



AIWF NEWS

Arab International Women's Forum

المنتدى العربي الدولي للمرأة

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CHAIRMAN'S MESSAGE

As Founder Chairman of the Arab International Women's Forum, I am pleased to advise that 2014 is proving to be another highly significant year for AIWF as we maintain our focus on promoting the empowerment of women and youth as drivers of change towards sustainable development and prosperity in the Arab world.

We continue to work in cooperation with our distinguished corporate, institutional, academic and media partners, political and economic forums and global institutions and organisations, constantly striving to extend our network of support to deliver the message that the empowerment of women and youth, the elimination of poverty and the promotion of equality of opportunity for all citizens are essential ingredients of sustainable development in the Arab world and developing economies.

Reinforcing AIWF's focus on the importance of job creation, earlier this year AIWF accepted invitations to participate, together with political and economic forums and global institutions and organisations, in high-level regional events on job readiness and creation in Amman, Jordan and on social protection and sustainable development in Riyadh, Saudi Arabia.

Highlighting AIWF's strengthened focus on the importance of education, leadership training, capacity-building and self-development for women and youth throughout the Arab world, I accepted an invitation, as Founder Chairman of AIWF, to deliver the keynote address to the World Literacy Summit Conference entitled *Literacies: The Power to Change* held in Oxford from 14 to 16 April 2014. This major three-day conference, hosted by the World Literacy Summit 2014 and sponsored by Oxford University Press, was opened by HRH Princess Laurentien of the Netherlands.

The summit, attended by approximately three hundred international delegates, sought to build awareness of "a global literacy crisis" and provide opportunities for participants to develop strategic plans, exchange information, find solutions and build partnerships to improve literacy standards worldwide and culminated in the updating of the Oxford Declaration which is a living document revisited at each World Literacy Summit and

Continued

DATES FOR YOUR DIARY

ARAB INTERNATIONAL WOMEN'S FORUM PROGRAMME 2014

THE CITY OF LONDON

ANNUAL CONFERENCE

*From Partnership to Prosperity:
Connecting Women in the Arab World, the
United Kingdom and the International Community*

*In partnership with and hosted by
AIWF Global Platinum Partner Willis
The Willis Building, Lime Street, City of London
22 October, 2014*

OFFICIAL DINNER

*In the presence of
The Rt Hon
The Lord Mayor Alderman Fiona Woolf CBE*

*Building Bridges, Building Business:
between the City of London,
the Arab World and the International Community
at The Mansion House, The City of London
23 October, 2014*

THE 6TH YOUNG ARAB WOMEN LEADERS CONFERENCE

*Connecting the Next Generation of
Young Arab Women Leaders*

*In partnership with and hosted by
AIWF Global Diamond Partner PwC
PwC Offices, 7 More London
24 October, 2014*

CHAIRMAN'S MESSAGE

contributed to by World Literacy Summit delegates and which acts to break down barriers between government, business, NGOs, educational institutions and the world's citizens to seek to promote greater literacy worldwide.

As part of AIWF's emphasis on the promotion of women's empowerment and that of good governance, I am delighted to announce that a highly significant Memorandum of Understanding has been signed on behalf of the Chairman and Board of Directors of AIWF with the Pearl Initiative, the GCC-based, private sector-led, not-for-profit organisation developed in collaboration with the United Nations Office for Partnerships to promote best business practices in the Gulf Region; this MOU, signed on 8 June 2014 in Dubai by Rania Rizk, Board Member, Arab International Women's Forum and Imelda Dunlop, Executive Director of the Pearl Initiative, supports vital work being carried out under the auspices of the Pearl Initiative's research programme on Women in Senior Management in the GCC.

Building on the excellent cooperation between Ghorfa Arab-German Chamber of Commerce & Industry and AIWF in holding the Arab-German Women Leaders Forum held in Berlin on 22 and 23 October, 2013, it was a pleasure to return to Berlin this year on the occasion of the 17th Arab-German Business Forum in Berlin held from 4 to 6 June and to deliver a keynote address in the Session entitled *Gender Diversity: A Competitive Edge for the Future*, speaking on the topic of *Women as Key Drivers for Economic Development in the Arab World and Germany, enhancing Arab-German Business Relations and Multilateral Exchange*. The Partner Country for this Business Forum was the Hashemite Kingdom of Jordan. [A report of this Forum appears later in this Newsletter]

On Tuesday 20 May this year, the Arab International Women's Forum was delighted to welcome its Members, Partners and friends in the United Kingdom to a Get-Together and Reception hosted by Mr Ali Hammad, Managing Director, Co Head, Middle East, Coutts, Mr Ian Ewart, Managing Director, Global Head, Products, Services & Marketing, Coutts, Ms Maya Prabhu, Managing Director, Coutts Institute and Ms Shouq Tarawneh, Director, International Private Banking, Coutts Middle East. The AIWF Board of Directors would like to express their deep appreciation to Coutts for their generous hospitality in hosting this event at their London Offices. [A report and photographs of this Reception follow]

Recognising the knowledge and expertise acquired by AIWF with regard to Arab women's empowerment, an invitation was accepted to contribute to the 2013 Annual Report of **TAMKEEN**, a governmental organisation established in 2006 as part of Bahrain's national

reform initiatives and *Bahrain Economic Vision 2030* and tasked with supporting Bahrain's private sector and positioning it as the key driver of economic development.

Tamkeen has been investing in Bahraini women's economic empowerment as part of its mission to make the private sector the key driver of Bahrain's economic development. As a result of the various initiatives focusing on their advancement, Bahraini women are gradually adopting a proactive approach towards careers and businesses.

This year AIWF has been featured in a number of valuable media publications. In particular, articles have appeared in Vision Magazine, Gulf Times and for the launch edition of the new Forbes Woman Magazine and, as part of the continuing special partnership built up over a number of years, AIWF has been featured in a fourth Financial Times Special Report on women in business in the Arab world which was published to coincide with International Women's Day.

Continuing to fulfil the AIWF mission of ***Building Bridges, Building Business*** between women in the Arab world and their counterparts in the international community, seeking to empower them to contribute towards shaping the future economic and social policy of the Arab region, AIWF is hosting a programme of three events of great substance to be held in the City of London in October this year. Building on highly successful conferences held in Europe and the Arab region in 2013, AIWF aims to connect Arab business women with their counterparts in the United Kingdom and the wider European Union for the purpose of developing commercial relationships and providing women and youth with a unique platform for collaboration, dialogue and partnership. I very much look forward to the great pleasure of welcoming you all to the City of London in October to participate in these outstanding events.

The work and the mission of the Arab International Women's Forum could only be possible with the valued support of its Global Corporate Benefactor Partner, PepsiCo and all its Global Corporate Partners: Pfizer, Shell, Willis, The Sharjah Business Women Council, PwC, Jumeirah and Sungjoo Foundation, whose support is greatly appreciated.

I wish all our members and friends an enjoyable and relaxing summer.

Haifa Al Kaylani

Haifa Fahoum Al Kaylani
Chairman

Arab International Women's Forum

SIGNING OF MEMORANDUM OF UNDERSTANDING BETWEEN THE ARAB INTERNATIONAL WOMEN'S FORUM AND THE PEARL INITIATIVE TO PROMOTE WOMEN THROUGH THE RANKS TO SENIOR MANAGEMENT AND BOARD ROLES

MoU to support research programme that will analyse company best practice and encourage the progression of women into Executive and Board roles



Ms Rania Rizk, Vice President & Chief Legal Counsel, MEA Region, PepsiCo UAE, and AIWF Board Member and Ms Imelda Dunlop, Executive Director, The Pearl Initiative.

