



**REPORT**  
**Investment Promotion in the  
Mediterranean: Trends and practices**  
22-23 October 2018  
Paris, France

This report contains the summary discussions, agenda, list of participants, evaluation and presentations of the regional seminar on “Investment Promotion in the Mediterranean: Trends and Practices” organised in Paris on 22–23 October 2018. The background paper is also available online.

**PROGRAMME  
ON PROMOTING INVESTMENT  
in the Mediterranean**

# Report



## Context and participants

The EU-OECD Programme on Promoting Investment in the Mediterranean held a two-day regional seminar on 22-23 October on “Making investment promotion work for sustainable development: Trends and practices in the Mediterranean” in Paris. The seminar took place back-to-back with the OECD Investment Committee, the Third Meeting of the IPA Network and the First OECD Roundtable on Investment and Sustainable Development.

The objective of the seminar was to showcase and discuss the preliminary results of the draft report “OECD Mapping of Investment Promotion Agencies (IPAs) in the Mediterranean”. Launched in January 2018 in Rabat, Morocco, the mapping is the most comprehensive tool providing comparative evidence on similarities and differences across Mediterranean agencies. The objective of the mapping is ultimately to support IPAs and investment policymakers to make informed decisions and undertake strategic reforms accordingly. The seminar also provided a platform to exchange good practices in setting effective investment promotion strategies to attract quality investment and improve IPAs’ policy advocacy role in business climate reforms.

The seminar included joint sessions with the [third meeting of the OECD IPA Network](#). The purpose of this third meeting was to strengthen the network, discuss topics of common interest and launch the “Mapping of Investment Promotion Agencies in OECD countries” as well as preview the forthcoming “Mapping of Investment Promotion Agencies in Latin America and the Caribbean (LAC)”. The active participation of Mediterranean governments in the meeting allowed for networking among IPAs from these different regions. A networking buffet lunch was also organised to stimulate exchange between MED and EU IPAs.

Nearly 50 participants attended the seminar (see the list Annex 2 to this report), including:

- Heads and senior officials of Investment Promotion Agencies from all the eight beneficiary countries of the Programme (Algeria, Egypt, Jordan, Libya, Lebanon, Morocco, Palestinian Authority and Tunisia), as well as France, Greece and Turkey.
- Policymakers working on special economic zones and on the regional free trade area (Suez Canal Economic Zone and Technical Unit of Agadir Agreement).
- Representatives from the EU and IPA networks (ANIMA Investment Network and the World Association of Investment Promotion Agencies).
- OECD experts and representatives from embassies.

## Discussions

The first two sessions of the seminar were held jointly with the OECD IPA Network meeting (see the agenda in Annex 2). **Session 1**, which launched the report “Mapping of IPAs in OECD countries” and previewed the forthcoming “Mapping of Investment Promotion Agencies in LAC”, served as a forum for an interactive discussion between representatives from 38 IPAs as well as delegates from more than 50 countries. The Secretary-General of the Jordan Investment Commission, H.E. Faredoon Hartoqa, was one of three agency representatives invited to give prepared remarks (alongside the Netherlands and Costa Rica). His remarks highlighted the specificities of the MED context, including regional instability and security, which present MED IPAs with their challenges, and stressed the link between investment and advancing the Sustainable Development Goals (SDGs). H.E. Hartoqa’s presentation also touched on findings from

the MED IPA mapping, including that OECD IPAs work more closely with academic institutions than MED agencies, while MED IPAs tend to collaborate more with international organisations, and often do not have offices abroad. He invited the OECD Secretariat to develop policy recommendations on IPA targets and Key Performance Indicators (KPIs).

Participants from MED countries also actively contributed to discussions in **session 2**, which focused on the role of IPAs and other stakeholders in maximising the benefits of Foreign Direct Investment (FDI). The Lebanese delegation for example cited challenges of bringing investment to rural areas to advance regional development, and the importance of matching investment to available skills to address the youth employability challenge. Representatives from the Egyptian IPA also noted the importance of linking national development strategies with local socio-economic priorities to maximise FDI benefits.

The OECD Secretariat welcomed the participants to a **networking lunch** that followed session 2. The lunch allowed representatives from all MED IPAs and from 11 EU IPAs to connect, promote their respective recent reforms, and share experiences (see Annex 3 for the list of participants to the networking lunch). The lunch allowed participants to explore expanding peer-learning with EU IPAs, several of which expressed interest in joining future activities of the Programme.

**Session 3** focused on policy advocacy and the role of MED IPAs in investment climate reforms. The objective of the session was to share experiences and preview the findings of the mapping of MED IPAs. The OECD Secretariat noted that IPAs in the MED region could be decisive vehicles of business climate reforms, including those related investment facilitation. Most agencies have the legal mandate to help improve the investment climate, in many cases by reviewing legislation and proposing policy changes. The Secretariat added that the policy advocacy mandate is even more important in a context where IPAs in the MED region often operate single-window offices or one-stop-shops, and therefore they are in direct contact with investors' challenges.

