



# AIWF NEWS

Arab International Women's Forum

المنتدى العربي الدولي للمرأة

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## CHAIRMAN'S MESSAGE

As Chairman and on behalf of the Board of the Arab International Women's Forum, I am pleased to present to you the first AIWF Newsletter in 2016, a special year for AIWF in which we commemorate the important milestone of our 15th Anniversary.

It is remarkable that a decade and a half has passed since our inception in London in 2001 as a development organisation with the clear aim of supporting and enhancing the role of women in the social and economic development of the Middle East region. In this time, AIWF has grown into an internationally respected network that has received recognition in the Arab world and around the globe as a powerful advocate of women in all spheres of business, academia and public life.

AIWF's 15th Anniversary is an excellent opportunity to celebrate the many achievements of our organisation in this time, and to look with great optimism towards the next fifteen years as we move forward to advance the call for women and youth to drive real, sustainable change in the Arab world at an extraordinary time in its history.

Honouring AIWF's key mission of **Building Bridges, Building Business**, we remain committed to helping women in the Arab region take on greater leadership roles and to ensuring that women are well placed to maximise opportunities for job creation, entrepreneurship and sustainable development. We also remain committed to finding viable strategies to protect the progress that has been made in recent decades, to ensure that gender equality, women's empowerment and women's human rights do not regress in some Arab States.

These are the values that have powered AIWF's partnerships, programmes, activities and initiatives over the years, and the occasion of International Women's Day this month (8 March) presents me with the opportunity to reflect on the partnerships we have created over the years, the progress we have made, and the change we have impacted. The acts of courage we have witnessed, the perseverance, success and determination recognised of ordinary women who have achieved extraordinary things.

The 2016 theme for International Women's Day is *Planet 50-50 by 2030: Step It Up for Gender Equality*, the idea being

## DATES FOR YOUR DIARY

### AIWF Business & Networking Trip to Italy 20-25 March 2016

High-level one-day seminar,  
*Women's Talent for Innovation*

**22 March 2016**

Tabiano, Italy

### Building Bridges through Culture: AIWF in partnership with the Peace and Prosperity Trust

AIWF 15th Anniversary Commemoration and Concert

**26 April 2016**

London, UK

### Young Arab Women Leaders: The Voice of the Future in partnership with PwC

8<sup>th</sup> Young Arab Women Leaders Conference

**19-20 October 2016**

Kuwait City, Kuwait

to consider how to accelerate the 2030 Agenda and build momentum for the effective implementation of the new Sustainable Development Goals (SDGs). This year's theme also focuses on new commitments under *UN Women's Step It Up initiative*, about which UN Secretary-General Ban Ki-moon has said, and with which AIWF wholeheartedly agrees: "Too often, leaders have used women to advance power. I believe we must use power to advance women."

This International Women's Day, AIWF is celebrating the achievements of Arab women everywhere, and paying tribute to those women working at every level, from grass roots to the highest levels of government, to make women's voices heard. AIWF, as always, is honoured to be a part of this process, and I am very proud to share details of the stellar

programme we have planned for 2016 to honour key themes of the International Women's Day campaign, with the exciting new partnerships and initiatives AIWF embarked upon in 2015 now primed to deliver even further impact in the year ahead.

After a very successful inaugural conference in Jordan in September 2015 within the framework of AIWF's new alliance with the International Bar Association Legal Practice Division (IBA/LPD), I am delighted to report that the second event in the AIWF-IBA Conference Series, and the first major event of AIWF's 2016 Programme, was held in Beirut on 3 March 2016 at La Maison de l'Avocat in full partnership with the Beirut Bar Association. Titled *Business Women Lawyers Initiative*, the conference was aimed primarily at bringing together commercial lawyers from across the Middle East to discuss standards and trends in the practice of law and strategies for developing an international legal practice. The conference attracted the participation of more than 100 speakers and delegates mainly from Arab countries, and is reported in further detail in this issue of the AIWF Newsletter.

Also in March 2016, following an exciting invitation received by AIWF from Board Member Chiara Corazza, Managing Director, Greater Paris Investment Agency, AIWF has organised a networking and business trip to Tabiano, Italy, that will bring together 50 Arab businesswomen leaders with their Italian and European counterparts. The trip will take place from Sunday 20 March to Friday 25 March 2016, with a packed itinerary that features a number of exciting business visits and cultural experiences. The programme also includes a one-day, high-level seminar on Tuesday 22 March 2016, *Women's Talent for Innovation*, which will explore opportunities for collaboration and partnership between AIWF Members and European businesswomen. Further information on this trip is included in this Newsletter with a full report planned for the June 2016 issue.



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

These key spring events will be followed in April 2016 with AIWF's 15th Anniversary Celebration and Gala Concert, under the theme *Building Bridges through Culture*. For this

unique Anniversary event, we are proud to collaborate with the Peace and Prosperity Trust to bring together leading Arab musicians with British and international talent to showcase young women artists who are building bridges between the Arab and Western Worlds, a common vision that we all share and are working towards together. I look forward to sharing our full report and a gallery of photographs commemorating this very special occasion in the June 2016 Newsletter.

Later in this year's programme, I am pleased to announce that the 8th *Young Arab Women Leaders* Conference will be held in the City of Kuwait in October 2016. The *Young Arab Women Leaders – The Voice of the Future* initiative was launched in 2011 by AIWF in partnership with PwC and all AIWF Global Partners, 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. For the 8th *Young Arab Women Leaders* Conference, AIWF and PwC will come together in Kuwait to build a network for young Kuwaiti business and professional women, bringing together an inspirational group of participants all marked for future positions of leadership within their companies, organisations and communities. Further initiatives and partnerships will be announced as the year progresses.

The exceptional AIWF Programme for 2016 and indeed all of AIWF's important work is made possible with the support of our longstanding Exclusive Global Benefactor Partner, PepsiCo, and our Global Corporate and Institutional Partners with whom we work very closely to advance diversity and gender justice in the Arab workplace and entrepreneurial space, in Arab parliaments, in the media and in academia.

On behalf of the AIWF Board, I offer my sincere appreciation to all of our partners for their outstanding work in the region to improve opportunities and prospects for Arab women, upholding strong diversity policies that enhance the recruitment, training and development of women as key contributors to the Arab human capital pool. Indeed, AIWF's growing reach and role as the leading advocate for women could not have been achieved in such a short time without the commitment of our partners and members, working together on diversity and inclusiveness issues, promoting investment in youth through education, training and the development of leadership skills.

These were key themes at the Meeting of the AIWF Board of Directors, hosted at the PepsiCo offices in Dubai on 9 December 2015. At this Meeting, the AIWF Board discussed the Agenda for 2016 and focused on the planning and implementation of our forthcoming advocacy and activities, including our forthcoming collaboration with the International Bar Association and the Beirut Bar Association on the AIWF-IBA *Business Women Lawyers Initiative*, the continuation of the highly successful *Young Arab Women Leaders* series run in collaboration with PwC, and our valued partnership with the Peace and Prosperity Trust for the upcoming 15th Anniversary Commemoration. I wish to take this opportunity to extend, on behalf of the Board, our special thanks and appreciation to PepsiCo for generously hosting the AIWF Board Meeting and for all its deep and tremendously impactful engagement in the MENA region.

