



Activities Report

2011-2016



MENA-OECD Competitiveness Programme
Activities Report 2011-2016

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Contents

INTRODUCTION.....	1
THE PROGRAMME’S METHODOLOGY AND GOVERNANCE	4
WORKING AREAS OF THE PROGRAMME	7
Horizontal activities: capacity building through partnerships	7
Investment Policies and Promotion.....	9
Promoting Entrepreneurship and SME Development.....	15
Levelling the Playing Field for Business	18
<i>Corporate Governance.....</i>	18
<i>Business Integrity.....</i>	20
Fostering Women’s Entrepreneurship & Economic Empowerment.....	23
CONCLUSION	26
ANNEX I.....	28
ANNEX II	30

INTRODUCTION

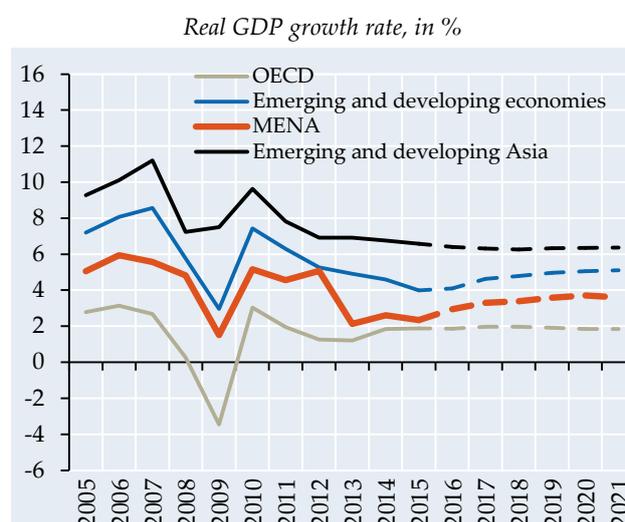
The Flexible Evolution of the Programme

The MENA-OECD Competitiveness Programme (previously called the Investment Programme) **(The Programme) was launched in 2005** at the request of Middle East and North African (MENA) governments, **to support reforms to mobilise investment as a driving force for growth and employment in the MENA region.** The Programme convenes government and non-government representatives from 18 MENA economies,¹ as well as OECD member countries, to exchange good practices on business climate reforms and private sector development.

The Programme has been operating under a rapidly changing economic and social context since its launch. Throughout the first decade of the new millennium, economic circumstances were mostly improving; investment in the MENA region was increasing, youth unemployment was decreasing, and inequality was moderately elevated (the Gini coefficient was averaging 38%, well below levels seen in some other emerging regions such as Latin America). The Programme's first phase (MENA I, 2005-2007) focused its efforts on strengthening governments' capacities to evaluate, prioritise and implement investment and business climate policy reforms to foster development.

In order to achieve a more sustainable growth model through diversification and inclusiveness, the MENA region recognised the need of steering away economic activity from the public sector. The OECD-MENA Ministerial Conference in Marrakech 2009 focused on strategic directions addressing key business climate challenges in the region in the context of the global financial crisis. Following this, in its second phase (MENA II, 2008-2010), the Programme further focused on building a strong private sector. Demands from the MENA governments stipulated an increased focus on country-specific support and backing in implementation of reform priorities, which resulted notably in the Business Climate Development Strategy (BCDS) – a novel, hands-on approach to provide country-specific support through reform evaluation, prioritisation and implementation, to ramp up the process of economic diversification.

Economic growth in the MENA region is lagging behind other emerging and developing countries



Sources: OECD Economic Outlook Database and International Monetary Fund (IMF) World Economic Outlook Database.

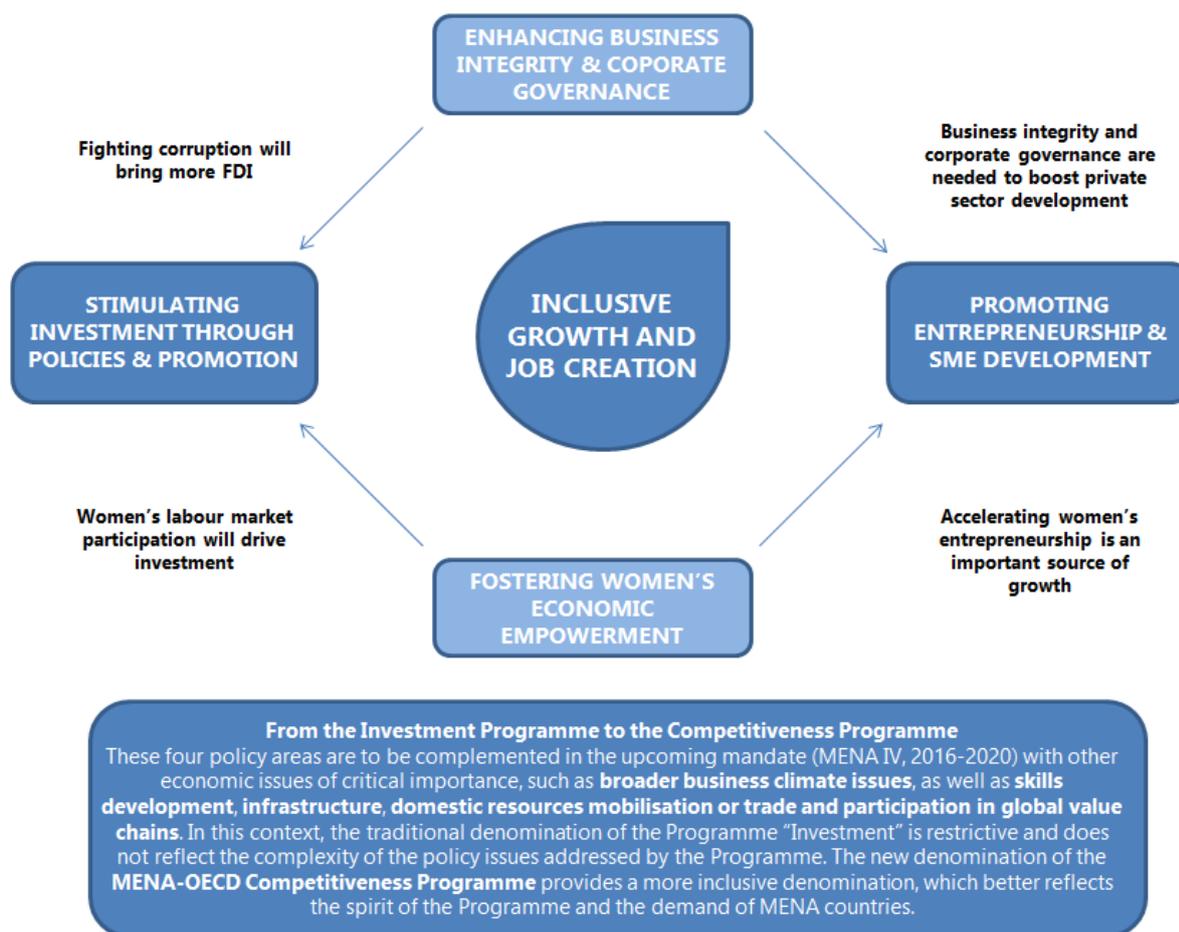
¹ Algeria, Bahrain, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Palestinian Authority, Qatar, Saudi Arabia, Tunisia, United Arab Emirates and Yemen.

The 2011 uprisings drastically altered the priorities. Although less affected by the financial crisis than other regions, the 2011 uprisings further contributed to slowing the economic growth. Since the turn of the decade, the MENA region still has not reached the pre-crisis levels of economic conditions, as annual growth between 2009 and 2015 was 2 percentage points below the pre-crisis rate, FDI inflows decreased by more than 50% between 2008 and 2015, and youth unemployment increased from 24% to 29% between 2009 and 2015.

To accommodate the economic and social changes, the Programme has been adapting in several ways. During its third phase (MENA III, 2011-2015), it has extended its scope to a wider selection of policy areas and has deepened its collaboration with regional players both from the public and private sector. Following the 2011 uprisings and the subsequent change in economic and social priorities for the MENA countries, the Programme has adapted accordingly. Thus, the Programme's initial focus on policy reform for a business-friendly investment climate was broadened and included fields such as women's entrepreneurship and economic empowerment, and business integrity. This reflected the call for a more inclusive approach to economic development in the region.

Throughout the third mandate, the Programme has expanded to address four distinct policy areas: (1) Investment Policies and Promotion, (2) Entrepreneurship and SME Development, (3) Levelling the Playing Field for Business through Corporate Governance and Business Integrity, and (4) Women's Entrepreneurship and Economic Empowerment. The interconnectedness of these is illustrated below.

Policy Areas of the MENA-OECD Competitiveness Programme



The recent economic and political transformations affecting MENA countries have motivated the fourth mandate of the Programme (2016-2020) to strengthen its horizontal dimension towards better policy coordination. Aiming to help countries in the region to compete in the global economy, the new mandate will build on the lessons learned and experience attained during the past ten years to add to the current efforts enhanced lines of action, as for example trade integration and stronger public-private dialogue networks.

Structured around the thematic pillars, this activities report is tabled at the Ministerial Conference of MENA-OECD Initiative on 3-4 October 2016, which launches the fourth mandate of the Programme. This document is complemented by the Action Plan for 2016-2020 which paves the road for future strategic orientations and implementation. The report accounts for the Programme's methodology and governance, the regional and country-specific activities, and how the Programme has collaborated with different actors and partners in the region, both from the private and public sector. A detailed list of events and publications of the Programme is included in the annex.

THE PROGRAMME'S METHODOLOGY AND GOVERNANCE

Based On OECD Experience

The Programme has built on the OECD's working methods, namely:

- Rigorous economic and policy analysis to inform national and regional dialogue for the identification of reforms.
- Peer learning and exchange of good practices that guide the implementation of those reforms.
- Development of internationally recognised legal and statistical instruments and tools.
- Capacity building to implement and monitor reforms.

The Competitiveness Programme has deployed OECD's working methods at the regional and country level, depending on the best approach needed for providing policy support. It has built on the expertise of other OECD Directorates, bringing together experts and representatives from member countries that participate in OECD Committees. In addition, the Programme constantly strives to ensure that the MENA region is strategically positioned and well represented within the OECD. To ensure high visibility, accountability and exemplarity as a regional platform, the Programme and its OECD chairs have been regularly reporting to the OECD External Relations Committee.

Policy dialogue and peer learning

The Programme's working groups and networks are inspired by the operation of the OECD's substantive Committees, which are official OECD bodies composed by government officials from member countries and partners or observers from non-members and international organisations. The Committees cover specific policy areas (almost all public policy areas except defence); provide studies, analysis and policy advice; ensure exchange of information and consultations among OECD Members; and develop substantive legal or policy commitments, such as guidelines, principles or best practices. They monitor commitments entered into and review Member country policies (e.g. *via* peer reviews). Their participants are specialists or experts on the given issue, often coming from capital.

