

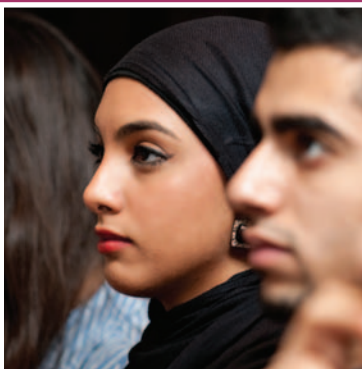
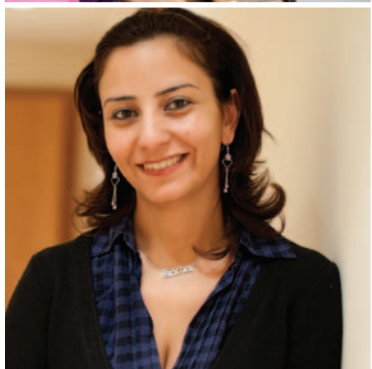
Celebrating



60 Years



of Engagement



2011
ANNUAL
REPORT

AMIDEAST
اميد است

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ABOUT AMIDEAST

An American nonprofit founded in 1951, AMIDEAST has a long and distinguished record as one of the primary U.S. organizations engaged in international education, training, and development assistance in the Middle East and North Africa. With 25 offices in 14 countries and over 650 dedicated professional staff, AMIDEAST provides programs and services to improve educational opportunity and quality, strengthen local institutions, and develop language and professional skills for success in the global economy.

MISSION

AMIDEAST seeks to strengthen mutual understanding and cooperation between Americans and the peoples of the Middle East and North Africa.

MESSAGE FROM THE CHAIR AND PRESIDENT



Dear Friends,

We are pleased to present our annual report for 2011 — a year of intense engagement as AMIDEAST met new challenges that arose across the Middle East and North Africa and a year of reflection as we looked back on our legacy of serving this important region since 1951. Over six decades, AMIDEAST has built strategic capabilities in education, training, exchange, and institutional development in order to expand opportunity for young people across the region and better their prospects in life. Throughout, our founding mission of fostering mutual understanding between Americans and the peoples of this important region has been a priority.

Each year, AMIDEAST is fortunate to work with thousands of young men and women who turn to us for educational and training programs to help fulfill their dreams. The year 2011 was no different. Despite the dramatic changes that spread across the region, our programs and services continued to touch lives and benefit communities.

The eight individuals whom you will meet in these pages illustrate the varying ways in which AMIDEAST betters people's lives, and why our commitment to them and their peers is paramount. We are gratified to see many of them, in turn, using their new skills and knowledge to pursue higher education, start businesses, secure meaningful employment, and serve their communities.

Over the years, the focus of our work has shifted, but our commitment to engagement has remained steadfast. While it may take years to realize the full import of the transformation underway in the region, quality programs in education, entrepreneurship, and skills acquisition will remain relevant and prove critical in combating youth unemployment and under-employment. We welcome your support in helping AMIDEAST to make a difference at this historic time.

Sincerely,

Mary W. Gray
Chair

Theodore H. Kattouf
President and CEO

CELEBRATING 60 YEARS

AMIDEAST has steadily expanded its network of offices across the MENA region.
Timeline marks establishment of country offices.

1953 Baghdad
1955 Damascus
1956 Cairo
1958 Jerusalem, Amman

1967 War Baghdad, Jerusalem,
Damascus close

Beirut 1968

Tunis 1972

1978 Damascus,
Jerusalem reopen

Rabat 1979

1981 Sana'a
1982 Alexandria

1986 Gaza

1993 Kuwait

1997 Abu Dhabi

1998 Aden, Dubai

Cyprus 2000

2001 Ramallah,
Sousse

2003 Erbil
2004 Nablus

2005 Casablanca

2007 Muscat

2010 Aqaba,
Hebron,
Riyadh



1951–1961

Founded in May 1951, AMIDEAST established itself within 10 eventful years as a respected, dynamic institution dedicated to encouraging constructive dialogue between Americans and the peoples of the Middle East. These seminal efforts defined its philosophical and programmatic direction: it would promote mutual understanding and cooperation through education, information, and development programs for decades to come.

1961–1971

In its second decade, AMIDEAST's growing in-region network continued to advance opportunities for educational exchange, while human capacity development and technical training became a major focus of activity in a number of countries. Pursuing its mission of strengthening mutual understanding, AMIDEAST consolidated its work in the United States around international education activities and information services.

1971–1981

During the 1970s, rapid growth in the region of demand for an American education led AMIDEAST to expand its advising services and introduce testing services, which would become a mainstay of country office activities. As the oil boom spurred governments and business to dedicate increased resources to education and training, they increasingly turned to AMIDEAST for assistance in upgrading their employees' skills.

1981–1991

The 1980s saw further strengthening and diversification of AMIDEAST's technical assistance capabilities, accompanied by increasing interaction with regional and international development agencies. In the United States, the decade saw a renewed emphasis on public outreach activities and information dissemination as AMIDEAST increased its publication of informative print and multimedia materials about the region.

1991–2001

Demand for tailored short-term training programs soared in the 1990s, as AMIDEAST became recognized as a global leader in training and education. Many field offices began to add English language and professional skills training to their offerings for the general public. Response to AMIDEAST's increased promotion of programs and materials aimed at improving Americans' understanding of the region was enthusiastic.

2001–2011

The events of 9/11 at the outset of AMIDEAST's sixth decade underscored the continuing relevance of its mission and support for international educational exchange. The region's large youth demographic and pressing need to create job and other opportunities led to the development of new programs designed to meet the needs of youth and assist in building a competitive regional workforce for the 21st century.

Photos left to right: (1951-1960) Opened in 1958, AMIDEAST's headquarters, Middle East House, in Washington, DC, became a busy center for cultural and public affairs programming. (1961-1970) Trainee tightens crankshaft bearing in the Jordan Valley Mobile Craft Training Project, Jordan, 1964-68. (1971-1980) Peace Fellowship recipients prepare for their departure to the United States, Cairo, Egypt, 1974.

Photos left to right: (1981-1990) Tunisian authorities present AMIDEAST Director Patricia Payne an award on behalf of President Bourguiba recognizing her efforts to strengthen the bonds of friendship and cooperation between the U.S. and Tunisia, 1985. (1991-2000) Participants in a regional Global Women in Politics workshop organized by AMIDEAST, Amman, Jordan, 1997. (2001-2010) AMIDEAST President William Rugh (left), AMIDEAST/Lebanon Country Director Barbara Batlouni, and U.S. Ambassador to Lebanon David Satterfield at the opening ceremony for AMIDEAST's new office in central Beirut, Lebanon 2001.



Algeria | Bahrain | Cyprus | Egypt | Jordan | Iraq | Kuwait | Lebanon | Libya | Morocco | Oman
 Qatar | Saudi Arabia | Tunisia | United Arab Emirates | Washington, DC
 West Bank/Gaza | Yemen

- ACADEMIC & CULTURAL EXCHANGES**
- U.S. Study
 - Intercultural Communication
 - Leadership Development
 - Women's Empowerment
 - Education Abroad in the Arab World

- ENGLISH & WORKFORCE SKILLS TRAINING**
- English Language
 - Professional Skills
 - Entrepreneurship
 - Workforce & Basic Business Skills
 - Project Management

- CAPACITY BUILDING**
- Educational Capacity
 - Legal & Judicial Capacity
 - Public Administration
 - Professional Development
 - Teacher Development

- EDUCATIONAL SERVICES**
- Academic Advising
 - Scholarship Programs
 - Academic Testing
 - College Fairs
 - Language Assessment Tools

THE AMIDEAST MODEL

Over the course of six decades, AMIDEAST has built its strength around four core activities: academic and cultural exchanges, English and workforce skills training, educational services, and institutional capacity-building. By capitalizing on these core strengths, separately and in combination, we are able to expand critical skills and advance development outcomes to benefit tens of thousands of lives each year, while fulfilling our overarching mission of advancing mutual understanding.



EXPANDING GLOBAL UNDERSTANDING

IMPACT 2011

1,600+
STUDENTS

Nothing enhances global understanding better than firsthand experience in another country. In 2011, AMIDEAST was proud to make it possible for more than 1,600 students and professionals to have the life-changing experience of international student exchange. They included 1,425 men and women from the Middle East and North Africa who accessed opportunities to study in the United States and elsewhere; and more than 200 Americans who discovered the cultural and historical riches of the MENA region through in-region study.

