in each and every INJAZ student experience. They are critical to our success. Here are some impactful programs that are delivered by volunteers during the academic year:

Citi Foundation



THE CITI FOUNDATION

The Company Program & Innovation Camps

The Citi Foundation is committed to supporting enterprise education, globally and regionally, through diverse initiatives and works on developing communities through capacity building programs, volunteerism and sponsorships. Two INJAZ Al-Arab programs, *The Company Program* and *Innovation Camps* across eight countries in the region, benefit from Citi Foundation funding support. Targeting a total of 9,620 Arab youth, the programs seek to drive youth entrepreneurship, and improve financial literacy as well as soft skills, in an effort to positively impact the economic growth of the region.



HSBC GLOBAL INITIATIVE

JA More Than Money

JA More than Money is a program that teaches children about money basics – earning, spending, sharing and saving. It features six one-hour sessions, each including interactive volunteer-led business and community games that are designed to help students learn the significance of money management. The program also provides take home materials that allow students to share their new knowledge with family and friends. Volunteers are essential to the success of *JA More than Money*, as they bring different perspectives and unique professional experiences to each and every session.



MASTERCARD

It's My Business

It's My Business is a program that provides entrepreneurship education for students in grades six to eight. The program encourages students to use critical thinking when exploring entrepreneurial pursuits and supports positive attitudes toward the investigation and enhancement of career aspirations.

Together, MasterCard and INJAZ Al-Arab have been implementing *It's My Business* since 2011 when the program was first localized and piloted in the MENA region. Reaching 3,000 students at that time, *It's My Business* has grown to reach over 14,000 students in the region with the dedicated assistance of MasterCard volunteers. Originally piloted in four countries, the program is now taught in across six countries: Bahrain, Egypt, Lebanon, Qatar, Saudi Arabia, Morocco and United Arab Emirates.



THE BANK OF NEW YORK MELLON

Be Entrepreneurial

Be Entrepreneurial is a program that introduces students to the essential elements of developing a practical business plan and then challenges them to start an entrepreneurial venture while still in high school. The program teaches students about advertising, competitive advantages, financing, marketing, and product development. The Bank of New York Mellon financially sponsors the implementation of the program across INJAZ Lebanon and INJAZ Egypt, and engages in its delivery through the provision of staff mentors who teach the project in class. *Be Entrepreneurial* is conducted over the course of one semester and student assessments in the forms of pre and post evaluations are conducted to assess not only student progress, but also the effectiveness of the curriculum.



INJAZ ENTREPRENEURSHIP



"I was humbled to see the level of energy, capabilities, drive and potential of our Arab youth during the competition event. To me, it is the live testimony of what our youth are capable of, once they are given the chance"

~ Abdulkareem Abu Alhasr
Vice Chairman, INJAZ Al-Arab

INJAZ AL-ARAB 8th ANNUAL REGIONAL COMPANY OF THE YEAR COMPETITION

More than six months of tremendously hard work under the mentorship of private sector volunteers culminates in an evening of celebration and pride. Thousands of students from across the region who have committed themselves to cultivating real businesses in classrooms anticipate the results of their efforts.

In such a short time span, these students learn, apply, shape and build with innovation. Their ability to transform ideas into tangible results illustrates the impact of entrepreneurship and the benefits that it brings to an individual and its community.

In 2014, the winning national teams from 14 Arab countries gathered in Kuwait for the prestigious award ceremony that celebrates their efforts and successes.



GULF BANK | COMPANY OF THE YEAR

Nobogh is Genius
Saudi Arabia

Dawayer Studio
Egypt

PETROCHEMICAL INDUSTRIES COMPANY (PIC) | PRODUCT OF THE YEAR

Recycle Coffee Company
Morocco

Jothor Company
Oman

COMPANY FOR BEST SOCIAL IMPACT

Go Kids
Kuwait

Yelena Candle Company
Tunisia

CITI FOUNDATION | REMARKABLE CUSTOMER SERVICE AWARD

Sunlight Company From Palestine

FEDEX ACCESS AWARD

Dawayer Studio
Egypt



JUDGES

Abdulkareem Abu Alhasr
Vice Chairman
INJAZ Al-Arab

Ahmad Alshugairi
Tv Presenter, CEO
Aram Alihsan Co.

Ashraf Fahmy
Senior Territory Manager
FedEx

Fateh Adour
Treasurer
Citi Kuwait

Özgür Kutay
CEO
Citi Bank Kuwait

Michel Fattal
Senior Vice President
Fattal Holding

Mohammed Zhort
Regional Sales Manager
FedEx

Salma Al-Hajjaj
General Manager
Gulf Bank

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

Taha Khalifa
Regional General Director
Intel MENA



START UP

Start Up enables young entrepreneurs to build their own businesses with mentors, seed funds, and incubation provided by various corporations.

2014 | Accessny

Using Near Field Communication (NFC) technology via android smartphones, Accessny has created a smooth swipe mechanism to enable data transfer without the need for network-providing solutions. The portfolio of products includes “Insta-launcher”, a battery free sticker with a small, embedded chip that allows customers to connect their phones to the company’s social networks, daily offer, daily quote, and much more. Also included is “TapWiFi”, which allows customers to automatically access WiFi networks without typing the password or searching for the network name.

80+
START-UPS IN
MENA IN 3 YEARS

2014 | Nasheroon

Nasheroon was born out of the difficulty faced by talented young writers in their attempts to publish their works. This platform for authors allows them to reach and grow their audiences, and to circulate their writing in both print and digital formats. Nasheroon is developing multiple publications while facilitating the accessibility of work from aspiring writers across Egypt and the Middle East region to a widespread audience.

2015 | SolarizEgypt

SolarizEgypt harnesses Egypt’s solar energy and capitalizes on this untapped resource to help solve Egypt’s energy deficit. The company designs, installs and commissions grid-connected PV solar power plants and offers commercial, industrial, and residential electricity consumers the option of complementing their conventional energy supply with solar power. Furthermore, SolarizEgypt offers a range of solar solutions from standalone to hybrid options. Operation and maintenance services are also available, according to customer preference and need.

2015 | Tennra

Tennra is the world’s first gamified crowdfunding platform that enables innovative projects to raise money from a large number of people (the “crowd”) and from corporate sponsors. Tennra showcases projects to the crowd and to potential sponsors, who use both the projects’ and Tennra’s networks to reach target audiences. Using the power of games to motivate and inspire, Tennra highlights sponsors’ identities through innovative, embedded-branding games. Interested crowd members may pay to support projects directly, or play games to unlock the sponsored funds.

2015 | GoodsMart

GoodsMart is an enhanced grocery shopping mobile application through which clients have access to thousands of products from numerous stores and suppliers. During the morning after an order is placed, goods are delivered to a ‘GoodsMart Box’, which is pre-installed at the customers’ doorsteps upon subscription. Through the app, clients can designate recurring deliveries as well as transfer payment simply using the GoodsMart e-wallet system. Since its establishment in April 2014, GoodsMart has received hundreds of subscriptions from residents across the city, and is serving a total of 47 residential compounds. Future plans include expansion into New Cairo.





RIPPLES OF HAPPINESS AWARDS

"It was a really nice experience for us. It changed our thoughts regarding society, and we realized that many members of society need our support. With little resources we did a lot of things to many families and we shared happiness with them. We learned how to make a huge impact with few resources by working in a group."
Tariq Sedih,
RoH Student,
Nablus

Ripples of Happiness, jointly developed with the Coca-Cola Foundation, is a youth empowerment program that emphasizes social responsibility, entrepreneurial skills, and financial literacy. University level students are inspired to identify and implement projects that aim to result in positive social impact for their communities. The program offers students guidance and resources to progress their ideas over a 6-week period; students identify an opportunity to improve their community, and develop and implement a solution to address it effectively. Six weeks culminate in a one-minute project description to be judged by a panel and the winning submissions receive support in the realization of their projects.

"The Thimaraha Sadaqa team has a very polite and positive initiative that will help youth understand the memory of their loved ones and have more respect towards their elders. Planting trees in the memory of loved ones brings joy and happiness to people, in addition to bringing people together through a social activity that remembers the elders." **Hamdi Shedafat**, President of the King Abdullah Fund for Development Office

"Participating in the INJAZ program was a very interesting experience for me. I have learned first of all, working with a large group of individuals who had different personalities. I have also learned the importance of sustainable projects and the possibility of developing ones that can generate profit and help society. I have also learned to take different aspects of a project more into consideration: in sustainable projects some

aspects differ and they need more specific arrangements in real life than in theoretical examples. I have enjoyed the experience as a whole; the group work was very interesting as well as the creative methods we used to develop our project and all the ups and downs we had to face."

Christelle Georges Nassif, RoH Student



"We've really made great strides in the south of Saudi Arabia in completing this project." Tawaq Team

"In my opinion, the *Ripples of Happiness* program offers students the spirit of cooperation and leadership as well as the ability to create, manage, and implement a project on their own." **Hadeel Qaimari**, Coordinator, Hebron University Alumni Center

"The *Ripples of Happiness* program is a godsend for the youth of today. It gives the participants an opportunity to experience the real-life business entrepreneurial insight by going through the different stages of a business-plan. The material provided for the volunteer is invaluable; I especially like the way they give it a Rally-Race style heading. Most of all, I am

particularly passionate about what the participants are requested to do: they have to conjure up a project that supports and instills happiness in the community. This is a noble gesture from the Coca-Cola Foundation, INJAZ Al-Arab and INJAZ Bahrain. Help others to help yourself."

Khuzaima Al Jallad, Volunteer, Team *Tasib*

"We stopped the reading club for two weeks because of our exams. However, when we finished we returned to the park and in the place where we met to read, we found a boy waiting for us with a book. He said: 'I come every day to wait for you and I need your help reading this book called How to be Good in Football.'"

Danya Binladen, RoH Student, Team *Dar Al Hekma*

FALL 2014



ZOAP

LOYAC, Lebanon

ZOAP aims to teach underprivileged women how to produce clean-cut soap by recycling used cooking oil. The soap was tested in the AUB labs to ensure safety.



Lenabni Mustagbalhom

Effat University, Saudi Arabia

This initiative aims to create useful cartoons for children that are free from sexual overtones, violence, disrespect, and religious misbeliefs.

"Ripples of Happiness is a great program to help people of the community in addressing social needs and challenges within one's society. It motivates students to be part of the society and its needs outside the scope of education, and allows volunteers the opportunity to have a broader view and awareness of social problems and possible solutions to help develop a better environment for all."

Yasser Al Saad
Volunteer, Team *Ya Mtaktak*



Avenir

OEB, Bahrain

OEB developed a sound system that was installed in different garbage bins on their university campus. Every time something is thrown into the garbage bin a sound is produced, ultimately encouraging more recycling.

"With INJAZ's social entrepreneurship program, *Ripples of Happiness*, students have the unique opportunity to follow an intensive program that teaches them how to plan, establish, develop, promote, market, and execute a business. It was a great pleasure to mentor LOYAC team and be part of our future leaders' education."

Marcelle Tanal Karkour
Volunteer, Team ZOAP

SPR' 2015



Natawasal B Eshara

Palestine Technical University Khadoori, Palestine

This initiative aims to educate the Tulkarm community about the hearing and speaking impaired who are marginalized by society despite their growing population of 3,000 within the community. The team executed a variety of programs and activities intended to facilitate the integration and inclusion of people with disabilities both inside the university campus and out in the public sphere. Aspects of the project included training university teachers in sign language, putting on activities to assimilate people with disabilities from all ages into society on a regular basis (games, sports, etc.), soliciting approval from the head of the university to teach sign language in the

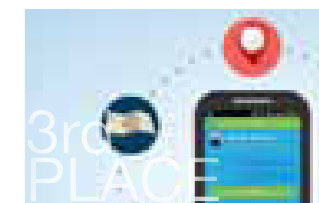
university, arranging the addition of sign language to a popular local TV program, spreading awareness about life for people with disabilities through their Live Part of Their Life campaign, and creating a simplified dictionary application for sign language.



First Aid First Step

Arab American University Palestine

This initiative aims to train youth in First Aid care as well as emergency response care so that they can then share their knowledge with the rest of society, particularly those groups who may use it most. The training provides basic medical skills that could potentially save a life.



Pool Me Up

UTOPIA Organization Lebanon

This project seeks to mitigate the negative effects of the over-usage of cars on Lebanese highways, such as sound and air pollution, traffic jams, crowded parking lots, and high rates of road accidents. The innovative solution involves the use of a smartphone carpooling application in which users can share information about their required car journey, such as starting location, destination, and time schedules.

"Ripples of Happiness serves as a spark that stimulates youth's creative thinking skills and utilizes them to come up with innovative solutions to the multitude of social problems our communities face. Most importantly, the program gives perspective to youth that unemployment is not always a result of a lack of work opportunities, and that as long as there are unsatisfied community needs, there are work opportunities to capture or create."
-Shafik
Abdulrahman,
Volunteer

STUDIES & REPORTS

In constant search to inform its programming decisions and evolution of initiatives to support overall Arab youth employment, INJAZ Al-Arab, in collaboration with several of its key partners, has developed reports that serve as additional resources for young people. From identifying funding opportunities available to entrepreneurs to identifying growth sectors to help bridge the education to employment gap to developing curriculum to support entrepreneurial growth in older youth, INJAZ continues to provide tools and resources to help build a better tomorrow.