The Competitiveness Programme's working groups and networks do not constitute official OECD bodies; nonetheless, they benefit their participants by fostering regional dialogue on key issues and by supporting the implementation of national reforms through peer learning and advice. The working groups foster linkages between the MENA-OECD Initiative and OECD

Committees and promote the participation of MENA countries in OECD instruments and tools. Some MENA Countries also enjoy participant status in OECD Committees.²

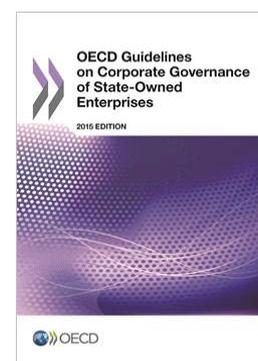
The activities of the working groups and networks also promote a more open dialogue among MENA actors by involving representatives from the private sector and international/regional organisations and experts. Such a participative approach increases the soundness and legitimacy of the discussions during regional meetings and enhances the stakeholders' "buy-in" for the implementation of reforms.

Regional dialogue is also informed by analytical work undertaken by the OECD Secretariat. That work builds on the collection and analysis of data and information on the thematic areas covered by the Programme. Analytical inputs have been often published in the form of reports that are made available to wider audiences.

Adherence and contribution to OECD legal and statistical instruments, standards and tools

The work of the Programme is guided by and benefits from OECD instruments, tools and statistics, such as:

- **Legal Instruments**
 - Declaration on International Investment and Multinational Enterprises
 - G20/OECD Principles of Corporate Governance
 - Guidelines on Corporate Governance of State-Owned Enterprises
 - Convention on Combating Bribery of Foreign Public Officials in International Business Transactions
- **Analytical tools**
 - Policy Framework for Investment
 - FDI Regulatory Restrictiveness Index
 - SME Policy Index 2014
- **Statistics**
 - Service Trade Restrictiveness Index
 - Benchmark Definition of Foreign Direct Investment
 - Entrepreneurship Indicators Programme
 - Scoreboard on Financing SMEs and Entrepreneurs



The Programme has also promoted an increasing use and participation of MENA countries in OECD statistical instruments. This is of the outmost importance for the region given the lack of reliable and complete data on the economy and the performance of the private sector.

² An example of this is the Investment Committee, where Egypt, Jordan, Morocco and Tunisia have Associate status in the Investment Committee meeting in enlarged session for work related to the Declaration on International Investments and Multinational Enterprises.

Developing partnerships with regional institutions and international organisations

The Programme's regional approach has been enhanced by opening and strengthening partnerships with regional and international organisations operating in the region. The Programme developed activities with regional and international organisations such as the League of Arab States (LAS); the Union for the Mediterranean; United Nations agencies (UNDP, UNESCWA, and UNIDO); the European Union; the World Bank Group; the African Development Bank; Arab Maghreb Union (UMA); the IMF Middle East Center for Economics and Finance (training courses), the Union of Arab Banks and the Arab Monetary Fund (AMF).

The governance of the Programme has been structured around the annual Steering Group meetings who have steered the activities of the various regional Working Groups and fora in which the policy concerns of the region were debated amongst peers. Sweden and Morocco co-chaired the Programme throughout the MENA III period, and they have convened the Steering Group at five occasions. The three Working Groups are: the Working Group on Investment Policies and Promotion; the Working Group on SME Policy, Entrepreneurship and Human Capital Development; and the Working Group on Corporate Governance. In addition, the MENA-OECD Business Integrity Network and the OECD-MENA Women's Business Forum have been active along with several other Task Forces, which complement and contribute to the work done by the Working Groups.



OECD Deputy Secretary General Douglas Frantz and UAB Secretary General Wissam Fattouh, 19 September 2016

WORKING AREAS OF THE PROGRAMME

Tackling Priorities for Private Sector Development

Throughout its third mandate (2015-2016), the Programme has organised a number of activities in several different areas:

Type	Number of events	Number of participants
Regional Working Group Meetings	35	1,820
Joint Events (MENA-OECD Initiatives)	7	350
Country Specific Events	105	3,015
Training Courses	15	370

In addition to these, the Programme has produced 22 publications and participated in several other joint conferences or workshops organised by other international organisations.

Horizontal activities: capacity building through partnerships

The interlinked nature of the areas, as illustrated above in the introduction, provides for the opportunity to carry out activities of an overarching sort. These activities are categorised as horizontal activities, and are accounted for below.

The Programme has been supporting Arab Countries in Transition through work under the Deauville Partnership. The Deauville Partnership was launched in 2011 by the G8 to support the transformation process in Egypt, Jordan, Libya, Morocco, Tunisia and Yemen. It provides a framework for technical support to strengthen governance for transparent, accountable governments, and to provide an economic framework for sustainable and inclusive growth. The MENA-OECD Competitiveness Programme is implementing four out of the 20 projects funded by the MENA Transition Fund.³



³ MENA Transition Fund projects with OECD involvement are (in **bold** the ones with the Programme's participation): **Enhancing the Investment Climate in Egypt**; Towards inclusive and open governments: Promoting women's participation in parliaments and policy-making; Northern Africa: Improving Connectivity in the Maghreb with application to Morocco; Strengthening the Rule of Law: Effective and transparent delivery of justice and rule-making in Egypt; **Competitiveness and Investment in Jordan**; **Elaboration of a SME Development Strategy in Libya**; **Setting-up an Investment Authority in Tunisia**; Enhancing Domestic Resource Mobilisation through Effective Tax System Design and Improved Transparency and International Cooperation in Tunisia; **Operationalising Public Private Partnerships in Tunisia**; and Reinforcing the rule of law – Developing the capacities of the Judiciary in Yemen.

In partnership with the IMF Middle East Center for Economics and Finance (IMF-CEF), the Programme has carried out capacity-building training courses in several areas: Private Public Partnerships (PPPs); business integrity mechanisms and tools as well as anti-corruption legislation reform and implementation; enhancing competitiveness; and improving policies and access to finance for SMEs. These activities have enabled participants from both the public and private sectors to exchange views and best practices, and to benefit from lectures given by international experts and specialists. 15 training courses have been organised between 2011 and 2016, with a total of 370 participants attending.



IMF-CEF Training session, October 2012, Kuwait

Investment Policies and Promotion

Since the founding of the Programme, supporting investment policy reform for jobs and inclusive growth in the MENA region has been a core focus.

Key activities and achievements at the regional level

Several MENA economies have embarked in investment reforms to restore investor confidence and boost attractiveness, recognising that investment expands productive capacity, drives job creation and income growth. Often suffering from complex and inefficient legal and institutional frameworks, some countries revised their investment law and reformed their investment promotion agencies. The Programme has accompanied these processes, most notably through the MENA-OECD Working Group on Investment Policies and Promotion (co-chaired by



Working Group on Investment Policies and Promotion, Cairo, December 2014

Japan and Jordan) – an important forum for dialogue bringing together MENA countries, OECD members, private sector, and regional and international partners, to discuss ways to attract more and better investments. The Working Group, co-chaired by Japan and Jordan, meets annually to take stock of foreign direct investments (FDI) trends in the region, assess investment policies, barriers and agreements and discusses emerging common issues impacting the business environment.

OECD expertise on investment is well recognised by policy makers and other partners, including regional and international organisations, and builds on instruments such as the Declaration on International Investment and Multinational Enterprises and the Policy Framework for Investment (PFI), updated in 2015. These instruments provide a sound basis for the shaping of investment policies, and have accompanied many countries in their investment reforms.

The OECD Task Force on Energy and Infrastructure took concrete steps to improve the investment framework, in order to spur private investment in the renewable energy sector in the MENA region: The Task Force worked to establish a unified position of the private sector regarding how to best encourage investment in renewable energies. It highlighted the positive role of the private sector to help MENA governments shift their policies towards a greener growth trajectory through the identification of solutions to obstacles spurring growth of renewable energies through private sector investment. The 2013 Renewable Energies in the Middle East and North Africa publication outlines detailed policy recommendations and identifies support mechanisms for private investment in renewable energy in the MENA region.

Regional co-operation and investment integration has been a central focus for the Programme since its genesis. Part of this work has been carried out jointly together with the League of Arab States (LAS). Two joint events were held in the LAS Headquarters in Cairo, and the

LAS participated in a number of events organised and co-organised by the Programme focusing on reviving investment in the MENA region. The Programme also analysed the 2013 Amendment to the 1980 Arab Investment Agreement to build awareness and foster a concerted approach towards ways of promoting greater integration.

The Programme has worked with GCC countries in their diversification process. In the 2011 stocktaking report on “Assessing Investment Policies of the member countries of the Gulf Cooperation Council” and in the subsequent Regional Conference on Assessing Investment Policies of the GCC Countries, several options on how to translate economic diversification strategies into sound international investment policies were discussed.

Building on the monitoring process of the MENA-OECD Competitiveness Programme and key OECD investment-related instruments, such as the Policy Framework for Investment and the Business Climate Development Strategy, **the OECD was instrumental to the adoption of the 2012 Cairo Action Plan for Improving Investment Frameworks in the Deauville Partnership Countries** which identified measures to be taken at the regional and country-specific levels to revive investment and stimulate growth and job creation. Follow-up conferences were held at country level, in particular Morocco, to assess the implementation of the Cairo Action Plan.

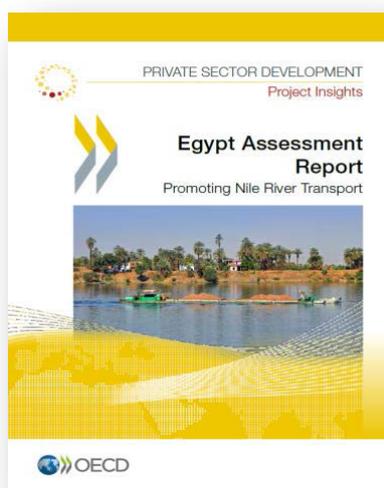
The Programme contributed to the development of a platform for co-ordination and alignment among actors active in infrastructure investment through the Support Programme for Investment Security in the Mediterranean (ISMED), launched in October 2012 with funding from the European Commission. With a focus on the four Deauville Partnership countries (Egypt, Jordan, Morocco and Tunisia), the Programme sought to provide advice to Governments on reducing framework risks of specific infrastructure projects or sectors, formulate region-wide policy recommendations and organise public-private policy dialogues. Notable achievements include:

- At the regional level, the launch of two studies: a report on legal frameworks for infrastructure investment, and a Handbook on PPPs for policy makers.
- At the country level, the completion of three country projects and associated assessment reports: Promoting River Transport in Egypt; Optimising the Framework for Renewable Power Infrastructure in Jordan; and Enhancing the Development for Logistics Zones in Morocco. It also organised public-private dialogue workshops in Jordan and Egypt and a PPP training event delivered to the Egyptian River Transport Authority.

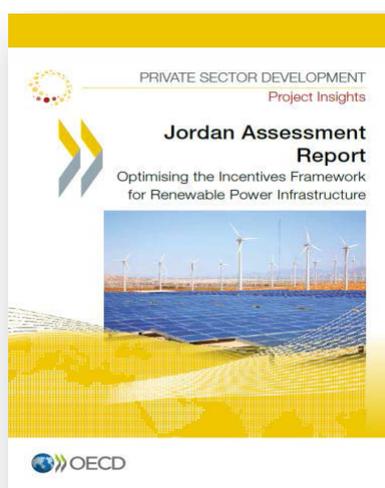
These main outputs were presented at a High-level Conference held on 4 December 2014 at the OECD Headquarters in Paris.