The Arab International Women's Forum has signed a Memorandum of Understanding with the Pearl Initiative, the GCC-based, private sector-led, not-for-profit organisation developed in collaboration with the United Nations Office for Partnerships to promote best business practices in the Gulf Region; this MOU relates to activity in support of the Pearl Initiative's research programme on Women in Senior Management in the GCC.

The agreement was signed on 8 June 2014 in Dubai by Rania Rizk, Board Member, Arab International Women's Forum and Imelda Dunlop, Executive Director of the Pearl Initiative.

Initial findings from an online survey among women in senior roles in the region found that traditional role models are still prevalent in the region, with women still facing significant gender bias in both international and regional organisations. While many companies are actively trying to adapt their company culture to offer increased opportunities for women to move up through the ranks, companies need to begin with strong commitment from top-management in order to effectively promote an equal environment at all levels within the organisation.

Commenting on the signing of the agreement **Imelda Dunlop, Executive Director, of the Pearl Initiative** said: *"The agreement with the Arab International Women's Forum will enable the Pearl Initiative team to work closely with a well-established network of leading women in the Arab world. The research programme aims to address the current leadership barriers facing women within the GCC, promote success stories, and encourage businesses in the region to invest in the development of women within their organisations."*

Rania Rizk, Board Member, AIWF added: *"The Arab International Women's Forum is committed to promoting equal opportunities for women throughout the GCC. Gender equality is absolutely essential to sustainable development*

in the new Arab world and we look forward to supporting the Pearl initiative in such an influential research programme, as we together seek to empower business leaders to attract, retain, and develop women in senior positions in the UAE and GCC."

Since 2010, the Pearl Initiative has been driving extensive programmes that positively influence business thinking in all 6 countries of the GCC, and produces regionally-focused research-based insight reports and corporate good practice case studies. Programmes for 2014 include those on Women in Business, Corporate Governance in Family Firms and Anti-Corruption. The Pearl Initiative also convenes business, government and civil society leaders at the highest levels and at operational levels, in dialogue forums and capability-building seminars.

AIWF 2014 PROGRAMME OCTOBER 22 – 24, CITY OF LONDON

AIWF has planned an outstanding programme of events to be held in the City of London from 22 to 24 October this year designed to connect Arab business women with their counterparts in the United Kingdom, the European Union and the international community. The programme begins with the AIWF Annual Conference on 22 October entitled ***From Partnership to Prosperity: Connecting Women in the Arab World, the United Kingdom and the International Community*** in partnership with and hosted by AIWF Global Platinum Partner Willis at their offices in the City of London. The AIWF Gala Dinner on 23 October 2014 has as its theme ***Building Bridges, Building Business between the City of London and the Arab World and the International Community*** and will be held at the Mansion House in the City of London in the presence of the Rt Hon The Lord Mayor Alderman Fiona Woolf CBE The Lord Mayor of the City of London. For the final day of this substantial programme, the Arab International Women's Forum is proud to host the sixth conference entitled ***Connecting the Next Generation of Young Arab Women Leaders*** in the ***Young Arab Women Leaders*** series in continued partnership with PwC at their Offices at 7 More London.

AIWF ANNUAL CONFERENCE, LONDON 22 OCTOBER, 2014

Entitled ***From Partnership to Prosperity: Connecting Women in the Arab World, the United Kingdom and the International Community***, the Arab International Women's Forum is pleased and proud that its Annual Conference will be hosted by AIWF Global Platinum Partner Willis International at its prestigious headquarters in the City of London on 22 October 2014. This event will provide Arab and British companies with a unique platform for collaboration, dialogue and partnership, building on timely themes, issues and trends and highlighting new investment and partnership opportunities in the MENA region.

This conference is designed to connect Arab business women with their counterparts in the United Kingdom and the wider European Union who are looking to develop commercial

relationships and leverage market potential between the two regions, identifying mutual challenges and exploring partnership opportunities in financial services, law, health and education, technology and media, retail and tourism, energy and infrastructure.

During the conference, participants will have the opportunity to:

- Support, engage and network with other women business leaders
- Gain valuable new international and regional contacts and partnership opportunities
- Learn from others about ways of transforming challenges and barriers into success stories and opportunities for development,
- Discover initiatives and strategies to develop and support women in business

The agenda for the AIWF Annual Conference has been formulated in consultation with a number of women business leaders in the UK and Arab region, and we are very fortunate to be able to welcome prominent speakers and guests who will share their own personal success stories, experiences and expertise. We are certain that all our distinguished guests, speakers and delegates will find this a uniquely informative, invaluable and interactive experience and we look forward to welcoming you to this major Conference in London in October.

AIWF GALA DINNER, LONDON 23 OCTOBER 2014

AIWF is delighted to be invited to return to the Mansion House in the City of London on 23 October for our fourth visit and we are indeed honoured this year to be hosted by The Right Honourable Alderman Fiona Woolf CBE, Lord Mayor of the City of London on the historic occasion of Ms Woolf becoming only the second woman to hold this important ceremonial post in its 800 year history.

Our theme of ***Building Bridges, Building Business between the City of London and the Arab World and the International Community*** for this return to the Mansion House in 2014 will serve to enhance the AIWF mission and form part of the AIWF programme's second decade of work as we build upon key alliances and valued partnerships with many esteemed organisations such as the UK Foreign and Commonwealth Office, the League of Arab States, the OECD, the European Parliament, European Commission, the World Bank, and other governments, global institutions, agencies and business councils.

I am delighted to confirm that we shall have the honour of welcoming the Rt Hon Hugh Robertson, MP, Minister for the Middle East and North Africa, UK, The Rt

Hon Alderman Fiona Woolf CBE, Lord Mayor of the City of London and Mr Omar Farid, President MEA, PepsiCo as distinguished Guest Speakers on this special occasion.

YOUNG ARAB WOMEN LEADERS CONFERENCE, LONDON, 24 OCTOBER

Following on from the phenomenal success of our inaugural events in the **Young Arab Women Leaders – The Voice of the Future** series in London, Amman, Beirut, Dubai and Palestine, the Arab International Women's Forum is proud to host the sixth conference entitled ***Connecting the Next Generation of Young Arab Women Leaders*** in this series in continued partnership with PwC at their Offices at 7 More London.

The **Young Arab Women Leaders** series was launched in 2011 in London as a platform for young aspiring Arab women to support, engage and network with mentors in political, economic and social leadership roles in the Arab world. It aims to provide participants with key insights into best practices that will transform challenges and barriers into opportunities for development and advancement.

AIWF sees job creation as the crisis of our time, and for this reason we are heavily invested in the success of the Young Arab Women Leaders initiative, focused on empowering youth in emerging economies to become entrepreneurs and job creators because we believe that this is key to building a strong, viable and educated Arab middle class. We also believe that women's entrepreneurship is vital to the sustainable development process. Through the Young Arab Women Leaders initiative, AIWF is committed to providing the training and networking young women need to succeed in entrepreneurship.

The agenda of the seminars in this series has been carefully developed in consultation with a number of young women leaders in the region, and we are fortunate to be able to bring together distinguished prominent speakers and guests who will, by sharing their own personal success stories, experience and expertise, assist in making our conference objectives a reality.