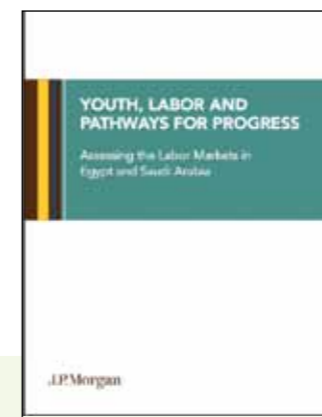
THE ENTREPRENEURIAL COMPASS: Your Guide to Start Ups and Funding in the MENA Region

This publication, made possible by a grant from Boeing, consolidates accessible information about funding opportunities available to entrepreneurs from six Arab countries, namely: Morocco, Egypt, Lebanon, the Kingdom of Saudi Arabia (KSA), Qatar, and the United Arab Emirates (UAE). Desk research was conducted to identify information about available funding and lending schemes, grant opportunities, comprehensive support models, and competitions.

Research has found that one of the challenges hindering entrepreneurship in the Middle East and North Africa (MENA) region is the lack of a key determinant: financing opportunities for entrepreneurs. This remains true, despite an upsurge in financing options over the past few years, information about which remains un-consolidated. For this reason, it has been deemed necessary to consolidate a database that gathers and analyzes gaps within the current financial support ecosystem in the MENA region.

This publication, compiled and developed by Ahead of the Curve and Analyseize, consolidates accessible information about funding opportunities available to entrepreneurs from six Arab countries. Namely: Morocco, Egypt, Lebanon, the Kingdom of Saudi Arabia (KSA), Qatar and the United Arab Emirates (UAE). Desk research was conducted to identify information about available funding and lending schemes, grant opportunities, comprehensive support models and competitions.

The public dissemination of this research shall be beneficial to the region's numerous emerging entrepreneurs. In compiling accessible data about available funding opportunities, we also hope that the ecosystem's players from the private, public and civil society sectors will be better enabled to respond to identified gaps, avoid effort duplication and enhance existing opportunities.



YOUTH, LABOR AND PATHWAYS FOR PROGRESS

To identify opportunities to help bridge the education-to-employment gap, INJAZ Al-Arab, the International Youth Foundation, and the Education for Employment Foundation, three organizations that work in the fields of youth development and employment in the Middle East, conducted a study of the growth sectors in both the Egyptian and Saudi labor markets.

With support from the JP Morgan Chase Foundation and researchers from McKinsey & Company, the team studied labor market conditions, supply and demand, and the education and training landscape. The research included interviews with dozens of educators and industry leaders, interviews and focus groups with youth in both countries, and reviews of the relevant literature and previous research.



NEW COMPANY PROGRAM UNIVERSITY EDITION:

Based on the JA USA *Company Program*, INJAZ Al-Arab, with sponsorship from Exxon Mobil, developed a university version of the program, and upgraded the high school version to meet the growing need in the MENA region for more localized and age appropriate content. The program will be offered in Arabic, English, and French.

Supplementing the implementation of the in-classroom *Company Program* activities, INJAZ has embarked on an initiative to develop an online learning portal that will provide students with the opportunity to log in and view, read, and watch relevant online learning sessions.

The portal will be implemented over a number of phases, the first of which will focus on providing students with unique, original, rich, and relevant content that is being produced for INJAZ Al-Arab for the first time.

For the students, *Company Program* is an entrepreneurial process of creativity, innovation, teamwork, planning, discovery, lots of action, and competition. Through its ups and downs the students will learn about themselves and their team members, discover their hidden talents, acquire new skills, and reap the profits of their diligence and persistence. Above all, the *Company Program* is a unique educational process, the challenges and rewards of which will allow the students to develop practical skills and competencies that will set them above their peers as they move on through their lives.

WORKFORCE READINESS

EXPANDYOURHORIZON

EXPAND YOUR HORIZON SPOTLIGHT

“EXPAND YOUR HORIZON” CAMPAIGN

Your Career Prospects Are A Few Clicks Away!

Expand Your Horizon (EYH) is a joint initiative by INJAZ Al-Arab, in partnership with key private sector organizations to encourage Arab youth to realize the potential of a private sector career. The program targets youth between 16 - 25 years old (high school and/or university graduates).

This campaign is the outcome of research and youth perception surveys, which have been undertaken by INJAZ in partnership with Bayt.com and YouGov. It is designed to provide youth with information about key growth sectors while planning their future before they enter the job market.

Campaign Objectives

- + To encourage Arab youth to consider a wider range of career opportunities available to them especially jobs in growth sectors
- + Help students, youth & families to better plan for their future in terms of their careers
- + Facilitate collaboration between the media, private sector, NGO sector and students to boost presence and awareness of INJAZ and its industry partners

Global Entities Involved In This Campaign

Expand Your Horizon involves a coalition of global entities from growth industries focused on showcasing employment and internship opportunities available in the region.

The pilot program will center on five growth sectors including:

- + Aviation, through a partnership with Boeing
- + Hospitality, through a partnership with Marriott
- + Media, through a partnership with MBC
- + Logistics, through a partnership with Aramex
- + Entrepreneurship, through a partnership with Wamda

Other major supporters include Hill+Knowlton Strategies, Bayt, YouGov and McKinsey.

The *Expand Your Horizon's* partners have launched in September 2015 a media campaign with awareness spots across MBC channels to educate youth about important growth sectors, the microsite and how to explore more opportunities. Some of the participants will offer internships in conjunction with the campaign. INJAZ Al-Arab has launched both the EYH microsite and media spots during a media round-table that involved industry, research, and PR partners, in addition to media representatives from the region.



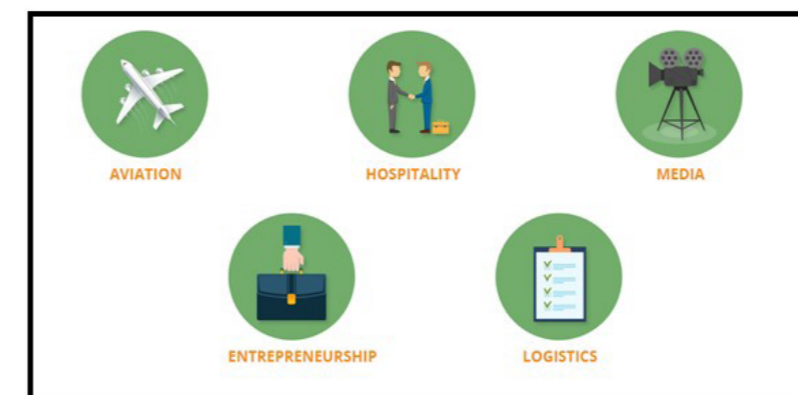
On Wednesday, September 9th INJAZ Al-Arab launched the exciting new *Expand Your Horizon* initiative, a starting point towards transforming the way Arab youth think about their lives, their careers, and the opportunities that lie ahead for them and the future. This campaign was designed to help boost the employment of Arab youth throughout the Middle East and North Africa (MENA) through education on the benefits of jobs in the private sector as well as entrepreneurship opportunities. This platform engages a coalition of global entities from the region's most dynamic growth sectors to help Arab youth tap into their potential as desirable employees through hands-on work experience.

As part of the launch of EYH, INJAZ held a round table discussion in order to offer a platform to reintroduce and create awareness amongst media on the campaign. The roundtable was incredibly successful, with media outlets from all over the Arab world in attendance to listen to and promote the initiative.



INJAZ Al-Arab's launch of *Expand Your Horizon* was made possible because of the support of our industry, PR, and research partners. Thank you to Boeing, MBC, Marriott, Aramex, and Wamda for believing in this unique endeavor and for offering internship opportunities for Arab youth through this platform. Thank you as well to Hill+Knowlton for your strategic PR support. Thank you Bayt and YouGov for providing us with invaluable information and research findings that helped shape the mission and direction of *Expand Your Horizon*.

There is hope to have more growth industries join this campaign in the future to help flourish and impact more lives.

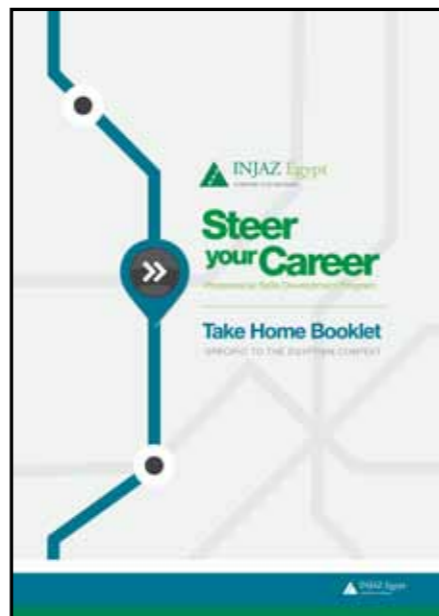


STEER YOUR CAREER

Steer Your Career is a program that targets university students, in their third or fourth year, with the objective of honing the skills needed to eventually find a job and operate effectively in a competitive work environment. The various program sessions cover elements of leadership, time management, communication, team dynamics, and job search skills.

Through hands-on classroom activities, personal assessments, role playing, and reflection exercises, *Steer Your Career* helps students function successfully in today's workplace. The program is designed to be delivered either over an eight week period through ninety minute interactive sessions or over four three-hour sessions delivered over four weeks.

The program results are incorporated into informative take-home booklets, offered in both Arabic and English, that will provide guidance on the growth industry opportunities and the skills needed to be successful in both the Egyptian and Saudi markets.



INJAZ DIGITAL FORCE

INJAZ AL-ARAB ONLINE

INJAZ Al-Arab has progressively embraced the digital sphere with its presence on multiple media platforms, and blended learning strategies. Integrating the digital channels and invigorating social media activity and engagement under a unified strategy enable us to highlight the wonderful collaborations with our partners and more effectively demonstrate the impact of our work.



FACEBOOK



INSTAGRAM



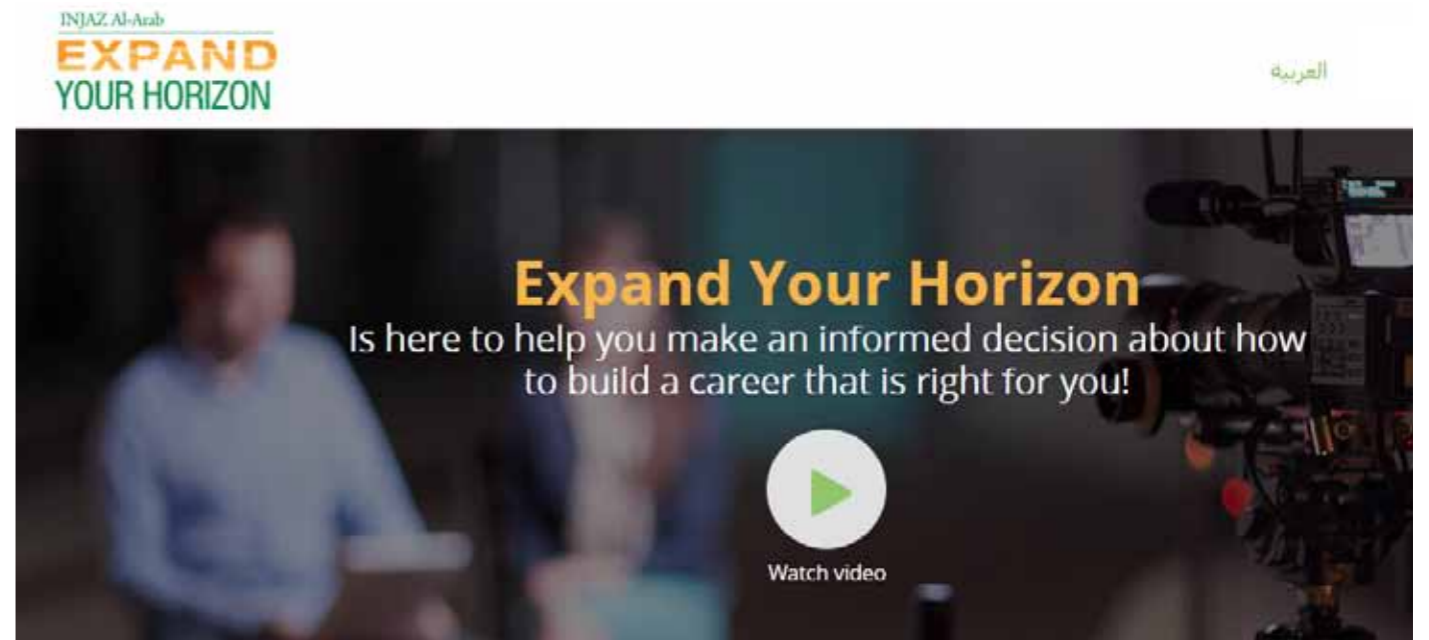
LINKEDIN



TWITTER



WIKIPEDIA



EXPAND YOUR HORIZON

One of the essential components of the *Expand Your Horizon* (EYH) campaign is its online portal. This interactive website has been developed specifically to share information about regional growth industries and their skill demands, practical information about resume writing and employment search tactics, and to highlight private sector internship and employment opportunities available to youth across the MENA region.