ISMED country-specific assessment reports

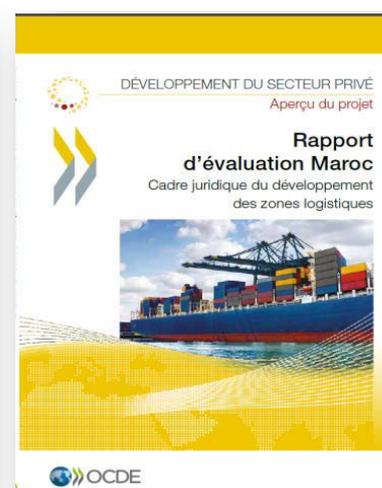
Egypt: Promoting Nile River Transport



Jordan: Optimising the Incentives Framework for Renewable Power Infrastructure



Morocco: Enhancing the Development Framework for Logistics Zones



In December 2013, the **ISMED Working Group** was formed with the objective of fostering innovative policy tools to enhance the efficiency of legal investment frameworks and risk mitigation instruments in support of private infrastructure investment in the MENA region. Chaired by Iraq and France, it hosted four Task Forces that are independently developing research-based proposals on the following topics:

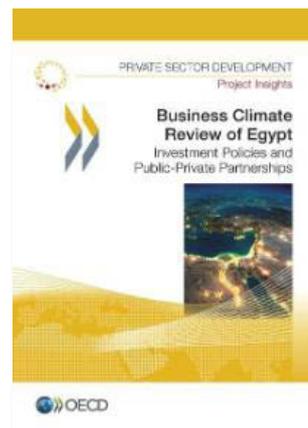
- PPPs and concessions
- Risk mitigation instruments
- Islamic finance
- International arbitration

In addition, the Working Group serves as a platform for regional policy dialogue, coordination and alignment among the many international, regional and domestic players active in the field, including the private sector and civil society.

Key activities and achievements at the country level

The Programme is co-operating in particular with the four economies that adhered to the OECD Declaration on International Investment and Multinational Enterprises: Egypt (2007), Morocco (2009), Tunisia (2012) and Jordan (2013). It also implements an Iraq-specific project on business climate which started in 2007.

Supporting investment policy reforms in Egypt. Egypt adhered to the OECD Declaration on International Investment and Multinational Enterprises in 2007, based on the OECD Investment Policy Review of Egypt. Following this adherence, the Programme has carried out two assessments of Egypt’s business environment, building on consultations with the private sector and governmental stakeholders: the Business Climate Development Strategy of Egypt (BCDS) in 2010 and the OECD Business Climate Review of Egypt in 2014, which, according to government sources, proved useful for the 2015 revision of the Investment Law.



In addition, the Programme launched the Project on Enhancing the Investment Climate for Competitiveness in Egypt, with a high-level Conference organised in Cairo in March 2016 with the



Conference on Enhancing the Investment Climate for Competitiveness in Egypt, March 2016

Ministry of Investment of Egypt. This project, funded by the MENA Transition Fund and implemented jointly by the World Bank and the OECD, seeks to improve the regulatory environment for investors through simplified industrial licensing and transparent land allocation processes (the WBG’s activities); support the government in designing a new investment policy and legal framework; and strengthen its international investment regime (the OECD’s activities).

Supporting policy reforms in Morocco. Since the Investment Policy Review was carried out in 2010, the OECD has actively been supporting Morocco in its investment policy reforms. Following the launch of the OECD Business Climate Development Strategy of Morocco, carried out along with key Moroccan stakeholders, the Minister of General and Economic Affairs drafted a road map for policy reforms based on the findings and recommendations of the report and established monitoring process. Morocco substantially improved its Doing Business ranking as of 2012. In 2014, the Programme supported the organisation of a follow-up conference to the 2013 London G8 Conference, entitled A Country of Limitless Investment Opportunities. This conference focused on success stories and challenges ahead and assisted Morocco in further prioritising investment reforms.

Supporting the revision of the legal and institutional investment framework in Tunisia. Following the OECD Investment Policy Review, two projects, funded by the MENA Transition Fund, have been carried out to build strong institutions and best practices in Tunisia. The first focused on reforming and streamlining institutional coordination for investment, as well as provided policy recommendations for further integration of the country into global value chains, and supporting the strengthening of the Investment promotion agency. The second project on operationalising PPPs provided an analytical and capacity-building review to support the Government in creating an effective institutional framework for PPP development, including through a new PPP Law and Unit.

Supporting the implementation of the new investment regime in Jordan. As a follow-up to the OECD Investment Policy Review of Jordan, the Programme, in co-operation with the World Bank, launched the Jordan Investment and Competitiveness Project in the middle of 2014, funded by the MENA Transition Fund. The Project started in the context of the enactment of the new Investment Law in October 2014 and the establishment of a reformed investment promotion agency, the Jordan Investment Commission. It supports the government in implementing investment, legal and institutional reforms with a view of further improving its investment policy framework and building capacities of the institutions responsible for investment policy, promotion, and services, including in a specific sector: renewable energy and energy efficiency. Substantive outputs include (1) an analysis of Jordan's new Investment Law with a focus on the protection of investment, (2) an analysis of Jordan's restrictions to foreign direct investment, which was followed by the revision of the Regulation on non-Jordanian investment, and (3) an analysis of the international investment regime followed by a capacity-building workshop for investment treaty negotiators. The Project also elaborated the OECD Clean Energy Investment Policy Review of Jordan in consultation with key stakeholders

Supporting strengthened investment and business climate in Iraq. The OECD Iraq project was launched in 2007 with the support of the US Department of State and subsequently the Swedish International Development Cooperation Agency (SIDA). It has combined capacity building and policy dialogue activities to support Iraqi policies and institutions building a sound investment and business environment. The fourth phase of the Project focused on improving the business and investment climate in Iraq. Specifically, the Project:

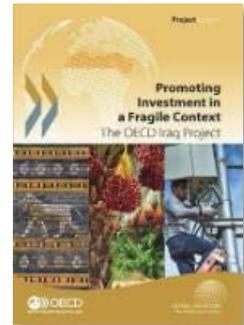
- Helped the Government of Iraq develop a more attractive **policy framework for investment**;
- Worked on increasing the **investment promotion** capacity in order to better attract and retain investors;
- Supported the government's efforts to establishing an enabling framework for developing **Special Economic Zones**; and
- Ensured the participation of Iraqi stakeholders in the activities of the **MENA-OECD Competitiveness Programme**.



Second Meeting of the Iraq Project Working Group, February 2015, Paris

Through these activities, the Projects reached several tangible outcomes :

- Support to the enactment of the second amendment to the 2006 Investment Law of Iraq based on OECD recommendations and policy advice to Iraqi legal experts
- Training of over 60 staff members of the national and provincial promotion agencies in developing investment marketing material, handling investor inquiries, presenting material to investors, and preparing investment files to formulate and market investment opportunities in Iraq
- Creation of a unique and independent platform for Iraqi stakeholders, business associations and the private sector to engage in dialogue
- Participation of high-level Iraqi policy makers, government officials and representatives from the business community and civil society in the regional expert networks of the MENA-OECD Competitiveness Programme



Promoting Entrepreneurship and SME Development

SME and entrepreneurship policies are a central element of private sector development strategies. The Programme accompanies MENA partners in enhancing and implementing their SME policies.



Source: World Bank (2015), *Entrepreneurship Survey*

Worldwide, small and medium-sized enterprises (SMEs) constitute the overwhelming majority of enterprises; account for between half to two thirds of employment; and contribute to value added, innovation and exports. In the MENA region, the creation of enterprises in the formal economy is one of the lowest in the world (only 0.6 new firms were created on average between 2004 and 2012). A large share of SMEs operate in the informal economy, depriving their workers from better jobs, their managers from opportunities to grow their businesses and

the State from tax revenue. Deficiencies in the business environment are a barrier for entrepreneurship and SME development in several economies and lead existing SMEs to remain small and below their productive potential.

To face these challenges, several MENA economies are undertaking reforms and initiatives to improve business environment and foster enterprise creation and growth. The Programme has been supporting the identification, implementation and monitoring of these reforms.

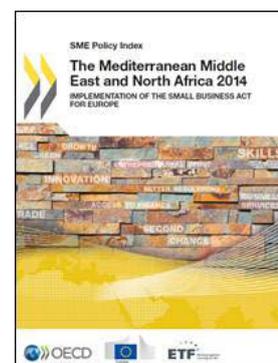
Key activities and achievements at the regional level

The Programme promoted regional policy dialogue and exchange of good practices on SME and entrepreneurship policy through the Working Group on SME Policy, Entrepreneurship and Human Capital Development. The Working Group, co-chaired by Tunisia and Italy, is a regional forum for policy dialogue, peer learning and exchange of experience and good practices. Participants include policy makers from ministries of industry and economy, institutions in charge of SME development, members of private sector, international organisations and the donor community.

Since its launch in 2008, the Working Group has held eight regional meetings, focusing on issues such as the promotion of young and high potential enterprises, facilitating access to finance, benchmarking SME policy performance, and SME statistics, among others. The meetings have taken place in the OECD headquarters in Paris (2009 and 2014), Manama (2008), Barcelona (2009), Tunis (2010), Casablanca (2011), Rome (2012) and Dubai (2016).

The discussions and decisions of the meetings of the Working Group have benefited from and contributed to the elaboration of regional studies, notably:

- **The 2008 Report on the Implementation of the Euro-Mediterranean Charter for Enterprise:** Elaborated by the OECD in collaboration with the European Commission and the European Training Foundation, the report covered nine MENA economies and used the methodology of the SME Policy Index to benchmark policies in a wide set of policy areas including skills, access to finance, access to markets, innovation and business support services.
- **The 2013 report on New Entrepreneurs and High Performance Enterprises in the Middle East and North Africa:** Prepared in collaboration with Canada's International Development Research Centre, the report assesses the policy context for young enterprises in the MENA region and outlines policy tools and instruments, both indirect and direct, that governments can implement to support new enterprise development.
- **The SME Policy Index: The Mediterranean Middle East and North Africa 2014:** This report updates the 2008 Report on the Implementation of the Euro-Mediterranean Charter for Enterprise and extends the analysis to new policy areas including bankruptcy, internationalisation, public procurement and greening SMEs. The findings of the report have been important for the identification and implementation of a number of reforms in several MENA countries.



The regional dialogue and analytical activities undertaken in the framework of the Working Group have also provided fertile ground to contribute to other regional and international efforts in the area of SME policies in the MENA region. For example, the Programme contributed to the conference on policies for SMEs under the Deauville Partnership for Arab Countries in Transition in July 2012. This conference was an important milestone in placing SME and entrepreneurship development high in the Deauville Partnership agenda, and resulted in concrete activities:

- The elaboration in 2012-2013 of **Near term action plans so support SMEs** in the Arab Countries in Transition with the support of the OECD
- The adoption of a **Compact on Economic Governance** elaborated by the G7 German Presidency and the OECD in 2015, which includes key actions to promote SME and entrepreneurship development
- Support to Libya in the development of a SME Strategy and support to Jordan in the governance and institutional implementation of its 2016-2020 SME Strategy (see below)

Based on the knowledge generated by the activities of the Working Group, as well as on OECD tools and standards, the Programme organises since 2012 yearly capacity building workshops on SME development and on policies for competitiveness in the MENA region. The workshops benefit government officials from the region and are held in co-operation with the Centre for Economics and Finance (CEF) of the International Monetary Fund in Kuwait City.

