

## **REPORT**

# **Business linkages for inclusive investment**

## **Beirut, 17-19 April 2018**

This report contains the summary discussions, agendas, list of participants and presentations of the regional seminar on “Promoting Business Linkages in Global Value Chains: Policies and Tools” and the national workshop on “Promoting inclusive investment for local development in Lebanon”, organised in Beirut on 17–19 April 2018. The background paper is available [online](#).

**PROGRAMME**  
**ON PROMOTING INVESTMENT**  
in the Mediterranean

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## REPORT

In the framework of the EU-OECD Programme on Promoting Investment in the Mediterranean, which aims at supporting the implementation of sound investment policies and effective institutions in the Southern Mediterranean region, the OECD organised two events in Beirut, Lebanon from 17 to 19 April 2018, in co-operation with the Investment Development Authority of Lebanon (IDAL):

### 1. Regional seminar “Promoting Business Linkages in Global Value Chains: Policies and Tools”

The 1.5-day regional seminar provided a platform for MED policymakers and IPAs practitioners to:

- Apprehend the main challenges governments face in fostering business linkages and to keep abreast of the latest policy trends related to GVCs in the MED region;
- Learn from businesses about the key opportunities and barriers to forge business linkages in MED countries; and
- Share with other countries/IPAs their experience in developing and implementing policies, programmes and tools to promote business linkages.

The regional event was very well attended (see list of participants in Annex 2) and the feedback from participants was very positive (see evaluation results in Annex3). The event was attended by the Investment Promotion Agencies of Algeria, Egypt, Jordan, Lebanon, Morocco, and Tunisia, the SME agencies of Algeria and Egypt, trade policy practitioners from Jordan and Lebanon, and representatives from the private sector (both business associations and CEOs of large companies), and representatives from several EU delegations (e.g. Cyprus, Denmark, and Spain). The meeting consisted of interactive roundtables and peer-learning sessions with international experts (e.g. LSE Middle East Centre) and policy practitioners from non-MED countries, notably Italy, Malaysia and Turkey.

An **OECD draft background paper** was prepared for the seminar. The objective is to support the policy dialogue on how to make investment in global value chains more inclusive in the MED region. The paper provides trends in GVC participation of MED countries, provides preliminary measures of supply chain linkages between multinationals established in MED countries and domestic SMEs and discusses some policy options to make investment in GVCs more inclusive in the region.

### *Discussions*

**The seminar was opened by Nabil Itani**, Chairman and General Manager, IDAL, Lebanon and **Carlos Conde**, Head of the Middle East and Africa Division, Global Relations Secretariat, OECD. Mr. Itani stressed that the seminar was taking place at a time when Lebanon is in the midst of a major reform process to address the main obstacles facing its economy. He stated that Lebanon, despite internal and external conditions, had performed well in attracting

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foreign direct investment – 8% of total investment to the MENA region went to Lebanon between 2012 and 2016. He welcomed the opportunity to learn about the experiences of other countries and representatives of multinational companies present at the meeting in establishing business linkages with local companies and their vision on how to effectively participate in global value chains. Mr. Conde recalled that in a context of renewed global growth, the region should further engage into sound policy reforms to reboost investment. The UE-OECD Programme on Promoting Investment in the Mediterranean is precisely supporting governments in their efforts to promote inclusive and quality investment to achieve sustainable development, job creation and economic stability. The links between foreign investment and local entrepreneurship and territorial development, the topic of the seminar, is hence at the heart of this equation.

During the **first session**, participants were introduced to the concepts of Global Value Chains (GVCs) and of linkages between multinational enterprises and SMEs (business linkages). OECD experts focussed their presentation on the benefits of fostering business linkages and how these can be leveraged by policymakers to make investment work for development. They showcased trends in GVCs in the MED region, including comparative indicators measuring the strength of MNE-SME linkages across countries. Professor Shamel Azmeh, Research Fellow at the LSE Middle East Centre, mentioned that the integration of the MED region in GVCs remains in low value-added activities, with limited domestic and regional linkages. He added that the main determinants to participate in GVCs in the region are geographical proximity with Europe, availability/cost of labour, and trade preferences.

During **session 2** participants split up in four separate groups of eight to ten people to discuss in a more interactive setting the challenges faced by their respective countries in fostering business linkages. A rapporteur from each group summarised the main points raised by the participants. Obstacles to strengthen business linkages included, inter alia, a limited capacity of local SMEs to produce intermediate inputs in line with international quality standards, barriers to market entry and monopolistic behaviour by state-owned enterprises, and lack of quality infrastructure to reduce transports and logistics costs.

In **session 3** international experts and MED participants drew out some implications for policy-making based on experiences from several countries, including Egypt, Italy, Thailand, and Tunisia. They stressed that a horizontal and well co-ordinated strategy involving multiple stakeholders is crucial to implement effective business linkages policies. In Tunisia for instance, fiscal and administrative incentives to exporting firms (offshore regime) boosted inward FDI and exports. At the same time, they created a barrier to co-operate with non-exporting firms, limiting potential technology spillovers. The experience of Thailand in the 1990s suggests that a well-designed business linkages strategy could include three axes: identifying and promoting strategic sectors/clusters, building local SMEs capabilities and implementing specific linkages policies (e.g. matchmaking services).