The outcomes of this series of conferences so far have reinforced AIWF's long-held belief in the importance of coaching and mentoring and the influence of strong, successful role models to empower Arab women and close the leadership gap; this, combined with policies and legal reforms to give women freedom of mobility and relax restrictive regulations, will promote and encourage entrepreneurship and advance women's participation in business, the professions and public life.

Personally and on behalf of the Board of Directors of the Arab International Women's Forum, I look forward to welcoming you to this outstanding AIWF programme of events in the City of London in October this year.

AIWF CHAIRMAN AS KEYNOTE SPEAKER IN OPENING SESSION OF WORLD LITERACY SUMMIT 2014, HELD IN OXFORD FROM 14 TO 16 APRIL, 2014



AIWF Chairman with fellow Guest Speakers in the Opening Ceremony

L to R: Dr Anthony Cree, World Literacy Summit Chairman; Councillor Tony Brett, Deputy Lord Mayor of Oxford; HRH Prince Albert Esiri of Nigeria; Ms Linda Bakkum, 2014 World Literacy Summit Youth Ambassador; Mrs Haifa Fahoum Al Kaylani, Founder Chairman of The Arab International Women's Forum; Professor Sally Mapstone, Pro-Vice Chancellor for Education at the University of Oxford; Mr Nigel Portwood, Chief Executive of Oxford Academic (Oxford University Press); Mrs. Ifeoma Esiri, co-founder and Executive Co-chair of Zacheus Onumba Dibiaezue Memorial Libraries; Mr Kamallesh Sharma, Commonwealth Secretary-General.

The **World Literacy Summit 2014 (WLS 2014)** was held in Oxford, United Kingdom, from the 14th to the 16th of April, 2014 with its theme ***Literacies: The Power to Change***. This theme encompasses not only basic functional literacies, but also a whole spectrum including the digital, scientific, mathematical and cultural.

Literacy's power to change and improve the lives of individuals and communities has never been greater than in this time of technology and communications. With a spectrum of new tools and greater connectivity, the world has never been in a better position to raise global literacy levels.

The Summit aimed to build awareness of the global literacy crisis and provide opportunities for participants to develop strategic plans, exchange information, find solutions and build partnerships to improve literacy standards worldwide.

The objectives of this Summit were to:

- Explore the key issues impacting literacy around the world
- Analyse the latest literacy delivery methods and teaching approaches
- Increase awareness of the global literacy crisis (775 million people worldwide are illiterate)
- Create opportunities for delegates to collaborate in supporting literacy
- Revisit and update the Oxford Declaration:
 - which is a living document revisited at each World Literacy Summit and contributed to by World Literacy Summit delegates, and
 - which acts as an instrument in breaking down the barriers between government, business, non-governmental organisations, educational institutions and the world's citizens in an effort to promote greater literacy worldwide.

Her Royal Highness Princess Laurentien of the Netherlands, Founder and Honorary Chair of **Stichting Lezen & Schrijven** (Reading & Writing Foundation) opened the Summit and the Keynote Address was delivered by Mrs Haifa Fahoum Al Kaylani, Founder Chairman of The Arab International Women's Forum, who spoke on the topic, *Literacy: The Path*

to Development & Progress in the Middle East, exploring the importance of gender when studying illiteracy.

In her address, Mrs Al Kaylani explained that women in MENA countries are twice as likely to be illiterate as men and make up two-thirds of the region's illiterate adults. There are over 75 million illiterate adults in the region, more than half of whom live in Egypt, Iraq and Morocco. Gender gaps in education vary greatly across countries in the region but are generally wider in countries where overall literacy and school enrolment are lower. In Yemen, for example, the illiteracy rate among young women (54 percent) is triple that of young men (17 percent). But countries that make political and financial commitments to reducing illiteracy, as Jordan and Tunisia have, generally see significant improvements in reducing illiteracy and narrowing the gender gap.

Gender gaps in literacy and school enrolment generally persist regardless of rural or urban location. Gender gaps in school enrolment are especially wide in Egypt, Iraq, Turkey and Yemen. Closing gender gaps in education would benefit countries' economies. One study estimated that the region's average annual growth in per capita gross national product would have been nearly a full percentage point higher between 1960 and 1992 if MENA's gender gap in education had shrunk as quickly as East Asia's did.

Mrs Al Kaylani went on to highlight some of the positive effects of female education:

- Increased fertility, population growth, and infant and child mortality fall and family health improves
- Increases in girls' secondary school enrolment are associated with increases in women's participation in the labour force and their contributions to household and national income
- Women's increased earning capacity, in turn, has a positive effect on child nutrition
- Children — especially daughters — of educated mothers are more likely to be enrolled in school and to have higher levels of educational attainment
- Educated women are more politically active and better informed about their legal rights and how to exercise them

MENA countries have made significant strides in making education available over the past few decades, but challenges remain. Access to education has improved, and the illiteracy rate among the region's young adults (people aged 15 to 24) is half that of the adult population (people aged 15 and up). More women are now pursuing higher education, reflecting their ability to graduate from secondary school. In some countries, such as the oil-rich Gulf states, women make up a larger share of university enrolment in part because many young men from those countries go abroad for college and graduate school.

Mrs Al Kaylani spoke of the effect on children of illiterate parents and the specific problems of children with disabilities and suggested actions to be taken to improve these situations:

- The education and literacy levels of parents, mothers in particular, directly determine their children's survival, growth and development prospects
- Adult literacy programmes will not work where they remain isolated interventions, with little follow-up, divorced from the mainstream of education reform and innovation. Targets for the reduction of illiteracy must be clearly defined, and better indicators, assessment mechanisms and databases put in place



The Holywell Music Room at Wadham College. Delegates gathered for panel session "Literacies: the Power to Change".

- Civil society organisations should be encouraged to sustain their involvement in literacy programmes, and governments and development agencies should strengthen their partnerships with them
- Literacy programmes should be an integral part of broader education action plans and should form part of sector-wide planning approaches
- The inclusion of children with disabilities in society is possible – but it requires first a change of perception, a recognition that children with disabilities hold the same rights as others; that they can be agents of change and self-determination, not merely the beneficiaries of charity; that their voices must be heard and heeded in our policymaking and programmes

Mrs Al Kaylani stated that Education for All (EFA) will never be achieved if gender discrimination is not addressed. The largest single group of children denied a basic education is girls. This discrimination goes beyond the numbers visible in enrolment figures – it is reflected in inequalities throughout education systems and in society as a whole.

The AIWF Chairman pointed out that the link between literacy and socio-economic development is a cornerstone of the Millennium Development Goals (MDGs), which formed a blueprint agreed to by the world's leading development institutions to galvanise efforts to meet the needs of our most vulnerable people, to provide education to all children and equal opportunities to both women and men, establishing a global partnership for development by 2015 as we approach the target date of 2015 set by UN Member States upon the adoption of the MDGs, fourteen years ago. Mrs Al Kaylani concluded by saying, *"The correlation between literacy, economic progress and job creation is just as tangible, and is a focus of this timely conference."*

AIWF's participation in this Summit provided the opportunity to discuss how literacy is changing lives in the Middle East and to highlight AIWF's strengthened focus on the importance of education, leadership training, capacity-building and self-development for women and youth throughout the Arab world.