Key activities and achievements at the country level

Improving SME policy in Libya. The Programme contributes towards preparing the ground for private sector development in a post-conflict situation in Libya by supporting the development of an SME strategy, via a technical assistance project funded by the MENA Transition Fund, from 2013-2016. The project has focused on the analysis of SME development in Libya and the definition of an SME strategy, ingredients that will be necessary for implementing further components of the project when the situation in Libya will improved. Through these activities, the project has sought to address major systemic constraints to private sector development and economic growth, such as a non-diversified economy, a weak private sector, an unfavourable regulatory system and very low institutional capacity. The report *SMEs in Libya's Reconstruction* was published in September 2016.



Jordan Competitiveness and Investment Project. The OECD is supporting Jordan to implement its 2016-2020 SME and entrepreneurship strategy through a MENA Transition Fund Project. The project focuses on the implementation mechanisms of the SME Strategy through:

- The creation of a mechanism for effective oversight, coordination, partnership development and capacity building.
- The development of a statistical database and dedicated SME information web portal.
- The design and implementation of a monitoring and evaluation system.

The project aims to build the capacity of Jordan policy makers to set up implementation mechanisms based on international good practices in OECD countries and in selected emerging economies.



*Meeting of the SME Working Group in
March 2016 in Dubai*

Levelling the Playing Field for Business

CORPORATE GOVERNANCE

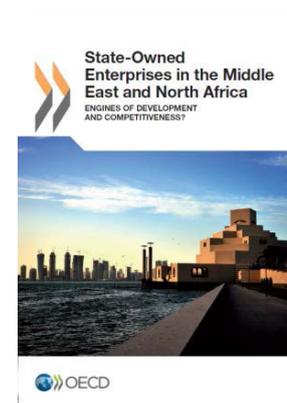
Good corporate governance is a tool for companies and economies that want to attract investment and boost private sector development. By creating an environment of trust, transparency and accountability, good corporate governance is indispensable for developing sound domestic capital markets that can help countries to finance investment in the real economy. Efforts to improve corporate governance thus connect to the overall goal of the Programme, which is to mobilise investment and support economic growth in the MENA region. The need to develop good corporate governance extends beyond the private sector – it also includes state-owned enterprises (SOEs). Only by applying high standards of corporate governance can SOEs play a positive role in development and poverty alleviation. Otherwise, SOEs become a burden for taxpayers and society as a whole.

Key activities and achievements at the regional level

The Working Group on Corporate Governance has leveraged the OECD expertise and co-operation with regional partners. The Working Group has supported work in areas ranging from boardroom practices, the role of stakeholders, securities market regulation, and capital market development to the governance of state-owned enterprises. The work has been carried out in close co-operation with regional partners, such as the Union of Arab Banks, the Arab Federation of Exchanges and the Union of Arab Securities Authorities, as well as national institutes of corporate directors, corporate governance centres, individual companies, investors and stakeholders. The Working Group also benefitted from the experiences of similar regional work that the OECD supports in South-East Asia, Southern Africa and Latin America. The efforts in these areas have had three main objectives:

- Driving private sector development,
- Promoting capital market development for private sector growth, and
- Improving the governance of state-owned enterprises.

By facilitating the sharing of good practices and through comparative research, the Working Group has supported the development of corporate governance related regulations, as well as recommendations and codes based on two of the OECD's instruments: Principles of Corporate Governance and Guidelines on Corporate Governance of State Owned Enterprises. The institutional infrastructure has been developing in tandem. An important result of the programme has been the capacity building of local institutions and regional organisations responsible for driving change in local practices. The Working Group was supported by thematic task forces on priority issues. Considering the concentrated and often complex ownership of listed firms, the challenges faced by stock exchanges and securities regulators in improving corporate governance are considerable and vital to



address. **The Task Force report on The Role of MENA Stock Exchanges in Corporate Governance** provides a resource for future steps to more effectively promote reform. State-owned enterprises (SOEs) are an important feature of the economic landscape in MENA. **The Task Force report on State-Owned Enterprises in the Middle East and North Africa: Engines of Development and Competitiveness?** provides an overview of the diverse mandates and roles of SOEs in the region; it assesses the costs of these obligations with a view to isolate ownership and governance practices that have contributed to the success of some companies and poor performance of others. Recommendations to policymakers as well as management and boards of SOEs provide insights for implementation.

The Programme also established the **MENA Investor Council** as a platform for dialogue involving major investors and regulators in order to develop mutual understanding to enhance the effectiveness of regulation and company buy-in.

BUSINESS INTEGRITY

Improving integrity is essential to attract investment and ensure business development. Although most governments of the MENA region have ratified the United Nations Convention on Anti-Corruption (UNCAC) and the Arab Convention against Corruption and have also proceeded to reform national legislation and establish anti-corruption agencies in line with international standards, progress in fighting corruption in the region is reported as being insufficient. Corruption is still identified in company polls as a major constraint, together with political instability and informal sector prevalence. Combatting corruption and promoting integrity are essential policy priorities for establishing an efficient and transparent business climate and attracting foreign investment as well as developing trade.

Through dialogue and training, the Programme has shared knowledge on how to improve business integrity. It organised regional events, trainings and workshops to accompany the private sector practitioners to share knowledge and experience in fighting corruption and improving business integrity. It notably builds on OECD expertise and instruments such as the Convention on Combating Bribery of Foreign Public Officials in International Business Transactions (1997); the 2009 Recommendation of the Council for Further Combating Bribery and the related Good Practice Guidance on Internal Controls, Ethics and Compliance; and the OECD Guidelines for Multinational Enterprises. These activities are complementary to those of the MENA-OECD Governance Programme, with which collaboration has been increasing.

Key activities and achievements at the regional level

The MENA-OECD Business Integrity Network (MOBIN) was established in 2011 as a setting for the business community to promote stronger, cleaner and fairer environment for businesses. Through this Network, the Programme sought to support convergence of the regulatory integrity environment with international standards and promote compliance of businesses present in the region with best practices through training sessions and public-private dialogue. The MOBIN engaged with national, regional and multilateral partners active in the region to conduct and co-ordinate its activities among which the UNDP Regional Project on Anti-corruption and Integrity in the Arab Countries (UNDP-ACIAC) or notably the Moroccan General Confederation of Enterprises (CGEM), the Institut Arabe des Chefs d'Entreprises (IACE), the Egyptian Junior Business Association (EJB), Schema Tactical Thinking in Jordan, and the Center for International Private Enterprise (CIPE).



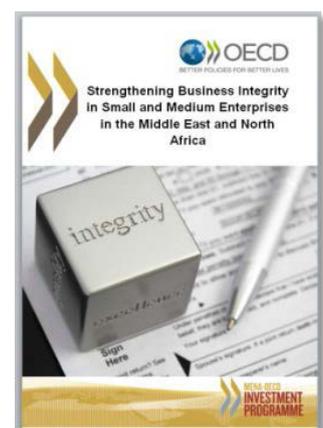
Meeting of the MENA-OECD Business Integrity Network, Paris, April 2016

The Programme has raised awareness through regional and national conferences or roundtables organised to provide public and private sector representatives from the MENA economies with an opportunity to exchange amongst themselves and with experts from OECD countries measures that can be taken by different stakeholders to reduce corruption. Discussions helped raise awareness among the public and private sector representatives of international anti-corruption and integrity standards, practical exchanges of experiences, the confrontation of good practice developed by OECD countries and international organisations. Exchanges also allowed identification of means and ways to engage in a public private dialogue. Preventive measures which promote internal compliance and integrity measures by companies were also presented. Recommendations for follow-up actions, in particular of the April 2016 meeting, provide a rich ground for further activities by the MOBIN.

The Programme also organised training seminars to share practical measures that can be taken by companies and business associations to promote integrity in light of the international anti-corruption standards. It also informed on measures that business associations and companies can implement in order to promote private-public dialogue to create the demand for anti-corruption and good governance measures by governments. Training seminars also provided an opportunity for the MENA representatives to learn about international experience concerning internal company measures to promote integrity, ethics and compliance, and about collective actions that companies can take to address risks of corruption.

The Programme worked to improve understanding through the dissemination of support documentation. Building on key international binding and non-binding anti-bribery and integrity provisions, the Programme produced a set of reference documents and training materials that can be used by the MENA countries, including public and private sector stakeholders, to further promote business integrity and deliver training on this issue.

In addition, **a Handbook on Business Integrity for SMEs was developed as a practical guide to help SMEs in the region understand business integrity concepts and assist them in developing business integrity practices.** It provides SMEs with an overview of corruption while highlighting practical examples and best practices from SMEs and corporates operating in the region as well as in OECD and non-OECD member countries. It sheds light on local tools and initiatives that can be used to develop compliance programmes. It is designed to serve as training material for compliance and business integrity professionals. The Handbook notably build on collaboration with the Moroccan General Confederation of Enterprises (CGEM), the Egyptian Junior Business Association and the Institut Arabe des Chefs des Entreprises (IACE).



Key activities and achievements at the country level

The Programme acts to improve business integrity in Morocco. Jointly with the OECD Directorate on Public Governance and Territorial Development, the Programme has been working on the project on Enhancing business integrity in Morocco. This project is included in the Morocco Country-Programme in 2015. It aims at bolstering the integrity framework in Morocco through several activities: high-level conferences raising awareness on corruption risks in the three sectors and supporting enhancement of the general integrity framework; training seminars on integrity measures in public procurement; and the introduction of the concept of collective action to private companies. Stakeholders of the project include the Government of Morocco through the Ministry on General Affairs and Governance, sectorial Ministries, and the Central Institution for the Prevention of Corruption (ICPC); NGOs such as Transparency Maroc; and private sector representatives (CGEM).

In Egypt, the programme has worked on promoting public-private dialogue and strengthening the private sector integrity. In light of the economic, political and judicial developments in Egypt as well as in light of the international integrity standards, the Programme's efforts have focused on engaging in a participatory dialogue on means to strengthen business's role in preventing and responding to corruption risks, and it has provided means for small, medium and large companies to engage in a participatory dialogue on how to avoid corrupt practices in their operations. Building on exchanges with private sector representatives and their identified needs to improve integrity in business, a "white" paper was delivered in 2012 by a group of business representatives to the then Egyptian Anti-corruption Commission.

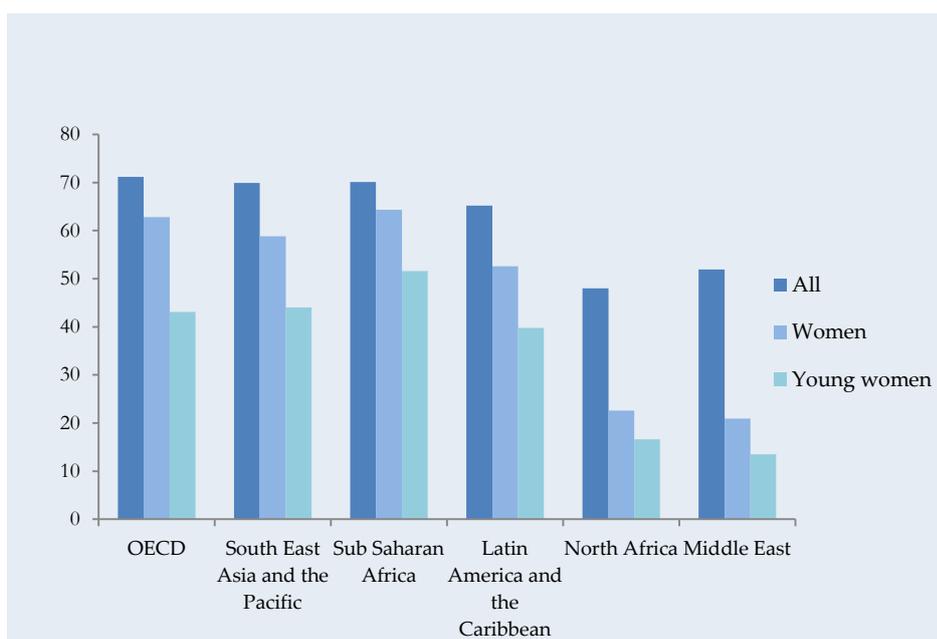
Fostering Women's Entrepreneurship & Economic Empowerment

Closing the gender gap not only makes sense in terms of fairness, but is an essential ingredient of any strategy for inclusive growth. Building inclusive societies by investing in women increases productivity, as well as reduces poverty and inequality. Gender equality in the workforce represents a significant resource for economic growth and development both at national and company levels.