During **session 4**, private sector representatives provided their perspectives on opportunities and barriers to forge business linkages in MED countries. Dr. Foad Zmokhol, President of the Association of Lebanese Business People in the World, delivered a keynote

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speech in which he stressed that Lebanon's and other MED countries ultimate goal is to help attract quality investments, create job opportunities and foster local development, economic diversification and stability. Representatives from the Libyan, Palestinian and Lebanese private sector highlighted the strong challenges faced by the private sector to develop and forge linkages with MNEs.

During **session 5** the IPAs of Malaysia, Morocco, Tunisia, and Turkey, as well as the SME agencies of Egypt and Algeria, shared their experiences in enhancing MNE-SME linkages. In Malaysia for example, both the Investment Development Agency (MIDA) and the SME agency (SMEcorp) operate under the umbrella of the same Ministry. Such institutional configuration enhances co-ordination and facilitates the implementation of linkages programmes. MIDA has a dedicated supply chain linkages department which identifies potential challenges from both MNEs and SMEs perspectives. It also provides strategic interventions or incentives to support the development of supply chain linkages. The Tunisian Industry and Innovation Promotion Agency (APII), shared with the participants its experience in developing and monitoring an [online](#) database of local suppliers.

**Session 6** was dedicated to share IPAs experiences in developing tailored strategies or programmes to attract diaspora investors and to forge linkages with local suppliers. Participants highlighted that diaspora members can be effective anchor/first-mover investors and could contribute to a more balanced territorial distribution of FDI. IDAL, the Lebanese IPA, shared the agency recent experience is developing a Diaspora Direct Investment Strategy. IDAL organised focus group meetings in different countries with Lebanese diaspora to collect information about their sectors of activity. This allowed to better identify the profile of Lebanese diaspora investors around the world. ISPAT, the Turkish IPA, focusses on attracting diaspora investors in specific sectors. It closely co-ordinates with Turkish Business Councils around the world to collect information on diaspora investors' profiles.

### *Next steps*

In conclusion, both international experts and participants stressed that a co-ordinated strategy involving multiple stakeholders (e.g. IPAs, SME agencies, local authorities, etc.) is crucial to implement effective business linkages policies. Upgrading the capabilities of local SMEs while providing effective matchmaking services to MNEs are complementary features to ensure the success of linkages policies. The policy dialogue around IPAs' tools to foster business linkages will continue at the EU-OECD Programme regional seminar on 22-23 October 2018 in Paris with the preliminary OECD mapping report of MED IPAs. The OECD team also invited participants to provide comments and suggestions on the draft background note.

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## 2. National workshop “Promoting inclusive investment for local development in Lebanon”

The regional seminar was followed by a one-day national workshop, organised in close co-operation with IDAL. The event took place in the context of the post-CEDRE International Conference, held in Paris on 6 April 2018 and attended by more than 50 countries and international organisations, including the OECD.

The national event was very well attended with a strong multi-stakeholder mobilisation by both Lebanon and the international community (see list of participants in Annex 2). Attendees included the Senior Advisor to the Prime Minister, senior officials from ministries and government agencies, the heads of EBRD and UNIDO Lebanon offices, the IFC, several EU member states delegates, and general managers of affiliates of large multinationals established in Lebanon. Discussions focused on the necessity to carry on with the infrastructure programme, boost diaspora direct investment, and strengthen public-private dialogue to ensure more balanced local development. The exchanges were very timely and valuable in light of the reforms planned under the government’s Vision for stabilisation, growth and employment and the Investment Capital Programme.

The meeting started with a high-level panel on the vision and challenges for Lebanon’s economic development and investment policies (**Session 1**). Mr. Nadim Mounla, Economic Advisor to the Prime Minister, Presidency of the Council of Ministers delivered a key note address on the Lebanese Vision for stabilisation, growth and employment presented at the CEDRE Conference in Paris and stressed that the Lebanese government is committed to reforms. Panellists then discussed Lebanese economic and investment policy strategy and priorities in light of the outcomes of the Conference. In particular, Mr. Ziad Hayeck, Secretary-General of the Higher Council for Privatisation and PPPs mentioned that Public-Private Partnerships projects will play an important role in implementing the Investment Capital Programme. PPPs could indeed further attract private investment in Lebanon and support the broader objectives of the country in terms of development.

**Session 2** explored different policy channels through which foreign and domestic investment can serve local development purposes. Participants exchanged about the role of the Industrial Zones planned under Lebanon Vision 2020, and Tripoli’s Special Economic Zone in stimulating trade and investment and supporting overall development objectives. They stressed that such zones should provide an attractive business environment and be equipped quality soft and hard infrastructure. Panellist also discussed progress in the implementation of legislative reforms planned under Lebanon’s SME Strategy 2020 Roadmap and the SME Action Plan 2017-2018.

During **Session 3**, the affiliates of two large multinationals established in Lebanon provided qualitative and quantitative insights on the type and the extent of business linkages they forged with Lebanese SMEs. They both stressed that MNEs tend to favour in their corporate strategies local suppliers instead of imports. Such business relationship strongly depends however on the availability, price and quality of the intermediate products and services. Most of the linkages these two MNEs forged are with services providers in upstream sectors

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(logistics, transport, packaging) while manufactured inputs tend to be imported from abroad because of higher production capacity and better quality standards.