PROGRAM HIGHLIGHTS

AMIDEAST EDUCATION ABROAD PROGRAMS IN THE ARAB WORLD

Academic programs in Egypt, Jordan, Morocco, and Tunisia that advance American students' understanding of the Arab world

DIANA KAMAL SCHOLARSHIP SEARCH FUND

An AMIDEAST initiative that matches talented but economically disadvantaged Arab youth with scholarships for undergraduate study in the United States

FULBRIGHT FOREIGN STUDENT PROGRAM

Flagship international educational exchange program of the U.S. Department of State, administered by AMIDEAST for most of the Middle East and North Africa

INTERNATIONAL FELLOWSHIPS PROGRAM

A graduate studies program, funded by the Ford Foundation, for individuals from social groups and communities in Egypt and Palestine that lack systematic access to higher education

KENNEDY-LUGAR YOUTH EXCHANGE AND STUDY (YES) & YES ABROAD PROGRAMS

High school exchange programs, funded by the U.S. Department of State, that foster mutual understanding between the U.S. and countries with significant Muslim populations

TOMORROW'S LEADERS SCHOLARSHIP PROGRAM

A Department of State scholarship program to enable 150 high-achieving underserved Arab youth with leadership potential to attend American-style universities in the region

EDUCATING GLOBAL LEADERS



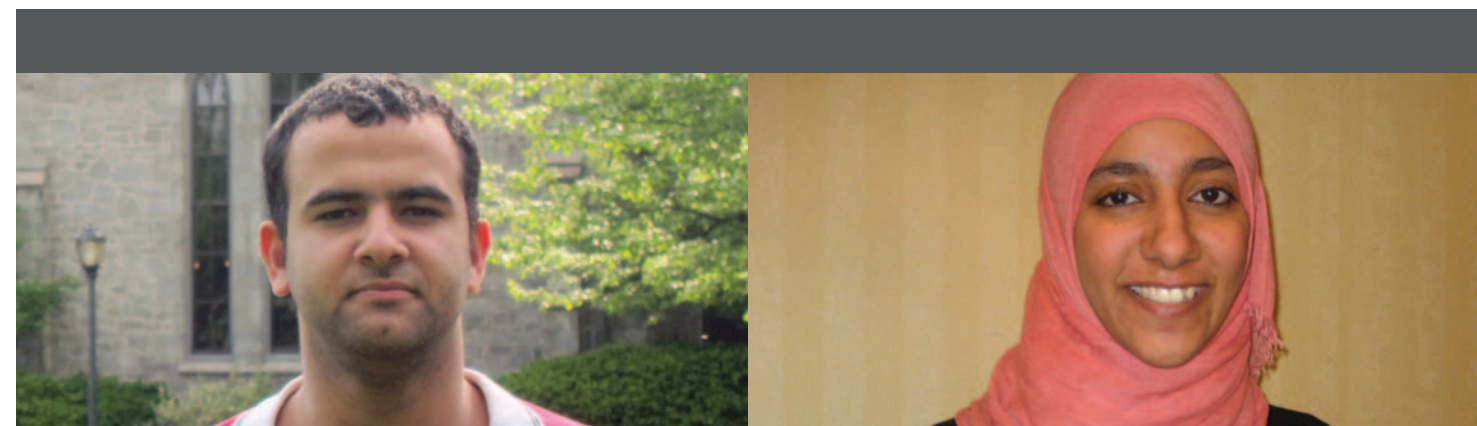
In 2011, AMIDEAST was pleased to partner with governmental and private sponsors to support nearly 20 scholarship and exchange programs. These invaluable opportunities for youth exchange, academic study, research, and professional development benefited 1,425 men and women from across the Middle East and North Africa (MENA) region.

Continuing its 40-year relationship with the prestigious Fulbright Foreign Student Program, AMIDEAST was honored to administer the grants of 343 outstanding women and men from 15 countries. They included the largest number of Iraqis to date: 87 grantees who will use the knowledge and expertise they acquire to contribute to the rebuilding of their country.

A high priority during 2011 was to expand access to higher education for bright, deserving youth. Our Diana Kamal Scholarship Search Fund (DKSSF) secured admission and generous scholarships from U.S. colleges and universities for six students from Lebanon, Morocco, and the West Bank/Gaza. AMIDEAST also advanced the college dreams of many other promising young men and women region-wide through the U.S. Department of State-sponsored Tomorrow's Leaders Scholarship Program, Opportunity Program, and Competitive College Clubs. In addition, nearly 100 Palestinian students were assisted by Abraham Lincoln Incentive Grants, the A-Plus Scholarship Program, and the Hope Fund.

Critical to AMIDEAST's ability to promote international educational exchange were its extensive advising and testing operations in the region. During 2011, AMIDEAST hosted and helped sponsor a network of 11 U.S. Department of State EducationUSA Centers in Egypt (Cairo and Alexandria), Gaza, Jordan, Kuwait, Lebanon, Morocco, Oman, Tunisia, the West Bank, and Yemen, recording close to 175,000 visits by individuals seeking information and guidance about U.S. study. Meanwhile, AMIDEAST's high quality testing centers across the region administered over 125,480 tests, the majority of them required for admission to U.S. colleges and universities.

Responding to the desire of American students to enhance their understanding of the region, AMIDEAST's Education Abroad Programs in the Arab World provided academic study, Arabic and French language instruction, and enrichment opportunities for nearly 150 undergraduates enrolled in semester and summer programs in Egypt, Jordan, Kuwait, and Morocco. This multi-country model proved its value when the Jordan and Morocco programs were able to absorb most of the American students evacuated from Egypt after the January 25th Revolution. In addition to implementing its own programs, AMIDEAST developed and administered short-term in-region programs on behalf of a range of sponsoring institutions, benefiting more than 75 students and faculty.



Mohamed Abdalkader

DIANA KAMAL
SCHOLARSHIP
SEARCH FUND
(EGYPT)

Mohamed Abdalkader was an ideal candidate for the Diana Kamal Scholarship Search Fund (DKSSF), an AMIDEAST initiative that is opening the doors to U.S. study opportunities for Arab students of exceptional accomplishment and promise. Not only had the Cairo youth excelled at his public high school, scoring in the 99th percentile on Egypt's national graduation exams and high on tests designed for American students; he had also demonstrated a passion for public service, hoping one day to make a difference in his country.

The DKSSF made it possible for Abdalkader to earn a full scholarship to Haverford College, paving the way to an educational foundation that will help him realize his ambitions. As a computer science major, he is advancing his knowledge of technology, while enjoying the opportunity to explore subjects like psychology, economics, and political science. "The liberal arts education at Haverford is giving me a full, diverse academic experience," he asserts. "I started thinking more out of the box."

When the Egyptian Revolution erupted midway through his freshman year, Abdalkader recalls wishing to return home. Instead, he channeled his energies into finalizing his preparations to return to Egypt that very summer to run a program that he developed to help public school students improve their critical thinking skills and creativity. "The DKSSF has already had a huge impact on my professional and personal life. It has introduced me to a world full of opportunities, and I am working hard to use all of them."

Tahani Elmogrbi

FULBRIGHT
FOREIGN STUDENT
PROGRAM
(LIBYA)

When Tahani Elmogrbi heard that Libyans could participate in the U.S. Department of State's Fulbright Foreign Student Program, she was eager to apply. It had been her dream since childhood to study in the United States, and she longed to pursue graduate studies that would enable her to realize another dream of hers: to establish an NGO to advocate for children. "I felt that my dream was in my hand, that I could do anything," she recalls, describing her emotions upon learning that she was accepted to the program.

Elmogrbi's high expectations weren't disappointed. At Hamline University, where she pursued a two-year master's degree program in nonprofit management, she found an academic environment in which to develop the expertise, know-how, and confidence she would need to be effective in her field. She also appreciated the enriching experience of living in the university's diverse community, which exposed her to many other cultures and societies.

The Libyan Revolution, which began midway through her first year, has opened up vast possibilities for someone with Elmogrbi's training. The skills and potential of Libya's youth are underdeveloped, and the country critically needs individuals with leadership and other critical skills to build strong public institutions. "The start of the Libyan Revolution was like a trigger, and I realized that my specialization was perfect. There are many new NGOs in Libya, and I feel that my Fulbright experience will enable me to do many positive things. It has changed my life in a really good way."

**ENGLISH ACCESS
MICROSCHOLARSHIP
PROGRAM — REGIONAL**

An after-school/weekend program administered on behalf of the U.S. Department of State in 10 countries, benefiting non-elite 14- to 18-year-old students through English language, leadership, and other skills training

**IWFF APPLIED SCIENCE AND
ENGINEERING FACULTY
PROGRAM — IRAQ**

An initiative that arranges visiting faculty fellowships at leading U.S. institutions, advancing the professional development of Iraqi women university faculty in engineering and science

**PALESTINIAN YOUTH
EMPOWERMENT PROJECT
(RUWWAD)**

A USAID-funded project to empower Palestinian youth through leadership and life-skills training to effectively and meaningfully engage in their communities

**PROMOTING YOUTH CIVIC
ENGAGEMENT IN YEMEN**

A USAID-funded project to strengthen the capacities of youth centers and organizations, enabling them to engage Yemeni youth in positive activities such as sports, recreation, and volunteerism

**WOMEN'S INDIVIDUAL AND
SOCIAL EMPOWERMENT (WISE)
PROGRAM — EGYPT**

A U.S. Department of State-sponsored enrichment program for underprivileged women in Cairo, designed to expand their life choices through social and economic empowerment activities

**WOMEN'S LEADERSHIP
PROGRAM — OMAN**

Leadership training workshops, funded by Shell Development Oman, delivered in Oman's five regions to prepare female leaders-to-be for professional and volunteer opportunities in their communities

PROGRAM HIGHLIGHTS

EMPOWERING YOUTH AND WOMEN

IMPACT 2011

15,400+
YOUTHS & WOMEN

By calling into focus the unmet aspirations of youth, the uprisings that gave rise to the Arab Spring underscored the urgency of efforts to empower the region's young men and women to realize educational and career advancement and to bring positive change to their communities. During 2011, AMIDEAST was pleased to directly benefit more than 15,400 young men and women through training and enrichment activities tailored to meet their needs.