The World Literacy Summit 2014 culminated in the updating and signing of **The Oxford Declaration**, an initial extract of which follows:

Acknowledging

- that on the eve of the 2015 deadline, at least 250 million of the world's 650 million school aged children do not have basic literacy skills, almost two thirds of the world's 775 million illiterate adults are women. Given the relationship between maternal literacy and youth literacy it is imperative to continue the focus on gender equity. Improving literacy levels among women and girls will reduce the cost of global

illiteracy, which currently exceeds USD \$1 trillion dollars annually.

Noting

- the need for collaboration, our declaration contains a call to action for governments, multi-lateral agencies, the media, NGO's, businesses, philanthropic organizations, communities, universities, academics, faith based organizations, schools, teachers parents and individuals, to share the responsibility for enabling quality learning environments and contributing to the development of literate societies.

AIWF GET-TOGETHER AND RECEPTION ON 20 MAY 2014 HOSTED BY COUTTS, LONDON



Coutts Reception - L to R Ms Mei Sim Lai, OBE DL, Principal, LaiPeters & Co. & AIWF Finance Director; Ms Shouq Tarawneh, Director, International Private Banking, Coutts Middle East; Mr Ali Hammad, Managing Director, Co Head, Middle East, Coutts, Mrs Haifa Al Kaylani, Chairman, AIWF, Dr Afnan Al Shuaiby, Secretary General & CEO, Arab-British Chamber of Commerce & AIWF Board Member; Ms Maya Prabhu, Managing Director, Coutts Institute and Mr Robert Lyle, Director, Commonwealth Disaster Management Agency (CDMA) & AIWF Board Member

The Arab International Women's Forum was delighted to welcome AIWF Members, Partners and key contacts to a Get-Together and Reception generously hosted by Coutts at their prestigious London Offices on Tuesday 20 May 2014. Coutts have a long tradition in the UK as specialists in private and commercial banking and wealth management and their history may be traced back as far as the 17th Century.

This special occasion brought together close to 70 guests representing government, business, academia, international organisations and civil society to foster wider opportunities for cooperation in London, the Arab world and internationally, who were hosted by Mr Ali Hammad, Managing Director, Co Head, Middle East, Coutts, Mr Ian Ewart, Managing Director, Global Head, Products, Services & Marketing, Coutts, Ms Maya Prabhu, Managing Director, Coutts Institute and Ms Shouq Tarawneh, Director, International Private Banking, Coutts Middle East.

In recognising the AIWF vision and mission to secure a greater role for women in both the local and international community, Mr Ali Hammad, Co Head of Coutts Middle East said *"It is the bank's pleasure to host the AIWF Get-Together; it is great to witness Middle Eastern women not only contributing to the quality and direction of development in their region but*

**SPEAKERS AT THE AIWF
GET-TOGETHER AND RECEPTION
ON 20 MAY 2014
HOSTED BY COUTTS, LONDON**



Mrs Haifa Al Kaylani, Chairman Arab International Women's Forum

increasingly taking leading and entrepreneurial roles in their organisations and beyond”.

Mrs Haifa Al Kaylani, Founder Chairman AIWF, thanked Mr Ali Hammad, Managing Director Co Head, Middle East and Coutts for their warm welcome and kind hospitality and commended Coutts and its management for their growing involvement in the Middle East and its special focus on gender diversity.

Having had the pleasure of meeting accomplished and successful Arab women bankers at Coutts, Mrs Al Kaylani said there was no doubt that Coutts was investing in nurturing talent and expertise amongst its female recruits and that the long established experience of Coutts in advising family businesses was also of great benefit to the large private family holdings in the Arab world.

This showed that *“the Arab International Women's Forum has great affinity with Coutts as AIWF confirms its mission to support Arab women in all spheres with particular focus on women's entrepreneurship and women in business. We firmly believe”, Mrs Al Kaylani added “that economic growth and development in the MENA region will consequently be private sector led which is vital in creating the jobs that we need in the region especially with high rates of unemployment amongst young people”.*



Mr Ali Hammad, Managing Director, Co Head, Middle East, Coutts



Ms Maya Prabhu, Managing Director, Coutts Institute



Coutts Reception



*Mr Ian Ewart, Managing Director,
Global Head, Products, Services & Marketing, Coutts*

AIWF PARTICIPATION IN 17TH ARAB-GERMAN BUSINESS FORUM, GHORFA ARAB-GERMAN CHAMBER OF COMMERCE & INDUSTRY, 4-6 JUNE 2014, BERLIN

Mrs Haifa Al Kaylani, Chairman AIWF, as Keynote Speaker in Session 5: Gender Diversity: A Competitive Edge for the Future spoke on the topic of: *Women as Key Drivers for Economic Development in the Arab World and Germany, enhancing Arab-German Business Relations and Multi-lateral Exchange*



AIWF Chairman with fellow Panellists and in Session 5 Gender Diversity: A Competitive Edge for the Future with conference participants

L (third in) to R: Ms Alia Al Rifai, CFO, Siemens LLC, UAE; Ms Amel Saidane, Founder & CEO, WinnSpire, Tunisia; Dr Gabi Kratochwil, Managing Director, Cross Cultures, Germany (Moderator); Mrs Haifa Al Kaylani, Chairman, Arab International Women's Forum; Dr Julia Sperling, Partner, McKinsey & Company Inc. International Middle East, UAE; Ms Martina Groenegres, Director Passenger Sales Management, Deutsche Lufthansa AG, Germany; Dr Sabine Dorpmüller, Managing Director, Arab-German Young Academy of Sciences and Humanities, Germany

The **Ghorfa Arab-German Chamber of Commerce & Industry** has been the competence centre for business relations between Germany and the Arab world for almost 40 years. To further strengthen and enlarge these relationships, the Ghorfa Arab-German Chamber of Commerce & Industry hosted the 17th Arab-German Business Forum from June 4 to 6, 2014 at The Ritz-Carlton Hotel in Berlin in cooperation with the Association of German Chambers of Commerce (DIHK) and the General Union of Arab Chambers of Commerce (GUCCIAAC).

This year's forum was held under the patronage of the German Federal Minister for Economic Affairs and Energy, HE Sigmar Gabriel and the Country Partner for this forum was the Hashemite Kingdom of Jordan. More than 70 high-ranking speakers and 600 experts and decision-makers from business, science and politics reflected the enormous mutual interest in Arab-German economic relations.

The importance of women as drivers for economic growth in the Arab world and Germany through smart strategic Gender Diversity Management was discussed in

session 5: ***Gender Diversity: A Competitive Edge for the Future*** chaired by **Dr Gabi Kratochwil**, Member of the Board of Directors, Ghorfa Arab-German Chamber of Commerce & Industry, and owner of CrossCultures: Cultural Diversity Management & Leadership, Germany.

In her keynote speech for this session **Mrs Haifa Fahoum Al Kaylani**, Founder Chairman, Arab International Women's Forum, UK, first of all expressed her gratitude for the excellent cooperation between Ghorfa Arab-German Chamber of Commerce & Industry and AIWF on behalf of the Arab-German Women Leaders Forum held in Berlin from 22-23 October 2013.

Speaking about the current situation of business women in the Arab world, Mrs Al Kaylani pointed out that, despite the improvement of women's situation regarding education and healthcare, the percentage of women in the workforce remains still comparably low (GCC 34%, Jordan 14%). Yet the ongoing economic stability will strongly rely on women in influential positions in the private sector. Governments should support this development in order to reach a long-term and sustainable economic change. Women entrepreneurs play a vital role in this process by building up SMEs and hence diversifying the market and creating job opportunities. The German education system of dual studies, capacity building and technical and vocational training (TVET) are key measures to successfully integrate women into the workforce.