Governments in the MENA region are increasingly aware of the importance of broadening the inclusion of all groups of society. Almost all MENA countries have adopted national development plans or gender strategies which commit to support women's economic integration. Constitutional changes in some countries addressed gender equality. Yet, inequalities persist in society as reflected in the low inclusion of women into the economy.

Women indeed represent an untapped economic resource in the MENA region. Fostering women's economic empowerment is an imperative measure to achieve increased investment and economic growth. The female labour force participation rate in the region is just above 20% – the lowest in the world and well below that of men which is at around 75% in the region. Women's labour force participation rate does not reflect the significant advances in female education levels over the past decades. Indeed, the gender gap has narrowed in all school cycles especially in tertiary education.

The Programme has been leading innovative initiatives in furtherance of women's entrepreneurship and economic empowerment in the region: the OECD-MENA Women's Business Forum (WBF) and a project aimed at identifying the explanatory factors for inequality in economic integration. It has also paid increasing attention to gender mainstreaming (i.e. incorporating a gender perspective into a wider range of policy regulations). In addition to this, the work has also fed into the horizontal gender initiative of the OECD.



Key activities and achievements at the regional level

THE OECD-MENA WOMEN'S BUSINESS FORUM (WBF)

Since its creation in 2009, the WBF has provided an effective and a unique network for policy dialogue and exchange of experiences and good practices. The WBF mobilised over 500 representatives of governments, private sector, civil society and financial institutions from MENA and OECD economies to promote women's economic opportunity by supporting policy reforms through the exchange of experiences and good practices for improving women entrepreneurs' access to support services, financing and networks. The WBF was the first platform of its kind, contributing to raise awareness of the economic potential of women while identifying gaps and needed reforms to foster women's economic empowerment.

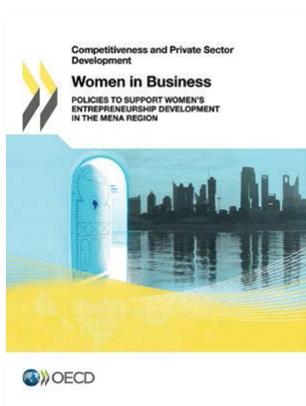


Women's Business Forum, Paris, May 2012

The WBF participated in a number of international and regional events and continuously recalled that women are a driver of growth and highlighted the need to accelerate women's entrepreneurship. Collaboration partners in this field include the Center of Arab Women for Training and Research (CAWTAR) as a knowledge centre, the Union for the Mediterranean, which has held high-level conferences on Women Empowerment, the Union of Arab Banks (with which the Programme co-operated for the study on access to finance for women) and the League of Arab States. It has developed synergies with national and regional partners, the Council of Arab Business Women, UN Women, ILO, and EBRD.

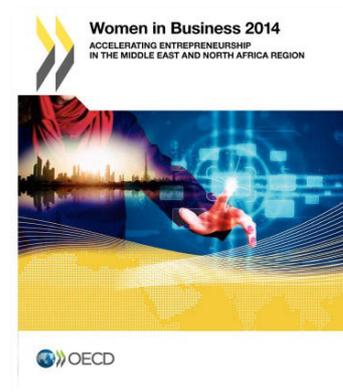
The Programme has, in the framework of the WBF, raised awareness on existing support measures in the MENA economies but also on ways to further support women's entrepreneurship.

The Programme has contributed to increasing knowledge. The 2012 publication on Women in Business: Policies to Support Women's Entrepreneurship Development in the MENA Region provides a comparative overview in 18 MENA economies of support for women entrepreneurs and recommends actions that national governments, financial institutions and international stakeholders can take to improve support to women entrepreneurs. The report assesses support in the areas of policy leadership, institutional co-ordination, access to credit and financial services, business support services and information, and data collection and research. It is based on country inventories developed by national task forces, completed by input from CAWTAR and the Programme's research.



The follow-up publication Women in Business 2014: Accelerating Women's Entrepreneurship in the Middle East and North Africa provides a statistical overview of

women's education, employment and entrepreneurship. Building on data collection through questionnaires and on-site visits, it also presents an analysis of women's access to business development services, including incubators, as well as the difficulties they confront in accessing credit and finance to develop and grow their business. The publication provides recommendations in the key policy areas which mobilise stakeholders from across society – governments, the private sector business associations and civil society – in a collective effort to continue to improve the business climate for women entrepreneurs in the MENA region.



PROJECT ON SUPPORTING WOMEN AS ECONOMIC ACTORS DURING PERIODS OF TRANSITION IN THE DEAUVILLE PARTNERSHIP COUNTRIES AND ALGERIA

Seizing the opportunity of on-going social, economic and political changes, the Programme launched a project in 2013 to examine how legislative reforms translate into equal economic opportunities for women and men. It contributed to the June 2013 Deauville Partnership Summit in London on Supporting open economies, inclusive growth: Women's role in Arab countries. The Summit acknowledged that gender inequality has many different roots, including social norms and practices, deriving from policies, laws and regulations. It encouraged further analysis, welcomed the project and expected its findings in support of further women's economic empowerment.

The forthcoming OECD publication on Women's Economic Empowerment: The impact of the legal frameworks of Algeria, Egypt, Jordan, Libya, Morocco and Tunisia will be the outcome of analytical and field research building on the work of the national project teams which sought inputs from local experts and different target groups (such as entrepreneurs, high profile students, and rural workers). Country reports, including recommendations, were submitted to discussions during international consultations with experts from the OECD and the region, notably the WBF, to refine findings and policy recommendations. The forthcoming publication summarises the collective work, providing a comparative analysis of the different rights, examines the legal provisions in place in Algeria, Egypt, Jordan, Libya, Morocco and Tunisia, including the recent constitutional amendments which still have to be translated into the overall legislative framework to ensure gender equality. The publication also reviews how the legal provisions (i.e. personal status, labour, taxation and business laws) impact women's economic involvement and brings to light some explanations for the gender gap in the economic participation rate. It offers a number of recommendations for actions, in particular by governments with a view to improving the legislative and institutional framework aimed at boosting women's employment and entrepreneurship.

CONCLUSION

During its third mandate (2011-2015), the MENA-OECD Competitiveness Programme has further helped governments identify and implement reforms to mobilise private investment and has supported the development of a vibrant private sector conducive to inclusive growth. More than 1,800 participants contributed to the regional policy dialogues, over 3,000 policy-makers benefitted from 105 national seminars and capacity-building workshops and 15 regional training courses for almost 400 attendees were organised. Contributions to regional and national events were numerous, as was participation in the events. The Programme has co-organised high-level regional conferences with important partners, such as the United Nations Development Programme (UNDP), the Deauville Partnership presidencies, and the League of Arab States (LAS). The Programme produced 22 publications and wrote numerous background policy papers, mainly for the regional policy dialogues.

To enhance the OECD's relevance and impact, **the Programme has strengthened synergies with national, regional and international partners.** The Programme has notably developed activities with the League of Arab States (LAS), the Union for the Mediterranean, the United Nations Development Programme (UNDP), the European Union, the Center of Arab Women for Training and Research (CAWTAR), the World Bank and the African Development Bank, as well as other international and regional financial institutions, such as the Arab Monetary Fund, the Union of Arab Banks, the Federation of Arab Stock Exchanges and the Union of Arab Securities Authorities.

Furthermore, **the Programme paved the way for stronger involvement and special partnerships of MENA economies with the OECD, culminating notably with Morocco, in the context of a Country Programme.** This two-year Morocco Country Programme attests to the readiness to enhance cooperation ties and gives Morocco access to key information and recommendations to bolster its reform agenda in order to support strong, inclusive and sustainable growth. The Country Programme is carried out by the OECD and funded by Morocco. It consists of policy reviews, adherence to OECD legal instruments and reinforced participation to OECD bodies.

Moreover, **the Programme has collaborated extensively with the Deauville Partnership and the co-ordination platform of the MENA Transition Fund.** The Programme has notably assisted the Arab countries in transition (ACTs) in the identification of their key challenges and supported the design of national and regional action plans on SMEs and investment. It contributed to the **Compact on Economic**



Head of the Government of Morocco Abdelilah Benkirane together with OECD Secretary-General Angel Gurría

Governance (May 2015), which provides a framework of key policy objectives to promote good governance and an improved investment and business climate in the ACTs. The Programme has also lent support in the organisation of policy debates in which progress was monitored. Furthermore, the Programme was instrumental for the OECD's inclusion into the IFI Coordination Platform, through which it participates in helping donors and IFIs align to the MENA Transition Fund. Among the 20 MENA Transition Fund projects implemented by the OECD, the MENA-OECD Competitiveness Programme implements four projects addressing key policy challenges: competitiveness and investment in Jordan; enhancing the investment climate in Egypt; SME Policy effectiveness in Jordan; and elaboration of a SME development strategy in Libya.

The fourth mandate of the MENA-OECD Competitiveness Programme is building on these accomplishments and will continue to promote business climate reforms in the region through regional policy dialogue and national policy advice. Taking into consideration the experience and results of a decade of work, and in preparation for the extension of its new mandate for 2016-2020 (MENA IV), the Programme has held an intensive and extensive consultation process in 2015 in order to identify its future strategic directions. This process has involved the participation of government officials, donors, experts and representatives from the private sector and civil society. In parallel to technical-level consultations, two Steering Group meetings were held in February and November 2015. The extension of the mandate of the Initiative for the next five years was approved by OECD member countries in July 2015 (OECD External Relations Committee). The results of this process were inspiring for the future orientations of the MENA-OECD Competitiveness Programme and helped define concrete milestones for the new mandate. The new mandate will be endorsed at the Ministerial Conference in Tunis on 4 October 2016, under the chairmanship of Tunisia.