MEETING THE
NEEDS OF
YOUTH AND
WOMEN



In 2011, AMIDEAST was pleased to administer the English Access Microscholarship Program (Access) to nearly 8,900 youth in Egypt, Iraq, Jordan, Kuwait, Lebanon, Morocco, Oman, Tunisia, the West Bank/Gaza, and Yemen. Funded by the U.S. Department of State, this transformational program offered training in important language, communication, basic computer, and critical thinking skills and nurtured the leadership potential of the teenage participants. Through community service activities, Access youth also learned about teamwork, civic responsibility, and engagement. Approximately 17,500 young men and women have benefited from the program under AMIDEAST’s administration since 2004.

Expanding our efforts to reach out to at-risk youth, AMIDEAST launched the USAID-funded Promoting Youth Civic Engagement in Yemen project, engaging young adults in Aden and Sana’a in sports, community engagement, and skills training designed to improve their life choices. Also significant was AMIDEAST’s support of initiatives to improve conditions for youth in the West Bank and Gaza. Of particular note, the USAID-funded, EDC-administered Palestinian Youth Empowerment Project (Ruwwad) benefited 1,160 Palestinian youths as it strengthened the capacity of youth centers in the West Bank to deliver English language training and taught youth in Gaza the technical and manage-

ment skills needed to carry out youth-designed community service projects.

Also in 2011, AMIDEAST introduced new women’s empowerment initiatives. In Egypt, it piloted, with funding from the U.S. Department of State, the Women’s Individual and Social Empowerment Project to benefit girls ages 15–17 at public or technical schools in central Cairo. Its success led to plans for a second iteration in 2012. In Oman, AMIDEAST partnered with Shell Development Oman to implement the Women’s Leadership Program, designed to prepare women leaders-to-be across the country for professional and volunteer opportunities in their communities. In addition, AMIDEAST laid the groundwork for the Arab Women’s Entrepreneurship Project, targeting women from underserved backgrounds, with plans to launch it with Citi Foundation’s support in Kuwait, Lebanon, Morocco, and the UAE in 2012.

Meanwhile, AMIDEAST again supported the Goldman Sachs-funded Women Entrepreneurship Leadership Program in Egypt, as well as the Iraqi Women’s Fellowship Foundation’s Applied Science and Engineering Faculty Program, a multiyear initiative that seeks to advance the professional development of women faculty at Iraqi universities by placing up to 40 Iraqi women faculty in engineering and the applied sciences as visiting scholars at U.S. institutions.



Chaima Hrairi

ENGLISH ACCESS
MICROSCHOLARSHIP
PROGRAM
(TUNISIA)

In summer 2009, Chaima Hrairi joined the English Access Microscholarship Program, an initiative sponsored by the U.S. Department of State to give bright underserved and disadvantaged 14- to 18-year-olds a foundation in English and broaden their outlook for the future. In afterschool and summer classes in Sousse, she took intensive English language training, excited to discover a growing confidence in her new language skills. “My English wasn’t very good before, but now my teachers comment on my fluency,” she notes.

While language training is important, the Access Program offers much more. Through a variety of enrichment activities, Hrairi was able to learn about U.S. culture and democratic values, while the program’s encouragement of community service helped open her eyes to ways that youth can contribute to the well-being of their communities — lessons that are crucial as Tunisians contemplate their country’s future. The program also worked on developing the youths’ leadership skills so that they will be able to participate effectively.

The Access Program intervenes at a critical time in young lives. Hrairi credits it with helping her develop language, leadership, and critical thinking skills that will help her in the future. As she looks forward to completing high school, she has included leadership studies in her plans to study economics and business at university and dreams of studying in the United States. “My two years in the Access Program were the best time of my life. It was a great experience and a great opportunity.”



Huda Abid Al Huraibi

WOMEN’S
LEADERSHIP
PROGRAM
(OMAN)

Huda Abid Al Huraibi is one of an emerging group of women leaders who are seeking to make a difference in Oman. After serving for many years as the principal of a high school for girls, the veteran educator decided in 2010 to found a nonprofit organization dedicated to addressing gender issues and broader community development needs in her city of Salalah in southern Oman. Training for women and youth in entrepreneurship and basic business skills is a key focus of the new organization.

As Omani women continue to strive for leadership positions, and as both the public and private sectors are increasingly characterized by women in key positions, programs that enable women to fulfill their potential at all levels of society are essential. The Omani government is supportive, welcoming initiatives such as the Women’s Leadership Program (WLP), a series of workshops that advanced the development of women leaders at the community level in five regions of Oman.

As one of 150 women selected to take part in the WLP, Al Huraibi learned about the essentials of leadership and strategic thinking. She also appreciated that the WLP, which was developed and implemented by AMIDEAST, motivated these new leaders to set high goals. “The WLP gave me insights into how to realize my leadership potential and possess the confidence necessary to play a more effective role in my community. This is vital for empowering women and opening new horizons for their active participation in social and economic change and the overall development process.”



ADVANCING ENGLISH LANGUAGE AND WORKFORCE SKILLS

IMPACT 2011

66,800+
ENROLLMENTS

As a regional leader in education and training, AMIDEAST is able to assist the countries of the Middle East and North Africa as they strive to meet key development challenges, not least the need to create 51 million new jobs by 2020. During 2011, AMIDEAST provided training to more than 66,800 individuals, helping them develop global language skills, professional expertise, and entrepreneurial acumen that will enable them to fulfill their personal aspirations and contribute to a thriving regional workforce.

PROGRAM HIGHLIGHTS

CISCO ENTREPRENEUR INSTITUTE — REGIONAL

A cutting-edge program operated in partnership with Cisco Entrepreneur Institute, designed to develop entrepreneurial talent in Lebanon, Oman, the West Bank, and — beginning in 2012 — Morocco and Tunisia

ENGLISH FOR RELIGIOUS PURPOSES PROGRAM — EGYPT

A U.S. Department of State-funded program tailored to provide young Muslim religious leaders in Egypt with extensive English language study as well as training in dialogue and conflict resolution

ENGLISH LANGUAGE PROFICIENCY UPGRADE PROGRAM — WEST BANK/GAZA

A scholarship program funded by the GE Foundation that helped Palestinian teachers from underserved schools in Gaza and the West Bank become more effective teachers of English

PROFESSIONAL CERTIFICATE IN ENGLISH TEACHING (PCELT) — REGIONAL

An innovative certificate training program developed during 2011 to improve the quality of English language teaching in MENA schools, to be launched in 2012 with support from the GE Foundation

OFFSITE SERVICE PROVIDERS (OSP) INITIATIVE — EGYPT

An AMIDEAST initiative that certifies and continuously monitors third-party training providers in cities across Egypt, ensuring they meet AMIDEAST's quality standards in course design, methodology, and teacher selection

TRAINING FOR SUCCESS — MOROCCO

A job-skills training program offered in partnership with OCP Groupe, designed to improve the prospects of recent graduates in three Moroccan cities to enter the job market and advance in their chosen fields

BUILDING GLOBAL COMMUNICATION SKILLS



During 2011, AMIDEAST training centers in 11 countries offered English language courses for the public, as well as instruction tailored to meet the special training needs of a variety of public and private sector organizations. Although enrollments declined as political turmoil broke out in Tunisia, Egypt, and elsewhere, interest in English language training remained high, and region-wide enrollments ended the year ahead of the previous year's level.

AMIDEAST's work in the area of English language training moved in an exciting new direction during 2011, as AMIDEAST turned its attention to developing the Professional Certificate in English Language Teaching (PCELT) to serve as a vehicle for improving the quality of English language teaching in the region's schools. Launch is anticipated in 2012 with support from GE Foundation. As English language proficiency becomes increasingly linked to expanding opportunities for youth and improved business performance across the Middle East and North Africa, the PCELT will help the region meet its critical need for qualified English teachers.

Continuing its ongoing efforts to address the region's workforce development needs, AMIDEAST offered professional skills training at its centers in 10 countries. Our trainers helped improve information and communica-

tions technology (ICT), presentation and negotiation skills, management expertise, and other capabilities that trainees and their organizations require for success as the region's economy grows in size and complexity.

An important thrust of these efforts involved the expansion of training in entrepreneurship, designed to help unleash this potential engine of regional economic growth. AMIDEAST-operated Cisco Entrepreneur Institutes opened in Muscat and Ramallah during 2011, joining the year-old Beirut institute to offer this effective formula of workshop training, localized content, and mentoring. Meanwhile, planning was underway to begin training at institutes in Morocco and Tunisia in 2012.

Many youth in the region graduate from high school or college lacking skills that lead to suitable employment or advancement in their chosen fields. AMIDEAST continued its focus on training to overcome this mismatch between the skills graduates offer and those valued by employers. In 2011, it was pleased to begin a new partnership with OCP Groupe to launch Training for Success, a workforce training initiative designed to help Moroccan graduates improve English language, ICT, basic business, and other skills that enhance their chances of securing meaningful employment.



Ralph Aoun

CISCO
ENTREPRENEUR
INSTITUTE
(LEBANON)

Meet Ralph Aoun, one of Lebanon's newest entrepreneurs. In early 2011, after taking the Starting a Business course at AMIDEAST's Cisco Entrepreneur Institute, he launched Com Fu, a web-based communications agency with a tagline of "Ultimate Warriors of the Web," to tap into the potential for Internet-based commerce in that country and the region.