AIWF Chairman with fellow Panellists in Session 5 Gender Diversity: A Competitive Edge for the Future with conference participants

L to R: Dr Julia Sperling, Partner, McKinsey & Company Inc. International Middle East, UAE; Ms Amel Saidane, Founder & CEO, WinnSpire, Tunisia; Mrs Haifa Al Kaylani, Chairman, Arab International Women's Forum; Dr Gabi Kratochwil, Managing Director, Cross Cultures, Germany (Moderator); Ms Alia Al Rifai, CFO, Siemens LLC, UAE; Dr Sabine Dorpmüller, Managing Director, Arab-German Young Academy of Sciences and Humanities, Germany and Ms Martina Groenegres, Director Passenger Sales Management, Deutsche Lufthansa AG, Germany

Dr Julia Sperling, Partner, McKinsey & Company Inc International Middle East, UAE, stressed that studies have demonstrated that diversity in the workplace had a positive effect on the company's performance. A study by McKinsey carried out by Dr Sperling proved that women in the GCC have shown outstanding leadership performance during transformation processes.

Alia Al Rifai, CFO, Siemens LCC, UAE, shared her experiences in a multi-national corporate, Siemens, describing her own career path up to the highest ranks of the enterprise. Siemens gave her the opportunities to qualify herself internationally and supported her career regardless of gender or nationality.

Dr Sabine Dorpmüller, German Managing Director, Arab-German Young Academy of Sciences and Humanities, Germany, explained that Gender Diversity is the main topic the *Education* task force of the Arab-German Young Academy of Sciences and Humanities works on. According to the number of applicants for the programme, the amount of women rose by 40% from 2013 to 2014 and women from the Arab world seem to be less challenged by combining career and family.

According to **Amel Saidane**, Founder & CEO, Winnspire, Tunisia, the improvement of women in the workforce is based to a minor degree on governmental laws but mostly on social change and slowly rising confidence among women. Therefore it is of the utmost importance for women to find a network of other business women that they can rely on away from male-dominated platforms to establish business relations.

Martina Groenegres, Director Passenger Sales Management, Deutsche Lufthansa AG, Germany, stressed that economic liberalisation in many countries helped to overcome traditional gender roles. Education came more to the fore which helped women to develop careers of their own and made representation in executive management position possible. Often relatives enable the combining of career and family, which gives an advantage to women coming from a family-based society such as the Arab world.

Having shared the many encouraging examples of the successful yet such diverse paths taken by women in the workforce, both in the private and government sector, **Dr Gabi Kratochwil** pointed out that a holistic approach is needed in order to implement smart Gender Diversity Management for a more inclusive workforce.

The following are best practice strategies:

- Creating awareness, changing attitudes: Providing a positive image of diversity and its indispensable value and positive impact on societies and economies at large
- Communicate the added value of a diverse workforce: It gives the corporate organisations important competitive advantages in the area of talent recruitment (get the best) and retention (keep the best), employee commitment, productivity and profitable innovation
- Corporate company culture: Strong commitment by CEOs and seniors to continuously implement Gender Diversity Management & Inclusion, setting clear targets and providing appropriate management structures such as flexible working hours, home office, nursery, reintegration after parental leave; a systematic career development for women, putting women in leadership pipelines, mentoring by seniors, network and exchange of best practice strategies and business experience, further training, incorporating a positive gender diversity 'spirit' within the company and a systematic monitoring of the entire implementation process
- Education: Providing education that better prepares the young generation to meet the demands of a global economy and to enter the labour market
- Further education and training: Capacity-building, enhancing leadership skills, providing tools for lifelong learning that enable women to build on their knowledge and skills
- Network: Connecting high-level change agents in order to share best practice and knowledge, to produce concrete outcomes and to recommend it to policy-makers, academics and business leaders
- Legal framework: To continue to push government and political societies to create and implement laws which support Gender Diversity
- Promoting the goal of Gender Diversity: A partnership of men and women for sustainable social and economic development

Dr Gabi Kratochwil

*Member of the Board of Directors, Ghorfa Arab-German
Chamber of Commerce & Industry
Owner of CrossCultures:
Cultural Diversity Management & Leadership, Germany*

AIWF WOULD LIKE TO ACKNOWLEDGE WITH APPRECIATION THE VALUED SUPPORT OF AIWF GLOBAL ANNUAL PARTNERS

AIWF Global Corporate Benefactor Partner



AIWF Global Platinum Partners



AIWF Global Diamond Partners



AIWF Institutional Partners



AIWF Global Communications Partner



NEWS FROM AIWF GLOBAL DIAMOND PARTNER SUNGJOO FOUNDATION



Sung Joo Kim (L) presented with the BPW 2014 Global Women Leadership Award

The Sungjoo Foundation, AIWF Global Diamond Partner, is a non-profit, welfare foundation for women. It was established in 2009 with the purpose of fulfilling a corporate social responsibility and of contributing to the social well-being of women around the world.

The Foundation promotes and supports women through a variety of educational programmes designed to inspire them to grow and become the next global leaders. In addition, it is actively and directly involved in several charitable and empowering projects for women in difficult and desperate situations.

There are many programmes such as the Educational Programme, Global Network, Patronage of the Arts and Culture, Charitable Works and Preparing for a Unified Korea.

1. Educational Programme & Scholarship Programme

- **WING, Global Women Leadership Programme [April ~ May, 2014]:**
Encouraged professional women through lectures and mentors to take on leadership roles as well as provided professional women with the opportunity to meet and exchange knowledge with mentors who would encourage and inspire them to become global leaders.
- **Forum for Women's Healthy Life Style [June, 2014]:**
Provided important information on women's mental health and stretching programmes that can be applied to everyday life under the theme, *"Enjoying every stress caused in modern society"*
- **Overseas Study Programme for Journalists [May, 2014]:**
Provided a scholarship (40 M KRW) for overseas study to a female journalist to enhance her global experience, knowledge and information with different perspectives.

2. Global Network

- **Business & Professional Women (BPW) [May, 2014]**
Supported the 28th BPW International Congress in Jeju held with the theme, *"Empowered Women Leading Business"* and Chairperson Sungjoo Kim received the *"Gold Award In Recognition of Outstanding Leadership"*

During the congress, raised funds (20 M KRW) through MCM pop-up store and donated it to BPW to help Philippino women victims of Typhoon.
- **Global Summit of Women (GSW) [June, 2014]:**
Supported the 24th GSW in Paris under the theme, *"Women: Redesigning Economies, Societies"* and

participated in it with 32 members of the **Global Network for Korean Women**. During the period of the Summit, raised funds through MCM pop-up store for women victims during the war in Kosovo.