### *Communication*

The press coverage of the two events was extensive in Lebanon and in several languages (articles in French, English, and Arabic - see [here](#) for instance). A press conference was held at the margin of the national workshop in which IDAL, the OECD and the EBRD took part. IDAL developed a video of the events (see [https://www.youtube.com/watch?v=G9t1W1L\\_bjY](https://www.youtube.com/watch?v=G9t1W1L_bjY)).

### ***Regional Seminar***





*National workshop*



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## **Annex 1: Agendas**





# EU-OECD Programme on Promoting Investment in the Mediterranean

## **REGIONAL SEMINAR**

# **Promoting Business Linkages in Global Value Chains: Policies and Tools**

**17-18 April 2018**

**Beirut, Lebanon**

**Venue: Mövenpick Hotel Beirut**

# **Agenda**

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## ■ Background

**The EU-OECD Programme on Promoting Investment in the Mediterranean**, launched in October 2016 in Tunis, aims at supporting Southern Mediterranean countries in implementing sound and attractive investment policies and establishing effective institutions. Its end-goal is to help the region attract quality investments, create job opportunities and foster local development, economic diversification and stability.

The Programme is governed by an Advisory Group, co-chaired by the European Commission and the OECD, with the participation of representatives of beneficiary countries, the Secretariat of the Union for the Mediterranean and other regional partners.

## ■ Objectives

The objective of this seminar is to share countries' experiences and practices to attract investment that generates linkages with the local economy. The workshop will explore ways to promote linkages between multinational enterprises (MNE) and domestic firms to strengthen MED countries' participation in Global Value Chains (GVCs) and achieve more sustainable growth. Peer-learning sessions will serve as a platform for Investment Promotion Agencies (IPA) to share their experiences in developing and implementing linkages programmes that reduce information asymmetries between foreign investors and potential local suppliers.

The seminar will allow MED policymakers and IPAs practitioners to:

- Apprehend the main challenges governments face in fostering business linkages and to keep abreast of the latest policy trends related to GVCs in the MED region;
- Learn from businesses about the key opportunities and barriers to forge business linkages in MED countries;
- And share with other countries/IPAs their experience in developing and implementing policies, programmes and tools to promote business linkages

## ■ Participation

The seminar will convene senior MED investment policymakers from relevant ministries, IPA practitioners, businesses representatives, and multinationals operating GVCs in the MED region. The meeting will consist of interactive roundtables and peer-learning session with IPAs from OECD member states and from emerging countries. Participants will benefit from a focused exchange of perspectives among practitioners as well as with experts and businesses, and hold an evidence-based and forward-looking discussion.

A background note on business linkages in GVCs in the MED region will be shared ahead of the meeting.

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## Tuesday 17 April 2018

09:00-09:15 Registration

09:15-10:00 **Welcoming remarks**

- Nabil ITANI, Chairman and General Manager, IDAL, Lebanon
- Carlos CONDE, Head, Middle East and Africa Division, Global Relations Secretariat, OECD

### *Tour de Table of the Participants*

#### **Session 1 : Business linkages in global value chains: What does it mean and why MED policymakers should care**

10:00-11:00 *The objective of this session is to familiarise the participants with the concepts of Global Value Chains (GVCs) and of linkages between Multinationals and SMEs (business linkages). The session will also provide some comparative trends for the MED region and will argue that this is an important issue for MED policymakers.*

- **Business linkages in global value chains: Concepts, trends, and implications for MED policymakers**, Martin WERMELINGER and Fares AL-HUSSAMI, Policy Analysts, OECD
- **MED countries' GVC integration in a changing global economy**: Shamel AZMEH, Visiting Fellow, London School of Economics (LSE) Middle East Centre and Lecturer, University of Bath

*Feedback and questions*

11:00-11:30 **Coffee break**

#### **Session 2: Interactive group discussion on MED countries' challenges in fostering business linkages**

11:30-12:45 *This session will discuss the challenges MED countries face to deepen supply chain linkages between foreign investment and the local economy. FDI in MED economies has been promoted as a key way to accelerate integration in GVCs and achieve higher diversification. The developmental impacts of this however have been relatively limited in the region. MED policymakers, IPAs, and other participants will share in an interactive setting their challenges and experiences in promoting policies for investors to forge linkages with local suppliers.*

Moderator: H el ene FRAN OIS, Legal Advisor, OECD

**Interactive break-out group discussions**: Participants will split up in three groups (see annex).

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**Reporting back on the outcomes of the break-out group discussions:** A rapporteur from each group will summarise the main issues raised by the participants. The synthesis of the challenges will feed into the discussions of the next sessions and will provide a clearer picture of reform priorities in MED countries.