Also in Dubai, I was delighted to attend the inaugural *Dubai Sustainable Cities Summit* launched by AIWF Platinum Partner the Dubai Land Department in partnership with UNEP in December 2015, held under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President, Prime Minister of the United Arab Emirates and Ruler of Dubai. The summit shed light on the most important outcomes, international efforts and decisions of COP21 and was the first regional event to raise awareness about the UN's seventeen SDGs, the UAE being the only Arab country to have signed a commitment to achieve these goals.

The Dubai Sustainable Cities Summit is profiled in detail later in this Newsletter, together with a report on the February 2016 Federal Cabinet reshuffle that has raised the number of women ministers in the UAE to 8 (out of 29 in the Cabinet). Notably, AIWF Founder Board Member Sheikha Lubna Al Qasimi was appointed in the reshuffle as the first Minister of State for Tolerance and 22-year-old Shamma Al Mazrui was appointed as the Minister of State for Youth and Chair of the newly formed UAE National Youth Council. These are exciting developments for women in politics and public life in the UAE and a significant marker of progress for all women parliamentarians in the region.

Also in December 2015, I was very pleased to accept an invitation to attend the *High-Level Conference on Women in Public Life: From Policies to Impact*, held 8-10 December 2015 in the Kingdom of Bahrain under the Patronage of Her Royal Highness Princess Sabeeka Bint Ibrahim Al-Khalifa, Wife of His Majesty the King and President of the Supreme Council for Women. Jointly organised by the Supreme Council for Women in Bahrain and the MENA-OECD Governance Programme, the focus of the conference was to promote the participation of women in public and private life for inclusive growth and moving the debate from focus on strategies to achieving impact.

Strategies to implement regional recommendations to strengthen gender equality in public life were discussed, as included in the OECD-CAWTAR report *Women in Public Life: Gender, Law and Policy in the Middle East and North Africa*. The conference gathered leading policy-makers, senior government officials, parliamentarians, partner international organisations, representatives from non-governmental organisations, civil society and the private sector to review the legal settings, conditions and institutional capacities for integrating gender considerations in policies and programs across MENA and OECD countries.

On 20 and 21 January, 2016, I also attended the *ESCWA Committee on Women* meeting, a major biannual event hosted this year by the Sultanate of Oman in Muscat under the auspices of Her Highness Doctor Mona Al Fahd Al Said, held with the full support of the Ministry for Social Development and in the presence of Sheikh Mohammed bin Said Al Kalbani, Minister of Social Development in Oman and Dr Reema Khalaf, Undersecretary of the UN Secretary General and ESCWA Executive Secretary.

The event brought high-level representatives from Arab States and civil society together to look at key actions needed to advance gender justice in an Arab regional context, including political, diplomatic and ministerial officials. Representatives of Arab States, the League of Arab States, the Arab Women Organization, UN agencies, as well as civil society organisations in consultative status with the Economic and Social Council of the United Nations also attended the session as observers.

Significantly, during this meeting, ESCWA Member States adopted the Muscat Declaration, a broad framework for the achievement of gender equality that highlights the need for cooperation among Arab countries to encourage informed jurisprudence to achieve this equality, through conciliation between the concepts of justice and gender in religious discourse.

As we continue to press home the AIWF message and mission at key forums around the world, I am also pleased to share details of another excellent event at which AIWF was represented. In November 2015, our valued Board Member Sheikha Al Maskari represented AIWF at the *International Aviation Women's Association (IAWA) 27th Annual Conference* in Dubai, UAE, the first IAWA conference in the Middle East.

AIWF Founder Board Member HE Sheikha Lubna Bint Khalid Al Qasimi opened the conference and highlighted the role of women as being intrinsic to the success of the aviation and aerospace industries. IAWA then welcomed HE Dr Sheikha Al Maskari representing AIWF as a speaker on the final panel entitled *Women in the Middle East: where do we go from here?*, marking the start of an exciting new collaboration between AIWF and IAWA to promote the important roles that Arab women play in aviation.

I am proud to present this rich and impactful issue that reports on a number of key projects, events, initiatives and Partner and Member successes. In full co-operation with AIWF's established network of valued Board Members, our Benefactor Partner PepsiCo, and all our Global and Institutional Partners, I am very much looking forward to the exciting programme in the year ahead, and to new opportunities to further honour our core mission of *Building Bridges, Building Business*.

This Newsletter is an important opportunity to celebrate the collaborations and contributions that we all make towards achieving our common vision for the region, which is to connect and empower women in the Arab world in all spheres, and in the process, to shape a peaceful and prosperous social, political and economic future for all Arab citizens.



**Haifa Fahoum Al Kaylani**

*Chairman - Arab International Women's Forum*



## AIWF-IBA JOINT CONFERENCE, BUSINESS WOMEN LAWYER INITIATIVE, TAKES PLACE IN BEIRUT AT LA MAISON DE L'AVOCAT IN PARTNERSHIP WITH THE BEIRUT BAR ASSOCIATION



L-R Mrs Haifa Al Kaylani, Chairman of Arab International Women's Forum, Ms Ashleigh Buckett, Legal Advisor, International Bar Association, Judge Mayssam Noueiri, Director General of Ministry of Justice, Beirut and Monsieur le Bâtonnier Antonio El Hachem, President, Beirut Bar Association

Following on from the very successful launch of the AIWF-International Bar Association Initiative in Jordan last year, AIWF, the IBA and the Beirut Bar Association were very proud to jointly host a one-day conference, Business Women Lawyers Initiative, at La Maison de l'Avocat in Beirut on 3 March 2016.

The initiative was established in 2015 as a unique platform for collaboration, dialogue and partnership, exploring key themes, issues and trends in the legal profession and raising awareness of specific challenges for Arab women in commercial law in the MENA legal community. The very first conference of this series was held in Amman in September 2015, titled *Jordanian Women in Legal Professions: Challenges and Opportunities*, and brought together women lawyers from Jordan and across the Middle East to discuss standards in the practice of law and strategies for developing an international legal practice.

Aimed chiefly at lawyers in commercial law practice, the event attracted the participation of more than 100 delegates primarily from Middle East countries, and an excellent line up of accomplished speakers who brought diverse and extensive expertise to discussions from all sectors including government, civil society, private practice and corporate counsel.



Mr Camille Sifri, Country Senior Partner, PwC, Beirut Ms Jane Ellis Director, Legal Policy & Research Unit, IBA, London, Mr Raymond Chedid, Former Bâtonnier of BBA, Lebanon, Founding Partner, Chedid Law Offices and Judge Mayssam Noueiri Director General of Ministry of Justice, Beirut

The Beirut conference was the second in a series of planned future events organised by AIWF and the IBA, in full partnership with the Beirut Bar Association and held at La Maison de l'Avocat with the joint objective of assisting Lebanese women lawyers to increase their knowledge of international best practices in legal practice.