At age 27, Aoun embodies the youthful energy common to many tech startups. Fresh out of college, he helped manage IT and multimedia content for a television network before joining the AMIDEAST-administered Cisco Internship Program in 2010, which sent him to Cisco's California headquarters for six months to learn the basics of project management and, in his words, "how ideas start from scratch and turn successful when implemented in the right way."

That experience planted the seed for what was to come. Keen to give other young Lebanese a chance to benefit from his Silicon Valley experience, Aoun turned to AMIDEAST's Cisco Entrepreneur Institute to learn the nuts and bolts of how to start a business in Lebanon. Mentoring, networking, and the easy exchange of ideas that he found in this supportive environment helped him give shape to his concept of a web agency. He was also inspired to give back to society, a value that he urges his team to embrace. "We measure success by our ability to preserve a young energetic team that is aiming not only to create business, but also to instill change in society."

Oussama Sebbar

TRAINING
FOR SUCCESS
(MOROCCO)

The Training for Success (TFS) program was tailor-made for Oussama Sebbar. Even though the 22-year-old had finished college studies in computers, he didn't have basic business skills that would readily qualify him for positions in his field. Moreover, a lack of confidence made it difficult for him to overcome his shyness and build relationships that would help him stand out in Morocco's crowded labor market, where one out of every three youths is unemployed.

The five-month TFS program boosted Sebbar's self-confidence in many ways. Its focus on communication skills helped him feel more secure in his ability to correspond by letter and email, give presentations, and negotiate in English and French, skills desired in Morocco's globalizing economy. It developed his leadership potential and added to his general business knowledge of areas such as project management, finance, and accounting. With coaching from TFS instructors, he improved his ability to navigate the job application process.

Sebbar's expectations for the future are brighter today. The program helped him find a job in an IT company, and he has become a group leader and tutor at an association that provides free classes in academic subjects to underserved youth. "TFS provided me with magical keys that I can use when I encounter all kinds of obstacles. It gave me confidence. I now feel that I can achieve many things I was not able to do before, and also help others benefit from my experience and knowledge."

**D-RASATI (DEVELOPING
REHABILITATION ASSISTANCE
TO SCHOOLS AND TEACHERS
IMPROVEMENT) — LEBANON**

A USAID-funded, multifaceted basic education reform project designed to improve educational outcomes in Lebanon's public school system over a five-year period

**MODEL SCHOOLS NETWORK
(MSN) PROGRAM — WEST
BANK/GAZA**

A USAID-funded basic education project that aims to build institutional capacity by developing a network of 69 public and private schools to serve as a system-wide model for basic education reform

**PALESTINIAN FACULTY
DEVELOPMENT PROGRAM
(PFDP) — WEST BANK/GAZA**

A USAID-funded project that seeks to develop promising university faculty and promote an institutional culture of teaching and learning in Palestinian higher education over its seven-year lifespan

**PROFESSIONAL TRAINING
PROGRAM (PTP) — LEBANON**

A 10-year project funded by USAID that strengthened skills and knowledge in Lebanon by promoting professional development for 2,707 individuals and 411 institutions from Lebanon's public, civic, and private sectors

**TRANSPARENCY & ACCOUNT-
ABILITY GRANTS PROGRAM —
LEBANON**

A small grants program, funded by USAID since 2001, that enabled Lebanese NGOs to engage in high impact activities in a range of areas, promoting good governance and strengthening the role of civil society in Lebanon

**UNIVERSITY PREPARATORY
PROGRAM — SAUDI ARABIA**

A bridge program to university studies, sponsored by the King Faisal Foundation, to expose male and, beginning in 2011–12, female high school graduates to a rigorous, Western-style learning experience and intense academic study in math, science, and English language

PROGRAM HIGHLIGHTS

BUILDING INSTITUTIONAL CAPACITY

IMPACT 2011

14 PROJECTS

Leveraging its strength as a leader in education and training, AMIDEAST has, for decades, assisted governments and key institutions in their efforts to build the capacity needed to fulfill the social, economic, and civic needs of the region's citizens. In 2011, it supported 14 projects in Egypt, Lebanon, Palestine, Saudi Arabia, and Yemen in education, youth empowerment, civil society and good governance, and judicial and legal reform.



IMPROVING EDUCATION & DEVELOPING EFFECTIVE GOVERNANCE



In its sixth program year, the USAID-funded Palestinian Faculty Development Program (PFDP) brought further improvement to the quality and effectiveness of Palestine's higher education system. More than 2,100 faculty and administrators participated in activities designed to advance the professional development of the current and future leadership of the 12-university system. Young by global standards, the system is poised for growth, a fact that the program recognized by launching a national roundtable series at year's end to address issues critical to its future.

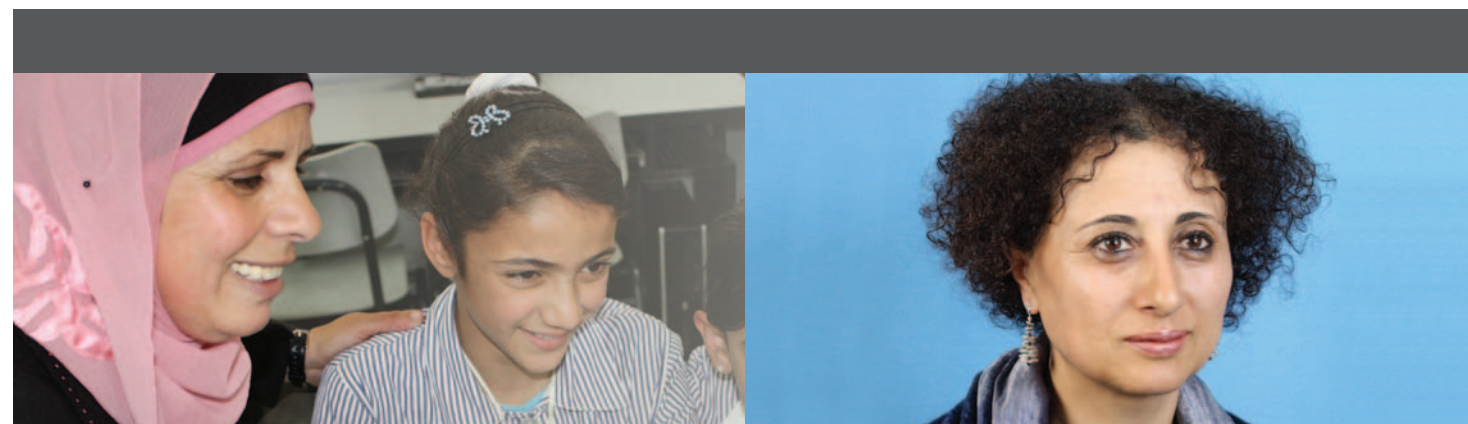
Also in Palestine, AMIDEAST focused on basic education reform through the USAID-funded Model Schools Network (MSN) Program, underway since 2007. Working closely with the Palestinian Ministry of Education and Higher Education and local and international partners, it continued to develop a network of 69 "model schools" to serve as examples of best practices to other schools. Activities focused on in-service teacher professional development, leadership training for principals, student extracurricular activities, and events aimed at creating a positive learning environment at the network schools.

In Lebanon, AMIDEAST participated in another major basic education initiative, also funded by USAID. Launched in 2011, D-RASATI seeks

to improve educational outcomes in the country's public school system. As one of six partnering organizations led by EDC and charged with implementing the five-year project, AMIDEAST assumed lead responsibility for components focused on extracurricular activities and community engagement in support of school improvement.

In addition, AMIDEAST/Lebanon completed its fruitful engagement in two USAID-funded projects that advanced Lebanon's recovery from civil war over their 10-year lifespans. Since 2001, the Professional Training Program provided advanced training opportunities in the United States, in-country, and elsewhere for nearly 3,000 Lebanese professionals, helping to update skills and knowledge and improve capacity at their 411 public, civic, and private institutions.

Meanwhile, the Transparency and Accountability Grants program distributed \$6.4 million in small grants to Lebanese civil society organizations and civic leaders, enabling them to undertake short-term, high-impact activities focused on transparency, accountability, and good governance. Also of note, the Strengthening the Independence of the Judiciary and Citizen Access to Justice in Lebanon project came to a close after three years' work that improved judicial training and citizen access to justice.



Nijmeh Ramadan

MODEL SCHOOLS
NETWORK
PROGRAM
(WEST BANK)

Teachers are key to the learning process, as the Model Schools Network (MSN) Program recognized when it put professional development at the heart of its strategy for introducing a student-centered, contemporary approach to teaching and learning in Palestinian schools. An in-service training program for principals and teachers of English, math, and science in the 69-school network has provided the knowledge and skills that will enable these dedicated educators to teach and lead more effectively.

Nijmeh Ramadan attests to the value of MSN's emphasis on teacher development. A science teacher at an all-girls' school near Bethlehem, she had few opportunities for professional development in 15 years of teaching before her school joined the MSN network. During the 18-month training program, she learned about cooperative learning, the use of educational games, and other approaches that would help her maximize her students' learning potential.

The training also helped her overcome her reluctance to use technology as a teaching tool. She now regularly searches scientific websites for information for her students as well as to enhance her own knowledge base, and enriches classroom presentations by using PowerPoint, YouTube, and video. "I discovered that using a variety of methods produces better results, and that students are more likely to retain knowledge after seeing how it works, instead of just memorizing out of a book. This will inspire me to continue to make changes that help my students learn better."