*Feedback and questions*

12:45-14:00

**Lunch break**

14:00-15:30

**Session 3: Policy dialogue on how governments can promote sustainable business linkages**

*This session aims to shed light on the determinants of supply chain linkages between MNEs and host country firms and on the expected impact of different types of linkages. It will draw out implications for policy-making and for IPAs' investment promotion strategies.*

Moderator : Fares AL-HUSSAMI, Policy Analyst, OECD

- ▶ **Policy determinants of MNE-SME supply chains linkages, learning from Southeast Asia:** Martin WERMELINGER, Economist, OECD
- ▶ **Experience of Tunisia in supporting participation in GVCs and forging Linkages:** Selim GUEDOUAR, Investment Expert, Tunisia
- ▶ **The experience of Italy in promoting SMEs as effective local suppliers:** Mattia CORBETTA, Policy Advisor on Innovation and Start-ups, Ministry of Economic Development, Italy
- ▶ **Comments by:** Marwa LASHEEN, Counsellor, Ministry of Foreign Affairs, Egypt

*Feedback and questions*

15:30-16:30

**Session 4: Business perspectives on opportunities and barriers to forge business linkages in MED countries**

*This session will address the conditions that would promote business linkages in MED countries through a dialogue with the private sector. Based on their international fragmented production processes, MNEs have been the drivers of globalisation, including in the MED region. It is therefore crucial to understand how MNEs corporate strategies in GVCs affect linkages and expected impacts on host country firms. The session will also be the occasion to learn more about the opportunities and obstacles SMEs face in developing stronger ties with MNEs.*

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Moderator: Martin WERMELINGER, Economist, OECD

**Keynote address** : Fouad ZMOKHOL, President, Association of Lebanese Business People in the World

- ▶ Nassib GHOBRI, Head, Economic Research & Analysis Department, Byblos Bank
- ▶ Husni HUSNI BEY, CEO, HB Group Holding Libya
- ▶ Ali AWDEH, , Director, Research Department, Union of Arab Banks

*Feedback and questions*

### Wednesday 18 April 2018

#### **Session 5: Peer-learning on government agencies' strategies and tools to improve matchmaking between foreign investors and local firms**

09:30-12:30

*Linkages programmes set by IPAs and other government agencies are not always able to reduce information asymmetries between foreign investors and potential local suppliers. In this session IPAs will share their experiences in :*

- *Implementing FDI-SME linkages strategies*
- *Offering services and incentives to investors to foster linkages (training of local firms, tax incentives, etc.)*
- *Developing and monitoring their databases of local suppliers*

11:00-11:15

#### **Coffee break**

Moderator : OECD

- ▶ *Malaysia*: Syed KAMAL MUZAFFA, Deputy Head, Domestic Investment & Supply Chain Coordination Division, Malaysian Investment Development Authority (MIDA)
- ▶ *Turkey*: Samet AKYÜZ, Project Director, Invest in Turkey (ISPAT)
- ▶ *Morocco*: Jihane LMIMOUNI, Head of international cooperation, Agency for the Promotion of Investment and Exports (AMDIE)
- ▶ *Tunisia*: Kamel OUERFELLI, Director, Innovation and Technology, Agency for the Promotion of Industry and Innovation (APII)
- ▶ *Egypt*: Amany ESSAWI, International Relations Advisor, General Authority for Suez Canal Economic Zone, Egypt

*Feedback on the experiences of MED and other countries*

12:30-13:30

#### **Lunch break**



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**Session 6: Peer-learning on promoting diaspora investment and business linkages with origin countries**

13:30-15:00

*Diaspora firms contribute to socio-economic development and can help their origin city/region integrate into GVCs. MED governments and IPAs can play a stronger role in attracting diaspora investors. This session will be dedicated to share IPAs experiences in developing tailored strategies or programmes to attract diaspora investors and to forge linkages with local suppliers.*

Moderator : OECD

- ▶ *Lebanon*: Rana MOGHABGHAB, Senior Marketing and Communication Officer, Investment Development Authority for Lebanon (IDAL)
  - ▶ *Turkey*: Samet AKYÜZ, Project Director, Invest in Turkey (ISPAT)
  - ▶ Experience of other IPAs in promoting diaspora direct investment
- Feedback on the experiences of MED and other countries*

15:00-15:15

**Closing remarks and next steps of the Programme**

- OECD/EU
- Group picture*

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*Annex for Session 2:*

*Interactive group discussion on MED countries' challenges in fostering business linkages and upgrading in global value chains*

**11:30-12:30      A: Interactive break-out group discussion**

Participants are invited to split up in three groups of 10 people. At the beginning of the discussion, each group will appoint a *rapporteur* who will present a summary of the discussions at the end of the session. Participants are invited to address the following questions:

***Why non-oil multinationals establish themselves in your country?***

*Are they seeking the domestic market?*

*Are they looking for low cost production for exporting?*

*Other reasons?*

***How do multinationals in your country contribute to the development of local businesses?***

*Do they generate a market for local businesses?*

*Do they engage in skills development and technology transfer with local businesses?*

*Do they impact job creation and wages?*

*...Please provide concrete examples of MNEs with positive impacts on local businesses; or lack thereof.*

***What are the obstacles to strengthen business linkages from the point of view of:***

*(1) Multinationals established in your country; (2) local businesses/SMEs, and (3) The government/public authorities such Investment Promotion agencies*

***What are the policies in place to strengthen business linkages?***

*Are these policies effective?*

*Do incentives, in your experience, promote deeper business linkages?*

*Are Special Economic or Industrial zones effective in strengthening linkages?*

*What other measures could foster such linkages? What more can IPAs do to better connect multinationals with local SMEs?*

**12:15-12:45      B: Reporting on the outcomes of the break-out group discussions**

The rapporteurs of each group will summarise the main issues raised by the participants. The synthesis of the challenges will feed in the discussions of the next sessions and will provide a clearer picture of the policy priorities in MED countries.