The first session explored how women in commercial law can develop from national into international practitioners, building bridges and key connections to make the transition. The importance of networking was also discussed as a way for Arab women lawyers to strengthen partnerships, opportunities, skills and knowledge with their counterparts in the region and globally.

In the second session, we examined the processes and challenges of dealing with international bodies of arbitration in cross-border commercial contracts. In the third session, panellists discussed international and domestic Lebanese anti-corruption frameworks and their importance for international business lawyers on both a national level and from a global perspective.



L-R Monsieur le Bâtonnier Antonio El Hachem, President, Beirut Bar Association Ms Ashleigh Buckett, Legal Advisor, International Bar Association Judge Mayssam Noueiri, Director General of Ministry of Justice, Beirut and Mrs Haifa Al Kaylani, Chairman of Arab International Women's Forum

In our final session, *Initiating New Legal Practices – Challenges, Tribulations and Rewards*, we discussed the requirements for creating new legal practices, the challenges to overcome and the key elements for successful practice.

AIWF extends its warmest appreciation and thanks to Monsieur le Bâtonnier Antonio El Hachem of the Beirut Bar Association for hosting the conference at La Maison de l'Avocat, and for all his invaluable support on this important collaboration. We also wish to thank the International Bar Association and its valued team for their commitment to making this timely and much-needed conference happen for the first time in Lebanon, where women represent nearly half of all legal practitioners in the country, 28% of judges in the administrative court and 38% of civil, commercial and criminal court judges.

The Beirut conference was attended by over 100 guests and featured several outstanding and distinguished speakers and moderators from Lebanon and around the region, including **Monsieur le Bâtonnier Antonio El Hachem**, Beirut Bar Association; **Judge Mayssam Noueiri**, Director General of Ministry of Justice, Beirut; **Haifa Al Kaylani**, Arab International Women's Forum (AIWF), London; **Ashleigh Buckett**, International Bar Association (IBA), London; **Rania Bata**, Senior Legal Director, PepsiCo, Dubai; **Rindala Beydoun**, Founder and Managing Partner, Tribonian Law Advisors, Beirut; **Chadia El Meouchi**, Managing Partner, Badri and El Meouchi, Beirut; **Donia El Mazghouny**, Managing Associate, Shahid Law Firm, Cairo; **Professor Ibrahim Najjar**, Former Minister of Justice, Beirut; Mohamed Alem, Founder and Managing Partner, Alem and Associates, Beirut; **Professor Naylar Comair-Obeid**, President elected for the Chartered Institute of Arbitrators, Beirut; **Professor Elena Gutiérrez**, General Counsel, Madrid Court of Arbitration, Madrid; **Dr Ghaleb Mahmassani**, Former Lebanese Member of ICC, Beirut; **Aya Matar**, Senior Associate, S H Lawyers, Beirut; **Raymond Chedid**, Former Bâtonnier of Beirut Bar Association and Founding Partner, Chedid Law Offices; **Jane Ellis**, Director, Legal Policy and Research Unit, International Bar Association, London; **Camille Sifri**, Country Senior Partner, PwC Beirut; **Elisabeth Zakharia Sioufi**, Director of the Institute for Human Rights, Beirut Bar Association, Beirut; **Rany Sader**, Co-Founder and Managing Partner, Sader & Associates, Beirut; **Gabrielle Patrick**, CEO, Epiphyte Corporation, London; and **Diana Rhayem**, Founder and Owner, Diana Rhayem Law Office, Beirut.



*L-R Ms Chadia El Meouchi, Managing Partner, Badri and El Salim Meouchi, Beirut, Ms Rindala Beydoun, Founder and Managing Partner, Tribonian Law Advisors, Beirut, Ms Rania Bata, Senior Legal Director, PepsiCo, Dubai and Ms Donia El Mazghouny, Managing Associate, Shahid Law Firm, Cairo*

The AIWF-IBA Programme is the first initiative of its kind in the region, carefully designed to empower Arab women in law whilst giving full and due account to the cultural and societal challenges faced by women lawyers working in the MENA region.

## AIWF ORGANISES A UNIQUE BUSINESS TRIP AND HIGH-LEVEL SEMINAR IN TABIANO, ITALY FROM 20 - 25 MARCH 2016

In March 2016, following an exciting invitation received by AIWF from Board Member Chiara Corazza, Managing Director, Greater Paris Investment Agency, AIWF has organised a networking and business trip to Tabiano, Italy, that will bring together 50 Arab business women leaders with their Italian and European counterparts.

The trip will take place from Sunday 20 March to Friday 25 March 2016, and will include a number of exciting business visits, unique cultural experiences and a one-day, high level seminar on Tuesday 22 March 2016, *Women's Talent for Innovation*, which will explore opportunities for closer collaboration and partnerships between AIWF Members and European businesswomen. Panel discussions will cover innovation in family business, energy, luxury goods, health and wellness, arts and culture.



*Chiara Corazza, Managing Director, Greater Paris Investment Agency and Haifa Al Kaylani, Founder Chairman, Arab International Women's Forum*

The purpose of the trip is to get a rich understanding of the business, political, social and civil society structures in Italy, with an eye towards understanding and learning from the successes that have been reached in various sectors and by prominent Italian brands and businesses. Delegates will also explore the advancements and accomplishments of Arab and European women in business and will meet and network with political, business and women leaders at the highest levels.

A comprehensive event report with photos will be featured in the June edition of the AIWF Newsletter. AIWF extends its very special thanks and appreciation to Chiara Corazza for hosting the AIWF Delegation, and to all AIWF Members taking part in this unique networking and business trip.



## THE ROLE OF WOMEN IS IMPERATIVE FOR PEACE:

### HAIFA AL KAYLANI AND IBRAHIM GAMBARI OF THE COMMISSION ON GLOBAL SECURITY, JUSTICE & GOVERNANCE ON THE OCCASION OF INTERNATIONAL WOMEN'S DAY, 8 MARCH 2016

UN Security Council Resolution 1325 (adopted in 2000) recognised, for the first time, the vital contribution of women to conflict prevention and resolution. As a symbolic act and practical call to action, the Resolution acknowledged what we have experienced throughout our careers in diplomacy, business, academia, and development: the involvement of women in peace processes significantly improves the prospects for a more durable peace. Each year since, the role of women in keeping and building peace has figured more prominently in the commemoration of International Women's Day, today, 8 March. This is rightly so.

Yet, sixteen years on, formidable political, socio-cultural, and economic obstacles remain to the full participation of women in peace efforts, whether as peacemakers or as citizens - something the Resolution was supposed to help overcome. This is a major conclusion of the Commission on Global Justice, Security & Governance, on which we proudly serve.

In our report, *Confronting the Crisis of Global Governance*, we view gender inequality as a fundamental global governance challenge, especially in conflict-affected environments, where, compared to men, women suffer harm differently and disproportionately. Despite the call in Resolution 1325 for greater female participation in peace processes, they remain acutely under-represented in UN-brokered talks. Research carried out by UNIFEM/UN Women reveals that, in fourteen diverse cases since 2000, women's participation in peace negotiation delegations averaged less than eight percent, and less than three percent of their signatories were women.