The simplicity of the website allows young Arabs to identify private sector companies operating within the growth sectors and allows them to directly connect with them to apply for opportunities.

The EYH platform is intended to help young people make informed decisions about building a career that is right for them. Visit www.eyh-injaz.org to learn more.





COMPANY PROGRAM ONLINE PORTAL

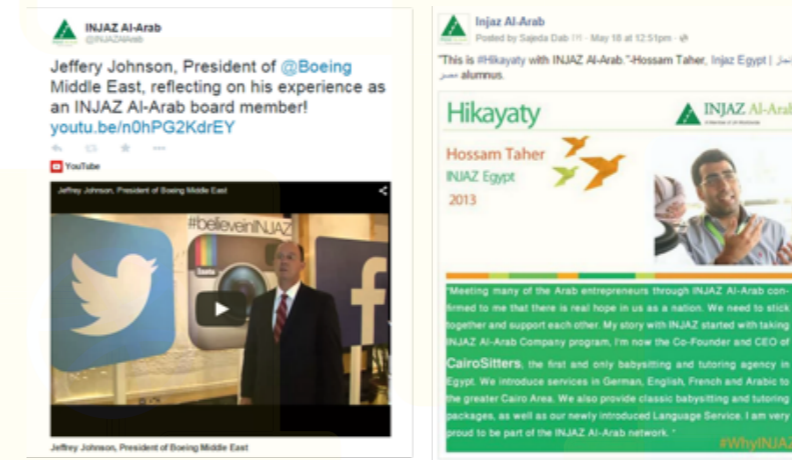
As part of the upgraded *Company Program* curriculum, INJAZ Al-Arab is developing a digital learning platform to supplement classroom training activities and allow students to view or read relevant learning sessions online.

The portal will be developed and implemented over a number of phases; the first of which will focus on the provision of unique, original, rich and relevant content that is being produced specifically for INJAZ. Users will need to register to benefit from the various features being offered as well as take pre-assessment and post-assessment exams as part of the experience. Enhancements and additions to the interactive features will be developed to continuously address needs in the coming years.

Furthermore, the portal will serve as a useful tool for future impact assessment efforts where all candidates' information and data will be properly captured and reported for the coming years.

SOCIAL MEDIA

INJAZ's social media presence and activity has grown tremendously this past year. Through proactive outreach efforts, campaigns across multiple INJAZ platforms and third party spotlights, we are building awareness of the important work undertaken to address youth unemployment in the region. Here we share a few highlights from this year's activities.



Hikayaty 'My Story' Campaign

Hikayaty is a personalized social media campaign designed to share INJAZ Al-Arab's 10-year anniversary story directly from the voices of Arab youth and volunteer private sector mentors. INJAZ Al-Arab alumni express how the programs they experienced impacted their lives and directed their career stories.



#WhyInjaz

#WhyInjaz is an ongoing social media campaign aimed to build awareness about INJAZ Al-Arab's mission, vision, values, programs, reach, impact, students, and partners through the hashtag #WhyInjaz

Khawatir

INJAZ Al-Arab has been highlighted on 'Khawatir', one of the most popular television shows aired on MBC during Ramadan. In an episode about financial freedom, INJAZ was profiled as an organization that is focused on youth economic development. Viewers shared their interest and tremendous admiration for INJAZ programs through social media.



INJAZ POLICY

Arab Ministers of Education unanimously endorsed the *"Doha Declaration on Quality of Education in the Arab World"* in 2010 at the Ministerial Colloquium on Quality of Education in Doha, Qatar. Subsequently, the Arab League Educational, Cultural and Scientific Organization was entrusted with setting up and implementing the Arab Regional Agenda for Improving Education Quality (ARAIEQ), with the technical support of the World Bank. ARAIEQ is determined to improve the quality and relevance of education services and enhance learning outcomes in the region through regional collaboration.

One of the primary pillars under the umbrella of ARAIEQ is Entrepreneurship Education & Innovation (APEEI) and INJAZ Al-Arab was named in 2012 to be the pillar's host institute. Within this framework, during the 2014-15 academic year INJAZ Al-Arab organized two workshops in partnership with ALECSO and the Tunisian Ministry of Education with the objective of developing an action plan to integrate 21st Century Skills, Entrepreneurship and Career Guidance in the Tunisian educational system.

The first of these workshops identified the major priorities of the action plan and selected the initiatives and tools that will enable the ministry to accomplish these priorities. INJAZ Al-Arab presented a detailed action plan at the second workshop, which was thoroughly discussed by representatives from the concerned ministries. They ultimately concluded a final agreement on a five-year action plan that details the initiatives recommended for integrating entrepreneurship, career guidance and 21st Century skills into Tunisia's education system.

Shared with the Tunisian Minister of Education and the concerned departments within the Ministry by the Director General of ALECSO, the action plan is now pending approval.



INJAZ NETWORK

REGIONAL ALUMNI NETWORK

Harnessing the collective strength and commitment of INJAZ alumni was of paramount importance in 2015 and led to the creation and launch of the INJAZ Regional Alumni Network. Building up from an initial membership of national alumni chapters, the network has plans to expand and integrate into a fully regional organization.

Providing a peer-enabling environment and forum for the exchange of ideas, best practices, lessons learned and other knowledge-sharing opportunities, the Alumni Network contributes to the

INJAZ overall mission as well as supports the growth of alumni businesses and other employment activities.

At the 9th Regional Company Competition, INJAZ Al-Arab launched eight alumni chapters for Algeria, Bahrain, Egypt, KSA, Lebanon, Morocco, Kuwait, and Palestine. Alumni Network support manuals and by-laws have been drafted by the INJAZ Regional Operating Centre with the generous support of the JA Europe Alumni network and the remaining six chapters will be launched mid-2016. Once all chapters are active, INJAZ Al-Arab will launch a social media campaign highlighting alumni journeys to share their experiences and successes.

ANNUAL MENA TRAINING

Every year, INJAZ Al-Arab and the 14 member nations convene at the INJAZ Annual MENA Training, where they showcase best practices, share successes and network with peers. Most importantly, it is an opportunity to celebrate those who have excelled and demonstrated exemplary performance throughout the year.

Abu Dhabi hosted the 7th Annual MENA Training in early May this year, highlighting an exemplary performance from all member nations across the INJAZ network.



JUNIOR ACHIEVEMENT COMPLIANCE AWARD

This award is presented to the member nations who are both in compliance with JA Policies and Procedures, and committed to delivering all reporting requirements in a timely manner.

- Winners:**
 INJAZ Algeria
 INJAZ Bahrain
 INJAZ Kuwait
 INJAZ Morocco
 INJAZ Pakistan
 INJAZ Palestine
 INJAZ Saudi Arabia

COMMUNICATIONS AWARD

This award is presented to member nations in compliance with INJAZ regional branding guidelines and who demonstrate proactive outreach and engagement with stakeholders through social media.

- Winners:**
 INJAZ Egypt
 INJAZ Pakistan
 INJAZ Qatar
 INJAZ Saudi Arabia

THE QUALITY AWARD

This award recognizes exemplary conduct of the activities necessary for a successful INJAZ operation. Winners have demonstrated the provision of quality in the delivery of all business and economic education programs to youth.



- Winners:**
 INJAZ Bahrain
 INJAZ Morocco
 INJAZ Palestine
 INJAZ Qatar



THE COLLABORATION AWARD

This award is presented to member nations that champion collaborative initiatives, encouraging and modeling cooperation in the execution of the INJAZ mission.

- Winners:**
 INJAZ Algeria
 INJAZ Bahrain
 INJAZ Egypt
 INJAZ Kuwait
 INJAZ Saudi Arabia

10 YEARS OF SERVICE

This award is a celebration of a significant milestone of service with INJAZ, and an opportunity to honor the commitment and dedication of the recipients to the INJAZ mission and vision. This year, INJAZ honored:

- Bahrain**
 Badria Naqi
 Sheikha Hessa Bint Khalifah Al Khalifa

- Egypt**
 Ahmad Abdel Hakim
 Shady Magdy

- Saudi Arabia**
 Omar Mandoura
 Ohood Tarabzouni

- United Arab Emirates**
 Hassan Al-Zidi



RECOGNIZING THE POWER OF PARTNERSHIP

We sincerely thank our network of sponsors and knowledge partners for your generous support of our work at INJAZ Al-Arab. You share our passion for the cause of empowering young people across the Mena region, and it is your funding, volunteers and knowledge-sharing that make the work we do possible. Through our continued partnerships, we strive to achieve a better future for the youth of the Arab world.



S P O N S O R S

K N O W L E D G E P A R T N E R S

GRANTS

CITI FOUNDATION

Over the 2014-15 academic year, the Citi Foundation partnered with INJAZ to implement the *Youth Entrepreneurship Program*, a comprehensive suite of programs including *Company Program*, *Entrepreneurship Master Class* and *Innovation Camps*.

Citi volunteers joined INJAZ's network to provide a mixture of high-impact, one-day sessions and long-term mentorship for student companies reaching 27,890 students in Algeria, Bahrain, Egypt, Morocco, Qatar and the United Arab Emirates. Additionally, the Citi Foundation sponsored the Remarkable Customer Service Award at the 2014 Regional Company Competition, awarded to Palestinian student company Sunlight.



EXXON MOBIL

A two-year agreement between INJAZ and Exxon Mobil has led to the establishment of an updated high school curriculum for the *Company Program* and for the first time, a unique university edition of the curriculum. In addition, the grant has enabled INJAZ to develop and unveil the pilot of a blended learning model for the *Company Program*. Over the course of this grant, more than 1,000 students in secondary schools and universities across Egypt, Qatar, Saudi Arabia and the United Arab Emirates will form student businesses and take them through the entire lifecycle of a company, while building important soft skills and learning how to work effectively in the private sector.



MASTERCARD

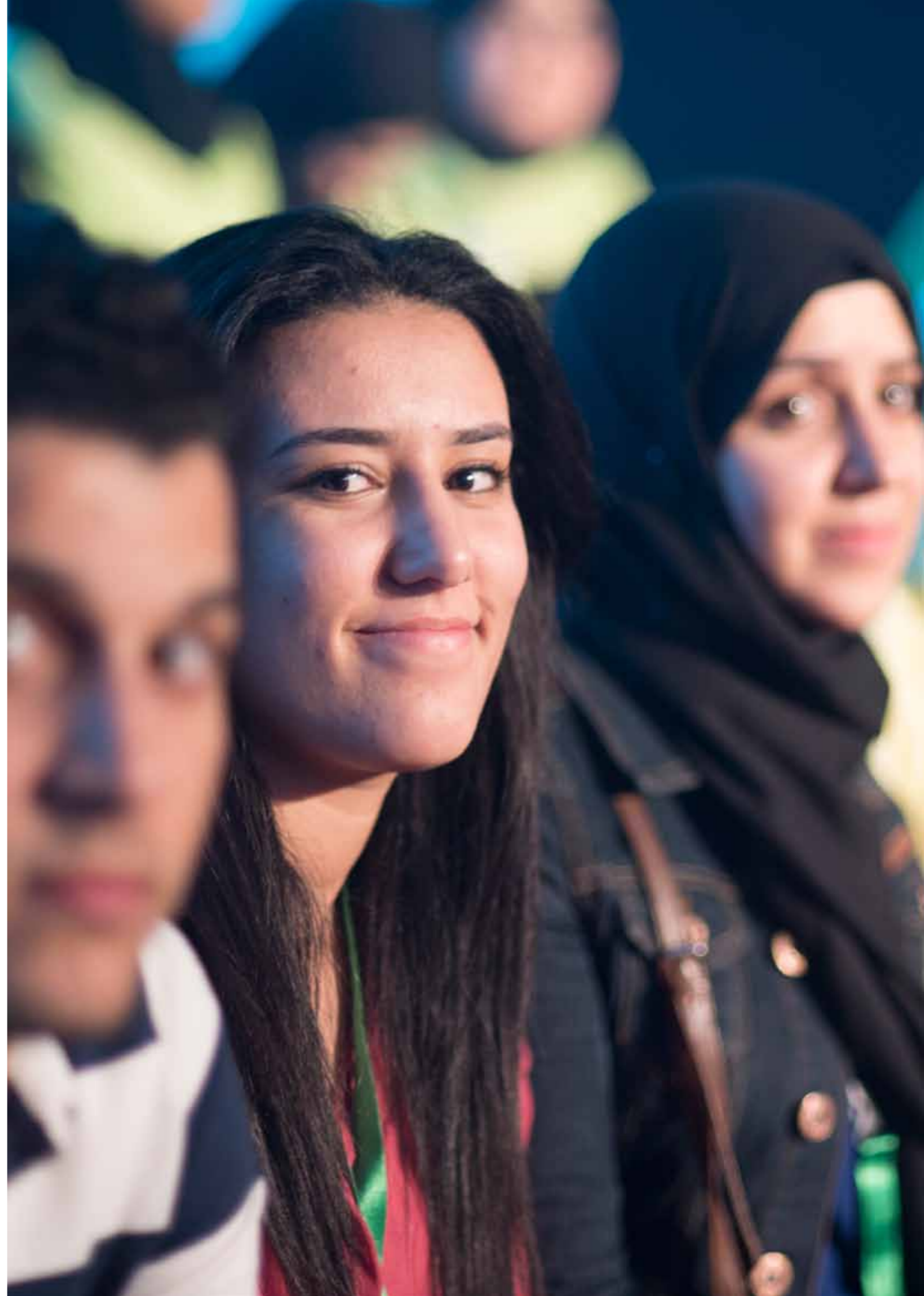
MasterCard and INJAZ Al-Arab partnered to deliver the *It's My Business* program in Bahrain, Egypt, Lebanon, Qatar, Saudi Arabia, and the United Arab Emirates. *It's My Business* works with students in 6th, 7th and 8th grades to provide entrepreneurship curriculum and this partnership will enable INJAZ to reach nearly 30,000 students by the end of 2016 academic year.