Mai Al-Magthteh

PALESTINIAN FACULTY
DEVELOPMENT
PROGRAM
(WEST BANK)

Dr. Mai Al-Magthteh represents an emerging generation of new leaders in Palestine's higher education system. Since 2005, she and other promising young faculty have benefited from numerous initiatives sponsored by the Palestinian Faculty Development Program (PFDP) to improve quality and capacity in higher education in the West Bank and Gaza. She values, in particular, PFDP activities that exposed her to new approaches to teaching and learning in higher education and enabled her to network with faculty at universities throughout the West Bank.

Today, Al-Magthteh, an associate professor in the biology department at Hebron University, is actively providing leadership in new arenas. In addition to her normal teaching duties, she serves as an assistant to the director of the university's new Center for Teaching Excellence, which PFDP is supporting, and is a member of the steering committee of a national roundtable series organized by PFDP to address issues critical to the future of higher education in Palestine.

These positions are enabling her to take advantage of one of PFDP's most important accomplishments, which is the opportunity to work with faculty from other Palestinian universities. "Communication of this kind and level has stimulated mutual and professional relationships and friendships that would have never existed without PFDP. As a steering committee member, I feel that I belong to this professional family, where each month we meet to discuss in depth some of the most relevant issues in Palestinian higher education and society."

PROGRAMS ACTIVE IN 2011

Academic Exchanges

Abraham Lincoln Incentive Grants — West Bank/Gaza

Sponsor: U.S. Department of State Middle East Partnership Initiative (MEPI)
Administered a grants program to assist 32 promising, academically qualified but financially challenged Palestinian high school students to successfully compete for U.S. college scholarships. Grants cover fees for required college admissions tests, essay-writing and test-preparation courses, college applications, visas, and SEVIS; and in-country travel stipends and other support for grantees who succeed in securing admission to a U.S. college on full scholarship.

American Palestinian Local University Scholarships (A-PLUS) Program — West Bank/Gaza

Sponsor: U.S. Department of State Middle East Partnership Initiative (MEPI)
Administered a program that provided 51 bright, academically promising but socioeconomically disadvantaged Palestinian high school seniors with full academic undergraduate scholarships for bachelor's degree programs at local Palestinian universities, along with training, internships, and other opportunities to develop and enhance their employability and professional careers.

Bicommunal Support Program — Cyprus

Sponsors: U.S. Department of State, U.S. Embassy in Cyprus
Implemented six programs in Cyprus and the United States that directly benefited over 350 Greek- and Turkish-Cypriots.

Canadian Nexen Scholarship Program — Yemen

Sponsor: Canadian Nexen Petroleum Company
Handled recruitment, selection, and English language training and academic preparation for 10 students to begin undergraduate study in Canada in fall 2011 or 2012. Candidates for this prestigious program include some of Yemen's highest-ranking secondary school graduates.

Cyprus-America Scholarship Program

Sponsors: U.S. Department of State, Cyprus Fulbright Commission
Managed scholarship programs for 28 students and academic trainees enrolled in U.S. colleges and universities, and planned short-term training programs for 10 mid-career professionals.

Fulbright Foreign Student Program — Regional

Sponsors: U.S. Department of State, Binational Fulbright Commission of Egypt, Jordanian-American Commission for Educational Exchange, Moroccan-American Commission for Educational and Cultural Exchange
Provided program support services to 343 master's, doctoral, and research grantees and placement services to 249 Fulbright program nominees from the Middle East and North Africa.

Hope Fund Corporation Scholarships — Lebanon, West Bank/Gaza

Sponsor: Hope Fund Corporation
Conducted recruitment, selection, and orientation for 15 Palestinian refugee students from Lebanon and the West Bank/Gaza to begin undergraduate study in fall 2011 at Amherst, Augustana, Bridgewater, Connecticut, Gustavus Adolphus, and

Roanoke Colleges; Georgetown, Grand View, Hollins, and Washington & Lee Universities; and Mount Ellis and Wasatch Academies.

International Fellowships Program — Egypt, West Bank/Gaza

Sponsors: Ford Foundation International Fellowships Program, International Fellowships Fund, Inc.
Handled promotion, selection, predeparture orientation, testing, and preacademic training for 25 Egyptian students drawn from social groups and communities that lack systematic access to higher education. Assisted in the development of IFP alumni associations and legacy-building activities in Egypt and Palestine.

IWFF Applied Science and Engineering Faculty Program — Iraq

Sponsor: Iraqi Women's Fellowship Foundation
Recruited two Iraqi women faculty in engineering and coordinated their placement in visiting faculty fellowships to spend the 2011–12 academic year in research and study at the Massachusetts Institute of Technology and Stanford University.

Kennedy-Lugar Youth Exchange and Study (YES) Program — Regional

Sponsor: U.S. Department of State
Worked in a consortium of five NGOs headed by American Councils for International Education: ACTRA/ACCELS to recruit participants for an exchange program that brings youth to the United States to live with American host families and attend high school for one year. In this ninth program year, AMIDEAST managed the recruitment and selection of 150 high school students from Bahrain, Jordan, Kuwait, Lebanon, Morocco, Oman, Qatar, Tunisia, the West Bank/Gaza, and Yemen; provided predeparture orientation and logistical support for international travel; and supervised activities for YES alumni in these countries.

North African Community Health Initiative — Egypt and Morocco

Sponsors: U.S. Department of State, Legacy International
Recruited and provided predeparture orientation for 11 health professionals from Egypt and five from Morocco who traveled to the United States to participate in trainings in Washington, DC, and 10-day fellowships in the Carillion Clinic network in Roanoke, Virginia. Launched in 2011, this program provided North African professionals with public health strategies and media utilization techniques for educating women and children in topics such as reproductive health, nutrition, hygiene, and sanitation.

Onsi Sawiris Scholarship Program — Egypt

Sponsor: Orascom Construction Industries (OCI) Foundation
Recruited and supervised the U.S. study program for four master's and one bachelor's degree students. Program has sponsored over 57 students since 2001 in fields that will enhance Egypt's economic prosperity.

Teachers of Critical Languages Program — Egypt

Sponsor: U.S. Department of State
As a subcontractor to American Councils for International Education, recruited 10 Egyptian teachers of English, Arabic, and English as a Foreign Lan-

guage to spend 11 months teaching in U.S. primary and secondary schools in Arizona, California, Massachusetts, Michigan, Minnesota, Montana, Pennsylvania, Utah, and Wisconsin with the goals of improving their English, developing American students' appreciation for and fluency in Arabic, and promoting partnership and cultural understanding between American and Egyptian teachers.

Tomorrow's Leaders Scholarship Program — Regional

Sponsor: U.S. Department of State Middle East Partnership Initiative (MEPI)
Handled promotion, screening, interviews, preliminary selection, and predeparture orientation for 49 students from Algeria, Bahrain, Egypt, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Qatar, Saudi Arabia, Syria, Tunisia, UAE, and Yemen to attend the American University of Beirut, American University in Cairo, and Lebanese American University. Since 2008, 143 students from underserved backgrounds have been selected for this four-year undergraduate scholarship based on their academic, community commitment, and leadership qualities.

TOTAL E&P Yemen Scholarship Program — Yemen

Sponsor: TOTAL E&P Yemen
Assisted with recruitment phase of the scholarship project.

Education Abroad

Arab Heritage Fund

Sponsors: Individual donors
Continued to build an endowment to help support and expand AMIDEAST's activities in providing quality educational resources and programs about the Middle East and North Africa to U.S. teachers and students, including need-based scholarships for students enrolled in AMIDEAST's Education Abroad Programs in the Arab World.

Fulbright-Hays Seminar Abroad — Oman and Jordan

Sponsor: U.S. Department of Education
Developed a two-week seminar in Oman and Jordan for seven U.S.-based college and university presidents and provosts. Organized predeparture orientation in Washington, DC, and arrival orientation, lectures, site visits, colloquial Arabic language study, and excursions in each country.

Intensive Summer Language Program — Morocco

Sponsor: University of Virginia
Developed and implemented a five-week summer language program, including both French and Arabic, in Rabat for 22 students from the University of Virginia. Arranged homestays, cultural tours, lectures, and instruction in French and Modern Standard Arabic.

Intensive Summer Arabic Program — Morocco

Sponsor: North Georgia College and State University
Developed and implemented a six-week summer Arabic program in Rabat for six students from North Georgia College and State University. Arranged homestays, cultural tours, lectures, and instruction in Modern Standard and Moroccan Arabic.



AMIDEAST Education Abroad Programs in Egypt, Jordan, Kuwait, and Morocco

Sponsor: AMIDEAST

AMIDEAST offered the following semester-long and summer academic programs for U.S. undergraduate students, including selection and monitoring of participants, onsite orientation, housing, and excursions:

• AMIDEAST Education Abroad Program in Morocco

In partnership with Mohammed V University-Agdal, offered a semester-long academic program in Rabat for 29 students in the spring and 24 in the fall semesters.

• AMIDEAST Education Abroad Program in Egypt

In partnership with Arab Academy, offered a semester-long academic program in Cairo for 21 students in the spring semester (students were evacuated in January 2011).

• AMIDEAST Education Abroad Program in Jordan

In partnership with Qasid Institute for Classical and Modern Standard Arabic, offered a semester-long academic program in Amman for 24 students in the spring and 17 students in the fall semesters.

• AMIDEAST Education Abroad Program in Jordan Summer Arabic Program

In partnership with Qasid Institute for Classical and Modern Standard Arabic, offered two four-week summer intensive Arabic sessions in Amman, including language instruction, for a total of 45 students.