Today, only two of twenty-two UN Under-Secretaries-General are women, and in UN Missions, women make up less than one-third of the international civilian staff, 21 percent of senior professional levels, and only 18 percent of national staff. Moreover, the recent Global Study on the Implementation of United Nations Security Council Resolution 1325 found that only 54 countries have formulated National Action Plans for Resolution 1325. Entire regions, notably the Americas and Middle East, are lagging behind.

Meanwhile, the plight of millions of women, men, and children in the Greater Middle East seeking refuge in nearby Europe and beyond reminds us daily of the need for urgent action to prevent and end ongoing wars. From sitting at the negotiating table to building the blocks for long-term reconciliation and peaceful co-existence, women are poised to contribute, when given the opportunity, to fair and durable solutions so essential to reduce human suffering.

With the rising trend of fragile states, the voice, resilience, and leadership of women is more important than ever for creating more just and peaceful societies. To ensure that women's voices are heard and decision-makers made more accountable, the Commission proposes several innovations to advance a vision of "just security."

First, strengthen the role of women in peace processes. Global and regional institutions should appoint women to prominent peacemaking roles. International actors that support peace processes should demand women's inclusion in negotiating teams and as signatories to ensure that their experiences and priorities are represented.

Second, employ National Action Plans for Resolution 1325 as an effective tool of foreign policy. Incorporating such Plans into a country's foreign policy can secure and sustain political will and resources - two critical components for ensuring that a Plan's objectives are met and leaders held accountable.

Third, tackle the socio-economic factors that disadvantage women's status in society. The Commission recognises several such factors, including the lack of access to education, reproductive health services, and decent work opportunities in the formal economy. Greater inclusion in political processes addresses only one part of the multi-faceted problem of women's empowerment.

Finally, the Commission strongly endorses the UN's goal of empowering women to become national and world leaders in the 21st century. The Campaign to Elect a Woman UN Secretary-General, organised by a group of female scholars and civil society leaders, is an excellent example toward achieving this goal.

Current possible candidates to succeed Ban Ki-moon include UNESCO's Director-General Irina Bokova, UNDP's Administrator Helen Clark, and former Special Adviser to the UN Secretary-General Amina Mohammed. Their high-level qualifications and proven leadership skills demonstrate that a woman leader can be selected for the UN's top job based on merit. Whoever is appointed should ultimately place a premium on improving UN recruitment, retention, and the advancement of women to serve in senior posts.

All too often women, especially in violent conflict and post-conflict settings, struggle to achieve dignified livelihoods and exert decision-making power, lack access to critical services, and suffer serious physical and mental harm - a toxic triple threat that devastates lives and undermines women's ability to contribute to society. The ideas we lay out above should be considered and acted upon with a sense of urgency. We will only begin to meet the most pressing global governance challenges when women, who are disproportionately victims, are part of the solution.

*Haifa Fahoum Al Kaylani is Founding Chair of The Arab International Women's Forum and Ibrahim Gambari is former Foreign Minister of Nigeria and United Nations Under-Secretary-General for Political Affairs. They serve on the Commission on Global Security, Justice & Governance.*

The Commission on Global Security, Justice & Governance, co-chaired by former US Secretary of State **Madeleine Albright** and former Nigerian Foreign Minister **Ibrahim Gambari**, was formed by The Hague Institute for Global Justice and The Stimson Center to meet global challenges with more capable tools of global governance, with different kinds of public, private, and mixed institutions designed for twenty-first-century challenges.

With Mrs Al Kaylani's valued participation as a Commissioner, the Commission on Global Security, Justice & Governance launched its report in June 2015, *Confronting the Crisis of Global Governance*, at the Peace Palace, the home of the International Court of Justice in The Hague, and subsequently at the United Nations Headquarters.

Mrs Al Kaylani is dedicated to helping the Commission build and sustain a coalition for progressive global change, in pursuit of a vision of justice and security for all.

The June 2015 Report can be downloaded from the Commission website at

[globalsecurityjusticegovernance.org](http://globalsecurityjusticegovernance.org)



*The Commission on Global Security, Justice & Governance launched its Report, Confronting the Crisis of Global Governance, at the Peace Palace in The Hague in June 2015*

## COMMITTED TO EMPOWERING WOMEN IN THE MENA REGION: HOW AIWF GLOBAL BENEFACTOR PARTNER PEPSICO IS GIVING BACK

As a company with a more than six-decade history of operating and selling its products in the MENA region, we are focused on delivering Performance with Purpose, our goal being to position PepsiCo for long-term, sustainable growth by aligning what is good for business with what is good for society and the planet.

The Middle East's high youth unemployment rates coupled with rapidly rising populations have helped inform our talent sustainability and community investment strategy in the region. One of the areas of focus in our talent sustainability strategy is creating diverse and inclusive workplaces that encourage women's inclusion, development and participation. On the community investment front, we focus on 3 Ws: water, women and work-education for employment. In this context we support various partners and programs that focus on these three areas and we work with several partners to empower entrepreneurs including women who in turn create job opportunities and positively impact the local community.

### Accelerating women in STEM

More women than men in the Arab world are graduating in science but the number of women making it into science, technology, engineering and mathematics (STEM) jobs are amongst the lowest in the world. In Saudi Arabia, for example, 29 percent of women pursue an education in STEM past their undergraduate degree but just 1 percent of researchers are women, according to a 2010 report from UNESCO.

Globally PepsiCo is investing in STEM capability building efforts to support emerging talent that can boost growth and innovation for our company and the community. We recognise

the under representation of women in STEM needs to be tackled from an early age and that all stakeholders must come together to provide consistent encouragement throughout a women's STEM career.

For this purpose we have developed a MENA three-pronged strategy focused on inspiring, empowering and celebrating women in STEM fields. The strategy will help promote and empower women in STEM fields. To launch this strategy, which is based on leveraging partnerships with a variety of stakeholders, PepsiCo will partner with AIWF as its benefactor partner to leverage the expertise within the AIWF network.

With AIWF as our strategic partner, we will initiate a working group in the UAE in June 2016 to explore areas of collaboration between AIWF members and to develop an action plan for AIWF to engage in STEM in the UAE. This will help foster partnerships and create a platform to increase all efforts in encouraging more women to pursue STEM careers and encourage retention in this field as well as providing opportunities for women in STEM fields that may not have access to mentorship or exposure.

PepsiCo's Global Chairman and CEO, Indra Nooyi, is regularly voted amongst the world's most powerful women in STEM. Several senior PepsiCo executives including Umran Beba, SVP and CHRO AMENA and Maria Velissariou, Vice President, Global Nutrition and R&D are ambassadors for this initiative and have reiterated the importance of creating diversified working environments and STEM careers speaking at several events such as *Women in Leadership Economic Forum* in Abu Dhabi and the *Asian Business Leadership Forum* (ABLF).