COCA-COLA

The *Ripples of Happiness* program, implemented through the Coca-Cola Foundation, targeted students at universities in Bahrain, Lebanon, Jordan, Palestine and Saudi Arabia with a six-week program designed to foster social responsibility, entrepreneurship and workforce readiness. This academic year saw the conclusion of the 2014 grant that reached 1,110 students, and the beginning of the 2015 grant that targets 570 students. The students are mentored as part of the journey in creating a product or introducing a service designed to benefit their communities. The winning submission from the 2014 competition, Warm Light from University of Jordan, won seed funding to make their product a reality.

JP MORGAN

JP Morgan funded INJAZ Al-Arab, in collaboration with Education for Employment and the International Youth Foundation, to conduct labor market assessments in Egypt and Saudi Arabia. The results of this assessment informed the *Steer Your Career* program, helping INJAZ teach workforce readiness skills to 1,000 students in Egypt and Saudi Arabia. Students in both markets are learning how to proactively job search and acquiring the necessary soft skills needed to succeed in the workplace. The results of the labor market assessment have recently been published in a report titled, *Youth, Labor and Pathways for Progress*.





MEMBER NATIONS' DIGEST

ALGERIA



Sofiane Chaib
Chairman



Leen Abdel Jaber
Executive Director

Board Members

- Mr. Sofiane Chaib, *In-Tuition*
- Mr. Bernard Dunn, *Boeing*
- Mr. Joseph Ged [Represented By] Reda Bendeddouche, *Ooredoo*
- Mr. Raed Ashha, *Hikma Pharma*
- Mr. Ali Azzouz, *CBS Xerox*
- Mr. Wahib Benaissa, *Coca Cola - Fruitai*
- Mr. Henri Bussery, *Alstom*
- Mr. Madjid Fechkeur, *Redmed*
- Mr. Touffik Fredj, *GE*
- Mr. Ramz Hamzaoui, *Citi Bank*
- Mr. Nadir Idir, *ABC Bank*
- Mr. Ali Kahlane, *Satlinker*
- Mr. Faisal Khan, *Unilever*
- Mr. Hassen Khelifati, *Alliance Assurance*
- Mr. Eric Meuriot, *Lafarge*
- Mr. Zakaria Mrabet Fath Allah, *Afia Du Groupe Savola*
- Mr. Emmanuel Nahas, *Total Algérie*
- Mr. Slim Othmani, *NCA Rouiba*
- Ms. Rym Othmani, *MMC DDB*
- Ms. Keisha Toms, *MEPI*

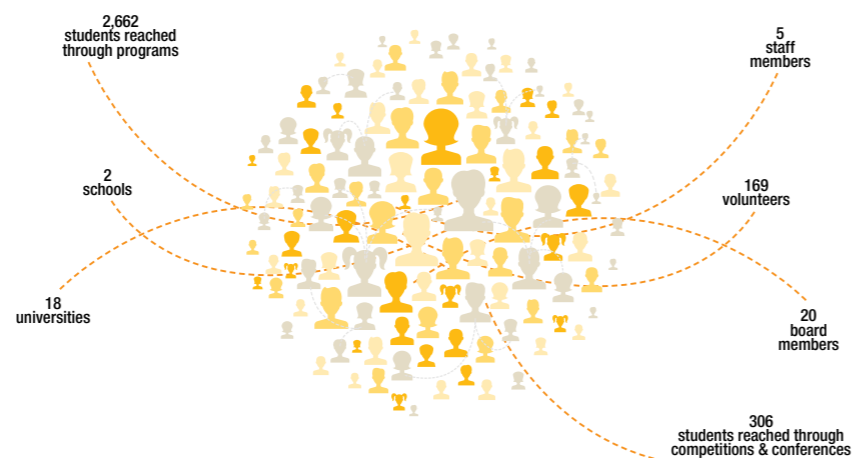
+ GOLD SPONSORS



ACHEIVEMENTS

+ Since inception five years ago, INJAZ El Djazair has impacted 6,742 students through the programs it has been implementing in 18 universities and 2 private schools.

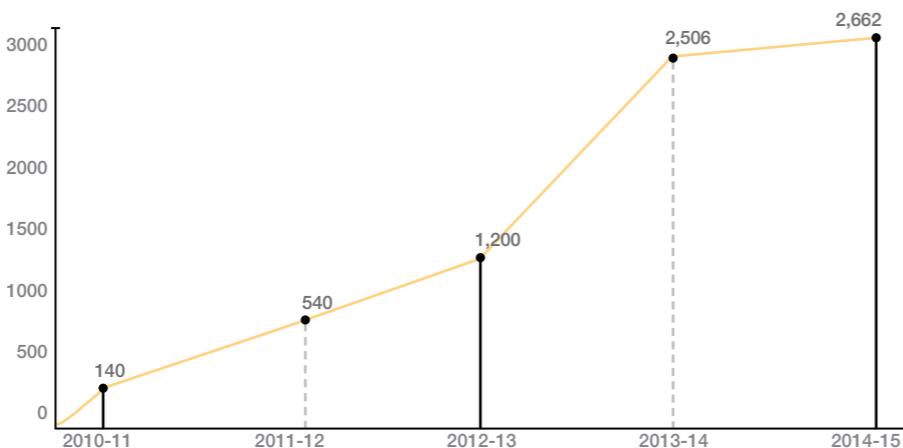
+ INJAZ El Djazair has been implementing 5 programs to promote youth education under three pillars: entrepreneurship, work force readiness and financial literacy.



FACTS & FIGURES



STUDENT NUMBERS OVER THE PAST 5 YEARS



MEMBER NATIONS' DIGEST



BAHRAIN



Mr. Abdul Rahman Al-Jawahery
Chairman

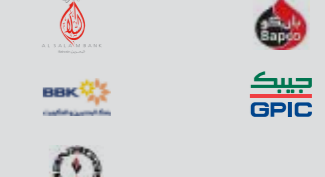


Hessa Bint Khalifa Al-Khalifa
Executive Director

Board Members

- Dr. Abdulrahman Jawahery, *Gulf Petroleum Industries Company*
- Mr. Mazen Manna, *Citi Bank*
- Mr. Ahmed A.Rahim, *Ithmaar Bank*
- Mrs. Mona Al Hashimi, *Batelco*
- Mr. Essa Al Jowder, *Ernst & Young*
- Sheikha Hessa Al Khalifa, *Al Salam Bank*
- Dr. Mohamed Al Khalifa, *Bahrain National Gas Company (B.S.C)*
- Sheikh Mohammed Bin Isa Al Khalifa, *Tamkeen*
- Mr. Abdul Hakeem Al Khayat, *Kuwait Finance House*
- Mr. Maher Al Musallam, *Gulf Air*
- Mr. Khalil Almeer, *Khaleeji Commercial Bank*
- Dr. Peter Barlett, *BAPCO*
- Mr. Abdulkarim Bucheery, *Bank of Bahrain & Kuwait*
- Mr. Matthew J. Deakin, *HSBC*
- Mr. Ehab Lori, *Fortune Promoseven*
- Mr. Tim Murray, *ALBA*
- Mr. Ageel Raees, *Gulf Hotels Group*
- Mr. Qayes Zu'bi, *Qays H. Zu'bi Attorneys & Legal Consultant*

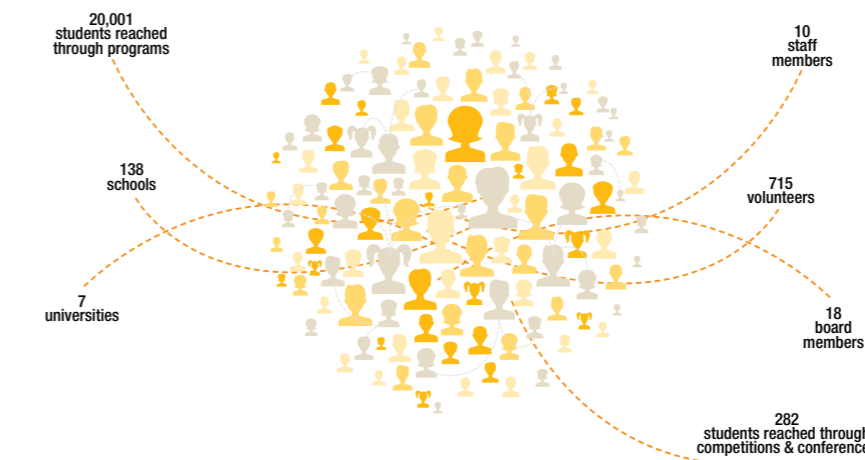
+ GOLD SPONSORS



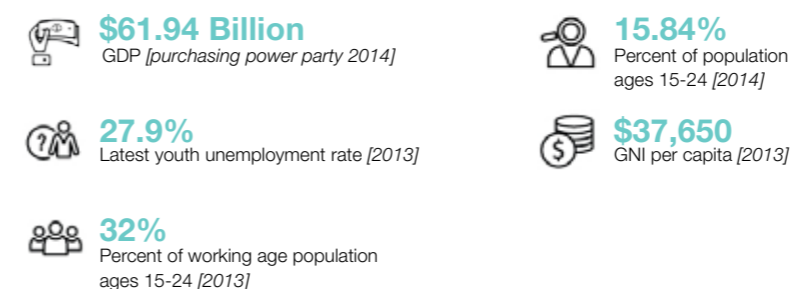
ACHEIVEMENTS

+ A team from the University of Bahrain was awarded \$5,000 by the Coca-Cola Foundation for securing third place in the *Ripples of Happiness* competition. Selected from a wide variety of projects from across the region. The university's submission "Avenir" was recognized for its environmental initiative to raise awareness and promote recycling in the Kingdom of Bahrain.

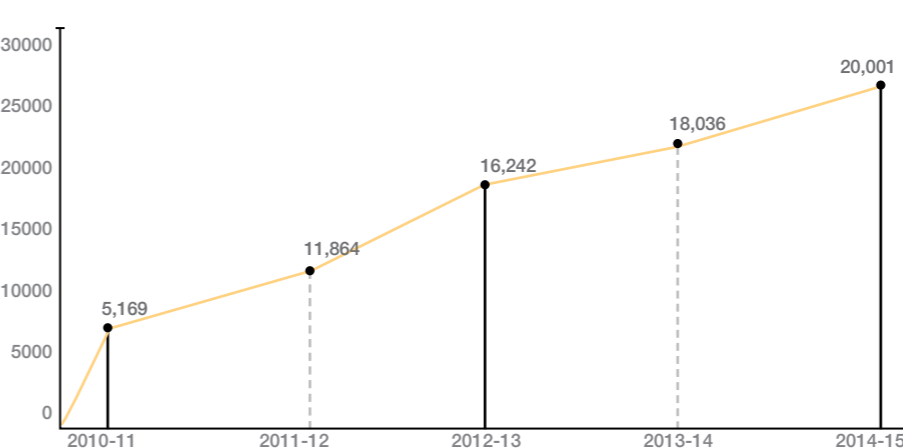
+ INJAZ Bahrain received three awards from INJAZ Al-Arab for its outstanding achievements in the areas of compliance, quality and collaboration in the academic year 2014-2015.