3. Patronage of the Arts and Culture

- **International Women's Film Festival in Seoul (WFFIS) [February ~ June, 2014]:**
Gave 24 M KRW of support for the 16th WFFIS, especially "Asian Short Film & Video Competition". At the Closing Ceremony, 3 directors creating the best short films received Sungjoo Awards with prize money. (Sungjoo Grand Award with 10 M KRW, 2 Sungjoo Excellence Awards with 10 M KRW)

4. Charitable Works

- **Donation for Glamour to Give Charity Limited [March, 2014]:**
Donated 1 M HKD to Glamour to Give Charity Limited in Hong Kong for urgent medical care and improvement in nutrition of children in China and Hong Kong.
- **Direct Aid Programme [February ~ , 2014]:**
Gave 112 M KRW of support for direct aid programmes for victims of sexual abuse, female North Korean defectors and single-mother families

5. Preparing for a Unified Korea

- **Medical aid to Dan Dong Hospital [January ~ , 2014]**
Gave support of 20 M KRW to Dan Dong Hospital in 2014 and will continuously give support of 80 M KRW for 4 years. This will provide health and medical aid for North Korean women and children as well as ethnic Korean women living in China to improve their health and sanitary conditions.

AIWF would like to express its deep appreciation of the support of its mission by the Sungjoo Foundation as a Global Diamond Partner and also by Mrs Sung-Joo Kim, Chairperson & CEO, MCM Holding AG/ Sungjoo Group as an active Member of the AIWF Board of Directors.

Mrs Sung-Joo Kim was ranked among the "Top 50 Women to Watch" by the Wall Street Journal in 2004 and selected as one of the "New Century Leaders" in CNN for the Best of Asia in 2003. She is known for being actively involved in promoting women's leadership and for supporting humanitarian causes worldwide. With regard to the Sungjoo Foundation, Mrs Sung-Joo Kim has pledged, *"It is my promise to use my Foundation as a tool to support and to realise the hopes and dreams of women everywhere."*



Sung Joo Kim with Members of Global Network for Korean Women at the Global Summit for Women

NEWS FROM AIWF GLOBAL PLATINUM PARTNER WILLIS



Ms Antra Sehgal, (2nd from left) Regional Head Human Resources, Central & Eastern Europe, MEA, Al Futtaim Willis Co LLC with women employees at Willis, Kingdom of Saudi Arabia

At Willis, Diversity and an investment in our people is a key imperative. We strive to create a multifaceted mosaic of people of numerous races, cultural backgrounds, and religions, whose initial creativity, experience and talents have boosted the company's growth.

Within the Middle East our focus has been primarily on the Kingdom of Saudi Arabia, to create a platform for the young and talented Saudi women. Women form an integral part of the team at Willis. We ensure that Willis is a fair and accessible company for potential and existing employees, with flexible working opportunities open for all our employees who have access to mentoring and training.

In the last couple of years we have seen an upward movement in the number of women employees in our entities in the Middle East including Saudi Arabia. We have forums for the women to express their views on what they most enjoy about working for Willis, and also to make suggestions on how Willis can be an even more attractive workplace for present and future women employees. As a part of this initiative we invite women in leadership roles to meet with our employees to shed light on the achievements of women, success and leadership in workplace, marketplace and community. We organise wellness campaigns to keep the focus on health and work life balance. We conduct Organisational Health Surveys that enable us to get a real pulse on the views that our employees have and implement that feedback to strengthen our employee value proposition. We recently celebrated International Women's Day in the Middle East which was a huge success across the region with significant donations made to a charity that supports children with special needs.

We truly believe that Diversity and Inclusion is a better way of doing business and are committed to ensuring that we create a platform for learning and engagement with the business, with a focus on team building and support.

Ms Antra Sehgal
*Regional Head Human Resources
Central & Eastern Europe, MEA,
Al Futtaim Willis Co LLC*

AIWF FEATURED IN THE MEDIA AND PARTNERSHIP WITH THE FINANCIAL TIMES

Vision Magazine

AIWF Chairman, Haifa Al Kaylani was interviewed by Vision Magazine for its report on inspirational female entrepreneurs and the challenges they face in its January 2014 issue. Vision Magazine is a Dubai-based quarterly publication that covers business, finance, science, technology, lifestyle and the arts for a global audience of journalists, thought leaders, government officials and entrepreneurs, published on behalf of public affairs group Falcon and Associates in Dubai.

Gulf Times

Haifa Al Kaylani, AIWF Chairman, was interviewed for a report in the Business Section of the Gulf Times, Qatar in February 2014 on the subject of what economic policies and programmes would most benefit women in the MENA region.

Forbes Woman Magazine

The Founder Chairman of AIWF, Haifa Al Kaylani, was interviewed in March 2014 for inclusion in the launch edition of Forbes Woman Magazine, a new magazine aiming to provide more intelligent and thought-provoking content for women in the Arab world.

Financial Times Special Report

As part of the continuing special partnership built up over a number of years, the Arab International Women's Forum has been featured in a fourth FT Special Report on Women in Business in the Arab world. This Special Report entitled '*Women in Business in Emerging Markets*' was published to coincide with International Women's Day on 8 March 2014 and featured AIWF under the banner headline *A Development Organisation Leading The Way Forward*. The feature goes on to say, '*A distinguishing feature of AIWF is its emphasis on establishing close working relationships with governments, educators, NGOs and the private sector to ensure that gender equality and sustainable development are prioritised in the implementation of policy initiatives across the region.*'

The feature concludes with the AIWF view '*... while there has been a significant change in the position of women in both the workplace and political arena, there is an evident need to promote and implement gender friendly policies. Many women have been adversely affected by the outcomes of the Arab Spring losing hard won gains under the newly configured administrations. In this time of transition women must seize their opportunities to help formulate policies and laws and ensure their place in shaping the future of their countries.*'

**AIWF SHARES INITIAL FINDINGS OF RESEARCH PROGRAMME
CARRIED OUT BY THE PEARL INITIATIVE, AIWF INSTITUTIONAL PARTNER,
ON
“WOMEN’S CAREERS IN THE GCC: THE PATH TO THE BOARDROOM”**

- After carrying out extensive desktop research on studies done in other parts of the world, the Pearl Initiative appointed a survey research firm (AMRB) to help them define the survey questions, set up the online survey questionnaire and receive and analyse the responses
 - The survey was first sent out end of April and will remain open until the end of June
 - With AIWF’s help and the help of other partnering organisations, we distributed the online survey to over 2,000 women across GCC countries and actively and repeatedly encouraged them to fill in the survey and forward it to their own networks
 - As of today we have received **523 responses** of which over 60% are from the UAE and almost 30% from Saudi Arabia. Unfortunately we have not been able to send the survey to Qatar yet since we are still waiting for a Ministry approval, which we hope to receive shortly. We do need a **strong final push in all the countries** but especially in the smaller Gulf States and therefore ask you again to send it out again and personally (personal notes, telephone calls); encourage women in your network to complete the survey. We will close the survey on **30 June**. Here are the links again, for your convenience:
- Survey in English:*
- <http://www.amrb-online.com/seashell/cgi-bin/ciwweb.pl?studynname=sea&PID=633>
- Survey in Arabic:*
- http://www.amrb-online.com/seashell_arabic/cgi-bin/ciwweb.pl?studynname=sea_arabic&PID=633
- **Number of responses by country:**
- | | |
|---------------|------------|
| Bahrain | 32 |
| Saudia Arabia | 139 |
| Kuwait | 15 |
| Oman | 8 |
| Qatar | 13 |
| UAE | 316 |
| Total | 523 |
- The Pearl Initiative held **four focus groups** with women in senior positions in Jeddah, Riyadh, Manama and Sharjah providing us with many interesting insights that will complement the results from the online survey. Some of the key themes were:
 - Even though societies are gradually changing, traditional gender roles are still very much present across the entire region in the society in general but also in the corporate world
 - In recent years governments and companies have identified the need to promote women through the ranks to have access to more talent and also better decision making and have started to put policies and programmes in place
 - For such programmes to be effective, the leadership of an organisation has to be committed and instill a culture of equality and acceptance right throughout the organization and especially at middle management levels
 - Key priorities for programmes are emerging from this work, as recommendations for companies to actively attract, motivate and then retain talent through middle management up to C-suite and Board positions. It is clear that this will not happen without structured proactive programmes within organisations
 - Potential solutions for companies will evolve around three key aspects: talent attraction, retention and development.
 - **Next steps:**
 - With the help of our project partners and our network, to carry out a final push to spread the online survey across the region and encourage women to fill in the survey.
 - Once the data collection exercise is complete, we will carry out an in-depth analysis of all data points and combine the outcomes of them with the results from the focus groups. The results, including practical recommendations for business leaders will be compiled in a ground-breaking report scheduled to be published in quarter 4 of 2014.