## Committed to workplace diversity and inclusion

Externally and internally, we recognise the importance of focusing on women, both from a business and a talent perspective. For an overall look at women in leadership in PepsiCo's Asia, Middle East, and North Africa (AMENA) Sector, last year we worked with author Anthony Rose to develop and publish a unique book that featured the stories of the top women professionals from PepsiCo in AMENA. Anthony and his team completed interviews of 31 inspiring PepsiCo women leaders and the result was "The Sky's the Limit." This work is being shared with key stakeholders and was leveraged proudly on International Women's Day, 8 March 2015.

### Promoting Female Talent in Saudi Arabia

Along with advancing our commitment to increasing female participation in the workforce by enabling a more gender-diverse candidate slating process and strengthening our reporting, we are also nurturing a culture of gender awareness and inclusion. Saudi Arabia is a key market for PepsiCo and engaging women is strategic for our business. Saudi Arabia has a strong pool of highly educated women, ready for work, but who need the right work environment.

In 2014, Saudi Snacks Foods, PepsiCo's foods business unit for the GCC changed the face of diversity and engagement. Historically, women have not worked on the frontline business in Saudi Arabia, but in support of PepsiCo's global commitment to diversity and engagement, the plant team tapped into the local community to recruit, hire and on-board women to work on the Saudi business front line.

The team developed innovative solutions to enable this effort with full compliance to local law requirements, constructing a female-only work section that separated the production lines with partitions. The introduction of women to the plant required a shift in plant culture, so the team implemented diversity training for all employees.

We were also able to create a specialised recruitment and training program, as well as a robust communications protocol, that created a safer, more respectful and inclusive environment for women. Today, we are proud to have women working in its business from the front line all the way into managerial roles.

*"With AIWF as our strategic partner, PepsiCo will initiate a working group in the UAE in June 2016 to explore areas of collaboration between AIWF members and to develop an action plan for AIWF to engage in STEM in the UAE."*

#### Noha Hefny

*Director of Corporate Affairs, Middle East & Africa, PepsiCo*

## Respecting Work/Life Integration

PepsiCo has also made changes to its culture throughout AMENA, including the implementation of family-friendly policies to encourage women not be afraid to aspire to higher levels on the corporate ladder. At PepsiCo, we make an effort to lighten our women associates' burden through policy changes and locally relevant norms. Outside MENA, for example in Pakistan, we established childcare centres that are helping attract female talent. In Australia, our female employee engagement has improved significantly in the last five years, and one big aspect has been promoting flexible work arrangements to assist associates in more effectively balancing their work and personal commitments. All these factors contribute to attracting and retaining our female associates.

### Supporting entrepreneurs across the Middle East

In addition to women in STEM, PepsiCo also plays a major role in encouraging and supporting social enterprises. In the Arab world, it supports Hadafi, an Arab women regional entrepreneurship program that provides training for women who have established business start-ups and those who require support or aspire to start-up their own businesses. Last year, it also launched the Impact training program in partnership with Ahead of the Curve, a series of workshops held across the Middle East to provide 150 social entrepreneurs including women with the skills to help them successfully kick start their own social enterprises. PepsiCo partnered with Synergos Institute to empower social innovators across the region including women through mentorship, training and networking opportunities, and we are also partnering with WAMDA on an upcoming competition that will showcase some of the region's best ideas for start-ups, providing them with support through our partners to kick start their businesses or enhance them.

#### Noha Hefny

*Director of Corporate Affairs, Middle East & Africa, PepsiCo*

### AMEERA BINKARAM, CHAIR OF AIWF PLATINUM PARTNER THE SHARJAH BUSINESS WOMEN'S COUNCIL, PARTICIPATES IN THE BUCERIUS SUMMER SCHOOL ON GLOBAL GOVERNANCE

Following the nomination by the Chairman of the Arab International Women's Forum, Ms Ameera BinKaram was invited to the renowned Bucerius Summer School (BSS) on Global Governance last August, representing the Sharjah Business Women's Council (SBWC) and Arab women internationally. As Chairperson of the Sharjah Business Women's Council, BinKaram was among 56 candidates selected from a high profile group of 195 professional individuals nominated to attend by government heads, ministers, company CEOs, university presidents, media leaders, and directors of international organisations last August 16-28 in Hamburg, Berlin and Paderborn in Germany. BinKaram participated in workshops, debates and sessions



aimed at fostering leadership qualities in young professionals by involving them in an international dialogue on current political, economic, social, and juridical issues. She said, “It is testimony to how far Arab woman have come today that I was nominated and then selected to attend such a prestigious event. Arab women are now emerging in the world of international governance and taking their rightful place at the table with their male peers in politics, business, academia, finance and the NGO sphere. My time here has been invaluable as I leave armed with a larger cadre of knowledge on global governance and having met with many leaders of their fields from politics to commerce.”

The annual Bucerius Summer School on Global Governance was held under the theme of *Managing Growing Disorder* and organised by the ZEIT-Stiftung Ebelin und Gerd Bucerius, in cooperation with the Heinz Nixdorf Stiftung. On conclusion of the two-week event, BinKarem accepted a Bucerius Summer School Certificate.



Ameera BinKarem, Chairperson, Sharjah Business Women's Council

BinKarem added, “We at SBWC always laud the achievements of Arab woman who are hardworking, talented and single minded in their perseverance. This proves that Arab women are ready and able to join the international dialogue on governance and shows our membership that there are great opportunities open to successful business women who join us.”

AIWF is proud of its continued collaboration with the Bucerius Summer School on Global Governance which commenced in 2013, when Chairman Haifa Al Kaylani delivered opening remarks addressing *Current issues in the Arab world* at the Summer School in Hamburg, Germany. Since then, AIWF has made a number of recommendations for outstanding Arab women leaders to participate in the Bucerius Summer School programme.

## AIWF PLATINUM PARTNER DUBAI LAND DEPARTMENT LAUNCHES THE FIRST DUBAI SUSTAINABLE CITIES SUMMIT



HE Majida Ali Rashid, Assistant Director General of the Dubai Land Department

Under the patronage of His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President, Prime Minister of the United Arab Emirates and Ruler of Dubai, AIWF Platinum Partner the Dubai Land Department (in partnership with UNEP) launched the inaugural *Dubai Sustainable Cities Summit* (DSCS) in December 2015, the new leading global event to discuss sustainability in the urban environment and the future of smart cities under the theme *Sharing knowledge for a sustainable future in the presence* of a number of dignitaries, government leaders, business executives and a group of experts.

The AIWF Chairman was indeed proud to attend this very valuable conference. The summit was the first major event held in the wake of the United Nations Framework Convention on Climate Change (COP21) in Paris, and shed light on the most important outcomes, international efforts and decisions of COP21. In addition, the summit was the first regional event to raise awareness about the UN's seventeen Sustainable Development Goals (SDGs), especially as the UAE is the only Arab country to have signed a commitment to achieve these goals, especially the eleventh SDG which focuses on sustainable smart cities.

