

As we end 2016 and embark on a New Year, we'd like to thank you for your continued support. Thank you for believing in Mowgli and mentoring as a key enabler for nurturing human capital, through the training and development of high quality mentors who actively empower entrepreneurs and future leaders for change.

It's been a year of growth. We received great recognition for our programs and impact through a number of awards, were featured within a number of globally recognised publications and events/conferences, grew our alumni size and spread our wings into Bahrain and Sub-Saharan Africa, to name but a few. As we look into next year's plans, we'd love to take the opportunity to review and reflect on the current year, 2016, and share some of our achievements with you.

## 2016 – The Year of Gaining Firmer Ground

- 1. Mowgli Impact and Core Syllabus Awarded.** Appreciation goes a long way as a motivator and this year has been full of motivation. In addition to the award for the [Best Mentor Network in the Arab Region](#) that we received in 2012, 2016 was award filled with two new awards and a nomination. We bagged the [Employment Generation Award](#) from the Ta'atheer Impact Awards as well as the [European Quality Award \(EQA\)](#) by the European Mentoring & Coaching Council (EMCC) for the Mowgli Mentoring Experience (MME) program syllabus. In addition, we were nominated for the [Arabian Business 2016's Startup Program of the Year Award](#). We are humbly grateful for these forms of recognition and endeavour to carry this energy with us as we continue to move forward
- 2. Thought and Impact Leadership Stimulating Change.** This year, we continued to generate thought leadership papers which focused on the need for developing human capital, specifically through mentoring and our impact:
  - [The Mentoring Effect on Economic Growth Report](#) showcases how our programs have achieved a staggering 890% Return on Mentoring Investment (ROMI) for our funders, through the economic generation achieved through the salaries of the Mowgli Entrepreneurs and their new and safeguarded employees
  - [Nurturing Human Capital: the Missing Piece of MENA's Entrepreneurship Puzzle Report](#) showcases the need for human capital development and mentoring in supporting other entrepreneurship support activities to enable a higher impact level/return on entrepreneurial investment (ROEI) to be achieved.
  - [The Mowgli 2015 Impact Report](#) showcases our progress to date and the high impact that our 90+ mentoring programs have had on our entrepreneur and mentors' personal, business and economic growth
  - All reports are available in Arabic, English and French on [our website](#)
- 3. Spreading the Word and Gaining Global Recognition.** We continued to spread the word about mentoring around the world through various online and offline channels. In 2016, we participated and/or spoke at more than 40 events and conferences geographically spread across the world from the U.S to Morocco, Jordan, Kenya and Saudi Arabia. In addition, we were featured in leading publications and websites such [Stanford Social Innovation Review](#), [Devex](#), [Nextbillion.net](#), [Entrepreneur.com](#), [Arabianbusiness.com](#) and [Philanthropy Age](#) to name but a few.
- 4. Completing and Initiating Mentoring Programs for Further Impact.** We completed programs with the Central Bank of Lebanon funded UK Lebanon Tech Hub and EU funded IDEAL projects in Lebanon, King Abdullah Fund for Development in Jordan and the Saudi Credit and Savings Bank in Saudi Arabia. We kicked off programs with

Tamkeen in Bahrain and SCSB/Dulani Business Centre in Saudi Arabia, which will both be completed within the first half of 2017. With regards to new programs that are on the horizon for 2017, we are planning to kick off a 4-year, multi-program project in early 2017, which will see the training of more mentors to support a wide range of entrepreneurs at different growth stages across North Africa and Levant regions

5. **Spreading Our Wings Geographically.** Having run programs in 13 countries within MENA and the UK, we expanded our reach and impact drive to Bahrain as well as Sub-Saharan and West Africa, so that Mowgli is a Middle East and Africa focused organisation. We're excited to mark our entry into Sub-Saharan Africa with the launch of our first program in Ethiopia in Q1 2017

## 2017 – The Year of Walking With Others and Taking Greater Strides

Words cannot describe the enthusiasm and high morale within the Mowgli team as we are already gearing up for what 2017 will bring.

So what do we have in store for next year? Well, we want to keep it simple and focus on three key areas.

1. **Provide More Mentoring for Greater Impact.** We will continue to work with governments, donors, philanthropists and corporates on multi-year, multi-country and multi-program projects that will impact economic growth, employment generation, women and youth empowerment, refugee empowerment, education capacity building, entrepreneurship development and overall societal change
2. **Roll out the Mowgli Franchise.** Carrying on from the ground work that we have been doing this year to develop our franchise offering, we aim to roll this out to the market and secure our first franchisee, enabling us to scale our global reach and impact at a faster pace
3. **Strengthen Ties with Eco-System Players.** We will continue to build, nurture, work with and leverage our partnerships networks across MENA, Sub-Saharan and West Africa to further enable the embedding of mentoring at the heart of human capital development

Thank You!

Finally, on behalf of the team I would like to sincerely thank you for your support and confidence in Mowgli and wish you, your families, loved ones and colleagues a Happy Holiday Season and a successful New Year!

Yours Sincerely,



**Kathleen Bury**  
Chief Executive Officer