The Secretariat indicated that the preliminary findings from the mapping confirm that IPAs undertake a range of activities related to policy advocacy. The mapping also showed that MED IPAs are more likely to report to heads of government than OECD IPAs, and advocacy is often a core part of their missions. Yasemin Esenlik, Deputy Executive Director of WAIPA, explained the challenges of conducting policy advocacy, stressing that there is no one correct way to pursue reforms. Ms. Esenlik noted that IPA's budget for policy advocacy is relatively limited, corresponding on average to 7% of agencies total expenditure.

MED IPA representatives shared their experiences with policy advocacy in an engaging conversation that highlighted the range of methods agencies use to influence policy. The Tunisian Investment Authority (TIA) noted that the Strategic Council for Investment meets four times per year to discuss the business climate, and produce yearly reports on the main challenges investors face. There was a rich discussion on weighing the merits and risks of legislative reforms, with the Secretary-General from the Technical Unit of the Agadir Agreement warning of the potential negative signal to investors of a succession of frequent legal or regulatory changes. Several delegations noted that recent and multiple reforms to their investment climate occurred after a prolonged period of status-quo, acting as a positive signal to investors.

Officials from the Tunisian and Jordanian agencies both raised the challenges of convincing private and government stakeholders of the benefits of policy reforms. Some companies that benefit from the status quo may be opposed to legal changes. Jordan's delegation noted the necessity to deploy massive efforts to advocate for reforms

involving different ministries and agencies, such as those in charge of tax policy and regional development, which may have conflicting priorities. Representatives from IPAs of Greece and France added to the discussion by presenting their experiences with policy advocacy. The delegate from Turkey's IPA also shared that in their case, allowing MNEs to meet high-level government representatives has helped investors to relay their concerns.

The following day, **session 4** focused on previewing the initial results of the Mapping of IPAs in MED economies. The OECD Secretariat presented the institutional settings of IPAs, their institutional coordination, investment promotion and facilitation activities, prioritisation strategies for FDI attraction, and monitoring and evaluation tools. The session was very interactive, and provided an opportunity for IPAs to clarify their activities and fine-tune the results of the mapping.

Participants invited the OECD Secretariat to further explore how the breadth and depth of MED IPAs' mandates relates to their respective resources in terms of budget and personnel. The representative from the Palestinian Investment Promotion Agency (PIPA) indicated that there are consultations to merge the investment and export promotion mandates under one entity. There was also a discussion about the cost-benefit of offices abroad, with many agencies inquiring about further evidence on their usefulness in attracting FDI. The representative from Morocco's agency shared that they have closed most of their foreign offices as they did not see the rewards given the high costs. The Palestinian agency said that they have representatives based in their diplomatic offices abroad, but also noted the high costs and difficulty recruiting competent staff. Jordan's representative inquired about hiring local staff in other countries, which both France and Turkey reported they do. Egypt meanwhile stressed the importance of collaborating with embassies to connect the business community to national IPAs.

Representatives also engaged in a rich conversation about concentrating activities in image building versus investment generation and facilitation. Tunisia's delegation suggested that investment does not necessarily go to countries with the best image, rather those that appear more stable. Some participants noted the unique challenges faced by IPAs in the MED region to present a positive image given recent regional instability and security difficulties. Representatives from Egypt pointed out that focusing disproportionately on image building may attract too much investment too soon, making it more difficult for agencies to provide the best facilitation and aftercare services to investors. They added that priority should be given first to reforms aiming at improving the business climate.

Many agencies asked for clarification on how to estimate budget breakdowns across the four core functions of investment promotion asked in the mapping survey: image building, investment generation, investment facilitation and retention, and policy advocacy. The OECD clarified the different categories and goals of the survey, and asked for bilateral meetings with agencies to review and amend survey responses. These were held the following day.

On prioritising investment (by sector, country or project), the session revealed a range of strategies among MED agencies. Some IPAs remarked that their agency implements the government's national strategy in terms of priority sectors. Other agencies explained that they have more autonomy in electing priority sectors that will help achieve the government's wider economic development goals (e.g. sectors with high value-added, strong technology spillovers, job-creating potential for youth, etc.). Most agencies, if not all, provide inputs to the national policy agenda. The mapping revealed that in terms of sectors there was broad coherence among IPAs, with every agency reporting that they seek investment that can diversify the economy and promote territorial development.

There was also a discussion on the role of international investment and trade agreements in determining IPAs strategies in term of priority countries. Some agencies stipulated that such agreements are not an effective prioritisation tool, particularly in light of the absence of investment facilitation clauses. Other agencies mentioned that they use their Regional Trade Agreements (RTAs) for prioritising investment from specific regional groups.

The discussion on monitoring and evaluation procedures clarified the initial mapping results. Most agencies confirmed that they conduct internal or external evaluations of their performance. Several agencies reported that many of their procedures, such as time to reply to inquiries, are stipulated in the law, and that they report weekly to the board on performance targets. The Egyptian IPA mentioned that the new Investment Map is connected to the CRM (client resource management) system, which put in touch interested investors with personnel dedicated to provide information. Most agencies said that their boards or supervising authorities require that they measure outcome indicators, which seek to measure the benefits of the agency's actions on the economy, but that this is very difficult to do. Algeria's representatives said that some indicators, such as the number of jobs created by investments supported by their agency, are easier to build, as companies are required to report these numbers. The majority of IPAs ask companies to estimate *ex ante* the likely impact of their investment as it determines the amount and type of incentives granted. The OECD asked that agencies further clarify their evaluation methodologies in bilateral sessions.