Céline Schreiber
Programme Manager, Pearl Initiative

AIWF LENDING ITS SUPPORT The Arab International Women's Forum and the Global Fund to Help Save More Lives



At the Noor Sanitorium in Jordan, treatment for TB and multidrug-resistant (MDR) TB is offered for free. A Sri Lankan immigrant receives TB treatment through a Global Fund supported program, at the Noor Sanitorium in Jordan. Immigrants may be particularly vulnerable to TB in instances where many family members live in close quarters - a situation which increases the risk of sharing the airborne bacteria which cause tuberculosis. *The Global Fund / John Rae*

The Global Fund is the world's largest financier in the fight against AIDS, tuberculosis and malaria. The three diseases together represent a tremendous barrier to socio-economic development, costing tens of billions of dollars and taking lives, disrupting families and entire communities. In 2000, the three diseases led to six million deaths, but this picture has fortunately changed. Over the past twelve years, there have been declines in infection rates, millions of people have been reached with prevention support and medication, and countries are seeing greater success rates for treatment. As a result, mortality from these diseases has fallen by 40 percent.

Today, the global community has an historic opportunity to defeat AIDS, TB and malaria. Thanks to institutions like the Global Fund, for the first time it is possible to envisage a world free of the burden of these three diseases. Only a few years ago, this would have been unthinkable but today we see that innovations in science and technology are giving us the tools to more effectively prevent, diagnose and treat the three pandemics. Advances in epidemiological intelligence have led to a richer, more strategic understanding of these complex diseases, allowing organisations to reach out to vulnerable populations that in the past did not have access to prevention and treatment interventions. Reaching out to them ensures that human rights are integrated into every aspect of the fight against the diseases, which greatly increases the impact of investments.

We believe that investing in health is great value for money. A healthier population is a more productive population – and a more productive population attracts higher levels of investment. Investments in health will yield returns in a more economically, and therefore politically, stable world.

Since its creation in 2002, the Global Fund has become a major supporter of efforts to fight AIDS, TB and malaria globally (in over 140 countries) and in many Arab countries of AIWF's economic development focus including Jordan, Iraq, Egypt, Syria, Yemen, Palestine and Tunisia. In terms of financial partners in the fight from the Arab world, the Fund enjoys significant support from countries like Saudi Arabia and Kuwait in particular. In terms of results achieved, the world stands at a tipping point. Without the current sustained effort, the risk is that these diseases will resurge in new forms that are far more complex and expensive to defeat. If that should happen, all the investment made so far will be effectively lost. It is a case of "invest now or pay forever."

To further accelerate the fight against the three diseases, the Global Fund launched a new strategy in 2013 to strengthen Private Sector and Advocacy Groups' involvement. Their role is key not only to scale up health interventions via additional financial resources but also by infusing best practices, capabilities and products into the network of organisations that implement Global Fund grants.

The Global Fund believes that the Private Sector and Advocacy groups are uniquely equipped to contribute as "problem solvers", transferring knowledge, sharing expertise and creating awareness.

In the course of the next six months the Arab International Women's Forum and the Global Fund will explore and identify partnership opportunities to be discussed with members, global partners and friends in order to join forces, in order save more lives and further support economic development in the Arab world.

Antonello Barbaro

*Portfolio Manager, External Relations,
Private Sector, The Global Fund*

AIWF CHAIRMAN CONTRIBUTES TO THE 2013 ANNUAL REPORT OF TAMKEEN IN BAHRAIN

Recognising the knowledge and expertise acquired by AIWF with regard to the empowerment of Arab women, AIWF Chairman, Mrs Haifa Al Kaylani was invited to contribute to the 2013 Annual Report of TAMKEEN, an organisation established in 2006 as part of Bahrain's national reform initiatives and *Bahrain Economic Vision 2030* and tasked with supporting Bahrain's private sector and positioning it as the key driver of economic development.

Tamkeen has been investing in Bahraini women's economic empowerment as part of its mission to make the private sector the key driver of Bahrain's economic development. As a result of the various initiatives focusing on their advancement, Bahraini women are gradually adopting a proactive approach towards careers and businesses.

Tamkeen's 2013 Annual Report features a section on Women's Empowerment in which Mrs Al Kaylani was invited to advise how government organisations such as Tamkeen can help empower women in careers and businesses, stating the general aspirations and needs of Arab women and the most effective methods of engaging with women in order to create real change in the community.

In concluding the AIWF contribution to the Tamkeen Annual Report for 2013, Mrs Al Kaylani stated, *'AIWF has always believed that true development and sustainable empowerment cannot be achieved without women claiming their rightful roles in politics and business, women representing one half of the country's most precious resource – its people, and Tamkeen is to be commended for all its important work to "be the catalysts of change towards a prosperous economy" by empowering Bahrainis to contribute to the success and growth of the Bahraini economy, creating opportunities for Bahraini enterprises and entrepreneurs to develop their skills, expand their reach and resources, and scale their businesses into regional and global marketplaces'.*

GCC WOMEN IN LEADERSHIP: FROM THE FIRST TO THE NORM

AIWF IS PLEASED TO SHARE WITH MEMBERS AND PARTNERS THE LATEST FINDINGS OF THE MCKINSEY REPORT ON GCC WOMEN IN LEADERSHIP

McKinsey & Company's Women-Matter-Report **"GCC Women in Leadership: From the First to the Norm"** tests and replicates the global research on women in leadership for the Gulf Cooperation Council States (GCC) – via over 50 interviews with some of the most remarkable local women leaders and over 550 male and female survey participants.

The authors describe the status of women in leadership in the region today, outline reasons why gender diversity is important in the GCC and discuss what senior leaders can do in practical terms to promote women's participation in the workforce and specifically in leadership roles.

The research indicates that a majority of GCC executives across sectors and industries increasingly understands the importance of developing women leaders as an under-tapped source of knowledge, skills and experience. In addition it highlights amongst others one of the underlying rationales: *GCC women leaders tend to apply leadership behaviours linked to organisational effectiveness at least as frequently as men – if not even more.*

There are signs of progress in the GCC's macro-environment for women leaders, as the average female tertiary education enrolment rate is high and average female labour force participation across the GCC is increasing. However, the research also reveals several remaining challenges. The most significant concerns are family and social pressures, the *"double burden"* syndrome, biases regarding women in leadership and the workplace, yet limited opportunities for women to network and build relationships with mentors in their organisations, and a lack of supporting infrastructure.