# EU-OECD Programme on Promoting Investment in the Mediterranean

## **NATIONAL WORKSHOP**

### **Promoting inclusive investment for local development in Lebanon**

**19 April 2018  
Beirut, Lebanon**

**Venue: Mövenpick Hotel Beirut**

## **Agenda**

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## ■ Background

**The EU-OECD Programme on Promoting Investment in the Mediterranean**, launched in October 2016 in Tunis, aims at supporting Southern Mediterranean countries in implementing sound and attractive investment policies and establishing effective institutions. Its goal is to help the region attract quality investments, create job opportunities and foster local development, economic diversification and stability.

The Programme is governed by an Advisory Group, co-chaired by the European Commission and the OECD, with the participation of beneficiary countries, the Secretariat of the Union for the Mediterranean and other regional partners.

## ■ Objectives

The objective of this event is to support the national dialogue in Lebanon on inclusive investment for local development. Taking place in the post-CEDRE Conference context, the workshop will discuss forthcoming reforms planned under the Lebanese government's Vision for stabilisation, growth and employment and the Investment Capital Programme. Participants will explore ways to promote linkages between multinational enterprises (MNE) and domestic firms to strengthen Lebanon's participation in global value chains (GVCs). Interactive discussions sessions will serve as a platform to share experiences, including from other countries, in implementing sustainable investment policies and effective business linkages programmes in support of sustainable growth and job creation.

The seminar will allow Lebanese policymakers to:

- Foster the multi-stakeholder policy dialogue in Lebanon about the main challenges the government faces in supporting sustainable investment policies and fostering linkages between multinationals and SMEs;
- Discuss good practices in implementing policies, programmes and tools to promote business linkages with countries' practitioners and international experts;
- Hear from the private sector about key opportunities for investment in Lebanon and barriers they face when forging linkages with local SMEs.

## Participation

The seminar will convene senior Lebanese investment policymakers from relevant high-level institutions, ministries, the Investment Development Authority of Lebanon (IDAL), businesses representatives, and multinationals operating GVCs in Lebanon. The meeting will consist of interactive roundtables and peer-learning session with experts, practitioners and IPAs from other countries, notably from Malaysia and Turkey.

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## Thursday 19 April 2018

09:00-09:30 Registration

09:30-10:00 **Welcoming remarks**

- Mr. Nabil ITANI, Chairman and General Manager, IDAL
- Mr. Rein NIELAND, Head, Governance and Security, European Commission
- Mr. Carlos CONDE, Head, Middle East and Africa Division, Global Relations Secretariat, OECD

### **Session 1: High-level panel on the vision and challenges for Lebanon's economic development and investment policies**

10:00-11:15 *Panellists will discuss Lebanese economic and investment policy strategy and priorities in light of the outcomes of the CEDRE Conference in Paris. Participants will explore ways to adopt a whole-of-government approach to investment attractiveness, in support of inclusive and sustainable local development.*

**Moderator:** Mr. Carlos CONDE, Head, Middle East and Africa Division, Global Relations Secretariat, OECD

**Key note address by Mr. Nadim MOUNLA, Economic Advisor to the Prime Minister, Presidency of the Council of Ministers:**

The Lebanese Vision for stabilisation, growth and employment: Focus on investment reforms

#### **Speakers:**

- *The role of Public-Private Partnerships in promoting sustainable investment*  
Mr. Ziad HAYEK, Secretary-General, Higher Council for privatisation and PPPs
- *Financing sustainable investment and promoting SME competitiveness*  
Ms. Gretchen BIERY, Head of Lebanon Office, EBRD
- *Private sector perspectives on priority reforms for sustainable investment*  
Mr. Ziad YOUNES, CEO, BUTEC

11:15-11:30 **Coffee break**



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## Session 2 : Investment as a catalyst for local development

11:30-13:15

*This session will discuss different channels through which investment can serve local development purposes. Ways to coordinate between central and local authorities, including SEZ authorities, to maximise the benefits from investment will be explored. Panellist will also discuss existing tools and measures that support SME attractiveness, be they initiated by the government or by the private sector. Last, the Lebanese 2015 Diaspora Direct Investment (DDI) Strategy will be presented and participants will share how it can help diaspora investors connect with local suppliers and hence build economic resilience.*

**Moderator:** Ms. Leila SAWAYA, Project Manager, IDAL

11:30-12:30

### **2.1. Institutional coordination for strengthening investment at the local level**

- Mr. Dani GEDEON, Director General, Ministry of Industry
- Mr. Samir NAHAS, Advisor, Tripoli Special Economic Zone
- Dr. Christiano PASINI, Regional Representative, UNIDO
- Mr. Johnny MATTA, Senior Enterprise Policy Officer UNDP Project, Ministry of Economy and Trade

12:30-13:15

### **2.2 Promoting diaspora investment as a lever for local development**

- Dr. Nassib GHOBIL, Head of Group Economic Research & Analysis department, Byblos Bank
- Dr. Paul TABAR, Diaspora Unit, Lebanese American University