FACTS & FIGURES



STUDENT NUMBERS OVER THE PAST 5 YEARS





MEMBER NATIONS' DIGEST

EGYPT



Alexander Shalaby
Chairman



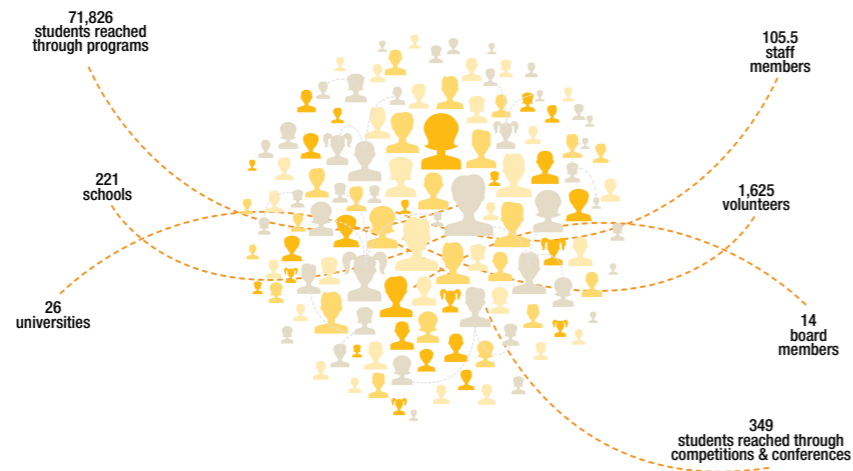
Dina El-Mofty
CEO

Board Members

- Mr. Iskandar Shalaby, *Mobilil*
- Mr. Mohammed Farouk, *Americana*
- Mr. Shehab El Nawawi, *Giza Systems*
- Ms. Neveen El Tahr, *Delta Shield Investment*
- Mrs. Dina El Mofty, *INJAZ Egypt*
- Mr. Ahmed El Sheikh, *Pepsico*
- Mr. Hesham El Amroussy, *ExxonMobil*
- Mrs. Heba Iskandar, *Orascom Construction Industries*
- Mrs. Nevine Loutfy, *Abu Dhabi Islamic Bank*
- Mr. Hesham Mekawi, *BP*
- Dr. Tamer Raghy, *Cargill*
- Mr. Kamel Saleh, *Deloitte Saleh Barsoum*
- Mr. Nadir Shaikh, *Citi Bank*
- Mrs. Nevine Taher, *HSBC*

ACHEIVEMENTS

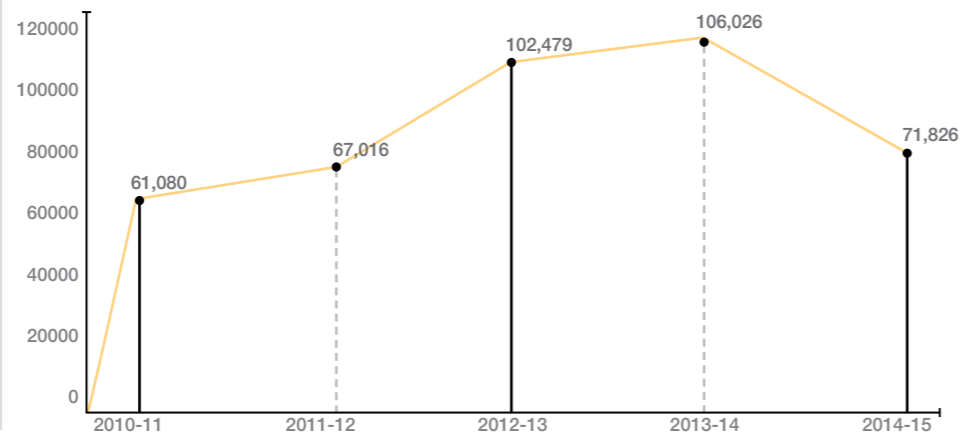
- + In 2015, INJAZ Egypt completed and finalized a major HR restructuring project, including a new organizational structure, performance management system and communication matrices.
- + INJAZ Egypt developed local programs, including *Be a Leader*, which launched in Egypt and Lebanon with great success.



FACTS & FIGURES

- \$943.1 Billion** GDP [purchasing power parity 2014]
- 17.64%** Percent of population ages 15-24 [2014]
- 38.9%** Latest youth unemployment rate [2013]
- \$10,260** GNI per capita [2014]
- 21%** Percent of working age population ages 15-24 [2013]

STUDENT NUMBERS OVER THE PAST 5 YEARS



+ GOLD SPONSORS



MEMBER NATIONS' DIGEST

KUWAIT



Omar Kutayba Al-Ghanim
Chairman



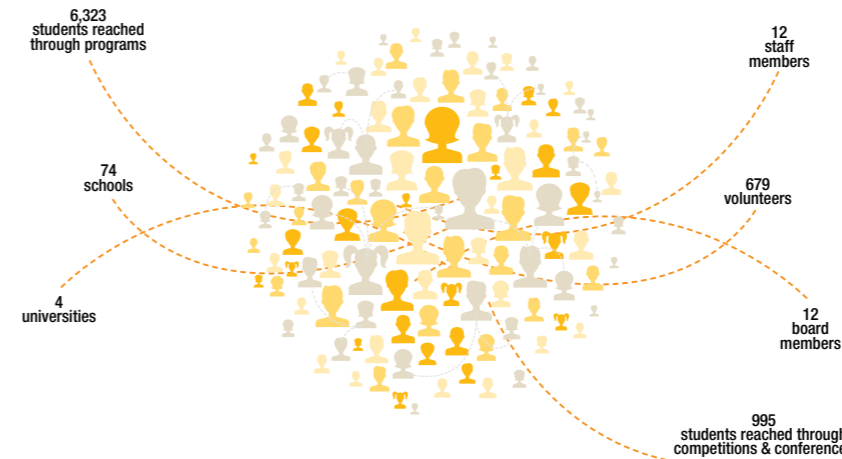
Rana Al-Nibari
CEO

Board Members

- Mr. Omar Alghanim, *Alghanim Industries*
- 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 Hajaj, *Gulf Bank*
- Mr. Tarek Sultan, *Agility Logistics*

ACHEIVEMENTS

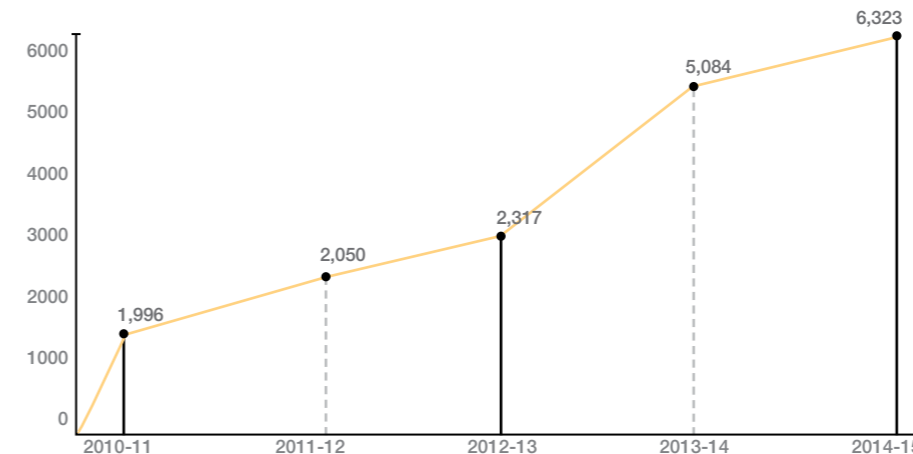
- + For the second consecutive year, INJAZ Kuwait was recognized by INJAZ Al-Arab for its outstanding performance and received two awards; the Collaboration Award and the Junior Achievement (JA) Worldwide Compliance Award.
- + This year marks INJAZ Kuwait's 10th anniversary. Though strategic partnerships with Kuwait's business and education sectors, and with the help of qualified and dedicated volunteers, INJAZ Kuwait has been delivering educational programs on entrepreneurial and leadership skills aimed at inspiring and educating future generations, through strategic partnerships with Kuwait's business and education sectors, and with the help of qualified and dedicated volunteers. INJAZ Kuwait has impacted almost 40,000 students from 80 educational institutions with the aid of around 3000 volunteers.



FACTS & FIGURES

- 284 Billion** GDP [purchasing power parity 2014]
- 15.21%** Percent of population ages 15-24 [2014]
- 19.6%** Latest youth unemployment rate [2013]
- \$82,210** GNI per capita [2013]
- 28%** Percent of working age population ages 15-24 [2013]

STUDENT NUMBERS OVER THE PAST 5 YEARS



+ GOLD SPONSORS





MEMBER NATIONS' DIGEST

LEBANON



Michel Fattal
Chairman



Fayza Saad Mehanna
Executive Director

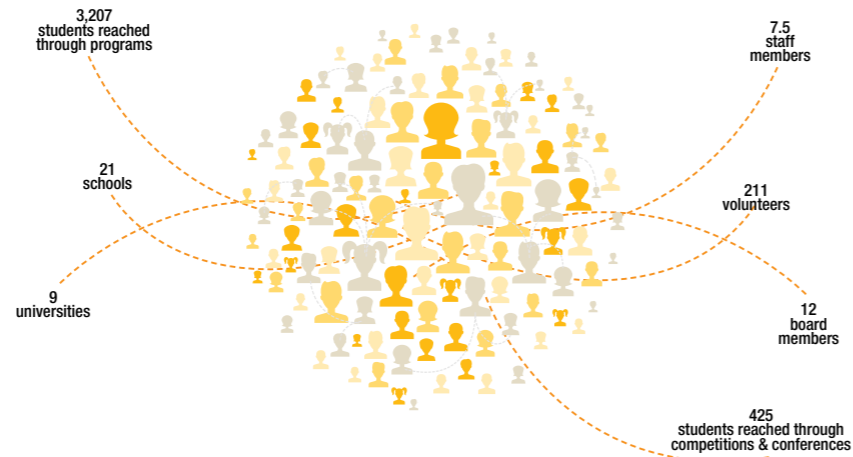
Board Members

- Mr. Michel Fattal, *Fattal Holding*
- Mr. Kamal Katra, *Merrill Lynch*
- Mrs. Elissar Antonios, *Citi Bank Lebanon*
- Mr. Raymond Audi, *Bank Audi*
- Mr. Raffi Demerjian, *Demerjian Group*
- Mr. Bassel Ettell, *MasterCard Worldwide*
- Dr. Talal Jaber, *Jaber Law Firm*
- Mr. Yusuf Kan'an, *CCC*
- Mr. Joseph Maalouf, *Beyond Consulting & Training*
- Mrs. Melek Nemr, *Unite Lebanon Youth Project*
- Mr. Peter Yeates, *HSBC*
- Mrs. Asmahan Zein, *Aramex*

ACHEIVEMENTS

+ INJAZ Lebanon was awarded the best NGO/NPO at the CSL Levant Summit that took place in Beirut in April, 2014.

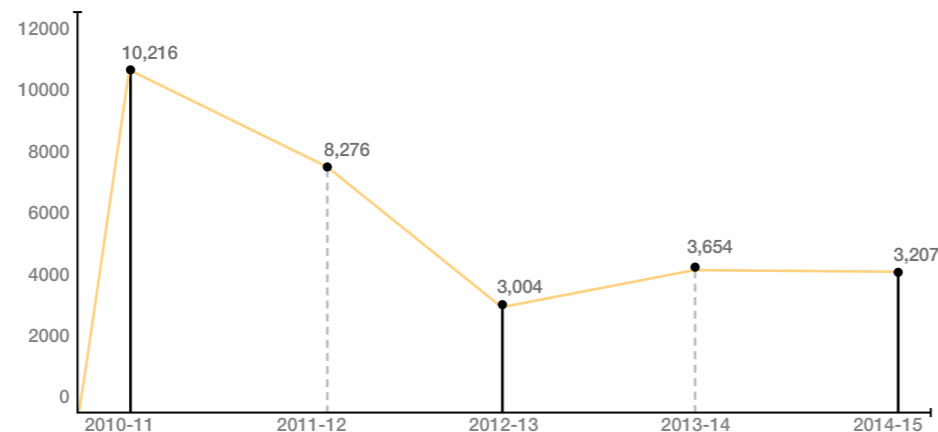
+ INJAZ Lebanon's students won two prizes at the regional *Ripples of Happiness* competition. Turning recycled cooking oil from restaurants into handmade soaps while employing low income women, "ZOAP" won the first prize in Fall 2014. "Pool Me Up" won the third prize in the Spring of 2015 through creating a mobile application for carpool commuting.



FACTS & FIGURES



STUDENT NUMBERS OVER THE PAST 5 YEARS



+ GOLD SPONSORS



MEMBER NATIONS' DIGEST

MOROCCO



Mhammad Abbad Andaloussi
CEO & Chairman

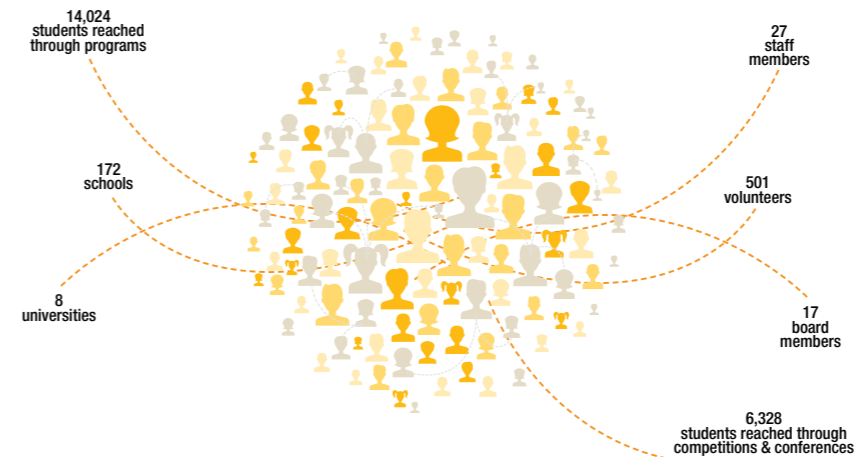
Board Members

- Mr. Mhammed Abbad Andaloussi, *INJAZ Al-Maghrib*
- Mrs. Abba 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, *Wafassalaf*
- Mr. Walter Siouffi, *Citi Bank*
- Mr. Brahim Slaoui, *Maforder*

ACHEIVEMENTS

+ INJAZ Morocco has expanded the implementation of *Company Program, It's My Business, Economics for Success* and *Steer Your Career* to reach six additional cities in Morocco: Marrakech, Agadir, Laayoune, Fès, Kenitra and Oujda.