The final **session 5** involved a study tour to Invest in Paris Region, the agency in charge of promoting Paris, to exchange experiences on the activities and mandates of regional IPAs. Lionel Grotto, the Director General, presented the agency, its co-ordination mechanisms with the national agency Business France and its tools to attract and support investors. Questions asked by MED IPAs included: the types of incentives given to investors, sources of market data and research, and KPIs used by the agency. There was a discussion on the challenges regional IPAs face, particularly in coordinating with the national agency, and on decentralisation reforms. Morocco's agency representative shared their experiences working with regional offices. Some agencies reported that they would benefit more from field visits to national IPAs, given that they are national and not sub-national IPAs.

The OECD Secretariat also organised bilateral meetings with each of the MED IPAs to complete the questionnaire of the mapping. The aim was to consolidate the results with a view to disseminate the final version by early 2019 and launch it at the next Advisory Board meeting of the Programme.

MED participants were also invited to attend the inaugural **OECD Roundtable on Investment and Sustainable Development** on 24 October. This Roundtable provided a multi-stakeholder platform, gathering more than 100 participants from 42 OECD and non-OECD countries, international organisations, the private sector, civil society and academia. The Mediterranean region was well represented with officials from Algeria, Egypt, Jordan, Libya, the Palestinian Authority, and Tunisia. Participants appreciated this multi-stakeholder discussion format and highlighted the need for more evidence on the impacts of FDI on sustainable development (FDI qualities). The OECD Secretariat will organise the next Roundtable in October 2019 with the aim to use the ongoing work on FDI qualities to bring the OECD Investment Committee's regional programmes together to discuss policy opportunities, including for IPAs, to enhance FDI benefits and minimise possible costs.

## Next steps

To conclude the seminar, participants were invited to share their views and suggestions with regard to the seminar and future activities of the EU-OECD Programme. Participants highlighted the usefulness of the seminar, particularly sharing experiences between IPAs, and the mapping (see the results of the evaluation in Annex 4). They said they looked forward to receiving the final version of the report, and found the initial findings to be beneficial. Several suggested that it would be useful to have follow-up surveys in a few years, as agencies are constantly evolving. Many representatives also said they would like recommendations and best practices on the topics covered in the mapping, and requested that the OECD consider this as a project for the next year of the programme. They also suggested more work assessing the impact of IPAs' activities, including on the effectiveness of image building. Some agencies expressed their wish for more peer-learning exercises with IPAs from other regions. Several participants added that given regional instability, it would be useful to have more information on how to attract investment in challenging security contexts. The OECD Secretariat also suggested possible further exploration into the balance between regulatory coherence and policy advocacy, and tools for stakeholder consultation.

The next regional seminar of the EU-OECD Programme will take place in Tunis end February and will focus on FDI qualities. It will be organised back-to-back with a national workshop for Tunisia on FDI statistics and possibly the Advisory Board of the Programme to agree on the activities and planning of the third year.

# **Annex 1: Agenda**



# Agenda

## REGIONAL SEMINAR

Making investment promotion work for  
sustainable development:

Trends and practices in the  
Mediterranean

**22 - 23 October 2018**

OECD Conference Centre  
2 Rue André Pascal, 75016 Paris

## ■ Context

**The EU-OECD Programme on Promoting Investment in the Mediterranean**, launched in October 2016 in Tunis, is aimed at implementing sound and attractive investment policies and establishing effective institutions in the Southern Mediterranean region, with a view to attract quality investments, supporting job creation opportunities, local development, economic diversification and stability.

The Programme, implemented by the OECD (the MENA-OECD Competitiveness Programme and the Investment Division of the Directorate of Financial and Enterprise Affairs), 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 purpose of this seminar is to showcase and discuss in an interactive setting the results of the draft report “**OECD Mapping of Investment Promotion Agencies (IPAs) in the Mediterranean**”. Launched in January 2018 in Rabat, the Mapping is the most comprehensive tool providing comparative evidence on similarities and differences across Mediterranean agencies. The objective of the Mapping is ultimately to support heads of IPAs and investment policymakers to take informed decisions and undertake strategic reforms accordingly. The seminar will provide also a platform to exchange good practices in setting effective investment promotion strategies to attract quality investment and to improve IPAs’ policy advocacy role in business climate reforms.

This seminar will be held back-to-back with the **OECD Investment Committee** and will include joint sessions with the **3rd Meeting of the OECD IPA Network**. The purpose of this third OECD Meeting on investment promotion and facilitation is to strengthen the IPA network, discuss topics of common interest and launch the Mapping of Investment Promotion Agencies in OECD countries as well as preview the forthcoming Mapping of Investment Promotion Agencies in Latin America and the Caribbean (LAC). The active participation of Southern Mediterranean governments in the workshop will be an opportunity for networking among IPAs and for increasing the attractiveness and visibility of their regions.

## ■ Participants

Workshop participants will include senior IPA representatives and investment policymakers from the Mediterranean, the OECD and LAC countries. Such format will allow participants to benefit from a focused exchange of perspectives among specialists and conduct an evidence-based and forward-looking discussion.