13:15-14:15

### **Lunch break**

14 :15-15:45

## **Session 3: Investment policies to strengthen MNE-SME linkages : learning from international best practices**

*This session will focus on how investment policies can promote deeper business linkages, including those between MNEs and SMEs. Participants will shed light on the barriers and opportunities multinationals face in connecting with Lebanese SMEs in Lebanon. Investment Promotion agencies and international experts will discuss how to establish targeted incentives to promote deeper business linkages and will share their experience in developing effective after-care services in support of MNE-SME linkages (e.g. match-making investors and local firms, databases of local suppliers, technical or financial support to local suppliers).*

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**Moderator:** Mr. Fares AL-HUSSAMI, Policy Analyst, OECD

*Private sector perspectives on barriers and opportunities to forge business linkages*

- ▶ Mr. Michiel VERHAGEN, Managing Director, Brasserie Almaza
- ▶ Mr. Christophe Kallassy, Chairman, Arla Kallassy Group

*Learning about linkages programmes from other Investment Promotion Agencies*

- ▶ *Malaysia:* Mr. Syed KAMAL MUZAFFA, Domestic Investment & Supply Chain Coordination Division, Malaysian Investment Development Authority
- ▶ *Turkey:* Mr. Samet AKYÜZ, Project Director, Invest in Turkey
- ▶ *Tunisia:* M. Kamel OUERFELLI, Director of Innovation and Technology, Agency for the Promotion of Industry and Innovation (APII), Tunisia

15:45-16:00    **Concluding remarks**

- ▶ Lebanon
- ▶ Ms. H  l  ne FRANCOIS, Legal Advisor, OECD

## **Annex 2: Lists of Participants**

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## Regional Workshop on

### “Promoting Business Linkages in Global Value Chains: Policies and Tools”

#### Gouvernements / Governments

##### *Algérie/Algeria*

**Mr. Ahmed BERRICHI**

*Directeur, Division de l'Investissement et Grands projets  
Agence Nationale de Promotion de l'Investissement (ANDI)*

**Ms. Hakima MERDAS**

*Directrice d'étude  
Direction Générale de la PME  
Ministère de l'Industrie et des Mines*

##### *Chypre/ Cyprus*

**Ms. Iliia ELPIDOFOROS**

*Commercial Counsellor  
Embassy of the Republic of Cyprus*

##### *Danemark/ Denmark*

**Ms. Nisrin OBEID**

*Head of Trade Council  
Royal Danish Embassy*

**Mr. Lofti REZZOUG**

*Directeur, Wilaya de Blida  
Ministère del'Industrie et des Mines*

##### *Égypte/Egypt*

**Ms. Marwa LASHEEN**

*Counsellor  
Ministry of Foreign Affairs*

**Mr. Ahmed K. EL GAZZAR**

*Senior Policy Analyst  
Investment Policies  
General Authority for Investment & Free Zones (GAFI)*

**Ms. Amany ESSAWI**

*International Realations Advisor  
General Authority for Suez Canal Economic Zone*

**Mr. Sabry IBRAHEM**

*Manager Policy Unit  
Ministry of Trade & Industry*

**Mr. Raafat Abbas SHEHATA**

*Head of Non-Financial Services Central Sector  
Micro, Small and Medium Enterprises Development Agency*

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**Mr. Mattia CORBETTA**

***Italie/Italy***

*Policy Advisor on Innovation and Startups  
DG Industrial Policy, Competitiveness and SMEs  
Ministry of Economic Development*

**Mr. Omar ASFOUR**

***Jordanie/Jordan***

*Deputy Director and Trade Lead  
Compact Project Management Unit (PMU)  
Ministry of Planning and International Cooperation (MOPIC)*

**Ms. Manal SALMAN**

*Economic Researcher, Studies Directorate  
Policies and Studies Department  
Jordan Investment Commission (JIC)*

**Mr. Mukhallad OMARI**

*Consultant*

***Liban/Lebanon***

**Mr. Nabil ITANI**

*Chairman-General Director  
Investment Development Authority of Lebanon (IDAL)*

**Ms. Leila SAWAYA EL KHOURY**

*UNDP Project Manager  
Investment Development Authority of Lebanon (IDAL)*

**Mr. Mohamad ABOU HAIDAR**

*Consumer Protection Coordinator  
Director General Office  
Ministry of Economy and Trade*

**Mr. Jean BOUSTANY**

*Trade Information Specialist  
Ministry of Economy and Trade*

**Ms. Zeina EL SAYED**

*Business Analyst  
Investment Development Authority of Lebanon (IDAL)*

**Ms. Lina FAKHOURY**

*Director Information & Promotion Directorate  
Investment Development Authority of Lebanon (IDAL)*

**Ms. Sabine HATEM**

*Economist  
Institut des Finances Basil Fuleihan  
Ministry of Finance*

**Ms. Andrea KAZAN**

*Economic Officer  
Investment Development Authority of Lebanon (IDAL)*

**Ms. Celine SERHAL**

*Economic Officer  
Investment Development Authority of Lebanon (IDAL)*

**Mr. Brahim NAJEM**

*Junior Investment Coordinator  
Investment Development Authority of Lebanon (IDAL)*

***Malaisie/ Malaysia***



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**Mr. Sied KAMAL MUZAFFA**

*Domestic Investment & Supply Chain Coordination Division  
Malaysian Investment Development Authority (MIDA)*

***Maroc/Morocco***

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## National Workshop on “Promoting inclusive investment for local development in Lebanon”