• AMIDEAST Education Abroad Program in Kuwait

In partnership with American University in Kuwait, offered a semester-long academic program in Kuwait for two students in the fall and one student in the spring semesters.

Intensive Summer Arabic Program — Morocco

Sponsor: Lauder Institute of the Wharton School, University of Pennsylvania
Developed and implemented a five-week summer Arabic program in Rabat for six students from the Wharton School's Lauder Institute. Arranged homestays, cultural tours, lectures, and instruction in Modern Standard Arabic.

Intensive Summer French Program — Morocco

Sponsor: Lauder Institute of the Wharton School, University of Pennsylvania
Developed and implemented a one-week segment of the Lauder School's summer intensive French language program. Arranged homestays, business visits, lectures, and instruction in French.

Kennedy-Lugar Youth Exchange and Study (YES) Abroad Program — Morocco, Oman

Sponsor: U.S. Department of State
Worked with American Councils for International Education and the YES Abroad Consortium to implement an academic year program for nine U.S. high school students: four in Morocco and five in Oman. Participated in student selection and predeparture orientation and arranged homestays, enrollment in local secondary schools, onsite orientation, cultural support, language tutoring, and monitoring.

Public Leadership in Morocco

Sponsor: University of Maryland/College Park
Developed and implemented a three-week program for 19 students from the University of Maryland's College Park Scholars Public Leadership Program. Arranged homestays, cultural tours, lectures, site visits, and colloquial Arabic instruction.

Water Resource Management Program — Morocco

Sponsor: The Pennsylvania State University
Implemented a one-week program on water resource management in collaboration with the Ecole Mohammadia d'Ingénieurs for nine students from Pennsylvania State University. Arranged homestays, joint educational and project visits, and cultural experiences.

Young Voices from the Arab World

Sponsors: Saudi Aramco
Completed videotaping of new program elements and video editing.

Educational Services

American Corner — Tunisia

Sponsor: U.S. Embassy in Tunisia
For the sixth year, managed the American Corner in Tunis, helping to expand Tunisians' understanding of America through educational and cultural activities, books, American films, and other resources. Highlights included International Education Week and Business Month activities, a theater club, formation of the AC Volunteers, karaoke, and participation in the Soliya Connect Program.

America House — West Bank

Sponsor: U.S. Consulate in Jerusalem
Hosted and provided administrative support to the Consulate's America House in East Jerusalem, creating an open and friendly atmosphere for Palestinians in East Jerusalem, particularly youth.

PROGRAMS ACTIVE IN 2011



College Fair — Egypt

Sponsors: Council of International Schools, AMIDEAST, individual universities
Coordinated program logistics, dates, and promotion plans with the Council of International Schools for events organized by AMIDEAST in Cairo and Alexandria. The fairs attracted 15 U.S. universities in Cairo and 11 in Alexandria. About 900 students, school guidance counselors, and parents attended the Cairo fair and approximately 500 attended the fair in Alexandria.

Council of International Schools — Lebanon

Sponsor: Council of International Schools
Assisted with logistics for the group's first university tour in Lebanon since the 1990s, arranging school visits that reached 200 students and briefing university representatives on the local educational system.

Linden Boarding School Fair — Kuwait

Sponsor: Linden Tours
Promoted and provided logistical assistance for this event in Salmiya during which U.S. boarding schools met with prospective applicants. Briefed representatives on the local educational system.

Linden U.S. University Fair — Egypt, Kuwait

Sponsor: Linden Tours
Promoted and provided logistical assistance for college fairs in Amman and Kuwait, and briefed university representatives on the local educational systems.

USEG Educational Fairs — Jordan, Kuwait, Lebanon

Sponsor: U.S. Education Group
Promoted and provided logistical assistance for college fairs in Amman, Aqaba, Beirut, and Salmiya, and briefed university representatives on local educational systems.

Competitive College Clubs — Egypt, Jordan, Lebanon, Morocco, Oman, Tunisia, Yemen

Sponsors: U.S. Department of State, individual U.S. embassies
Recruited, organized, and supported groups of well-qualified undergraduate applicants, improving their admission and scholarship chances through in-depth group application work and community service activities.

Diana Kamal Scholarship Search Fund — Regional

Sponsor: AMIDEAST
Conducted competitions in selected countries to identify and assist talented but economically disadvantaged students and applied on their behalf for scholarships at U.S. universities. Secured admission and four-year scholarships for six students from Lebanon, Morocco, and the West Bank/Gaza to Franklin & Marshall and Mount Holyoke Colleges, Loyola Marymount and St. Lawrence Universities, and the University of Pennsylvania.

EducationUSA Advising Services

Sponsors: U.S. Department of State, individual U.S. embassies, AMIDEAST
Served as the EducationUSA center in 11 locations in 10 countries as well as providing distance advising. Supported students and scholars in pursuing U.S. study, provided information on the U.S. system to local institutions and ministries, and gave free presentations at local schools, universities, and other sites on topics related to U.S. study as well as participating in education-related events. Assisted approximately 175,000 visitors.

Institutional Testing/Language Learning Products

Sponsors: Educational Testing Service (ETS), individual institutions
Served as an ETS Country Master Distributor and ETS Preferred Associate in MENA countries and the United States. Distributed and supported through test security, proctoring, scoring, and other services a number of language assessments and teaching tools for internal organizational use. Specifically these included TOEFL® Institutional Testing Program (ITP) tests of academic English; Test of English for International Communication (TOEIC®) tests of English for workplace purposes; TOEIC Bridge tests assessing workplace English for beginning/intermediate learning; Test de français international (TFI) tests of workplace French; the ETS English Skills series and TOEIC Speaking & Writing Practice Online English learning and Criterion® Online Writing Evaluation service for schools.

Opportunity Program — Egypt, Jordan, Lebanon, Morocco, Oman, Tunisia, Yemen

Sponsors: U.S. Department of State, individual U.S. embassies
Recruited and nominated needy but well-qualified students for U.S. Department of State program that assists with costs of U.S. study application. Provided in-depth support through the U.S. study and scholarship application process to the students selected for the program.

Test Administration

Sponsors: Educational Testing Service (ETS), Castle Worldwide, Kryterion, & other testing organizations
Administered language, aptitude, achievement, and professional qualifying exams for ETS and other

PROGRAMS ACTIVE IN 2011

testing organizations. AMIDEAST administered over 125,480 tests in 2011, including the Test of English as a Foreign Language (TOEFL®), TOEFL® Junior, Graduate Record Examination (GRE®), SAT Reasoning Test™ and SAT Subject Tests™, Test of English for International Communication (TOEIC®), TOEIC Bridge, Test de français international (TFI), TOEFL® Institutional Testing Program (ITP) exams, College-Level Examination Program (CLEP®) tests, General Educational Development (GED®) tests, Dantes Subject Standardized Tests (DSST®), U.S. Medical Licensing Examination (USMLE™), Certified Management Accounting/Certified in Financial Management (CMA®/CFA®) exams, Chartered Financial Analyst exams, Certified in Integrated Resource Management (APICS-CIRM®) exam, Project Management Professional (PMP®) exams, and Commission on Graduates of Foreign Nursing Schools (CGFNS) certification examinations.

Test Registration

Sponsors: Individual clients
Facilitated registration for tests by accepting local currency and submitting test registration forms to the appropriate testing organization on behalf of individual clients.

TOEFL® Feet on the Street — Egypt, Saudi Arabia, UAE

Sponsor: Educational Testing Service (ETS)
Provided information on TOEFL® at country higher education events as well as through outreach and in-office support.

English Language and Workforce Skills

AMIDEAST English Language Programs

Sponsor: AMIDEAST
Delivered English language courses for the general public and institutional clients in Egypt, Iraq, Jordan, Kuwait, Lebanon, Morocco, Oman, Tunisia, UAE, the West Bank/Gaza, and Yemen. Courses were offered in the areas of general English, English for special purposes, conversation, English for young learners, computer-based learning, distance learning, test preparation, and tutorials.

AMIDEAST Professional Skills Training Programs

Sponsor: AMIDEAST
Delivered professional skills training courses for the general public and institutional clients in Egypt, Iraq, Jordan, Kuwait, Lebanon, Morocco, Oman, Tunisia, UAE, and the West Bank/Gaza. Courses included business writing, customer service, leadership, media English, negotiation and presentation skills, problem solving, proposal writing, public speaking, research methodology, team-building, and management, including the Project Management Institute-certified Project Management Program.

Arab Women's Entrepreneurship Project (AWEP) — Regional

Sponsor: Citi Foundation
Designed and developed a program to provide women from underserved backgrounds with basic business skills training, mentoring, and other support that will enable them to start a business or expand an existing one. Initial launch was planned for four countries — Kuwait, Lebanon, Morocco, and UAE — in 2012.

Camp Discovery — West Bank/Gaza

Sponsor: U.S. Consulate in Jerusalem
Developed and administered the fifth year of this multifaceted summer camp program for at-risk Palestinian youth from refugee camps and other marginalized areas throughout the West Bank and Gaza. In 2011, 630 youth ages 8–14 participated in the three-week camp, which provided a fun, learner-centered environment for activities focused on English language training, artistic expression, scientific discovery, community service, team-building, and leadership development.