## ■ Venue

**Organisation for Economic Co-operation and Development**

**Conference center**

2, rue André Pascal

75016 Paris, France

Monday 22 October 2018

OECD Conference Centre

08:30-09:00

Atrium

**Registration and Welcoming Coffee of MED participants**

09:00-10:45

Room CC9

**SESSION 1: High-level launch of the “Mapping of Investment Promotion Agencies in OECD countries” & preview of the “Mapping of Investment Promotion Agencies in LAC”**

The launch will present highlights from the report “Mapping of IPAs in OECD countries” and a preview of the forthcoming “Mapping of IPAs in Latin America and the Caribbean”.

The OECD mapping report has been prepared in close consultation with IPAs from OECD economies and is based on an extensive survey designed and conducted in partnership with the IDB in 2017. It follows up on a request made by IPAs at the first meeting of the OECD IPA Network. The report covers a wide range of areas pertaining to investment promotion and facilitation; it provides an inventory of existing practices among IPAs in OECD countries and presents different profiles of agencies. It is meant to allow practitioners and policymakers to benchmark their IPAs against those from other countries as well as to help them better grasp similarities and differences across agencies, allowing a basis for future work.

Keynote address: **Mari KIVINIEMI**, Deputy Secretary-General, OECD

Chair: **Ana NOVIK**, Head of Investment Division, OECD

kick-off presentation: **Ana NOVIK**, Head of Investment Division, OECD and **Christian VOLPE**, Principal Economist, IDB

- **Jeroen NIJLAND**, Commissioner, Netherlands Foreign Investment Agency
- **Jorge SEQUEIRA**, Managing Director, CINDE Costa Rica
- **Faredoon HARTOQA**, Secretary-General, Jordan Investment Commission

***Interactive discussion***

10:45-11:00

COFFEE BREAK

11:00-12:30

**SESSION 2 : Maximising the benefits of FDI: the role of IPAs and other stakeholders**

Under the right conditions, FDI can raise overall productivity and ultimately lead to an increase in a country’s standard of living. It can contribute to job creation and the development of human capital, while supporting technology development and the transfer of knowledge and skills. Governments are responsible for the implementation of policies that are geared towards achieving national socio-economic objectives. The role of IPAs in influencing firms’ location decisions to attract FDI that can meet public policy objectives is key. In this context, there is a role for policymakers, businesses, civil society and IPAs. What is the role of each of these stakeholders to maximise the impact of FDI? What are the relevant policies to put in place?

Keynote address: **H.E. José Ramon VALENTE VIAS**, Minister of Economy, Development and Tourism, Chile

Moderator: **Alexandre DE CROMBRUGGHE**, OECD

- **Richard GIVEN**, Deputy Director, Analysis and Performance, Department for International Trade, United Kingdom
- **Breda O'SULLIVAN**, Manager, Corporate Strategy and Planning, IDA Ireland
- **Edouard BARREIRO**, Public Affairs Director West Europe, UPS
- **Lise JOHNSON**, Head of Investment Law and Policy, Columbia Centre on Sustainable Investment

*Interactive discussion*

**12:30-12:45**

**PRELIMINARY CONCLUSION & FOLLOW-UP**

**Ana NOVIK**, Head of Investment Division, OECD

**12:45-14:30**

*Roger Ockrent Room*

**LUNCH: EU-MED Investment Promotion Agencies Networking**

Welcoming remarks by **Marie-Estelle REY**, Senior Advisor, Middle East and Africa Division, OECD

**14:30-16:30**

*Room CC13*

**SESSION 3: Policy Advocacy - the role of MED IPAs in investment climate reforms**

The objective of this session is to share experiences about the role of IPAs in policymaking. Policy advocacy can be a powerful instrument to bolster reforms and enhance the business environment by leveraging the private sector's feedback. It is a key function of many IPAs, which, through their interactions with investors, are well placed to identify bottlenecks in the investment climate and provide recommendations to address them. Suitable institutional co-ordinating mechanisms and communication channels are needed to ensure optimal government responses.

Moderator: **Ana NOVIK**, Head, Investment Division, OECD

- **MED IPAs** brief presentation of their policy advocacy activities
- **Yasemin ESENLİK**, Deputy Executive Director, WAIPA
- **Constantinos ANGELOPOULOS**, Director of Investment Promotion, Enterprise Greece
- **Véronique LEDRU**, International Co-operation Mission, Business France

Tuesday 23 October 2018

OECD Conference Centre Room CC13

**09:00-11:00**      **SESSION 4: Preview of the Mapping of Investment Promotion Agencies in MED**

The objective of the session is to present the preliminary results of the OECD mapping of MED IPAs. The Mapping offers a benchmarking and comparative analysis of MED IPAs among each other and with OECD IPAs. It provides evidence on similarities and differences across agencies, lays out different profiles of IPAs and explains existing trends and practices in investment promotion and facilitation. The session will be the opportunity to fine-tune the results of the mapping. This session will focus on MED IPAs:

1. Institutional choices and organisational characteristics
2. Institutional co-operation and co-ordination
3. Functions and activities

Moderator: **Fares AL HUSSAMI**, Policy Analyst, OECD

- **Selim GUEDOUAR**, Investment policy Expert
- **MED IPAs roundtable** : Comments on the results of the Mapping