ANNEX I

List of publications 2011-2016

- Women's Economic Empowerment: The Impact of the Legal Frameworks of Algeria, Egypt, Jordan, Libya, Morocco and Tunisia (Forthcoming)
- Economic Recovery in Post-conflict Libya: the Role of SMEs in Supporting Growth and Stability (English and French, 2016)
- Promoting Investment in a Fragile Context: The OECD Iraq Project (English and Arabic, 2016)
- Business Climate Review of Egypt: Investment Policies and Public-Private Partnerships (English, 2014)
- Investment Security in the Mediterranean (ISMED) Reports:
 - Protecting Investment: Legal Frameworks for Infrastructure Investment in Egypt, Jordan, Morocco and Tunisia (English, 2014)
 - Public-Private Partnerships in the Middle East and North Africa: A Handbook for Policy Makers (English, 2014)
 - Egypt Assessment Report: Promoting Nile River Transport (English, 2014)
 - Jordan Assessment Report: Optimising the Incentives Framework for Renewable Power Infrastructure (English, 2014)
 - Rapport d'évaluation Maroc : Cadre juridique du développement des zones logistiques (French, 2014)
- Corporate Governance Enforcement in the Middle East and North Africa: Evidence and Priorities (English, 2014)
- Guide on Related Party Transactions in the MENA Region (English, 2014)
- Privatisation and Demutualisation of MENA Stock Exchanges (English, 2014)
- SME Policy Index 2014: The Mediterranean Middle East and North Africa: Implementation of the Small Business Act for Europe (English and French, 2014)
- Women in Business: Accelerating Women's Entrepreneurship in the Middle East and North Africa (English, French and Arabic, 2014)
- MENA SOEs: Engines of Development and Competitiveness? (English and Arabic, 2013)

- Renewable Energies in the Middle East and North Africa (English and French, 2013)
- New Entrepreneurs and High Performance Enterprises in the Middle East and North Africa (English and French, 2013)
- The Role of MENA Stock Exchanges in Corporate Governance (English, 2012)
- Towards New Arrangements for State Ownership in the Middle East and North Africa (English, 2012)
- The Second Corporate Governance Wave in MENA (English, 2011)
- Survey on MENA Corporate Governance Frameworks (English, 2011)
- Compétitivité et développement du secteur privé : Maroc 2010. Stratégie de développement du climat des affaires (French, 2011)

ANNEX II

List of Events 2011-2016

Regional Working Group Meetings		
Year	Events	Participants
2011	6	300
2012	4	260
2013	8	390
2014	10	500
2015	3	220
2016	4	250
Total	35 events	1,820 participants

Joint Events (MENA-OECD Initiatives)		
Year	Events	Participants
2011	1	80
2012	1	60
2013	1	60
2014	0	0
2015	3	140
2016	1	10
Total	7 events	350 participants

Country Specific Events		
Year	Events	Participants
2011	11	265
2012	13	430
2013	27	770
2014	18	695
2015	21	400
2016	15	455
Total	105 events	3,015 participants

Training Courses IMF Centers		
Type of Course	Trainings	Participants
Competition	5	100
PPPs	2	60
SMEs	4	95
Integrity	4	115
Total	15 trainings	370 participants

2011

Event	Date	Location
4 th Meeting of the MENA-OECD Energy Task Force	10-11 February 2011	Paris, France
5 th Working Group II on SME Policy, Entrepreneurship and Human Capital Development	22–23 February 2011	Casablanca, Morocco
Workshop on the Regulation and Supervision of Private Pensions	1-2 March 2011	Amman, Jordan
4 th meeting of the Working Group on Infrastructure Finance in Iraq	26-28 March 2011	Amman, Jordan
1 st meeting of the Working Group on Investment Zones in Iraq	29-30 March 2011	Amman, Jordan
5 th Meeting of the Energy Task Force	1 April 2011	Paris France
Working Group IV on Corporate Governance: 3 rd meeting of the Task Force on State-owned enterprises	5-6 April 2011	Casablanca, Morocco
Regional Conference on investment policies of the member countries	5 April 2011	Abu-Dhabi, UAE
Workshop of the UNEP Business and Industry global dialogue: "On the road to Rio +20"	10-11 April 2011	Paris, France
PSD/CFE Workshop on Policies for SME and Entrepreneurship Financing	20 April 2011	Paris, France
SIDA Project Presentation: "Risk assessment in the MENA region"	3 May 2011	Stockholm, Sweden
Third Edition of the Women's Tribune on "Women's Engagement in Governance"	5-8 May 2011	Essaouira, Morocco
MENA-OECD Business Integrity Network: Conference on Private Sector Integrity in GCC	10-11 May 2011	Doha, Qatar
MENA-OECD High Level Consultation	16 May 2011	Paris, France
Seminar on Women in Private Equity: New Frontiers for the MENA Region	23 May 2011	Paris, France
Business Climate Development Strategy – Morocco: Launch of the publication	8 June 2011	Rabat, Morocco
Consultation on Private Sector Integrity in Morocco	8 June 2011	Rabat, Morocco
Multi-stakeholder Dialogue in Morocco on "Putting Anti-corruption Commitments into Practice: Transparency, Participation and the Rule of Law"	9-10 June 2011	Rabat, Morocco
5 th Corporate Sustainability Forum on "Enhancing Transparency and Fighting Corruption"	20-21 June 2011	Cairo, Egypt
11 th OECD Roundtable on Corporate Responsibility preceded by the annual meeting of the National Contact Points	29 June 2011	Paris, France
1 st Meeting of the Taskforce of MENA Stock Exchanges for Corporate Governance	5 July 2011	Paris, France
Meeting in Egypt on Jobs, Growth and Income Distribution: The Role of the Private Sector in the New Reform Agenda	12 July 2011	Cairo, Egypt
2 nd meeting of the ISMED working group on securing investment in the Mediterranean region	13 July 2011	Brussels, Belgium
MENA-OECD Network: Business Integrity Regional Meeting	22-24 September	Tunis, Tunisia
6 th Energy Task Force meeting	23 September	Paris, France
Tunisian Business Integrity meeting	23 September	Tunis, Tunisia
Meeting of OECD-MENA Women's Business Forum Country Taskforces	27-28 September 2011	Paris, France
Experts meeting on New Entrepreneurs and High Performance	29-30 September	Paris, France

Event	Date	Location
Enterprises in the MENA Region	2011	
Consultations with business representatives to define business integrity project in Egypt	10-12 October 2011	Cairo, Egypt
World Economic Forum special Meeting on Economic Growth and Job Creation in the Arab World	21-23 October 2011	Dead Sea, Jordan
7 th Meeting of the Joint Energy Task Force –IEMED meeting: “The Euro-Mediterranean Energy Forum”	23-25 October 2011	Barcelona, Spain
6th Annual Corporate Governance Conference	31 October - 1 November 2011	Dubai, UAE
Round table and training session on Business Integrity in Egypt	21 November 2011	Cairo, Egypt
Seminar on Revival of Economic Growth in Egypt	22 November 2011	Cairo, Egypt
5th meeting of the Working Group on Infrastructure Finance in Iraq Back-to-back 2nd meeting of the Working Group on Investment Zones in Iraq	21-22 November 2011 and 23-24 November 2011	Istanbul, Turkey
Global Forum on International Investment Special Event on Reviving investment in the MENA region	6 December 2011	Paris, France
Regional Meeting on SMEs, entrepreneurship and access to finance indicators in the GCC countries	6-7 December 2011	Dubai, UAE
International Conference “What economic governance for Arab transitions?”	15-16 December 2011	Barcelona, Spain
Consultation on Supporting Women as Economic Actors in Periods of Transition	16 December 2011	Paris, France

2012

Event	Date	Location
Multi-stakeholder Dialogue on Integrity Frameworks in Egypt, Iraq and Jordan	12-13 February 2012	Amman, Jordan
Energy Task Force 8th meeting	9 March 2012	Paris
Egypt Business Integrity Network Training: Public Private Dialogue	25-26 March 2012	Cairo
National Roundtable and training seminar on Business Integrity in Jordan: Public Private Dialogue	29-30 March 2012	Jordan
Roundtable on Businesses, Civil Society and Integrity in Public Procurement in Iraq	31 March 2012	Amman, Jordan
Meeting of the OECD-MENA Women in Private Equity Initiative	4 April 2012	Glendale, Arizona (USA)
Task Force on Corporate Governance of State-Owned Enterprises in MENA	9-10 April 2012	Kuwait City
Training course on Improving Corporate Governance of State-Owned Enterprises (SOEs) in the MENA region	22-26 April 2012	Kuwait
Joint Meeting of the OECD-MENA Women’s Business Forum	May 2012	UAE
Strengthening the Debt and Capital Markets in the Arab World	22-24 May 2012	Abu Dhabi
Energy Task Force 9th meeting	25 May, 2012	Paris
Working Group on Investment Zones in Iraq (3rd meeting)	20-21 June 2012	Beirut
MENA Task Force on Corporate Governance of Stock Exchanges	22 June 2012	TBC

Event	Date	Location
Training course on Policies for Competitiveness in the MENA region	24-26 June, 2012	Kuwait
MENA 100 Business Plan Competition, Final Event	27 June	Manama
6 th Working Group II on SME Policy, Entrepreneurship and Human Capital Development	17 July 2012	Rome
Deauville Partnership meeting on Near Term Actions for SME Support	18 July 2012	Rome
Egypt Business Climate reform support with the European Union: workshops with the private sector to establish policy priorities	2-4 July 2015	TBC
Training course on Building Capacity and Frameworks to Ensure Value for Money from PPPs	16-20 September 2012	Kuwait
Investment Policy Action Plan Implementation Workshop in Morocco	16-20 September 2012	Morocco
Roundtable on the Role of Businesses and Civil Society in Integrity in Iraq	October 2012	Amman
Energy Task Force 10 th Meeting	October 2012	Paris
Investment Policy Acton Plan Implementation Workshop in Jordan	October 2012	Jordan
Meeting on Integrity in Public Procurement in Iraq	22-23 October 2012	Amman
National Business Integrity Roundtable and Training Seminar in Morocco	24-25 October 2012	Casablanca
Training course on Improving Policies and Access to Finance for SMEs in the MENA region	28 October-1 Nov 2012	Kuwait
Round table of the Business Integrity Network in Egypt	21 November 2012	Cairo
Working Group on Investment Zones in Iraq	11-12 November 2012	Amman
Working Group on Infrastructure Finance in Iraq	13-14 November 2012	Amman
Regional meeting to launch the assessment of the SME Policy Index for the Mediterranean Middle East and North Africa	16 November 2012	Nicosia
Steering Group of the MENA-OECD Initiative on Governance and Investment	22 November 2012 (TBC)	Paris (TBC)
Training course on Strengthening Integrity in the Public and Private Sector of the MENA region	25-29 November 2012	Kuwait
Joint Regional Meeting with UNDP on Integrity Tools	4-5 December 2012	Kuwait
Egypt BCDR Second round of workshops	Mid-December 2012	Egypt

2013

Event	Date	Location
Special Training Session on the NIC Department of Investment Zones (DIZ) for Government of Iraq Officials	15-16 January 2013	Baghdad, Iraq
National Business Integrity Roundtable in Morocco	September 2013	Morocco
Renewable Energy Task Force 11 th Meeting	February 2013	London, UK
Women's Business Forum Task Force Meeting in Jordan	3 February 2013	Amman
National Round Table Promoting Business Integrity in Jordan: Role of the Public and the Private Sectors	4 February 2013	Amman, Jordan
Sub-Regional Round Table Promoting Private Sector Integrity in MENA countries: Role of Business Associations	5-6 February 2013	Amman, Jordan