The report's call to action puts forward an agenda to address these challenges. Leaders of both genders, as catalysts and coaches, need to commit their organisations explicitly to promoting gender diversity; set up or adjust targeted leadership development programmes so that they include elements directed at women, such as *"finding your own leadership style,"* and training in overcoming biases (*"de-biasing"*) for men and women; and to install collective enablers such as stronger and more enabling human resources policies and supporting infrastructure.

By systematically also fostering women leaders, executives will not only enable women to realise their full potential but also contribute to their own organisations' effectiveness and ultimately to the strength and the resilience of their countries' economies.

The report *"From the First to the Norm"* expresses a vision that builds on the achievements of the notable GCC pioneer leaders who have shown the world and the younger GCC generation that women can lead. It explains with a concrete way ahead, that the time has now come for the next advancement: making men and women in leadership positions the norm, rather than the exception at the top that women still are today.

Dr Julia Sperling

Partner at McKinsey & Company

For more information, kindly view:

http://www.mckinsey.com/features/women_matter

NEWS FROM AIWF MEMBERS

AIWF MEMBER LUCY DAMIANI EMBARKS ON A JOURNEY OF DEVELOPMENT IN KENYA AND SOUTH AFRICA

Dreamandbe Siné Qua Non, a non-governmental organisation, created to empower youth through project-focused events, together with the *Leaders Academy* that fosters leaders defined by key components to be global ready for future careers, embarked on a journey through Kenya and South Africa with the *John H. Daniels Faculty of Architecture, Landscape, and Design* at the *University of Toronto's Designing Ecological Tourism (DET)* team. DET is a collaborative research platform at the *John H. Daniels Faculty of Architecture, Landscape, and Design* at the *University of Toronto* and its aim is to develop and disseminate transferable tools, strategies, and visions for low impact designs which safeguard fragile environments and invigorate local economies.

In June of this year, this consortium travelled to South Africa and Kenya to conduct workshops and to retrofit and expand *Hi-Jung Oh Children's Home*, an orphanage in Nairobi, Kenya transforming it into a youth leaders' academy that incorporates residential and schooling needs with training facilities and public spaces.

This was a unique opportunity for graduate and undergraduate students of the *John H. Daniels Faculty of Architecture, Landscape, and Design* at the *University of Toronto* as it allows them to be involved in an International project, designing and creating real projects that solve real problems using the skills relevant to their field of study.

Located on a 12 acre parcel of land in Thome, in north-eastern Nairobi, *Hi-Jung Oh Children's Home* is a registered NGO which provides a home and educational opportunities to children in need. Started by an immigrant Korean couple, the institution provides a home to dozens of children, teenagers and young adults and Dr and Mrs Oh seek to expand their current facilities and transform them into a youth leaders' academy, increasing the current capacity of 250 to 1000 students and staff focusing on a Science, Technology, Engineering and Math (STEM) curriculum. Additionally, the academy will incorporate immediate training programmes, such as essential medical training for midwife, paramedics, RNs, a cooking school to enhance culinary and nutritional skills, film and post-production and event training. These programmes will empower the children through the provision of skills in a variety of fields and aim to provide a means of achieving economic sustainability for the academy and young adults in these regions.

DET's team for 2014 brought together faculty members from the *University of Toronto*, graduate students, international experts, exchange students, undergraduate students, Kenyan architecture professors and students, and local stakeholders to form a collaborative and interdisciplinary team capable of tackling this complex programme. Initially, our goal was to collect and synthesise information to maximise *Hi-Jung Oh Children's Home's* impact in the community, embodying an immediate sustainable retrofit of the existing structure as well as its future expansion. To achieve this, DET was to engage in series of studies to provide the necessary information and understanding to develop the

project, including a comprehensive site analysis studying the environmental, social and economic context, as well as in situ research to collect further information and test collaborative design methods including meetings and workshops. The workshops were to involve the Principal Investigator, graduate students in architecture and landscape architecture of the University of Toronto, the *Hi-Jung Oh Children's Home*, *Dreamandbe Siné Qua Non* staff, international outreach partners in neighbouring African countries, and community members. The findings were to be recorded in two formats: a booklet and digital files. Additionally, DET aims to prepare exhibition panels of all final findings. The result of this research will lay the groundwork for the future youth leadership academy.

Lucy Damiani

*President and CEO ROOK Media Inc
Founder Director Dreamandbe Siné Qua Non
and AIWF Member*

AIWF WELCOMES A NEW MEMBER FROM EGYPT: MS RANA EL FARAMAWY

THE VALUE OF MEMBERSHIP OF AIWF

Having accepted an invitation to attend my first Arab-German Business Forum at the Ritz Carlton in Berlin, I had the pleasure of not only listening to Mrs Haifa Al Kaylani, Founder Chairman of the Arab International Women's Forum address the **Gender Diversity** Panel, but also the delight of meeting her. I am grateful that my application to join the organisation was accepted and I am delighted to be able to share my experiences with other AIWF members in this Newsletter.

I have come to realise the importance of networking to any woman aspiring to achieve success in her daily working life. Networking provides you with new opportunities for exposure and growth and allows you to mingle with leadership role models and access valuable expertise that will later guide you to success.

As a 25-year old co-founder of four different SMEs in different fields, one of which is the sole agent in Egypt for one of the largest German companies, I have discovered that much of my success and exposure can be credited to networking. Whilst it might at first glance seem like an easy social activity, you will, as a business owner, discover that it opens up a lot of doors of opportunities for you and your business. It makes you receptive to different ideas already tried by others. It exposes your business to further opportunities for growth. You will discover that word of mouth is one of the most effective means of marketing.

During my short but, thankfully, successful career of 6 years now, my partner and I have agreed to work with SMEs (small to medium sized enterprises). According to economists, SMEs will, in the coming years, be the driving force which expands the economy of both the Middle East and Europe. As a young female working in the private sector, I have been faced with a lot of opportunities and even more obstacles. Having had to resist the cultural pressure of an early marriage to older and more established businessmen reluctant to share their

millions, it was not an easy task. However, with persistence, hard work, creativity and flexibility I have transformed myself and my businesses into some of the most successful in their fields, thanks to the support of many people. The self-fulfilment you achieve from seeing an idea formulating on paper up to the launch of a business, from having only one employee up until the growth of the team of 70, the journey was worth every late night, every argument and every penny that was ever spent. My companies are now a trusted source of investment to both national and international business men and women alike.

It is leaders like Mrs Haifa Al Kaylani and others of similar impeccable calibre who provide our young generation with the support, encouragement and will to struggle and progress. We must learn from their expertise and become just as successful. Networking is one of few valuable activities that I would recommend to any SME founder; not just for the good of your business but for you too.

I would recommend to any woman who has a business idea to network and to join an organisation such as AIWF that is a vehicle that helps young women to achieve and develop into successful entrepreneurs, whose businesses will provide employment and will help the economy and who themselves will act as role models for future generations of young women.

I am grateful to organisations such as AIWF that give women the opportunities to network, to obtain advice and encouragement and thereby to fulfil their life's dreams.

The next time you go home feeling tired after a long day of encouraging your employees, never fail to put in the extra effort to go out to such a business gathering, for it might be the day you will meet the mentor who will take your business and you to a whole new level.

Rana El Faramawy

*Business Development Manager
RAM Group for Investments & Business Development and
New AIWF Member*

HOW TO JOIN AIWF

For further information on AIWF kindly contact:

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