**11:00-11:15**      COFFEE BREAK

**11:15-13:00**      **SESSION 4 : Preview of the Mapping of Investment Promotion Agencies in MED (cont.)**

The objective of the session is to present the preliminary results of the OECD mapping of MED IPAs. It will focus on:

4. Prioritisation strategies for FDI attraction and generation
5. Monitoring and evaluation

Moderator: **Peline ATAMER**, Policy Analyst, OECD

- **Selim GUEDOUAR**, Investment policy Expert
- **MED IPAs roundtable**: Comments on the results of the Mapping

**13:00-13:30**      **Wrap-up discussion on the mapping of MED IPAs and the next steps**

The objective of this session is to discuss the preliminary conclusions of the OECD mapping of MED IPAs. It is also to invite MED participants to convey how the outcomes of the mapping can feed in the prioritisation of the peer-learning activities of the EU-OECD Programme.

- **Marie-Estelle REY**, Senior Advisor, MENA-OECD Competitiveness Programme, Middle East and Africa Division, OECD

- **Ana Maria SEGURA**, Trade and Investment, Regional Programmes Neighbourhood South, DG Neighbourhood and Enlargement (NEAR), European Commission

**13:30-14:30**

- Lunch break

**14:30**

- Bus shuttle: Departure to *Invest in Paris Region* (in front of the OECD entrance)

**15:30-17:00**

**Session 5 : Study tour to *Invest in Paris Region* - Promoting sustainable foreign investment in agglomerations/cities**

The OECD will organise a field visit to [Invest In Paris Region](#), the agency in charge of promoting the Paris region internationally. The objective of this visit is to exchange experiences on how works a regional IPA, what are the governance and co-ordination mechanisms in place and what are the tools used to attract investors and support them in setting up.

- **Interactive exchange with Mr. Lionel GROTTTO**, General Director, Invest In Paris Region
- **MED IPAs** roundtable on the characteristics and challenges faced by regional IPAs in their countries

Location: *Paris Region Entreprises*, Bâtiment 28, 11 rue de Cambrai, 75019 Paris

**17:00-17:30**

Conclusions of the seminar and bus shuttle to come back to the OECD

## Annex 2 : List of participants

### MENA Countries / Pays MENA

#### *Algeria/Algérie*

**Mr. Ahmed BERRICHI**

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

**Mr. Salim BRANKI**

*Directeur d'Études chargé de la Promotion des  
investissements  
Agence Nationale de Développement de l'Investissement  
(ANDI)*

**Mr. Mohamed MEFLAH**

*Conseiller des affaires économiques  
Ambassade d'Algérie en France*

#### *Egypt/Égypte*

**Judge Mohamed ABDEL WAHAB**

*Vice Chairman  
General Authority for Investment & Free Zones (GAFI)*

**Mr. Ahmed ZOHEIR**

*Promotion Manager  
General Authority for Investment & Free Zones (GAFI)*

**Ms. Amani ESSAWI**

*International Relations Advisor  
General Authority of the Economic Zone of Suez Canal*

**Mr. Moustafa SHAIKHON**

*Counsellor  
Economic and Commercial  
Embassy of Egypt in France*

### ***Jordan/Jordanie***

**H.E. Mr. Fareedon HARTOQA**

*Secretary General  
Jordan Investment Commission (JIC)*

**Mr. Sami AL HARFOUSHI**

*Director, Investment Promotion  
Jordan Investment Commission (JIC)*

**Ms. Mais KHLAIFAT**

*Head of Legal Department  
Jordan Investment Commission (JIC)*

### ***Lebanon/Liban***

**Mr. Nabil ITANI**

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

**Ms. Leila SAWAYA**

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

**Mr. El Hage Chahine MOURCHED**

*Board Member  
The Investment Development Authority of Lebanon (IDAL)*

### ***Libya/Libye***

**Mr. Abdelaziz ESHAWISH**

*C.E.O.  
Libyan privatization and investment board (PIB)*

**Mr. Essam ZAHAF**

*Director, International Cooperation Department  
Investment in Libya, Privatization & Investment board (PIB)*

### ***Morocco/Maroc***

**Ms. Jihane LMIMOUNI**

*Chef de Service, Organisations Internationales  
Agence Marocaine de Développement des Investissements et  
des Exportations (AMDIE)*

### ***Palestinian Authority/Autorité palestinienne***

**H.E. Mr. Nasser QATAMI**

*Prime Minister Advisor  
Palestinian Ministry for Arab and Islamic Funds Affairs*

**Mr. Haytham ALWAHIDI**

*C.E.O.  
Palestinian Investment Promotion Agency (PIPA)*

**Mr. Raed SHAHWAN**

*Human Resource Manager  
Palestinian Investment Promotion Agency (PIPA)*



**Ms. Hilda AL SHEIKH**

*Legal Assistant  
Palestinian Investment Promotion Agency (PIPA)*

***Tunisia/Tunisie***

**Mr. Lotfi MELLOULI**

*Ministre conseiller  
Ambassade de Tunisie*

**Mr. Samir BECHOUEL**

*Directeur Général  
Agence de Promotion de l'Industrie et de l'Innovation (APII)*