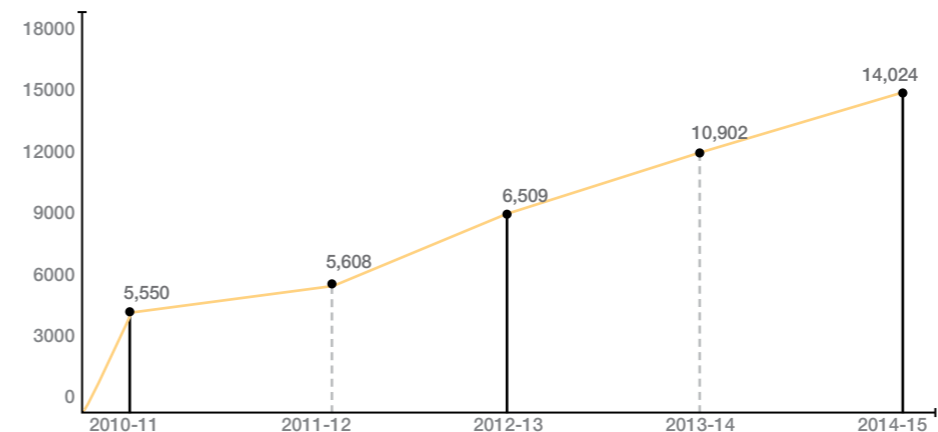
+ INJAZ Morocco established three new partnerships to implement its programs: Drosos Foundation in Marrakech and Agadir; UNICEF in Oujda, Berkane and Nador; and the American Embassy in Fes.



FACTS & FIGURES



STUDENT NUMBERS OVER THE PAST 5 YEARS



+ GOLD SPONSORS





MEMBER NATIONS' DIGEST

OMAN



Khalid Muhammad Alzubair
Chairman



Shabib Al'maamari
Executive Director

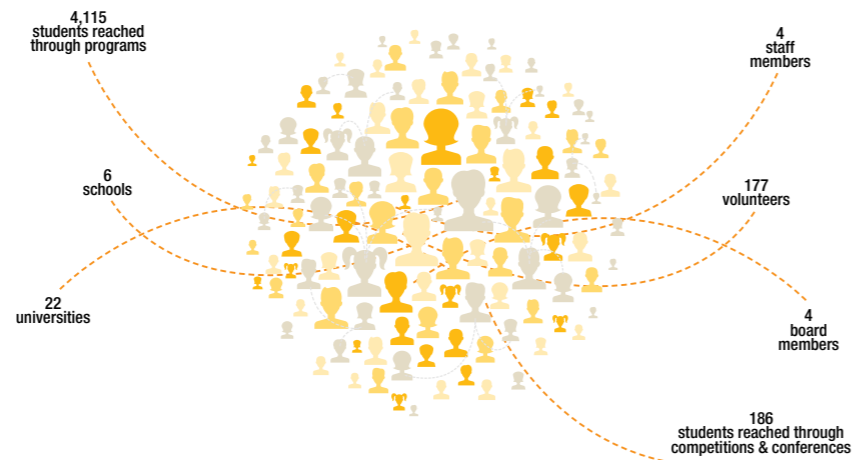
Board Members

- Mr. Khalid Al-Zubair, *Al-Zubair Corporation*
- Mr. Ahmed Al-Jahdhami, *Oman Power & Water Procurement Co.*
- Mr. Hamed Al-Sulaimi, *Al-Sulaimi Group*
- Ms. Ghada Al-Yousef, *Al-Yousef Group*

ACHEIVEMENTS

+ INJAZ Oman has been successful in recruiting 150 corporate volunteers from Nama Group, equivalent to 5% of the total staff size of the company.

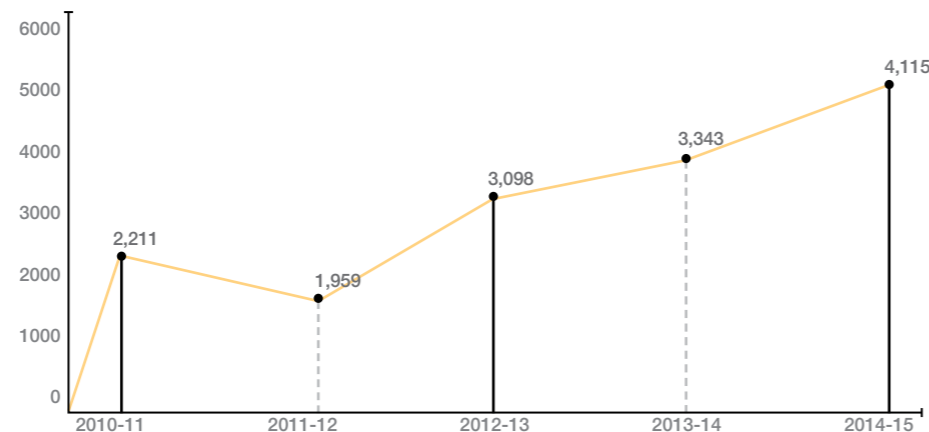
+ Through *Company Program*, INJAZ Oman has impacted 760 students who succeeded in establishing 51 student companies.



FACTS & FIGURES

- \$162.4 Billion** GDP [purchasing power parity 2014]
- 19.51%** Percent of population ages 15-24 [2014]
- 20.5%** Latest youth unemployment rate [2013]
- \$33,690** GNI per capita [2013]
- 37%** Percent of working age population ages 15-24 [2013]

STUDENT NUMBERS OVER THE PAST 5 YEARS



+ GOLD SPONSORS



MEMBER NATIONS' DIGEST

PAKISTAN



Muneer Kamal
Chairman



Uzma Khan
CEO

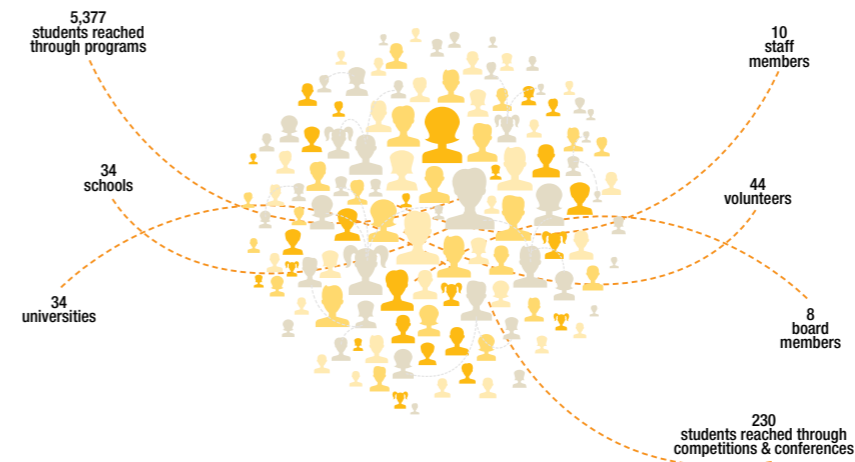
Board Members

- Mr. Muneer Kamal, *National Bank of Pakistan*
- Dr. Razi Azmat, *Habib Bank Limited*
- Mr. Waqar Hassan Siddique, *Abraaj Capital*
- Mr. Qaiser Jamal, *Byco Oil Pakistan*
- Mr. Ahsan Jamil, *Aman Outreach*
- Mr. Nadeem Lodhi, *Citi Bank Pakistan*
- Mr. Asir Manzoor, *K-Electric*
- Mrs. Uzma Munaf Khan, *INJAZ Pakistan*

ACHEIVEMENTS

+ INJAZ Pakistan successfully completed the *Junior CEOs* initiative which provided training in entrepreneurship and financial literacy to 180 youngsters in an underprivileged area of Karachi. This USAID funded initiative resulted in the establishment of 38 small businesses.

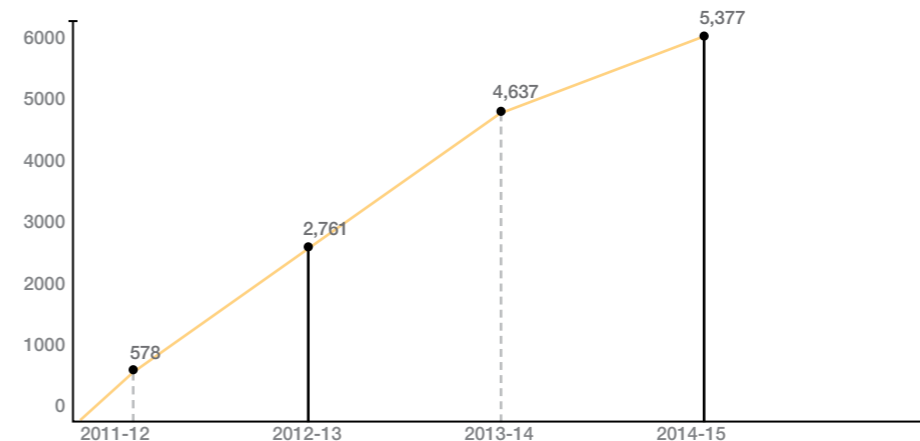
+ INJAZ Pakistan formalized a partnership with ACCA Pakistan to integrate the work-readiness training into the ACCA curriculum on a national level. The partnership is another example of INJAZ Pakistan's recent initiatives to develop work readiness skills among accountancy students and professionals in Pakistan.



FACTS & FIGURES

- \$882.3 Billion** GDP [purchasing power parity 2014]
- 21.44%** Percent of population ages 15-24 [2014]
- 8.5%** Latest youth unemployment rate [2013]
- \$5,110** GNI per capita [2014]
- 41%** Percent of working age population ages 15-24 [2013]

STUDENT NUMBERS OVER THE PAST 5 YEARS



+ GOLD SPONSORS





MEMBER NATIONS' DIGEST

PALESTINE



Ali Aggad
Chairman



Randa Ramahi Salameh
General Manager

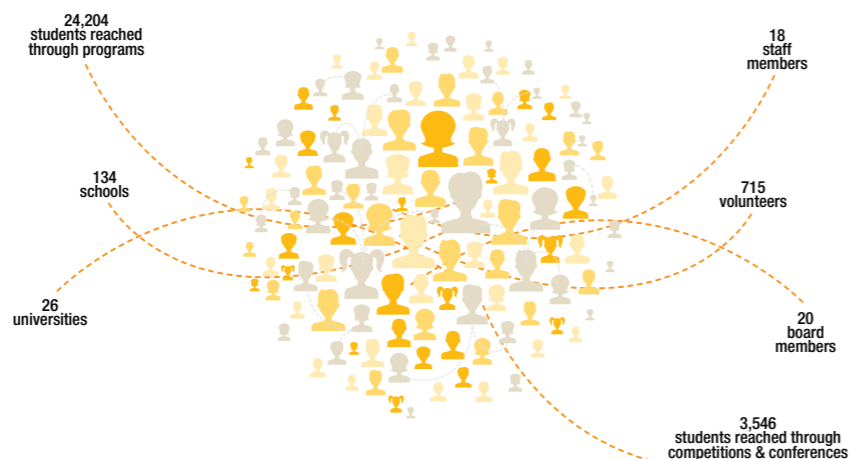
Board Members

- Mr. Ali Aggad, *Apic*
- Mr. Bassam Walweel, *Golden Wheat Mills*
- Mr. Muhannad Asaf, *Ittqan- Attorney at Law*
- Mr. Thaer Hamyel, *Bank Of Palestine*
- Mr. Emad Hindi, *NBC*
- Mr. Jamal Hurani, *Arab Bank*
- Mr. Samir Jarrad, *Arab Fund*
- Mr. Imad Lahham, *Paltel Group*
- Mrs. Rasha Mitwali, *Padico Holding*
- Mr. Bashar Ajjawi, *Ajjawi*
- Mr. Bashar Al-Hawamdeh, *Menatech*
- Mr. Fawzi Al-Idrisi, *Abu Issa Capital*
- Mr. Hashim Al-Shawa, *Bank of Palestine*
- Mr. Zahi Anabtawi, *Al-Arz Co. Ltd*
- Mr. Amer Ayoub, *Madar*
- Mr. Waleed Fakhoouri, *Arab Islamic Bank*
- Mr. Sameh Hamdan, *Raya Fm*
- Mr. Dugham Meria, *Wataniya Mobile*
- Mr. Jamal Milhem, *Talal Abu-Ghazaleh Organization*
- Mr. Emad Saa'd, *Islamic Bank*

ACHEIVEMENTS

+ Two teams representing INJAZ Palestine won first and second place in the regional *Ripples of Happiness* competition. A team from Palestine Technical University in Tulkarem was awarded a \$10,000 for first place with their 'We Communicate with Signs' project. Another team from the Arab American University of Jenin came in second with their 'First Aid-First Step' project, and received a \$7,000 grant to implement their idea.