Cisco Entrepreneur Institute — Lebanon, Morocco, Oman, Tunisia, West Bank/Gaza

Sponsor: Cisco Systems, Inc.
Offered entrepreneurship training supplemented by mentoring and localized content through AMIDEAST-operated Cisco Entrepreneur Institutes in Beirut, Muscat, and Ramallah. Laid groundwork to begin operation of Cisco Entrepreneur Institutes in Rabat and Tunis in 2012.

DAESN English Language Lab for the Visually Impaired — Egypt

Sponsors: Sawiris Foundation, Orascom Construction Industries, and Mitsubishi Corporation
In partnership with the Development Association for Empowering Special Needs (DAESN), designed and tailored an English language program curriculum for 360 blind and visually impaired students over two calendar years.

English Access Microscholarship Program — Regional

Sponsors: U.S. Department of State, individual U.S. embassies
Managed scholarships that enabled nearly 8,900 bright, non-elite secondary school students to receive extensive English language study at AMIDEAST centers in selected countries: West Bank/Gaza (3,685), Lebanon (1,510), Jordan (1,464), Yemen (1,150), Egypt (336), Kuwait (245), Tunisia (183), Oman (160), Morocco (100), and Iraq (48). All programs included enhancement activities designed to help build students' leadership and other skills as well as to develop their understanding of U.S. society and culture. Approximately 17,500 youth have benefited from AMIDEAST-administered Access grants since the program's inception.

English Access Microscholarship Program Summer Workshops

Sponsor: U.S. Department of State
Planned logistics and selected subcontractors for three workshops held in the United States, benefiting 25 students and 50 teachers in the English Access Microscholarship Program.

English Access Microscholarship Program Supplemental Teacher Training — Jordan

Sponsors: U.S. Embassy in Jordan
Trained 48 Jordanian teachers selected to deliver instruction in the English Access Microscholarship Program. Activities included preservice training, workshops, and teaching observations.

English for Religious Purposes Program — Egypt

Sponsor: U.S. Embassy in Egypt
Provided 45 young Muslim religious leaders with extensive English language study as well as training in dialogue and conflict resolution. Activities included facilitated online discussions with American

university students, special lectures, field trips, and cultural events intended to promote dialogue and mutual understanding.

English for School Teachers — Egypt

Sponsor: International Organization for Migration
Designed and implemented this intensive course for 15 teachers using a highly interactive format, incorporating learner-centered activities and problem-solving activities linked to the practical, everyday use of English and specific workplace needs.

English Language Proficiency Upgrade Program for Primary School English Teachers — West Bank/Gaza

Sponsor: GE Foundation
Implemented the final stage of this scholarship program for 180 Palestinian teachers drawn from undeserved schools in Gaza, Hebron, Nablus, and Ramallah, launched in 2010 to provide intensive in-class instruction and workshops designed to improve their English teaching skills and command of spoken, written, and practical, everyday English in order to be more effective teachers of English.

English Language Training for Antiquities Professionals — Iraq

Sponsor: U.S. Embassy in Iraq
Provided tailored English language training for 16 employees of the Iraqi Institute for the Conservation of Antiquities and Heritage (IICAH) as part of the Iraq Cultural Heritage Project.

English Language Training for Common Law Faculty and Students — Tunisia

Sponsor: U.S. Embassy in Tunisia
Upgraded the English language skills of 26 students of the Law School of the University of Tunis.

English Language Training for Journalists — Egypt, Tunisia, West Bank

Sponsors: U.S. Department of State, U.S. Consulate Jerusalem
Implemented programs of varying length and intensity aimed at upgrading English language skills of journalists. In 2011, 10 journalists in Tunisia, 12 undergraduate journalism students in Egypt, and 15 local journalists in the West Bank received training.

Intel Internship Program

Sponsor: Intel Corporation
Monitored two young engineers and one professor as they completed up to year-long internships at Intel facilities in the United States.

Leadership Skills for Youth — Tunisia

Sponsor: U.S. Embassy in Tunisia
Organized a workshop for 25 students ages 18–20 to enhance their leadership skills and prepare them to be future founders of community service NGOs.

Offsite Service Providers (OSP) Initiative — Egypt

Sponsor: AMIDEAST
Certified and continuously monitored OSP centers to ensure they meet AMIDEAST's quality standards for course designs and methodology, as well as its criteria for selecting and evaluating instructors. In 2011, more than 5,500 individuals received training through OSP affiliates in 16 cities: Assiut, Aswan, Banha, Bani Souef, Damietta, Ismailia, Kafr El Sheikh, Mansoura, Minia, Port Said, Rehab City, Shebin El Kom, 6th of October, Sohag, Suez, and Tanta.

PROGRAMS ACTIVE IN 2011

PRIME — Tunisia

Sponsor: U.S. Embassy in Tunisia
Upgraded English language skills of 15 candidates for the business certificate program (PRIME) at Southern Mediterranean University.

Professional Development & Leaderships Skills Training Program — Oman

Sponsors: U.S. Embassy in Oman, Omani Ministry of Education
Implemented a six-month program of intensive training and follow-up sessions for Ministry of Education Senior Supervisors from throughout Oman, aiming to build their skills in leadership, conflict resolution, communication, and teamwork.

Reading Road Trip Program — West Bank/Gaza

Sponsor: The Boeing Company
Circulated three mobile libraries of English language books to primary school students in the West Bank, enabling them to read almost 5,000 books. As this was the final phase of the program, underway since 2009, the libraries were awarded to the participating schools that accounted for the most books read.

Teacher Training Workshops Program — Egypt

Sponsors: Egyptian English Language School, Alexandria University, AMIDEAST
Developed and delivered 40 hours of intensive training focused on how to teach speaking and writing skills to grade level students for 20 teachers from the Egyptian English Language School in Alexandria; and 20 hours of intensive training focused on student assessment strategies and interpretation of statistical information for 15 professors from Alexandria University's Faculty of Dentistry, Medicine, and Science.

Training for Success — Morocco

Sponsor: Office Chérifien des Phosphates
Developed and implemented this job skills program to enable recent graduates to enter the job market and improve the employment prospects for those already employed. During 2011, 300 men and women (100 each in Casablanca, Rabat, and Layoune) completed the program, which included training in written and oral communication in English and French, finance, job search skills, computer technology, project management, and negotiation techniques.

Women Entrepreneurship Leadership Program — Egypt

Sponsor: Goldman Sachs
As a subcontractor to the American University in Cairo, handled promotion, recruitment, and selection of 35 women entrepreneurs from Egypt to attend a five-week business course at the American University of Cairo as part of the Goldman Sachs 10,000 Women Initiative.

Women's Leadership Program — Oman

Sponsor: Shell Development Oman LLC
Conducted week-long training workshops for over 150 women in five regions of Oman, designed to help leaders-to-be prepare for professional and volunteer opportunities in their communities.

Youth Environmental Awareness Campaign — West Bank/Gaza

Sponsor: U.S. Consulate Jerusalem
Organized a campaign to raise the environmental



Women's Individual and Social Empowerment (WISE) Program — Egypt

Sponsor: U.S. Embassy in Egypt
Developed and implemented this summer program to provide greater choices for 45 underprivileged women ages 15–17 through social and economic empowerment. In addition to English language courses, activities included theme-based workshops focused on the program's four key themes: personal safety, community engagement, economic empowerment, and global communication skills.

awareness of Palestinian youth by engaging 3,000 students ages 12–15 in East Jerusalem, Hebron, Nablus, Ramallah, and the Gaza Strip in a series of activities including environmental-advocacy trainings and the painting of murals that symbolize living peacefully in a green environment and encourage youth to take care of the environment and keep their schools clean.

Institutional Development

Alumni Network Program — Egypt, Jordan, West Bank/Gaza

Sponsor: U.S. Department of State Middle East Partnership Initiative (MEPI)
Established a network for alumni of MEPI-funded programs in the West Bank/Gaza and managed MEPI alumni networks in each country, including the organization of activities such as civic engagement events, workshops, and training sessions in entrepreneurship, business best practices, advocacy, and other topics.

D-RASATI (Developing Rehabilitation Assistance to Schools and Teachers Improvement) — Lebanon

Sponsors: U.S. Agency for International Development, Education Development Center (EDC)
Launched in 2011, D-RASATI seeks to improve educational outcomes in Lebanon by improving teacher

and student performance, increasing community and parental involvement, and improving the school learning environment. Under a subagreement from EDC, AMIDEAST is leading the project components focused on extracurricular activities and community engagement in support of school improvement.

Family Justice Project — Morocco

Sponsors: U.S. Agency for International Development, Management Sciences for Development (MSD)
Under a subagreement to Management Sciences for Development (MSD), AMIDEAST/Morocco designed, facilitated, and implemented an observational study tour for senior officials of Egypt's Ministry of Justice as part of the USAID-funded Family Justice Project, in order to expose them to the Moroccan Family Court system, to meet with Moroccan senior officials in this sector, and to discuss family law issues as part of an institutional development project for Egypt's Ministry of Justice.

Human Development Support Project — Yemen

Sponsors: U.S. Agency for International Development, Al Saleh Institute for Human Development
Designed and implemented, until political unrest forced a cessation of activities, a six-month English language training program for 45 youth from the rural governorates of Shabwa, Marib, and Al-Jawf to prepare them to enter and advance in a limited and competitive workforce in which knowledge of English is a critical skill.