**Mr. Wajdi NEFFATI**

*Directeur de la Coopération Internationale  
Agence de Promotion de l'Industrie et de l'Innovation (APII)*

**Mr. Zied LAHBIB**

*Directeur des études et de la coopération avec l'étranger  
coordinateur des bureaux de FIPA Tunisie à l'étranger (FIPA)*

**Mr. Ghali MANOUBI**

*Directeur, politiques d'investissement et reformes  
Instance tunisienne de l'investissement (TIA)*

**Mr. Kamel AYARI**

*Conseiller Juridique auprès du Ministre  
Ministère du Développement et de la Coopération  
Internationale*

**Ms. Mongia KHEMIRI**

*Présidente du comité général de l'encadrement de  
l'investissement  
Ministère du Développement et de la Coopération  
Internationale*

**Non-Governmental Organisations /Organisations Non-  
Gouvernementales**

***Agadir Technical Unit***

**H.E. Mr. Fakhry ALHAZAIEMH**

*Executive President*

**Mr. Atallah ALAYED**

*Director of Investment and promotion*

***ANIMA Investment Network***

**Mr. Aurélien BAUDOIN**

*Director, Network and Development*

***World Association of Investment Promotion Agencies (WAIPA)***

**Ms. Yasemin ESENLIK**

*Deputy Executive Director*

## **OECD Member countries /Pays membres de l'OCDE**

### **France**

- Mr. Daniel-Yves TAUPENAS** *Conseiller  
Représentation Permanente de la France auprès de l'OCDE*
- Mr. Philippe YVERGNIAUX** *Director, International Cooperation  
Business France*
- Ms. Veronique LEDRU** *Mission International Cooperation  
Business France*

### **Greece/Grèce**

- Mr. Constantinos ANGELOPOULOS** *Director of Investment Promotion  
Enterprise Greece*

### **Israel/Israël**

- Ms. Crystal BARANSI** *Advisor  
Permanent Delegation of Israel to the OECD*

### **Spain/Espagne**

- Mr. Fernando LANZAS** *Conseiller économique et Commercial, Chef  
Permanent Delegation of Spain to the OECD*

### **Turkey/Turquie**

- Mr. Utku BAYRAMOGLU** *Counsellor - Country representative  
Invest in Turkey*

## **International Organisations / Organisations internationales**

### **European Union (EU)/Union européenne (UE)**

- Ms. Ana-Maria PENA-SEGURA** *Trade and Investment, Regional Programmes  
Neighbourhood South, European Commission*
- Mr. Youssef TADROS** *Neighbourhood South, European Commission*

## OECD/OCDE

<b>Ms. Ana NOVIK</b>	<i>Head of Division, Investment Division</i>
<b>Ms. Marie-Estelle REY</b>	<i>Senior Advisor, Middle East and Africa Division</i>
<b>Mr. Alexandre DE CROMBRUGGHE</b>	<i>Economist, Investment Division</i>
<b>Ms. H�el�ene FRANCOIS</b>	<i>Legal Advisor, Investment Division</i>
<b>Mr. Fares AL HUSSAMI</b>	<i>Policy Analyst/Economist, Investment Division</i>
<b>Ms. Peline ATAMER</b>	<i>Project Co-ordinator, Eurasia Division</i>
<b>Ms. Diane PALLEZ - GUILLEVIC</b>	<i>Policy Analyst, Middle East and Africa Division</i>
<b>Ms. Sarah Marion DAYAN</b>	<i>Policy Research and Advice, Investment Division</i>
<b>Mr. Selim GUEDOUAR</b>	<i>Investment Policy Expert</i>
<b>Ms. Nadia KAMELEDDINE</b>	<i>Project Assistant, Middle East and Africa Division</i>

## **Annex 3:**

# **EU-MED IPAs Networking Lunch**

22 October 2018

12:45-14:30

OECD Headquarters, Paris

*Château de la Muette – Roger Ockrent Room*

## EU-OECD Programme on Promoting Investment in the Mediterranean

The EU-OECD Programme on Promoting Investment in the Mediterranean, launched at the MENA-OECD Ministerial Conference in October 2016 in Tunis, supports efforts to boost the quality and quantity of investment to and within the Mediterranean region. This four-year Programme is funded by the EU and implemented by the OECD (the MENA-OECD Competitiveness Programme and the Investment Division of the Directorate of Financial and Enterprise Affairs). It covers the nine economies of EU South neighbourhood: Algeria, Egypt, Israel, Jordan, Lebanon, Libya, Morocco, Palestinian Authority and Tunisia.

Working in partnership with governments and institutions, the Programme is engaging in regional and national actions to create more robust and coherent investment policies and strategies. These actions include:

- modernising investment policies
- building institutional capacity and co-ordination
- promoting networking between Euro-Mediterranean investment promotion agencies
- enhancing public-private dialogue for more inclusive policy making
- increasing the region's investment promotion capacities
- raising awareness of the region's attractiveness
- promoting inclusive investment strategies
- engaging the business sector responsibly

Programme's actions build on well-established international tools and standards such as the OECD's *Policy Framework for Investment* and the OECD *Guidelines for Multinational Enterprises*.