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Hazar Caracalla	Senior Economic Advisor	Presidency of the Council of Ministers
Fadi Fawaz	Senior Economic Advisor	Presidency of the Council of Ministers
Ghassan Tannous	Senior Financial Analyst	Presidency of the Council of Ministers
Carole Sadaka		Presidency of the Council of Ministers
Amer Gharib	Economic Research Assistant	Presidency of the Council of Ministers
Ziad Hayek	Secretary General	High Council for Privatization and PPP
Fadi Assali	Economic Advisor to the President	President's Office
Nabil Itani	Chairman-General Director	Investment Development Authority of Lebanon (IDAL)
Lina FAKHOURY	Director Information & Promotion Directorate	Investment Development Authority of Lebanon (IDAL)
Leila SAWAYA EL KHOURY	UNDP Project Manager	Investment Development Authority of Lebanon (IDAL)
Andrea KAZAN	Economic Officer	Investment Development Authority of Lebanon (IDAL)
Zeina EL SAYED	Business Analyst	Investment Development Authority of Lebanon (IDAL)
Celine SERHAL	Economic Officer	Investment Development Authority of Lebanon (IDAL)
Brahim NAJEM	Junior Investment Coordinator	Investment Development Authority of Lebanon (IDAL)
Johnny Matta	Senior Enterprise Policy Officer	Ministry of Economy and Trade
Rafif Berro	UNDP Project Manager Head of International Relations Team	Ministry of Economy and Trade
Mohammad Abou Haidar	Consumer Protection	Ministry of Economy and Trade
Jean Boustany	Consumer Protection	Ministry of Economy and Trade
Sleiman Kenaan	Head of Diwan	Ministry of Foreign Affairs

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Ibrahim Chahrour	Head of the planning division	Council for Development and Reconstruction
Nabil Al Jisr	President	Council for Development and Reconstruction
Dani Gedeon	Director General	Ministry of Industry
Bassem Jouni	Economic advisor to Director General of MOI	Ministry of Industry
Rayya el Hassan	Head of the Tripoli SEZ	The Tripoli SEZ
Samir Nahas	Economic Advisor to the SEZ	The Tripoli SEZ
Rein NIELAND	Head of Section at Governance and Security	EU Delegation to Lebanon
Peter Mousley	Program Director at the World Bank	World Bank
Wissam Harake	Economist	World Bank
Syed Kamal Muzaffa	Domestic Investment & Supply Chain Coordination Division	Malaysian Investment Development Authority
Adnan SERIČ	Research Manager	UNIDO
Christiano Pasini	Head of UNIDO Lebanon	UNIDO
Celine Mouroud	Country Director	UNDP
Hassan Krayem	Programme Manager - Governance	UNDP
Gretchen Biery	Senior Advisor for Lebanon	EBRD
Heike Harmgart	Director, Regional Head of the Eastern Mediterranean Region	EBRD
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H.E.Marian Alexander WRBA	Ambassador	Embassy of Austria
Mr Elpidoforos ILIA	Commercial Counsellor	Embassy of Cyprus
Nisrin Obeid	Head of Trade Council	Embassy of Denmark
Nadia Itani	Public Affairs and Trade Advisor	Embassy of Denmark
Ms. Hindeja Farah	First Secretary Head of Economic, Cultural and Media Section	Embassy of Germany
Mr Paraskevi Tasakou	Head of Commercial Section	Embassy of Greece
Mr Marc Zeenny	Commercial Attaché	Embassy of Netherlands
Mr Yaseen Hamdan	Communications and Counselor Affairs Officer	Embassy of Norway
Mr Adam Radziwon	Charge d'affaires	Embassy of Poland
Mr Cătălin CĂȘARU	Counsellor/Economic and Trade Office	Embassy of Romania