Iraqi Women's Democracy Initiative

Sponsor: U.S. Department of State, Office of International Women's Issues
Provided selection, logistical, and other support to bring eight Iraqi women professionals to Washington, DC, for a program of workshops, seminars, and meetings with U.S. government officials, legislators, and others designed to expand their understanding of how to deal with the issue of violence against women and how to advocate for legislative changes in support of women's civil rights.

Model Schools Network (MSN) Program — West Bank/Gaza

Sponsor: U.S. Agency for International Development
Launched in 2007, the MSN Program aims to build institutional capacity in the Palestinian school system by developing a network of 69 public and private schools to serve as a model for basic education reform in the West Bank and Gaza. In 2011, the program focused on leadership development, enhancing school-community links, local scholarships to Gaza students, promotion of student extracurricular activities, and a comprehensive in-service professional development program targeting over 550 English, math, technology, and science teachers.

Palestinian Faculty Development Program (PFDP) — West Bank and Gaza

Sponsors: U.S. Agency for International Development, Open Society Institute
Launched in 2005, the PFDP seeks to increase capacity in Palestinian higher education by supporting the development of promising faculty and promoting an institutional culture of teaching and learning. During 2011, 30 university administrators participated in higher education management seminars at the Central European University in Budapest; four Ph.D. grantees and eight master's degree candidates completed their U.S. programs; two short-term fellows continued their studies in the United States; 13 faculty received grants to develop new approaches to teaching and curriculum development; and more than 2,100 faculty benefited from activities in the West Bank and Gaza, including a national roundtable series launched by PFDP to focus on issues critical to the future of the Palestinian university system.

Palestinian Rule of Law (PROL) Program — West Bank/Gaza

Sponsor: Open Society Institute
Handled promotion, selection, and predeparture testing and training for 10 PROL Fellows to pursue one year of study in the United States or Hungary leading to an LL.M. (Master of Law) degree, and of one nondegree law faculty to attend a U.S. law school on a short-term fellowship program designed to encourage pursuit of academic careers, generate new approaches to curricular and pedagogical reform in Palestinian law schools, and provide scholarly research opportunities. In addition, provided preacademic training for two exceptional applicants lacking English skills necessary to successfully enter and complete a LL.M. degree program.

Palestinian Youth Empowerment Project (Ruwwad) — West Bank/Gaza

Sponsors: U.S. Agency for International Development, Education Development Center (EDC)
Through a subgrant of the EDC-administered Ruwwad project aimed at empowering Palestinian

PROGRAMS ACTIVE IN 2011

youth ages 14–30 through leadership and life-skills training that will enable them to contribute to their communities, AMIDEAST helped upgrade the English language proficiency of 600 youth and provided TEFL training to 14 teachers who will teach at Youth Development Resource Centers established by Ruwwad in the West Bank; and enhanced the skills of 160 Gazan youth in leadership and community engagement, project management, and ICT, enabling them to implement community initiatives that benefited an additional 400 youth in Gaza.

Professional Training Program (PTP) — Lebanon

Sponsor: U.S. Agency for International Development
Since 2001, this 10-year program managed and organized professional development for a total of 2,707 individuals and 411 institutions from Lebanon's public, civic, and private sectors through a variety of training programs and seminars in the United States, Lebanon, and third countries. In this final year, 27 programs in Abu Dhabi, Canada, Columbia, England, Germany, Italy, Lebanon, the Netherlands, Tunisia, and the United States addressed topics such as educational development, public school nutrition, disability rights, entrepreneurship education, public financial management, wetlands management, regulatory impact analysis, and NGO capacity-building.

Promoting Youth Civic Engagement (PYCE) in Yemen

Sponsor: U.S. Agency for International Development
Launched in 2011, PYCE seeks to engage youth in Aden and Sana'a and three other governorates in sports and recreational activities. During its first year, it launched training activities for youth networks in Aden, Sana'a, and Marib despite the economic and political turmoil in Yemen, with more than 500 youth participating at selected youth centers in activities that included workshops on positive messaging, development of presentation skills, community volunteerism, first-aid certification training, chess and soccer tournaments, and volleyball training.

Strengthening the Independence of the Judiciary and Citizen Access to Justice (SIJCAJ) in Lebanon

Sponsors: U.S. Agency for International Development, National Center for State Courts
In the final stage of this three-year program undertaken in partnership with the National Center for State Courts, finalized subgrants to local organizations to carry out projects that improved public understanding and engagement with the justice system, fostered a culture of respect for the rule of law, and promoted or strengthened judicial independence; supported the refurbishment of the Judicial Training Institute (JTI) building; and advanced JTI's effectiveness through curriculum reform and expansion of its learning resources.

Transparency and Accountability Grants (TAG) — Lebanon

Sponsor: U.S. Agency for International Development
Implemented the final year of this 10-year project, which provided more than \$6.4 million to fund 183 subgrants to civil society organizations and civic leaders for short-term, high-impact activities focused on transparency, accountability, and good governance. Funded projects addressed many key issues in Lebanon including consumer protection, public awareness, judicial reform, environmental protection, the role of media, professional and busi-

ness ethics, accountability in government spending, transparency in central government procedures, and the rights of children, disabled citizens, and women.

University Preparatory Program (UPP) — Saudi Arabia

Sponsor: King Faisal Foundation
For the 2010–11 academic year, UPP saw a 38 percent increase in its student body to 181 students, as it continued to provide a rigorous Western-style learning experience and prepare most students for admission to Alfaisal University. AMIDEAST provided oversight and quality assurance focused on ongoing improvements in academic management and development of English, math, and sciences curriculum. With the approval of enrolling women students for 2011–12, a major emphasis was placed on establishing a women's section and recruitment of management and faculty, in close coordination with Alfaisal University in the planning and delivery of the academic program in conformance with Ministry of Higher Education requirements and guidelines.

FINANCIALS

STATEMENT OF FINANCIAL POSITION

September 30, 2011 (With Comparative Totals for 2010)

Assets	2011	2010
Cash and cash equivalents	\$ 4,800,325	\$ 7,249,304
Reimbursable expenditures under contracts and grants	4,636,699	3,758,354
Receivables, net	2,924,086	2,282,262
Promises to give, net	152,661	177,273
Inventory, net	1,167,373	1,041,890
Prepaid expenses and other—	1,382,451	1,086,434
Investments	11,096,882	11,167,120
Property and equipment, net	1,638,553	1,618,445
	\$ 27,799,030	\$ 28,381,082
Liabilities and Net Assets		
LIABILITIES		
Accounts payable	\$ 2,870,214	\$ 2,693,690
Severance payable	1,632,793	1,335,946
Accrued expenses	1,653,809	1,624,804
Refundable advances	6,459,604	6,686,546
Deferred revenue	807,703	659,962
Deferred rent	329,798	350,763
Total liabilities	13,753,921	13,351,711
NET ASSETS		
Unrestricted		
Undesignated	2,730,513	3,421,382
Board-designated endowment	9,742,233	9,800,813
	12,472,746	13,222,195
Temporarily restricted	1,572,363	1,807,176
Total net assets	14,045,109	15,029,371
Total liabilities and net assets	\$ 27,799,030	\$ 28,381,082

STATEMENT OF ACTIVITIES

Year Ended September 30, 2011 (With Comparative Totals for 2010)

	2011		2010	
	Unrestricted	Temporarily Restricted	Total	Total
SUPPORT AND REVENUE				
Grants and contracts	\$ 57,681,281	\$ -	\$ 57,681,281	\$ 52,863,351
Fees for services	22,584,645	-	22,584,645	24,222,032
Contributions	80,046	93,243	173,289	192,014
Investment (loss) income	(57,781)	-	(57,781)	758,564
Other	64,941	-	64,941	72,298
Net assets released from restrictions	328,056	(328,056)	-	-
Total support and revenue	80,681,188	(234,813)	80,446,375	78,108,259
EXPENSES				
Program services:				
Field offices	45,231,747	-	45,231,747	41,819,761
Exchange programs	26,985,751	-	26,985,751	25,291,997
Other programs	2,061,167	-	2,061,167	2,271,055
Total program services	74,278,665	-	74,278,665	69,382,813
Supporting services	7,151,972	-	7,151,972	7,840,704
Total expenses	81,430,637	-	81,430,637	77,223,517
CHANGE IN NET ASSETS	(749,449)	(234,813)	(984,262)	884,742
NET ASSETS				
Beginning	13,222,195	1,807,176	15,029,371	14,144,629
Ending	\$12,472,746	\$ 1,572,363	\$ 14,045,109	\$ 15,029,371

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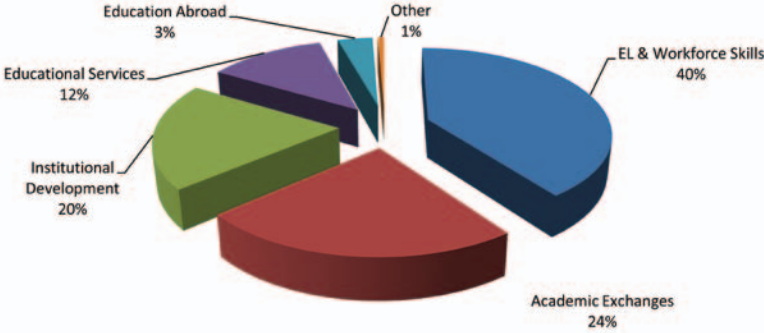
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- Provided information on U.S. study to approximately 175,000 individuals
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- Empowered over 15,400 young men and women through special programs

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