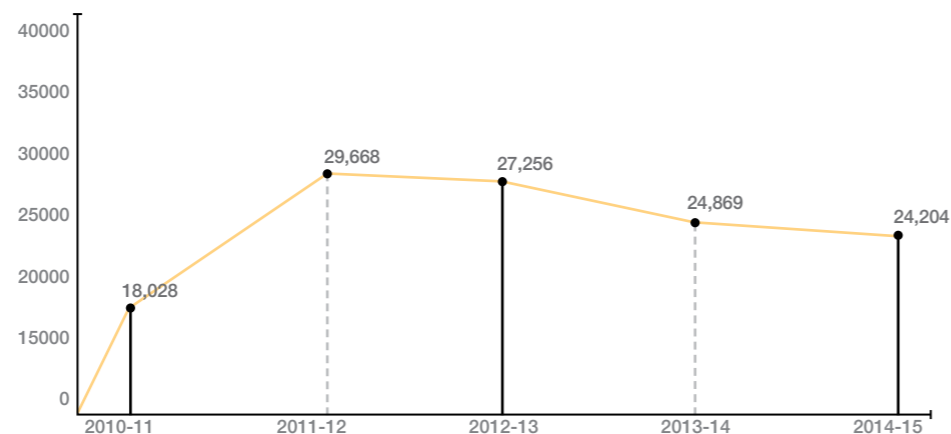
+INJAZ Palestine bought a piece of land in Ramallah to be the future site of INJAZ Palestine's new offices, as well as a stable investment for the organization.



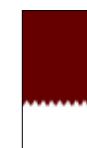
FACTS & FIGURES

- \$20.12 Billion** GDP [purchasing power party 2014]
- 21.52%** Percent of population ages 15-24 [2014]
- 38.3%** Latest youth unemployment rate [2013]
- \$5,080** GNI per capita [2013]
- 16%** Percent of working age population ages 15-24 [2013]

STUDENT NUMBERS OVER THE PAST 5 YEARS



+ GOLD SPONSORS



MEMBER NATIONS' DIGEST

QATAR



Sheikha Hanadi Bint Nasser Al Thani
Chairwoman



Emad Al Khaja
Executive Director

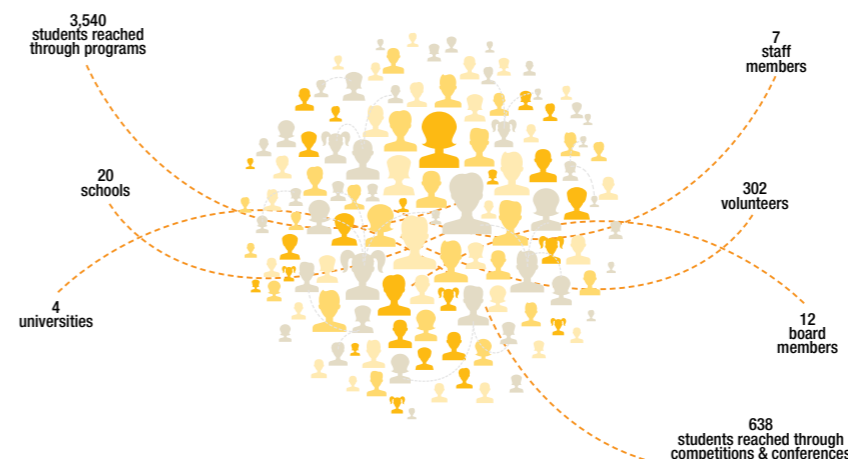
Board Members

- Sheikha Hanadi Al Thani, *NBK - Nasser Bin Khaled*
- Mr. Ashraf Abu Issa, *Blue Salon*
- Mr. Abdullah Al Marri, *Qatar First Bank*
- Ms. Aysha Al Mudahka, *Qatar Business Incubation Center -QBIC*
- Mr. Mohammad Al Rashid, *Qatar Petroleum*
- Sheikh Saud Al Thani, *Ooredoo*
- Dr. Abdulaziz Alhorr, *Qatar Finance & Business Academy*
- Ms. Carmen Haddad, *Citi Bank*
- Mr. Samer Jaghoub, *Deloitte*
- Mr. Abdulkareem Mostafawi, *HSBC*
- Mr. Alisair Routledge, *ExxonMobil*
- Mr. Shashank Srivastava, *QFC*

ACHEIVEMENTS

+ The Supreme Education Council approved INJAZ Qatar's curriculum for local schools and issued a circular to a selected number of secondary schools encouraging to adopt INJAZ programs.

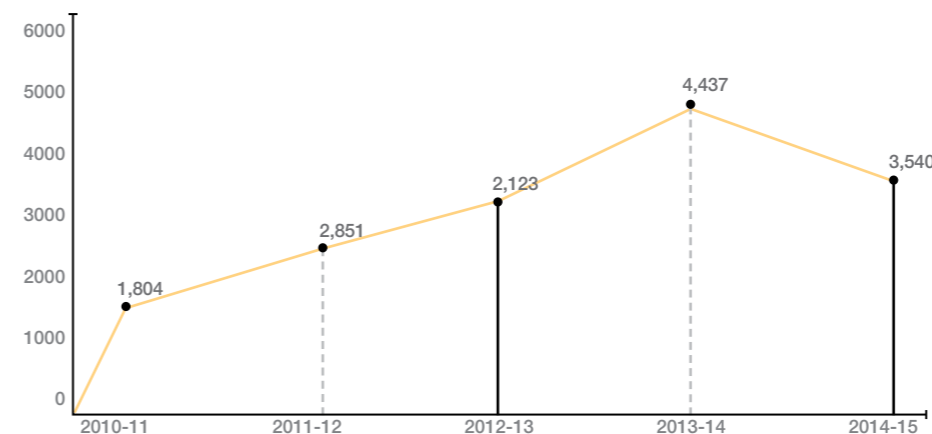
+ IINJAZ Qatar sustained their momentum from last year by exceeding their average annual reach of 2000 students.



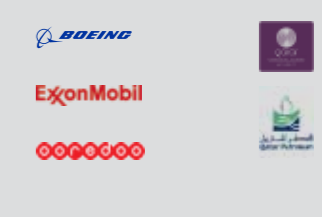
FACTS & FIGURES

- \$320.5 Billion** GDP [purchasing power party 2014]
- 12.96%** Percent of population ages 15-24 [2014]
- 1.5%** Latest youth unemployment rate [2013]
- \$139,760** GNI per capita [2014]
- 67%** Percent of working age population ages 15-24 [2013]

STUDENT NUMBERS OVER THE PAST 5 YEARS



+ GOLD SPONSORS





MEMBER NATIONS' DIGEST

SAUDI ARABIA



Mr. Abdulkareem Abu Alnasr
Chairman



Mr. Nael Fayez
CEO

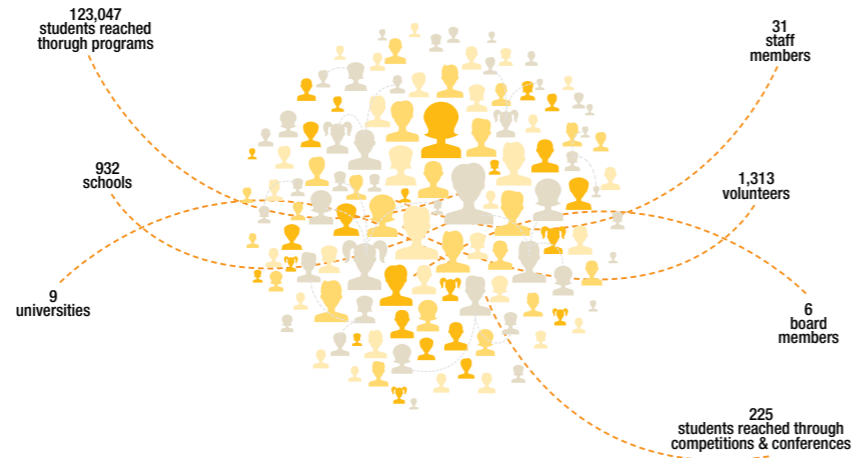
Board Members

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

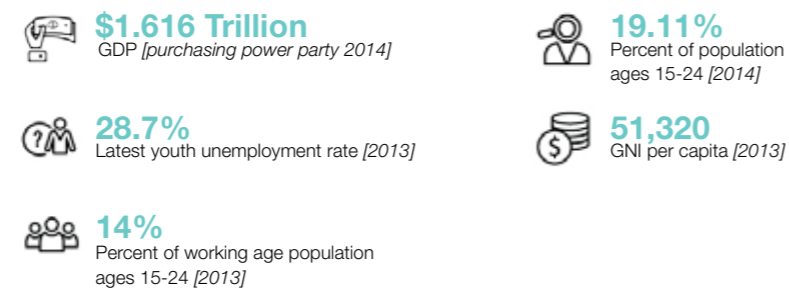
ACHEIVEMENTS

+ INJAZ Saudi Arabia created a model of sequential program delivery which follows students through multiple years of schooling with programs which build on earlier lessons for a comprehensive workforce readiness and financial literacy curriculum.

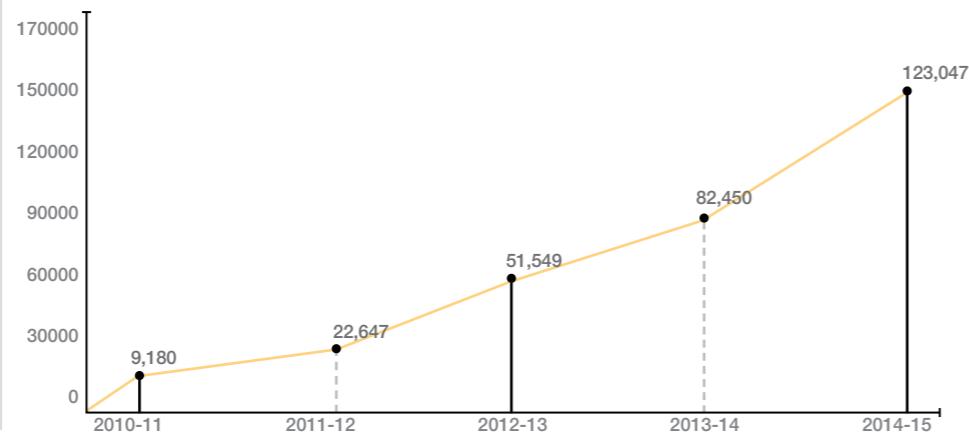
+ Driven by the need for more volunteers to accommodate the rapid growth in student reach, INJAZ Saudi Arabia partnered with the Ministry of Labor to endorse volunteerism as part of the national agenda with the Corporate Volunteerism Initiative.



FACTS & FIGURES



STUDENT NUMBERS OVER THE PAST 5 YEARS



+ GOLD SPONSORS



MEMBER NATIONS' DIGEST

TUNISIA



Ahmed Bouzguenda
Chairman



Mr. Abdallah Ben Abdallah
CEO

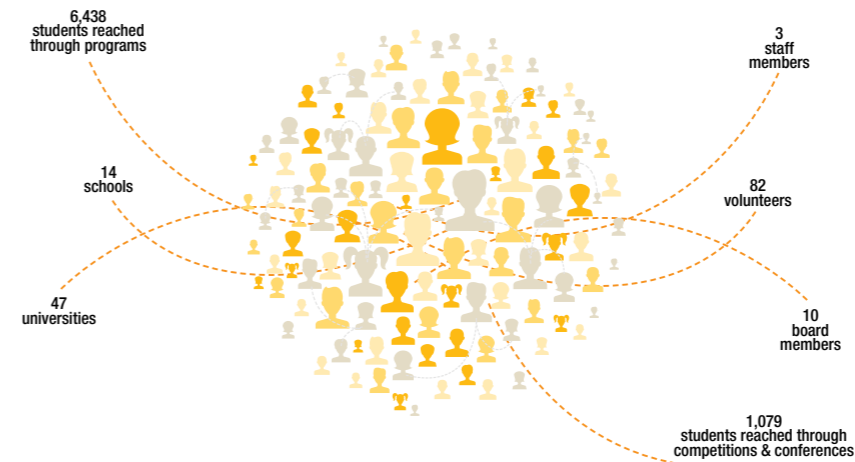
Board Members

- Mr. Ahmed Bouzguenda, *SBF*
- Mr. Abdesslem Ben Ayed, *Al Badr Group*
- Ms. Sonia Ben Mrad, *Vivo Energy*
- Mr. Khaled Ben Younes, *Ooredoo*
- Mr. Mohamed Bridaya, *Microsoft Tunisia*
- Mr. Adel Goucha, *Abraaj Capital*
- Mr. Majdi Hassen, *IACE*
- Mr. Bernard J. Dunn, *Boeing*
- Mr. Mark Liebster, *Shell Upstream Tunisia*
- Mr. Mohamed Toumi, *Sarost*

ACHEIVEMENTS

+ INJAZ Tunisia successfully introduced an IT element in the *Entrepreneurial Master Class* program, enabling students to use technology to produce IT agendas and video applications to pitch their companies.