<b>Name</b>	<b>Position</b>	<b>Organisation</b>
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Mr Mikael Staaf	Deputy Head of Mission Political Affairs	Embassy of Sweden
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Christophe Kallasi	CEO	Arla Kallasi Group
Bassim Matta	MENA regional Manager	Methode Electronics Middle East SAL
Rafic R Azrak.	Chairman & General Manager	Gaviota Simbac Middle East Sal
Sandra Husseini Norberg	General Manager	Nestle Waters Lebanon
Salim Zeenni	Chairman	American Lebanese Chamber of Commerce (AmCham Lebanon)
Paul Tabar	Diaspora Unit	LAU University
Fadi Gemayel	President	ALI
Michiel Verhagen	General Manager	Almaza heineken
Carla Aoun	Head of IT and Finance	Almaza Heineken
Ziad Younes	CEO	Butec
Marc Homsy	Engagement Manager	McKinsey & Co
Mazen Najjar	Partner	McKinsey & Co
Mr Mohammad Choucair	President	Chamber of Commerce, Industry and Agriculture in Beirut- CCIAB
Mr Tawfiq Dabboussi	President	Chamber of Commerce Industry & Agriculture of Tripoli and North-CCIAT
Mariam Sabalbal		BIAT
Mr Mohammad Saleh	President	Chamber of Commerce Industry and Agriculture in Sidon-CCIAS
Mr Edmon Jreissati	President	Chamber of Commerce Industry and Agriculture of Zahle-CCIAZ
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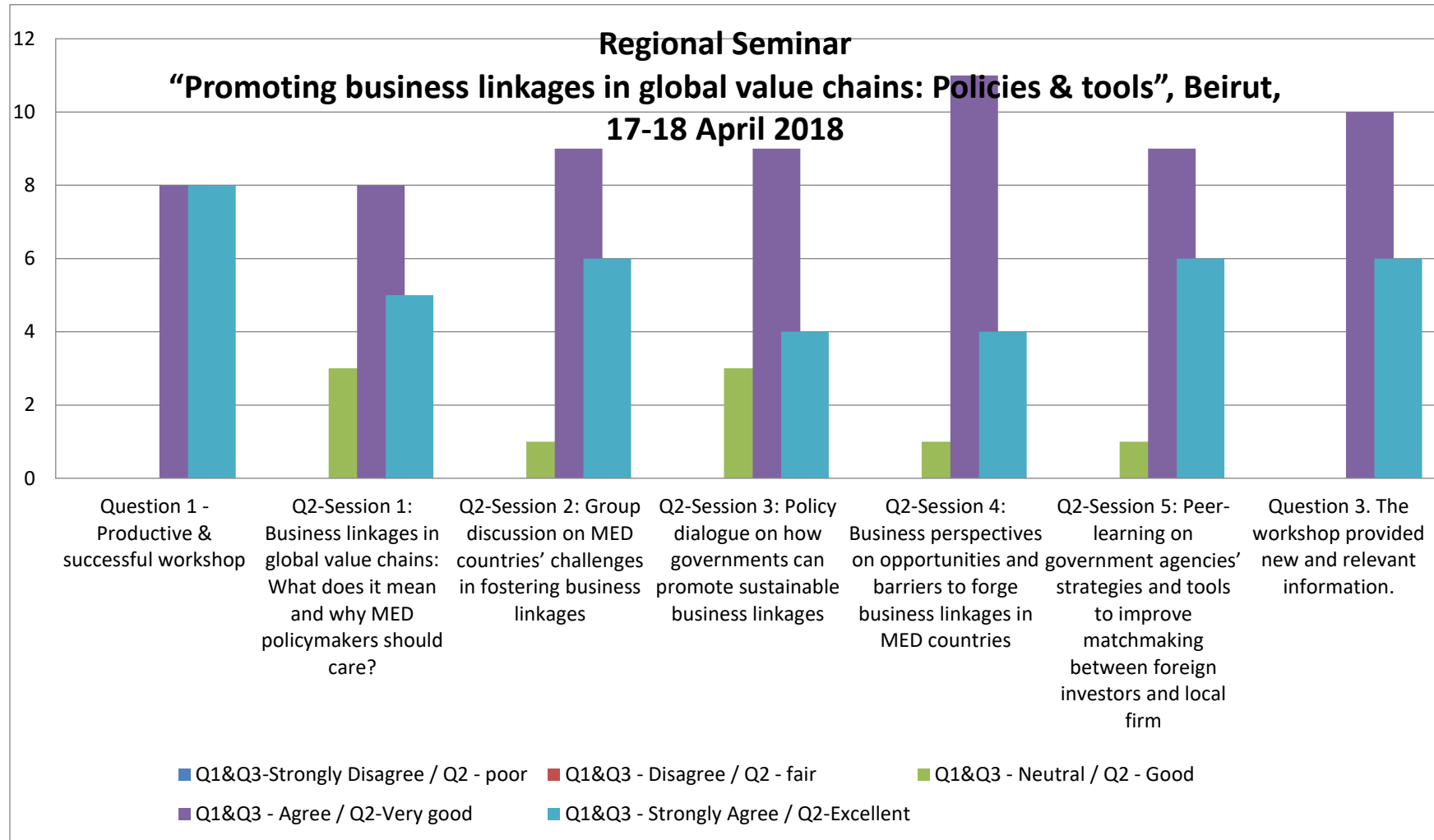
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Nadia KAMELEDDINE	Assistant, Middle East and Africa Division, Global Relations Secretariat	OECD
Selim GUEDOUAR	Investment Expert	Tunisia

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## **Annex 3: Presentations given at the Workshop**

Please click on this link: <ftp://rasgulla:Utp2aOECDd!@ftp.oecd.org/>

## Annex 4 : Feedbacks from the Evaluation Forms





## **Selection of relevant comments from participants**

### 4. How will you apply the new information and skills acquired to your work, either now or in the future?

- Knowledge transfer: insights and new information will be shared within Ministry of Economy and Trade
- To better attract investment
- To better promote investment from the diaspora
- Inclusion of new information on policy level
- Use new insights to improve Business Climate

### 5. Which aspects of the Workshop did you find the most useful?

- Country and best practice comparisons
- Debate over the role of the Diaspora
- Private sector insight
- Peer-learning session and experience exchange
- Group discussions
- Expert interventions

### 6. Which topics were not or insufficiently covered? Least useful?

- Role of SMEs in the region
- Precise investment opportunities for the diaspora

### 7. Other comments / topics suggestions / improvements for future workshops

#### On process:

- More break-out sessions with group discussions and brain-stormings

#### On substance:

- More information on regulatory frameworks, such of the IPAs
- Intervention of companies engaged in FDI in the region

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ON PROMOTING INVESTMENT**  
in the Mediterranean