### An inclusive approach to delivering more and better investment outcomes for the region

Implementation combines national and regional actions to deliver concrete results:



## EU-MED IPAs Networking Lunch

A buffet lunch is organised in the context of the Regional Seminar on “Making investment promotion work for sustainable development: Trends and practices in the Mediterranean” (22-23 October in Paris), gathering representatives from MED Investment Promotion Agencies. The purpose of the lunch is to allow representatives from MED and EU Investment Promotion Agencies to network and share experiences in an informal setting. It will be opened by Ms. Marie-Estelle REY, Senior Advisor, Middle East and Africa Division, Global Relations Secretariat, OECD.

### List of confirmed participants from IPAs

<b>Agence Nationale de Développement de l'Investissement (Algeria)</b>	
Mr. Ahmed BERRICHI	<i>Directeur, Division de l'Investissement et Grands projets</i>
Mr. Salim BRANKI	<i>Directeur d'Études chargé de la Promotion des investissements</i>
<b>General Authority for Investment &amp; Free Zones (Egypt)</b>	
Judge Mohamed ABDEL WAHAB	<i>Vice Chairman</i>
Mr. Ahmed ZOHEIR	<i>Promotion Officer</i>
<b>Invest in Finland</b>	
Mr. Kaija LAITINEN	<i>Advisor</i>
<b>Business France</b>	
Mr. Philippe YVERGNAUX	<i>Directeur de la Coopération Internationale</i>
Ms. Véronique LEDRU	<i>Mission Coopération Internationale International Cooperation Department</i>
<b>Enterprise Greece</b>	
Mr. Constantinos ANGELOPOULOS	<i>Director of Investment Promotion</i>
<b>Hungarian Investment Promotion Agency</b>	
Mr. Róbert ÉSIK	<i>President</i>
Mr. Péter SZÉPLAKI	<i>Consultant, Investment Promotion Directorate</i>
<b>Jordan Investment Commission</b>	
H.E. Mr. Fareedon HARTOQA	<i>Secretary General</i>
Mr. Sami AL HARFOUSHI	<i>Director, Investment Promotion</i>
Ms. Mais KHLAIFAT	<i>Head of Legal Department</i>
<b>Investment and Development Agency of Latvia</b>	
Ms. Solvita GULBE	<i>Head of Representative Office, French Embassy</i>
<b>Investment Development Authority of Lebanon</b>	
Mr. Nabil ITANI	<i>Chairman-General Director</i>
Ms. Leila SAWAYA	<i>Economic Advisor</i>

Mr. El Hage Chahine MOURCHED	<i>Board Member</i>
<b>Libyan privatization and investment board</b>	
Mr. Abdelaziz ESHAWISH	<i>C.E.O.</i>
Mr. Essam ZAHAF	<i>Director, International Cooperation Department</i>
<b>Invest in Lithuania</b>	
Mr. Vida STASKONIENE	<i>Sales Support Manager, Business Development</i>
<b>Agence Marocaine de Développement des Investissements et des Exports</b>	
Ms. Jihane LMIMOUNI	<i>Chef de Service, Organisations Internationales</i>
<b>Netherlands Foreign Investment Agency</b>	
Mr. Ron HOGENBOOM	<i>Senior Economist</i>
<b>Palestinian Investment Promotion Agency</b>	
Mr. Haytham ALWAHIDI	<i>C.E.O.</i>
Mr. Raed SHAHWAN	<i>Human Resource Manager</i>
Ms. Hilda AL SHEIKH	<i>Legal Assistant</i>
<b>Polish Investment and Trade Agency</b>	
Mr. Marcin BULINSKI	<i>Manager</i>
Mr. Pawel KASPROWICZ	<i>Data analysis expert</i>
<b>Invest in Spain</b>	
Mr. Adrián BLANCO ESTÉVEZ	<i>Head of the Competitiveness Department</i>
<b>Business Sweden</b>	
Ms. Ulrika CEDERSKOG SUNDLING	<i>Executive Vice President</i>
Ms. Francisca HERODES	<i>Head of Investment Services and Cooperation</i>
<b>Agence de Promotion de l'Industrie et de l'Innovation (Tunisia)</b>	
Mr. Samir BECHOUËL	<i>Directeur Général</i>
Mr. Wajdi NEFFATI	<i>Directeur de la Coopération Internationale</i>
<b>Foreign Investment Promotion Agency (Tunisia)</b>	
Mr. Zied LAHBIB	<i>Directeur des études et de la coopération avec l'étranger coordinateur des bureaux de FIPA Tunisie à l'étranger</i>
<b>Tunisia Investment Authority</b>	
Mr. Ghali MANOUBI	<i>Directeur, politiques d'investissement et reformes</i>
<b>Department for International Trade (United Kingdom)</b>	
Mr. Richard GIVEN	<i>Deputy Director, Export and Investment Promotion</i>
Mr. Tord JOHNSEN	<i>Head of Investment, Export and Investment Promotion</i>
<b>World Association of Investment Promotion Agencies</b>	
Ms. Yasemin ESENLİK	<i>Deputy Executive Director</i>

## **Annex 4:**

# **Presentations, pictures and communication**

**Please click on this link to access the presentations**

[Presentations](#)