HE Majida Ali Rashid, Assistant Director General of the Dubai Land Department, and Head of the Real Estate Investment Management and Promotion Center stressed the unwavering support of the Dubai Land Department and the Summit to the United Arab Emirates' commitment towards sustainability: “We have been inspired by the wise leadership of His Highness Sheikh Mohammed bin Rashid Al Maktoum. He has inspired our city, our country and its citizens and residents to always strive to achieve the best. Sustainability is one of the most integral themes of all of the United Arab Emirates future plans including Dubai Plan 2021, UAE Vision 2021 and Dubai Expo 2020. Us gathering here today is a clear evidence of the DLD's commitment to support overall sustainability and to create a bright sustainable tomorrow for future generations in the United Arab Emirates and the Arab world.”

The Summit hosted more than 30 top leading sustainability experts, leaders, and thinkers on the local, regional and global level, and aimed to create a pioneering platform for the regional and global debate on the future and sustainability of cities.

The summit, which is the first of its kind regionally, featured prominent and world-renowned leaders and speakers, including HE **Dr Eng Abdulla Al-Nuaimi**, Minister of Public Works in UAE; **Dr Mohammed Al-Haram**, Director of the Execution Department at the Ministry of Public Works in the UAE; **Dr Abdulla Al Karam**, the Chairman of the Board of Directors and Director General of the Knowledge and Human Development Authority (KHDA); and HE **Dr Thani Al-Zeyoudi**, Director of the Directorate of Energy and Climate Change at the Ministry of Foreign Affairs. On the regional and global levels, many experts joined the summit including **Dr Iyad Abumoghli**, Director and Regional Representative of UNEP in West Asia; **Arab Hoballah**, UNEP Chief of the Sustainable Consumption and Production Branch in the Division of Technology, Industry and Economics; biologist and Biomimicry scientist **Janine Benyus**; **Fahd Al-Rasheed**, the Group CEO of Emaar Economic City (EEC), a publicly listed company leading the development of King Abdullah Economic City (KAEC); and **Assaf Biderman** of the SENSEable City Lab at MIT.



*HE Majida Ali Rashid, Assistant Director General of the Dubai Land Department*

HE Majida Ali Rashid, added, “The summit and its agenda mark an important and effective addition to the global debate on urban sustainability and smart cities. We have a responsibility to combine our voices and expertise to work together on finding effective solutions for sustainability in the urban and built environment. The list of participants in the summit includes a group of the best-known experts locally, regionally and globally. By bringing their experiences together under one roof, we hope to inspire everyone whether they are individuals or communities all over the world and around the MENA region to join us and work together to overcome the challenges facing the sustainability of our cities.”

In addition to leading the regional dialogue on sustainability, the summit provided a platform for the launch of the Dubai

Sustainable Cities Centre, which is the result of the partnership between DLD and the United Nations Environment Programme. The centre will play a vital role in enabling Arab world cities to pursue a more sustainable future by providing the necessary resources and expertise, and providing support to governments and organizations of the region using best international practices and standards. A number of MOUs will be signed between the DLD and governmental organizations from the world’s leading countries to advance sustainability locally.

HE Majida Ali Rashid concluded, “This day will inspire us all to move forward in order to achieve our ambitious goals. Our presence today confirms the commitment of the DLD to support a more sustainable future around the world for generations to come, and we are proud to serve the United Arab Emirates leadership and people in their march towards a sustainable future.” The summit was held in collaboration with a number of strategic partners including DAMAC properties, Jumeirah Golf Estates, knowledge partner Majid Al Futtaim, with the support of Veolia and in cooperation with the World Resources Institute.

#### **Ibrahim Al-Zu’bi**

*Senior Sustainability Advisor, Dubai Land Department*

#### **AIWF PLATINUM PARTNER THE DUBAI LAND DEPARTMENT**

Dubai Land Department’s vision is to make Dubai a global real estate leader in attracting investments. From this ambitious vision, Dubai Land Department’s operations and activities focus on providing the best real estate environment in line with the highest international real estate standards, in order to ensure the rights of all parties in the market and contributing to the sustainable development of the various segments of society.

During the course of their work over the past fifty years, Dubai Land Department has achieved the formation and issue of clear and transparent laws and regulations, in addition to providing premium real estate services to attract investment using modern technologies. Dubai Land Department’s mission is to create a real estate environment that applies best international practices to guarantee the rights of all stakeholders, and to contribute to the development of society by:

- Developing and applying clear and transparent real estate regulations
- Providing distinctive and efficient real estate services that help attract investment
- Increasing real estate knowledge.

AIWF is proud to have Dubai Land Department’s support and partnership as an AIWF Platinum Partner.



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

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AIWF Global Platinum Partners



AIWF Global Diamond Partners



AIWF Institutional Partners



AIWF Global Communications Partner



## THE HIGH-LEVEL INTERNATIONAL CONFERENCE OF 'WOMEN IN PUBLIC LIFE: FROM POLICIES TO IMPACT' CONCLUDES IN BAHRAIN WITH OUTSTANDING INTERNATIONAL PARTICIPATION

The high-level international conference of *Women in Public Life: From Policies to Impact* held under the patronage of Her Royal Highness Princess Sabeeka bint Ibrahim Al Khalifa, Wife of the King and President of the Supreme Council for Women took place in the Kingdom of Bahrain on 8-10 December 2015. This important conference was attended by international policy makers, senior governmental officials, parliamentarians, and representatives from international organisations, NGOs, civil society and the private sector.



Hala Al Ansari, Secretary General, Supreme Council of Women Bahrain

The three-day conference, which was organised by the Supreme Council for Woman jointly with the Organization for Economic Development (OECD), resulted in final remarks asserting the importance of developing a complete country-specific Governance system, the implementation of an auditing methodology in the field of promoting equal opportunities at the national level, as well as formulating national guidance instruments that would be able to assist policymakers in Bahrain on how to use existing parliamentary tools in following up the exerted efforts in raising levels of women's development.

The conference also called international organisations to review their methodologies for performance measurement in the Arab countries in the field of women's advancement that depend on indicators that measure the qualitative progress and not the quantitative; while ensuring that the responsibility of monitoring its progress does not rely on one organization; however it is a national responsibility in which all official, public and private institutions took part.

Sessions also focused on promoting access to equal opportunities in the private sector, leveraging civil society to advance gender-responsive policies, promoting equal opportunities in the parliamentary and electoral practices as well as building accountability for gender responsive policies from strategy to impact.



High-level delegates and speakers at the Women in Public Life: From Policies to Impact Conference in Bahrain, December 2015

The 2014 OECD-CAWTAR Report highlighted that the Kingdom of Bahrain has the highest percentage of women in senior and middle management positions in the public sector among countries studied in the region. The percentage of women employed in the public sector in administrative senior positions is 45% (2014), which exceeds the 29.1% regional average for MENA countries. In addition, Bahraini women's share of public middle management positions surpasses that of men, at 59% (2014).

### Mohamed Al Faris

Advisor International Relations & Follow-up, Supreme Council for Women

## PURSuing GENDER JUSTICE IN THE ARAB REGION: A NEW APPROACH FOR BETTER LIVES

The AIWF Chairman was delighted to be invited to attend and participate in the recent meeting on 21 January 2016 of the ESCWA Committee on Women, a major biannual event hosted this year by the Sultanate of Oman in Muscat under the auspices of Her Highness Doctor Mona Al Fahd Al Said, held with the full support of the Ministry for Social Development and in the presence of Sheikh Mohammed bin Said Al Kalbani, Minister of Social Development in Oman and Dr Reema Khalaf, Undersecretary of the UN Secretary General and ESCWA Executive Secretary.