Event	Date	Location
ISMED Support Programme project identification mission to Jordan	5-6 February 2013	Amman, Jordan
Follow-up to the Cairo Action Plan in Jordan: consultations with key stakeholders	5-6 February 2013	Amman, Jordan
National Round Table on Improving the business climate through enhanced integrity in public procurement in Iraq	6-7 February 2013	Amman, Jordan
ISMED Support Programme Advisory Committee Meeting	21 February 2013	Brussels, Belgium
ISMED Support Programme project identification mission to Egypt	24-27 February 2013	Cairo, Egypt
Egypt – Business Climate Review (BCR) 2012-13 - Consultations with the government	4-7 March 2013	Cairo, Egypt
Consultation au Maroc relative aux mesures de soutien aux femmes en tant qu'acteurs économiques	14 March 2013	Casablanca, Morocco
Annual Meeting of the MENA-OECD Working Group on Investment Policies and Promotion: <i>“Mitigating Risks and Seeking New Opportunities”</i>	19-20 March 2013	Paris, France
Informal meeting of ISMED Working Group	20 March 2013	Paris, France
Consultation en Tunisie relative aux mesures de soutien aux femmes en tant qu'acteurs économiques	25 March 2013	Tunis, Tunisia
Technical meeting to support the establishment of the securities regulator in Lebanon	4 April 2013	Beirut, Lebanon
Consultation in Egypt on measures to support women's economic participation	7 April 2013	Cairo, Egypt
12 th Meeting of the MENA-OECD Task Force on Energy and Infrastructure and regional launch of the report: <i>Renewable Energies in the Middle East and North Africa: Policies to support private investment</i>	8 April 2013	Cairo, Egypt
Training on Strengthening Private Sector Integrity in the MENA region	22-25 April 2013	Kuwait City, Kuwait
Meeting of the Working Group on Investment Zones in Iraq	28-29 April 2013	Cairo, Egypt
Meeting of the Working Group on Infrastructure Finance in Iraq	30 April and 1 May 2013	Cairo, Egypt
Special Training Session on Feasibility Studies for Investment Zones	29-30 April 2013	Cairo, Egypt
Consultation en Algérie relative aux mesures de soutien à la participation économique des femmes	7 May 2013	Algiers, Algeria
ISMED Support Programme project identification mission to Morocco	15-17 May 2013	Rabat, Morocco
Workshop on improving corporate governance of SOEs in Tunisia	17 May 2013	Tunis, Tunisia
Bilateral consultations about a proposal to conduct business integrity review in Jordan	19 May 2013	Jordan
Consultation in Jordan on measures to support women's economic participation	19 May 2013	Amman, Jordan
Bilateral consultations about a proposal to conduct a business integrity review in Tunisia	30 May 2013	Tunisia
Speaker at seminar on <i>“The role of international audit in maintaining corruption”</i>	1-2 June 2013	Saudi Arabia
ISMED Support Programme project identification mission to Tunisia	10-12 June 2013	Tunis, Tunisia
Fact-finding mission: business development services for women entrepreneurs in MENA	9-13 June 2013	Cairo, Egypt

Event	Date	Location
Workshop on “Reviving Foreign Investment: Assessing the Priorities” in Egypt	12 June 2013	Cairo, Egypt
Consultations with donors and government stakeholders in Egypt	10-12 June 2013	Cairo, Egypt
Bilateral consultations about a proposal to conduct business integrity review in Egypt	13 June 2013	Egypt
Iraq project: Special Training Session on Country Branding for Investors	24-25 June 2013	Baghdad, Iraq
ISMED Support Programme meeting with Electricity Regulatory Commission and Ministry of the Environment, Jordan.	25 June 2013	Amman, Jordan
Regional coordination meeting on the assessment of the SME Policy Index for the Mediterranean Middle East and North Africa	24-25 June 2013	Brussels, Belgium
ISMED Support Programme meeting with Chairperson of River Transport Authority, Egypt	25-26 June 2013	Cairo, Egypt
BCR Egypt: Workshop on “Public Private Partnerships”	26 June 2013	Cairo, Egypt
Iraq project: Special Training Session on Country Branding for Government of Iraq Officials	24-25 June 2013	Baghdad, Iraq
Iraq project: Special Training Session on PPP Financing for Government of Iraq Officials	26-27 June 2013	Baghdad, Iraq
Fact-finding mission: business development services for women entrepreneurs in the MENA region	1-5 July 2013	Rabat and Casablanca, Morocco
ISMED Support Programme Advisory Committee Meeting	6 July 2013	Paris, France
Meeting of the Taskforce on Corporate Governance of State-Owned Enterprises	2-3 July 2013	Istanbul, Turkey
National Business Integrity Roundtable in Morocco	September 2013	Morocco
Deauville Partnership Investment Conference – Presentation of the Investment Action Plans	16 September 2013	London, GB
Iraq Infrastructure 2013, MEED: Panel discussion on infrastructure finance in Iraq	16-17 September 2013	Dubai, UAE
Training Course on Improving Competitiveness in MENA countries	23-26 September 2013	Kuwait City, Kuwait
ISMED Support Programme meeting with Electricity Regulatory Commission and Ministry of the Environment, Jordan	29 October 2013	Amman, Jordan
Inception meeting with the teams of the project <i>Supporting women as economic actors during the transition period</i>	3 November 2013	Cairo, Egypt
Launching meeting of the MENA Investor Council	4 November 2013	Istanbul, Turkey
Regional coordination meeting on the assessment of the SME Policy Index for the Mediterranean Middle East and North Africa	13-14 November 2013	Barcelona, Spain
ISMED Support Programme meeting with Logistics Development Agency and Employers Federation Logistics Commission, Morocco.	15 November 2013	Rabat and Casablanca, Morocco
ISMED Support Programme assessment mission to Egypt.	17-21 November 2013	Cairo, Egypt
Training session on Investment Facilitation for the Government of Iraq	20-21 November 2013	Baghdad, Iraq
Training Course on Improving Policies and Access to Finance for Small and Medium-Sized Enterprises in MENA	25-28 November 2013	Kuwait City, Kuwait
Meeting of the OECD-MENA Women’s Business Forum	2 December 2013	Rabat, Morocco

Event	Date	Location
Meeting of the Taskforce of Stock Exchanges for Corporate Governance	2 December 2013	Muscat, Oman
Steering Group Meeting of the MENA-OECD Initiative on Governance and Investment for Development	3 December 2013	Rabat, Morocco
1 st Meeting of the MENA-OECD ISMED Working Group	9 December 2013	Paris, France
Expert Meeting of the Working Group on SME Policies, Entrepreneurship and Human Capital Development	11 December 2013	Tunis, Tunisia

2014

Event	Date	Location
The 2014 Arab-DAC Dialogue on Development	20 January 2014	Kuwait
Final regional coordination meeting on the assessment of the SME Policy Index for the Mediterranean Middle East and North Africa	21-22 January 2014	Brussels, Belgium
High Level Meetings with Government of Iraq	2-3 February	Baghdad
The 3rd Euro-Mediterranean Conference & Exhibition on Donor Funding, Banking and Novel Financial Instruments	9-10 February 2014	Cairo
The Entrepreneurial Ecosystem in MENA: Breaking Barriers and Advancing Inclusion	12-13 February 2014	
Presentation of the results of the SME Policy Index for the Mediterranean Middle East and North Africa at the IX Euro-MED Ministerial Meeting on Industrial Co-operation	19 February 2014	Brussels, Belgium
ISMED Support Programme: Meeting of the Advisory Committee	21 February 2014	Paris
Presentation of the results of the SME Policy Index for the Mediterranean Middle East and North Africa at the Second Arab Forum for Development and Employment	25 February 2014	Riyadh, Saudi Arabia
Deauville Partnership Investment Conference in Morocco in co-operation with the Islamic Development Bank	5 March 2014	Skirat
2 nd Annual OECD Integrity week Special session on Promoting Integrity in the MENA region	17-21 March 2014 20 March 2014	Paris
Session on Women's Economic Empowerment in the MENA Region, in the framework of the OECD initiative "March on Gender"	19 March 2014	Paris
OECD Investment Committee / Advisory Group on Investment and Development (AGID): presentation on the SME Policy Index for MENA and the ISMED Support Programme	21 March 2014	Paris
ISMED Working Group: Co-ordination meeting of the Task Forces	24 March 2014	Paris
OECD-ISS webcast on the role of institutional investors in MENA capital markets	26 March 2014	Paris
MENA-OECD Workshop on SOEs	4 April 2014	Paris
Arab League-OECD technical workshop on the amended regional Investment Agreement and its ratification	7-8 April 2014	Cairo
Training on Strengthening Integrity in the Public and Private Sector in the MENA Region	7-10 April 2014	Kuwait (IMF CEF)
MENA-OECD Task Force on Energy and Infrastructure meeting in the framework of the World Green Economic Summit (12 th Meeting)	16 April 2014	Dubai
Presentation of the innovation-related results of the SME Policy Index for	28 April 2014	Brussels,

Event	Date	Location
the Mediterranean Middle East and North Africa at the workshop Towards a Common Euro-Mediterranean Innovation Agenda		Belgium
OECD Week: MCM and OECD Forum Input by co-chair of the OECD-MENA WBF into the discussion group on gender networks	5-7 May 2014	Paris
Panel Discussion on Business Climate Reforms in Egypt: Launch of the Business Climate Review (BCR) of Egypt (web)	11 May 2014	Cairo
Regional consultations on the creation of a MENA-OECD Working Group on Competitiveness	12-13 May 2014	Cairo
Iraq Project: Inception mission under the SIDA-financed Iraq project (first meeting of the project advisory committee, stakeholder consultations)	17-23 May 2014	Baghdad
Training Course on Improving Competitiveness in MENA countries	1-4 June 2014	Kuwait (IMF CEF)
Technical Meeting “Supporting Women as Economic Actors in Transition Countries: Review of Preliminary Findings” (follow-up to G8 Women Conference)	5 June 2014	Paris
Women Business Forum meeting	6 June 2014	Paris
External Relations Committee meeting: presentation of the MENA-OECD Initiative	11 June 2014	Paris
Iraq project: Regional Meeting on the Development of Economic Zones, jointly with UNIDO 6th Working Group on Investment Zones	16 June 2014 17 June 2014	Amman
OECD Investment Committee: presentation of the ISMED study on “Protecting investment in Arab countries in transition: Legal framework for infrastructure investment in Egypt, Jordan, Morocco and Tunisia”	25 June 2014	Paris
Global Forum on Responsible Business Conduct – participation of MENA government representatives	26-27 June 2014	Paris
ISMED Working Group: co-ordination meeting of the Task Forces	1 July 2014	Paris
External Relations Committee meeting (Update on the MENA-OECD Initiative on Governance and Investment)	9 July 2014	Paris
Morocco: inter-agency consultations for the Country Programme	9 September 2014	Rabat
External Relations Committee meeting (MENA-OECD Working Group on SMEs and Country-Programme Morocco)	12 September 2014	Paris
ISMED Assistance mission in Egypt: <ul style="list-style-type: none"> • Training session on Public-Private Partnerships • Public-Private Dialogue on Egypt’s River Transport Sector 	16-18 September 2014	Cairo
Meeting of MENA Corporate Governance Centers and Institutes of Directors	22 September 2014	Paris
7 th MENA-OECD Working Group on SME Policy, Entrepreneurship and Human Capital Development	23-24 September 2014	Paris
External Relations Committee meeting	8 October 2014	Paris
ISMED Working Group: Co-ordination meeting of the Task Forces	8 October 2014	Paris
MENA Consultations on the update of the OECD Policy Framework for Investment (OECD Investment Committee)	16 October 2014	Paris
ISMED Assistance mission in Jordan: Public-Private Dialogue on Renewable Energy Infrastructure	26 October 2014	Amman