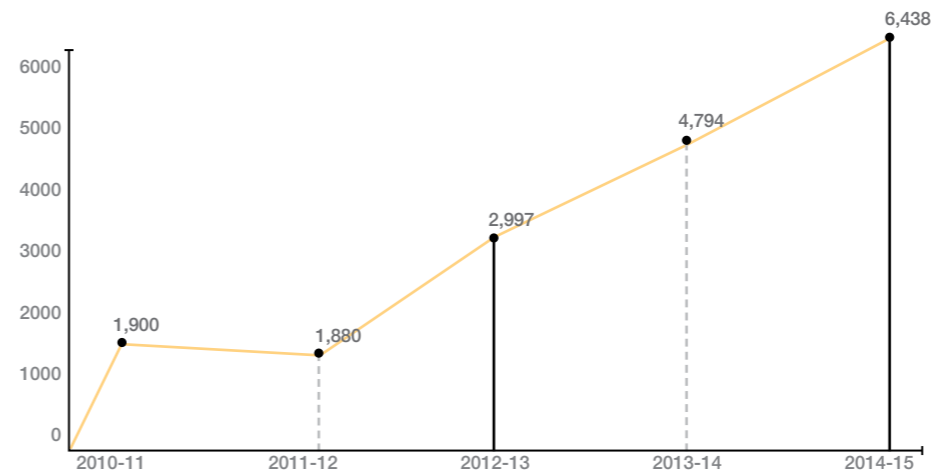
+ INJAZ Tunisia managed to achieve a 34% increase in its student reach in the academic year 2014-2015 through impacting 6,438 students in 14 regions.



FACTS & FIGURES



STUDENT NUMBERS OVER THE PAST 5 YEARS



+ GOLD SPONSORS





MEMBER NATIONS' DIGEST

UNITED ARAB EMIRATES



Sheikh Khaled Al-Nehayan
Chairman



Sulaf Saleh Al-Zu'bi
CEO

Board Members

- Sheikh Khaled Al-Nehayan, Bin Zayed Group
- Mr. Omar Boulos, Accenture
- Mr. Bernard J. Dunn, Boeing Middle East
- Mr. Arshad Ghafur, BofAML
- Mr. Iqbal Hamzah, Agthia
- Mr. Elie Khoury, Omnicom Group
- Ms. Lubna Qasim, Emirates NBD
- Mr. Abdul-Fatah Sharaf, HSBC
- Mr. Paul Theys, ExxonMobil
- Citi Bank

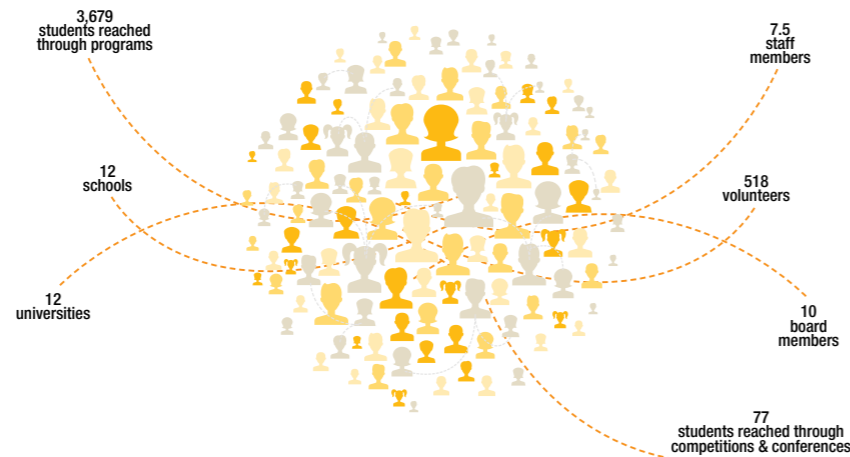
+ GOLD SPONSORS



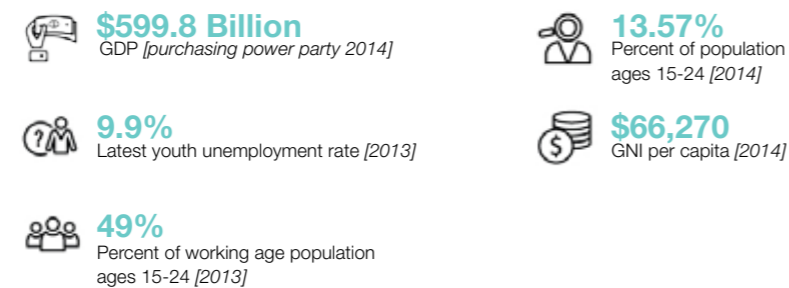
ACHEIVEMENTS

+ INJAZ UAE has signed an exclusive three year partnership with Agthia, a leading UAE-based food and beverage group. Together, they launched the "Zaheb" initiative, which crowns Agthia as the leading work readiness champion in Abu Dhabi for the next three years. This partnership will offer five work readiness programs benefiting 2000 Emirati youth in its first year and engaging 200 volunteers in the capital.

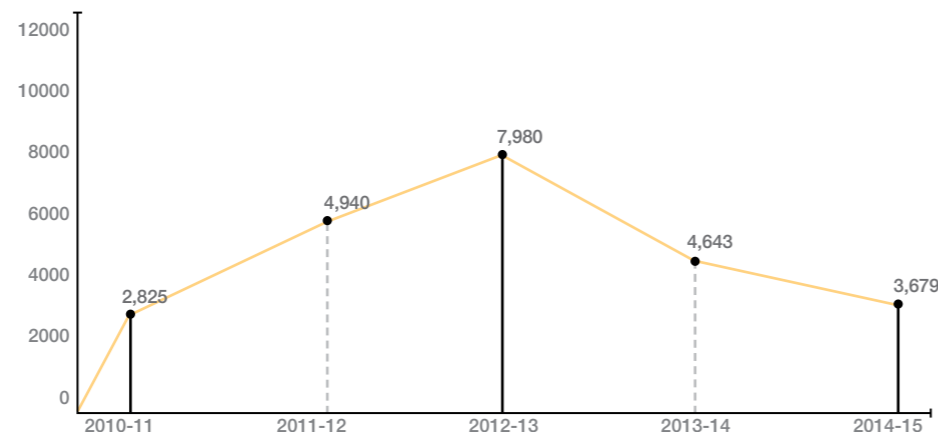
+ The DEWA Ruwwad Initiative, in partnership with INJAZ UAE, provided Junior Achievement business training programs to 50+ high school students from the Dubai Awqaf Minors Affairs Foundation. The successful training program was implemented in three phases during the summer of 2015 and offered students an international JA experience.



FACTS & FIGURES



STUDENT NUMBERS OVER THE PAST 5 YEARS



MEMBER NATIONS' DIGEST



YEMEN



Huda Al-Sharafi
Chairwoman



Majid Khalid Al-Shammiri
CEO

Board Members

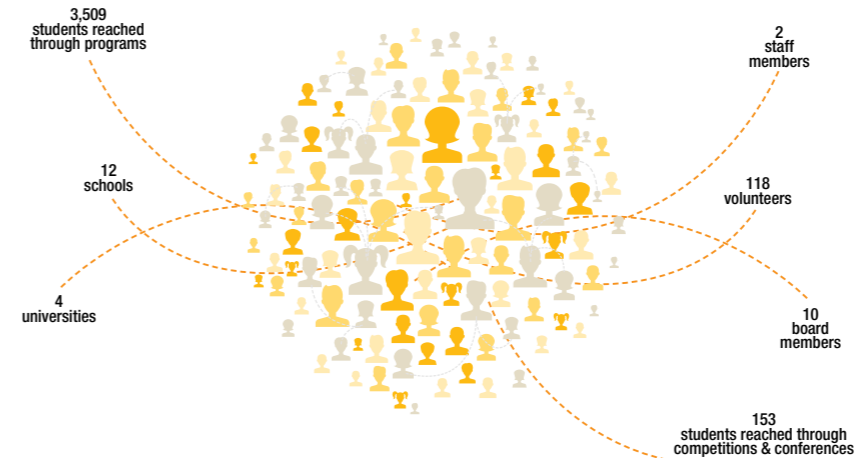
- Ms. Huda Al Sharafi, Al Maz Group
- Ms. Leila Al-Hayouti, Total E&P Yemen
- Mr. Munir Daair, Dome
- Mr. Yahya Abuelrejal, Abuelrejal Trading
- Mr. Raed Ahmed, MTTN
- Mr. Hadi Alsadai, Hadda Valley School
- Mr. Abdulmaalik Althoar, Yemen Kuwait Bank
- Mr. Amin Hajjar, Deloitte
- Mr. Faris Sanabani, The Yemen Observer
- Ms. Maha Shamsan, Universal Group

+ GOLD SPONSORS



ACHEIVEMENTS

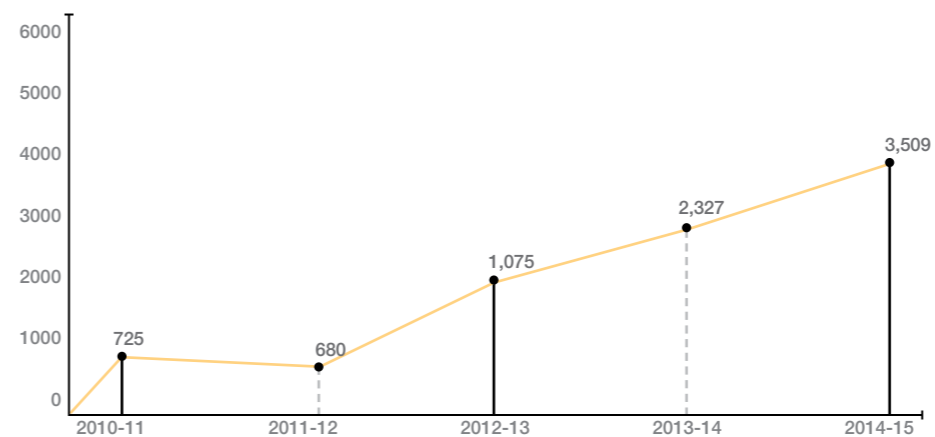
+ INJAZ Yemen succeeded in maintaining operations in Yemen despite the recent turmoil and the suspension of education in schools in the second semester. It has successfully delivered programs to more than 3,500 Yemeni students in Sana'a, expanding its student reach by over 50% over the past year.



FACTS & FIGURES



STUDENT NUMBERS OVER THE PAST 5 YEARS



REGIONAL BOARD OF DIRECTORS



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



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



Mazen Hayek
Official Spokesman Group Director of
Commercial, PR & CSR
MBC Group



Nabil Habayeb
President & CEO
General Electric Middle East,
North Africa & Turkey



Omar Al Ghanim
CEO
Al Ghanim Industries



Omar El Hamamsy
Managing Director
McKinsey & Company
Egypt Office



Omar Fahoum
Chairman of the Board & CEO
Deloitte & Touche M.E



Paul Theys
President
ExxonMobil Al Khalij Inc.



Abdul Malek Al Jaber
Founder & Chairman
MENA Apps & Arabreneur



Abdul Aziz Al-Yaqout
Senior Partner
Meysan Partners



Abdulfattah Sharaf
CEO
HSBC Middle East Ltd, UAE



Raghuvir Malhotra
President
MasterCard Middle East
& North Africa



Ramzi Abdeljaber
Managing Director
InvestCorp Bank B.S.C.



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



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



Asheesh Advani
President & CEO
JA Worldwide



Bernard J. Dunn
President
Boeing Middle East



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



Sheikh Saud Bin Nasser Al Thani
CEO
Ooredoo Qatar



Sjoerd Leenart
Senior Country Officer
Middle East, Africa & Turkey
J.P. Morgan



Carmen Haddad
CEO
Citibank, N.A.-Qatar Branch



Fadi Ghandour
Founder & Vice Chairman, Aramex
Executive Chairman, Wamda Capital



Frederic Sicre
Executive Director
Abraaj Capital



Taha Khalifa
Regional Director
Middle East & North Africa
Intel Corporation



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

INJAZ AL-ARAB TEAM



Akef Al-Aqrabawi
President & CEO
INJAZ Al-Arab



Lubna Al-Masri
Finance & Administrative Officer



Christian Neumeister
Business Development Associate



Nickolas Neibauer
Business Development Manager



Dalia Al-Ashhab
Executive Assistant



Rawan Naber
Finance & Administrative Manager



Dima Masri
PR & Communications Manager



Razan Bashiti
Senior Online Learning Consultant



Ghadeer Zalatimo
Regional Senior Education Manager



Sajeda Dabbas
Marketing & Branding Officer



Lama Zawawi
Operations Manager



Tamer Zumot
Project Management & Execution Manager

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