High-level representatives from Arab States and civil society looked at key actions needed to advance gender justice in a diverse and wavering Arab regional context, and the participatory discussions resulted in the adoption of a common definition for gender justice, referring to both the process of ensuring systematic accountability for gender discrimination, and the outcome of such process, a society in which women and men are equal members.

Gender justice has been gaining new traction in the Arab region, following the adoption of the Muscat Declaration on Gender Justice (2016), a broad framework for the achievement of gender equality that highlights the need for co-operation



among Arab countries to encourage informed jurisprudence to achieve this equality, through conciliation between the concepts of justice and gender in religious discourse. The Muscat Declaration is an opportunity for Arab States to spur new efforts in the field of gender mainstreaming, to fight gender discrimination in law and in practice, to afford better protection to women, and to ensure their equal participation in peace and security issues.

AIWF unreservedly endorses the Muscat Declaration on Gender Justice and is committed to upholding the principles of the Declaration in all our activities and initiatives towards the common vision of true gender parity in and beyond the MENA region.

### Gender justice starts with effective national institutions

In almost all Arab Governments, dedicated institutions exist to promote gender equality, but they are sometimes isolated from decision-making. The Muscat Recommendations provide a solid basis for their involvement in national development planning, with the substantive backing of ESCWA and a Sub-Committee for the implementation of the newly adopted 2030 Agenda for Sustainable Development. The Muscat meeting also mobilized Arab governments for a stronger participation of women in policy-making. It witnessed the launch of the first regional framework to assess the extent to which Arab public institutions are responsive to gender.

### Gender equality in law, and in practice

Discriminatory laws persist in many Arab States, and are a major contributor to gender inequalities, especially in relation to women's status and their rights within the family. The Muscat Declaration will catalyse efforts to abolish discriminatory legislation as well as any obstacle to women's access to justice, and to encourage a religious discourse that is consistent with gender justice.

### Women, Peace and Security

The impact of armed conflict on women and girls is a serious and pressing concern in the Arab region that was at the centre of discussions at the Committee on Women. In the Muscat Declaration, Arab States pledged to prepare action plans in order to activate UN Security Council Resolution 1325, keeping in mind the need to afford women better protection, and to ensure their equal participation in peace and security issues.

### ESCWA CENTRE FOR WOMEN

The ESCWA Centre for Women provides research and advisory services to support Arab States in reaching gender justice. It encourages the exchange of good practices through the organisation of regional forums, and is mandated to coordinate regional reviews of implementation of the Beijing Platform for Action and the 2030 Agenda for Sustainable Development. The full text of the Muscat Declaration on Gender Justice and the Recommendations of the Committee on Women can be found on ESCWA's website.

## AIWF BOARD MEMBER DR SHAIKHA AL MASKARI REPRESENTS AIWF AS IAWA CELEBRATES FIRST ANNUAL CONFERENCE IN THE MIDDLE EAST

The International Aviation Women's Association (IAWA), a worldwide professional organisation dedicated to the advancement of women leaders within the aviation and aerospace industries, held its 27th Annual Conference in Dubai, UAE – the first IAWA conference in the Middle East with local co-host UAE General Civil Aviation Authority (GCAA). The conference took place on 10-12 November 2015, with delegates spending a day at the 2015 Dubai Airshow.

AIWF Founder Board Member HE Sheikha Lubna Bint Khalid Al Qasimi opened the conference and highlighted the importance of the aviation and aerospace industries to the UAE, noting that the role of women was intrinsic to its success. Sheikha Lubna emphasized the commonalities between the two: the “unprecedented growth” of the aviation industry, and the fact that “women break barriers daily” in the UAE. She urged that it was time for the two to “cross paths and grow in symbiosis”. Sheikha Lubna also stressed that “we must facilitate the growth of women in the industry if we want to continue our success in the skies” and that “we cannot rest on our laurels – not when thousands of women should have the opportunity of following their dreams in aviation, and not when our country's economy depends on it. We must continue to push the boundaries and break barriers every day.”

On Day Two, IAWA was honoured to receive HE Dr Sheikha Al Maskari representing AIWF as a speaker on the final panel entitled *Women in the Middle East: where do we go from here?* alongside Dr Nadia Bastaki from Etihad, Mervat Sultan from Women in Aviation and Carol Anderson, Vice President, IAWA. Sheikha Maskari captivated the audience with her presentation and received a standing ovation afterwards, marking the start of an exciting new collaboration between AIWF and IAWA. IAWA's local partner, the GCAA, hosted a *Young Women in Aviation Forum* also on Day Two of the conference, which received an overwhelming response from 120 young local females in the UAE's aviation industry including pilots, lawyers and engineering trainees.



Naz Nizari, Senior Vice President Emquest at Emirates Airlines, Dr Shaikha Al Maskari, Chairperson, Al Maskari Holding, Chairperson, Tricon Group and AIWF Board Member, Carol Anderson, Vice President IAWA, and guests at the IAWA Dubai Conference

The conference, one of the best attended to date, attracted over 300 delegates from Europe, Middle East, Asia and the US, from 100 companies including Emirates, Etihad, flydubai, FedEx, GE, GECAS, Airbus and Boeing, international law firms, insurers and commercial executives from 24 countries. Abby Bried, President of IAWA, concluded: “Our Dubai conference provided an important global opportunity for women in aviation and aerospace to realise IAWA’s mission to Connect, Inspire and Lead.”

#### **Carol Anderson**

*Vice President, IAWA*

#### **IAWA**

Founded in 1988, the International Aviation Women’s Association (IAWA) is an international organisation for women who hold executive positions across the entire spectrum of the aviation and aerospace industries.

IAWA brings together women of achievement in the aviation industry and promotes their advancement internationally through the establishment of a worldwide network of aviation professional contacts. Additional information on IAWA and the 2015 Annual Conference is available at [www.iawa.org](http://www.iawa.org).



*IAWA’s local partner, the GCAA, hosted a Young Women Development Forum on 12 Nov 2015, which attracted the participation of 120 young women in the UAE’s aviation industry including pilots, lawyers and engineering trainees*

#### **WITH AND FOR GIRLS AWARD WINNERS RECOGNISED IN LONDON**

In November 2015, the long process to find and fund 20 locally-led and girl-led organisations working to improve the lives of adolescent girls came to an end and the first cohort of 20 *With and For Girls Award* winners was recognised at a London ceremony, which AIWF Chairman was delighted to attend.

The World Bank estimates that less than 2 cents of every \$1 spent on international aid is directed towards adolescent girls. The With and For Girls Collective, a group of eight funders that committed \$1 million to find and support grassroots organisations working with and for girls, was developed to address this funding gap so that organisations that focus on girls can thrive.