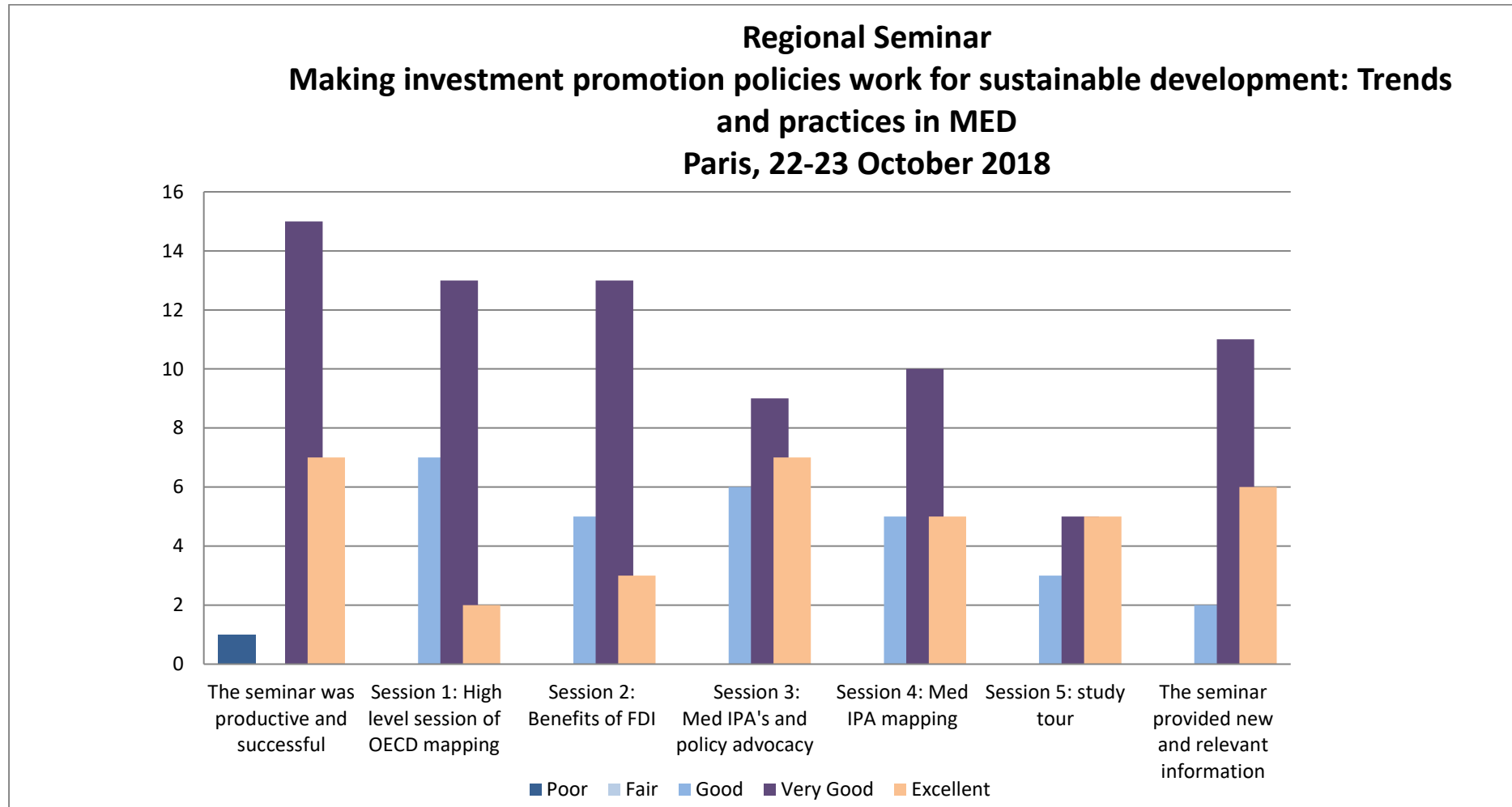
**Please click on this link to access the photo album**

[Photo Album](#)



## Annex 5: Feedback from the evaluation forms

23 participants replied to the evaluation questionnaire



<b>Regional seminar, Paris, 16-17 October 2018</b>	
Total nb of participants	48
Of which are women	15 (31%)
Of which are from MED	27
Of which are funded by the Programme	27
Of which are from EU member states and institutions	6
Of which are from international and regional organisations	13
Of which are from the private sector	0

### **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?

- Benefitting from the experiences of other IPA's in the region
- Work to the establishment of a department of political advocacy
- Reflect on the current functioning of IPAs
- Studying the practices of IPAs in OECD countries
- Improve HR allocation for a more resource-efficient effort

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

- Institutional benchmarking
- Comparisons between OECD and MENA region IPAs
- Role of IPAs in achieving SDGs as well as policy and advocacy
- Country comparisons (especially with South America)

6. Which topics were not or insufficiently covered?

- Investment dispute prevention
- Institutional cooperation among IPA's
- Mapping report

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

On process:

- Expand the length of interactive exchanges and reduce that of presentations
- Increased communication on the event
- Follow-up training
- More innovation in methods of workshop

On substance:

- More work on targeting the diaspora
- The evaluation of the role of IPAs in strengthening investment
- Domestic and regional challenges to the work of IPAs
- Follow up on the mapping report in more details

## CONTACTS

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