Event	Date	Location
Jordan Project: Launch and 1 st Project Steering Group Meeting	23-25 September 2014	Amman
Friends of MENA	4 November 2014	Paris
External Relations Committee meeting	14 November 2014	Paris
Women's Business Forum: preparation of the Global Entrepreneurship Summit (20-21 Nov)	19-21 November 2014	Marrakech
ISMED Support Programme: Advisory Committee	20 November 2014	Paris
Iraq Project: Investment facilitation training workshop	30 November - 3 December 2014	Amman
ISMED Annual Conference and ISMED Working Group Meeting	4 December 2014	Paris
ISMED Working Group: 1 st UNCITRAL/OECD Regional Conference on the Euro-Mediterranean Community of International Arbitration	8 December	Marseille
External Relations Committee meeting	9 December 2014	Paris
Arab League-OECD High-Level Regional Conference on Fostering the Regional Integration on Investment	9-10 December 2014	Cairo
MENA-OECD Regional Working Group on Investment Policies and Promotion	11 December 2014	Cairo
Training on improving policies and access to finance for SMEs in the MENA region	15-18 December 2014	Kuwait (IMF CEF)

2015

Event	Date	Location
2015 Arab-DAC Dialogue on Development (including the session on reducing trade and investment costs to promote private sector contribution to development)	26-27 January 2015	Paris
OECD Idea Factory "Inclusive Policies for young men and women" & Steering Group of the MENA-OECD Initiative for Investment and Governance	4-5 February 2015	Paris
Joint conference on "Partnership for Women SMEs"	7 February 2015	Cairo
Iraq Project: 2 nd meeting of the Project Working Group	16 Feb 2015	Paris
Iraq Project: 7 th meeting of the Working Group on Investment Zones	17 Feb 2015	Paris
Presentation for possible follow up of the SME Policy Index for the Mediterranean Middle East and North Africa	24 February 2015	Brussels, Belgium
Jordan Project: Meetings of the Project Steering Group in cooperation with the World Bank. Workshop on investment legal protection.	3-4 March 2015	Amman
OECD days in Tunisia: high-level seminar with the Secretary-General (launch of the report "Better Policies: Tunisia" and other key publications)	10 March 2015	Tunis
OECD days in Tunisia: Thematic Workshops – Investment, SMEs, Gender	11 March 2015	Tunis
ISMED Working Group: meeting of the Task Forces (bureau)	16 March 2015	Paris
ISMED Working Group: PPPs Executive vade-mecum drafting party	17 March 2015	Paris
Regional seminar on SBA governance (follow up of the SME Policy Index for the Mediterranean Middle East and North Africa)	17-18 March 2015	Barcelona
Integrity week – MENA event	23-27 March 2015	Paris

Event	Date	Location
Iraq Project: Training on investment promotion (CRM and Investor Enquiry Handling System)	30 March – 1 April 2015	Amman
DAC, Donors meeting on OECD's work with the MENA region	15 April 2015	Paris
MENA Investor Council	April 2015	Dubai
ISMED Working Group: workshop with the private sector in co-operation with IPEMED and Caisse des dépôts et consignations	5 May 2015	Paris
Consultation with experts and donors on the renewal of the MENA mandate (back to back SOM DP meeting)	5 May 2015	Paris
Deauville Partnership Senior Officials Conference: the Economic Governance Compact	6 May 2015	Paris
Iraq Project: Workshop on the investment legal and policy framework in Iraq	18 -19 May 2015	Amman
Training Course on Improving Competitiveness in the MENA region	18-21 May 2015	Kuwait
ISMED Public-Private Dialogue in Morocco on the "Assessment Report on the development of logistic zones in Morocco"	19 May 2015	Rabat
Siemens Business Integrity Project in Morocco: First round of multi-stakeholder consultations	19 May 2015	Rabat
ISMED Working Group: Participation to the launching of the UNECE PPP and Concession Centre of Excellence	21 May 2015	Paris
Jordan Project: Workshop on the investment legal framework: revision of the by-law on non-Jordanian investors	20 May 2015	Amman
Internal brainstorming on Special Economic Zones in MENA	27 May 2015	Paris
Mission to Lebanon with DAC Chair on Challenges to Financing Middle-Income Countries Facing Crises	10-11 June 2015	Beirut
Iraq Project: Training on investment marketing	June 2015	Beirut
Official launch of the Morocco Country Programme	15 June 2015	Paris
Iraq Project "Improving the business and investment climate in Iraq": Training on Investment Marketing (part I)	15-16 June 2015	Beirut
Visit of H.E. Ms. Annika Markovic to Morocco	29-30 June 2015	Rabat
ISMED Working Group: meeting of the Task Forces	1 July 2015	Paris
Expert meeting on "Supporting Women as Economic Actors" in Algeria, Egypt, Libya, Jordan, Morocco, Tunisia	1-2 July 2015	Paris
OECD External Relations Committee meeting: discussion of the extension of the MENA-OECD Initiative on Governance and Investment	6 July 2015	Paris
DAC/GRS brainstorming on fragile states	7 July 2015	Paris
Transition Fund Project "Elaboration of a SME development Strategy in Libya": Diagnostic study review meeting	29-30 July 2015	Istanbul
OECD-IMF Training on "Bringing Success to Your PPP Project"	1-3 September 2015	Kuwait
Project "Improving the business and investment climate in Iraq": Training on Investment Marketing (part II)	22-23 September	Beirut
Transition Fund project "Enhancing the Investment Climate in Egypt": consultations with the Ministry of investment and donors	4-5 October 2015	Cairo
OECD-IMF Training on "Improving policies and access to finance for SMEs"	5-8 October 2015	Kuwait City
Friends of MENA	6 October 2015	Paris
Transition Fund Project "Jordan Competitiveness and Investment": Meeting of the Project Steering Group	6-7 October 2015	Amman

Event	Date	Location
Project “Improving the business and investment climate in Iraq”: Joint OECD-CLDP workshop on investment contracts	19-23 October 2015	Istanbul
Business integrity in Morocco: Roundtable discussion on collective actions with the private sector	20-21 October 2015	Rabat
Technical consultations and information seminar: Morocco Country Programme	21-22 October 2015	Rabat
Steering Group of the MENA-OECD Initiative on Governance and Investment	9 November 2015	Rabat
Anti-Corruption Compliance EMEA Summit 2015	11-12 November 2015	Dubai
Transition Fund Project “Enhancing the Investment Climate in Egypt”: implementation activities	11 November 2015	Cairo
ISMED Working Group: 2 nd UNCITRAL/OECD Regional Conference on the Euro-Mediterranean Community of International Arbitration	12 November 2015	Cairo
OECD-IMF Training on “Strengthening Integrity in the Private and Public Sectors in the MENA Region”	23-26 November 2015	Kuwait

2016

Name	Date	Location
Arab-Development Assistance Committee (DAC) donors meeting	18 January, 2016	Vienna, Austria
Iraq Project "Improving the business and investment climate": contribution to the High-level investment roadshow organised by Frontier Exchange MENA	21-22 January, 2016	London, England
Iraq Project "Improving the business and investment climate": contribution to the Commercial Law Development Programme's (CLDP) workshop on arbitration	25-28 January, 2016	Istanbul, Turkey
Iraq Project "Improving the business and investment climate": Workshop on investment marketing and investor outreach	2-4 February, 2016	Beirut, Lebanon
External Relations Committee (ERC): Update on MENA and Key Partners	17 February, 2016	Paris, France
Webinar for the US State Department/Goldman Sachs program for women entrepreneurs in the MENA region	17 February, 2016	Paris, France
MENA Transition Fund Project for Jordan on Investment: OECD/USAID Workshop on "Boosting Jordan's Competitiveness: Modernising the legal framework for investment"	23-24 February, 2016	Amman, Jordan
Deauville Partnership, Senior Officials Meeting	2 March, 2016	Tokyo, Japan
Iraq Project "Improving the business and investment climate": contribution to the Iraq Finance conference and bilateral meetings with the Head of the National Investment Commission	7-9 March, 2016	Beirut, Lebanon
GCC SME meeting	8 March, 2016	Dubai, UAE
MENA-OECD Working Group on SME Policy and Entrepreneurship	9 March, 2016	Dubai, UAE
OECD Conference on Investment Treaties: participation of MENA countries (followed by a training session for MENA participants on 15 March)	14 March, 2016	Paris, France
OECD Advisory Group on Investment and Development: Presentation of the draft report Jordan Clean Energy Investment Policy Review	15 March, 2016	Paris, France
Bilateral meetings with different Key Ministries in preparation of the MENA-OECD Ministerial Conference	16 March, 2016	Tunis, Tunisia
MENA Transition Fund project for Egypt on Investment: <ul style="list-style-type: none"> • Conference on "Enhancing the investment climate for competitiveness in Egypt" (150 participants) • Workshop on investment dispute settlement and prevention 	30-31 March, 2016	Cairo, Egypt
MENA-OECD Business Integrity Network: "Enhancing Integrity for Business Development in the MENA Region"	18 April, 2016	Paris, France
Iraq Project "Improving the business and investment climate": Workshop on international investment treaties and arbitration	18-21 April, 2016	Beirut, Lebanon
UfM Med4jobs Advisory Board meeting	28 April, 2016	Barcelona, Spain
OECD-IMF Training on "Improving competitiveness in MENA countries"	9-12 May, 2016	Kuwait City
MENA Transition Fund Project for Jordan on Investment: OECD/USAID Workshop on International Investment Agreements and Investment Disputes	10-12 May, 2016	Amman, Jordan
Iraq Project "Improving the business and investment climate": Final	10 May, 2016	Beirut, Lebanon

Name	Date	Location
Project Working Group Meeting		
Regional Conference on "Investment and Inclusive Growth in the midst of a crisis: lessons learned & ways forward"	11 May, 2016	Beirut, Lebanon
OECD-MENA Women Business Forum joint event with the League of Arab States and UN Women	16 May, 2016	Cairo, Egypt
2 nd MENA regional conference on Public-Private Dialogue (organised by Jordan Chamber of Industry)	23 May, 2016	Amman, Jordan
MENA Transition Fund project for Jordan on SME Policy: scoping mission	24 May, 2016	Amman, Jordan
Iraq Project "Improving the business and investment climate": <ul style="list-style-type: none"> • Workshop on investor outreach and communication • Study Tour and Investor Roadshow at German-Arab Business Forum 	24-27 May, 2016	Berlin, Germany
Deauville Partnership Steering Committee Meeting of the MENA Transition Fund	29-30 May, 2016	Rabat, Morocco
OECD-Jordan Roundtable on "Exploring Jordan-OECD cooperation on Refugees and Migration"	31 May, 2016	Paris, France
Meeting with Morocco country programme Coordination Committee	7-9 June, 2016	Rabat, Morocco
Meeting of the Advisory Board of the MENA-OECD Initiative on Governance and Competitiveness	20 July, 2016	Tunis, Tunisia
3rd Meeting of the Arab Network for Economic Empowerment of Women, Khadija	28 July, 2016	Tunis, Tunisia
Mission to prepare logistics, protocol, and security for MENA-OECD Ministerial	7-8 September, 2016	Tunis, Tunisia
Banking Dialogue on Common Reporting Standards and de-risking, organised with the Union of Arab Banks	19 September, 2016	Paris, France
National workshop on Responsible Business Conduct and the OECD Guidelines for Multinational Enterprises	19 September, 2016	Amman, Jordan

Ministerial Conference of the MENA-OECD Initiative	3-4 October, 2016	Tunis, Tunisia
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