Present at the ceremony were the girls who sat on the final stage judging panels, and delegates from a range of foundations, multi-lateral agencies and NGOs. This included the UK Government’s Department for International Development, whose Director of Policy, Liz Ditchburn, delivered a message from Secretary of State for International Development Justine Greening: “The With and For Girls Collective is a fantastic initiative that recognises and supports girls as agents of change, both in their own lives and their wider communities. These awards have helped to amplify the voices of some of the most disadvantaged girls and I was really pleased to see that girls have been the key decision makers in the choice of winning organisations.”

The 2015 winners come from 19 different countries and are working on a variety of issues including female genital mutilation, reproductive health rights and trafficking, among many others. Winners receive up to \$50,000 each in flexible funding, as well as capacity building support. Learn more about the With and For Girls initiative on [starsfoundation.org.uk](http://starsfoundation.org.uk).

#### **Mona Wehbe**

*Chief Executive, Stars Foundation*

#### **EXCITING DEVELOPMENTS IN THE UAE: EMIRATI WOMEN NOW MAKE UP 8 OF 29 MINISTERS IN THE FEDERAL CABINET AND SHARJAH TAKES ANOTHER KEY STEP TOWARDS EMPOWERING WOMEN**

**UAE Cabinet Reshuffle: Emirati women now represent a third of UAE Ministers with new ministries announced for Happiness, Tolerance and Future**

In February 2016, the UAE government announced a Cabinet reshuffle that has resulted in women now making up 8 of 29 of the UAE’s Federal Cabinet positions. These ground breaking changes were announced by UAE Vice President and Ruler of Dubai, Sheikh Mohammad bin Rashid al-Maktoum.

Sheikha Lubna Al Qasimi, AIWF Founder Board Member, was appointed as the new Minister of State for Tolerance, the first ministry of its kind not only in the UAE but globally. Sheikha Lubna was previously the Minister of Foreign Trade, and became the UAE’s first female minister in 2004. The changes also saw the appointment of Ohood Al Roumi as the new Minister of State for Happiness, to align and drive government policy to create social good and satisfaction, and the formation of the UAE National Youth Council, chaired by Shamma Al Mazrui, the new Minister of State for Youth.

At 22 years old, Shamma Al Mazrui is the youngest Minister ever appointed to the Cabinet; she earned her Master’s from Oxford as a Rhodes Scholar, and graduated from NYUAD in 2014 with a degree in economics.



## CONGRATULATIONS TO AIWF FOUNDER BOARD MEMBER

**The Chairman, Haifa Fahoum Al Kaylani,  
Members of the Board and  
Members of AIWF**

*wish to congratulate AIWF Founder Board Member*

**HE Sheikha Lubna Al Qasimi**

*On her recent appointment as*

**Minister of State for Tolerance  
United Arab Emirates**

*The government reshuffle raised the number of women  
in the UAE Federal Cabinet to eight.*



*Sheikha Lubna bint Khalid Al Qasimi, Cabinet Member, Minister of State for Tolerance, UAE*

## SHARJAH TAKES A NEW STEP TO EMPOWER WOMEN: NAMA WOMEN ADVANCEMENT TECHNOLOGY ESTABLISHMENT WILL LAUNCH PROGRAMMES AND FORMULATE STRATEGY

AIWF is delighted to share that His Highness Dr Shaikh Sultan Bin Mohammad Al Qasimi, UAE Supreme Council Member and Ruler of Sharjah, has issued an Emiri decree establishing the *Nama Women Advancement Establishment*, under the chairmanship of Her Highness Sheikha Jawaher Bint Mohammed Al Qasimi, Wife of His Highness the Ruler of Sharjah and Chairperson of the Supreme Council for Family Affairs.

Issuing the decree, His Highness underscores his conviction of the pivotal role women play as partners of men and as key contributors to the community's development. Decree No 107 of 2015 says the new entity, which will be under the authority of the Executive Office of Her Highness Sheikha Jawaher, shall enjoy the full legal competence necessary to pursue its objectives and run its affairs and functions it was mainly set up for.

The new entity will support women and advance them to ensure a better future for them in the Emirate of Sharjah and beyond, empower women to be active, dynamic contributors in work, economy and life and ensure that they are an important, indispensable human resource in pushing forward the development drive.

The establishment will have its headquarters in Sharjah City and may open branches and offices within the UAE and abroad. The Establishment shall have an Advisory Board comprising of leaders and top officials from local, regional and international organisations and companies specialising in women's issues.

AIWF has worked in close co-operation with women's leadership and development initiatives in Sharjah since our first conference in the Emirate in May 2012, *Emerging Economies, Emerging Leaderships: Arab Women and Youth as Drivers of Change*, which drew Arab and international women leaders to the American University of Sharjah, one of the leading centres of academic excellence in the Arab world.

AIWF is very proud of our continued collaboration with the Sharjah Business Women Council as an AIWF Platinum Partner. We look forward to learning more about the Nama Women Advancement Establishment and pledge the full support of AIWF to this important initiative.

## THE NAMA WOMEN ADVANCEMENT ESTABLISHMENT MANDATE

- Launch initiatives and programmes for the advancement of women in all fields and enhance the role of women in three key sectors: economic, professional and social
- Forge partnerships and memoranda of understanding with other local, regional and global stakeholders
- Establish a women advancement fund
- Conduct research and shape strategies on policies concerning women
- Present innovations that foster women's future profile
- Provide training, qualification, consultancy and drafting of legislation on women's advancement

## WOMEN MINISTERS IN THE UAE FEDERAL CABINET

**Sheikha Lubna bint Khalid Al Qasimi**  
appointed as **Cabinet Member, Minister of State for Tolerance**

**Najla bint Mohammed Al Awar**  
appointed as **Cabinet Member, Minister of Community Development**

**Reem bint Ibrahim Al Hashimy**  
appointed as **Cabinet Member, Minister of State for International Cooperation**

**Noura bint Mohammed Al Kaabi**  
appointed as **Cabinet Member, Minister of State for Federal National Council Affairs**

**Shamma bint Sohail Faris Al Mazrui**  
appointed as **Minister of State for Youth Affairs**

**Jameela bint Salem Al Muhairi**  
appointed as **Cabinet Member, Minister of State for General Education**

**Ohood Khalfan Al Roumi**  
appointed as **Minister of State for Happiness**

**Maitha bint Salem Al Shamsi**  
appointed as **Minister of State**

## AIWF FOUNDER MEMBER HANA ALAMUDDIN WINS THE INTERNATIONAL PROPERTY AWARD FOR A SINGLE RESIDENCE IN LEBANON

AIWF extends its warmest congratulations to our AIWF Founder Member in Lebanon, renowned international architect Hana Alamuddin of Alimimariya Architects and Designers for Sustainable Development, who in December 2015 was awarded the prestigious International Property Award for a Single Residence. Alimimariya Architects and Designers for Sustainable Development was established in Beirut in 1998 to develop architecture that is environmentally responsible, culturally relevant and inspired by its natural context. AIWF wishes Hana continued success in all her future endeavours.



*AIWF Founder Member Hana Alamuddin of Alimimariya Architects and Designers for Sustainable Development*

## HOW TO JOIN AIWF

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