



## Policy Coherence for Sustainable Development

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# Creating enabling environments for mobilising private financial flows for sustainable development

**A joint meeting of the OECD and the Hudson Institute's Center for Global Prosperity, organised in collaboration with the OECD Development Centre**

15 June 2015, 09:30 – 18:00 | OECD Conference Centre, CC2 | Paris, France

Followed by a Reception on the premises.

### Purpose

This meeting aims to convene in a multi-stakeholder dialogue National Focal Points for Policy Coherence, representatives from developing countries, international organisations, private sector and civil society organisations to discuss the role of policies as well as the enabling conditions required for mobilising and effectively using private financial flows for sustainable development.

It will also provide an opportunity to update National Focal Points and interested stakeholder on PCSD tools that are being developed for its members in the context of the Post-2015 Agenda.

### Rationale

Implementing the Sustainable Development Goals means mobilising finance from all sources – public and private, domestic and international. The OECD is already a global leader on ODA and other official support for development; and on domestic resource mobilisation by strengthening tax systems and capacities in developing countries. New actors are playing an increasingly important role in financing with private and philanthropic financial flows to developing countries growing significantly. Another key element is private external financing flows – including philanthropy, remittances, and capital investment.

Private external financing flows can play a critical role in sustainable development. As highlighted in the Monterrey Consensus, private finance is an important driver of domestic growth and job creation. In order to enlist these flows to support sustainable development we need to get the policy environment right – across many different dimensions, and in both developing countries and advanced economies. Policy coherence is critical to this effort – countries need to understand how

sustainable development goals can be reflected across government, to create an enabling environment for philanthropy, remittances, and capital investment.

Private external financing for sustainable development includes three key elements:

- **Philanthropy** is a growing source of funds for many countries and able to help tackle global challenges. Philanthropic actors bring financial resources and distinctive approaches to development cooperation. These include patient capital for long-term projects, freedom in how they operate and the ability to take risks (not being bound to electoral/political cycles). However, the financial and non-financial contribution of philanthropy to development can be hindered by the legal/regulatory environment for conducting philanthropy.
- **Remittances** sent home by migrants, which are the main source of external financing for many developing countries, and globally much bigger than ODA. But they are dependent on labour markets in advanced economies; on the availability of inexpensive and trustworthy remittance services; and on financial inclusion in both advanced and developing countries.
- **Capital Investment** is a critical driver of development and the basis for financing, trade, and technology transfer. But investment climates depend on a wide range of factors – including physical infrastructure, company and contract law, accounting standards, financial and political stability, labour force as well as tax policies.

#### Links with the Post-2015 Development Agenda

The theme of this meeting links with the Post-2015 Development Agenda, particularly with the targets proposed by the UN Open Working Group on Sustainable Development, to:

- “1.b. create sound policy frameworks, at national, regional and international levels, based on pro-poor and gender-sensitive development strategies to support accelerated investments in poverty eradication actions”
- “10.b. encourage ODA and financial flows, including foreign direct investment, to states where the need is greatest, in particular LDCs, African countries, SIDS, and LLDCs, in accordance with their national plans and programmes”;
- “10.c. by 2030, reduce to less than 3% the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5%”;
- “17.3 mobilize additional financial resources for developing countries from multiple sources”; and
- “17.5 adopt and implement investment promotion regimes for LDCs”.

## Creating enabling environments for mobilising private financial flows for sustainable development

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### Draft Agenda

09:30 - 10:30	<p><b>INTRODUCTION</b></p> <ul style="list-style-type: none"> <li>• <b>Mobilising the means to implement the Post-2015 agenda</b> - Gabriela Ramos, OECD Chief of Staff and G20 Sherpa to the OECD</li> <li>• <b>The State of Play of Private Financial Flows</b> - Carol Adelman, Director, Center for Global Prosperity</li> <li>• <b>Threats and opportunities in financing the Post-2015 Development Agenda</b>, Angela Wilkinson, OECD Strategic Foresight Counsellor</li> </ul>
10:30 - 13:00	<p><b>SESSION 1 - What policies are needed for philanthropy to support sustainable development?</b></p> <p><i>This session will look at the Enablers and disablers of philanthropy: What do philanthropists want or look for? What barriers and conditions discourage them –in both advanced and developing countries? And how can we strengthen partnerships between countries and philanthropists?</i></p> <p><b>Moderator:</b> Nick Deychakiwsky, Program Officer, Charles Stewart Mott Foundation</p> <p><b>Panelists:</b></p> <ul style="list-style-type: none"> <li>• Jesse Barnett, Research Fellow, Center for Global Prosperity</li> <li>• Bathylle Missika, Acting Head of the Policy Dialogue Division, OECD Development Centre</li> <li>• Dharmendra Kanani, Policy Director, European Foundation Centre</li> <li>• Adriana Ruiz-Restrepo, CGP Country Expert for Colombia and Founding Partner of Colombian law firm RRA (Public Law and Social Innovation)</li> <li>• Olexandr Vinnikov, CGP Country Expert for Ukraine and President of the Board at European Law Advancement Network</li> </ul> <p>A coffee break will be provided.</p>
13:00 - 14:30	<p><b>Lunch Break</b></p>

14:30 - 16:00	<p><b>SESSION 2 - What conditions are needed to incentivise the use of remittances for financing sustainable development?</b></p> <p><i>This session will look at the role of remittance flows in development: The ways remittance flows can contribute to sustainable development; How to ensure there are cheap, reliable, and accessible remittance channels for key corridors? How to reflect the roles of formal and informal remitters; and how to avoid unintended consequences from controls?</i></p> <p><b>Moderator:</b> Carol Adelman, Center for Global Prosperity</p> <p><b>Panelists:</b></p> <ul style="list-style-type: none"> <li>• Dilip Ratha, Senior Economist, World Bank (by video link)</li> <li>• Barbara Span, Vice-President for Global Public Affairs, Western Union</li> <li>• Bhekinkosi Moyo, CGP Research Partner for Africa and Executive Director of Southern Africa Trust</li> <li>• David Khoudour, Head of Migration and Skills Unit, OECD Development Centre</li> </ul>
16:00 - 16:15	<p><b>Coffee Break</b></p>
16:15 - 17:45	<p><b>SESSION 3 - How to create conditions for attracting private investment for sustainable development?</b></p> <p><i>This session will consider the enabling policy environment to address legal, regulatory and other barriers to investment; Building sound contexts for investment, including a regulatory environment with clear incentives; enablers and disablers outside the tax system; role of emerging investors.</i></p> <p><b>Moderator:</b> Nicola Harrington, Deputy Director, OECD Development Centre</p> <p><b>Panelists:</b></p> <ul style="list-style-type: none"> <li>• Jason Bauer, Director, Finance, Investment and Trade (FIT), Millennium Challenge Corporation</li> <li>• Karim Dahou, Deputy Head of Investment Division, DAF, OECD</li> <li>• Michel Demarre, Director General, French Contractors' Association</li> </ul>
17:45 - 18:00	<p><b>CONCLUSIONS</b></p> <ul style="list-style-type: none"> <li>• Carol Adelman, Director, Center for Global Prosperity</li> <li>• Ebba Dohlman, Senior Advisor, Policy Coherence for Development</li> <li>• Nicola Harrington, Deputy Director, OECD Development Centre</li> </ul>

## SPEAKERS' BIOGRAPHIES (by order of session)

### INTRODUCTION

#### Gabriela Ramos

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Gabriela Ramos is the OECD Chief of Staff and Sherpa to the G20. Since 2006, she has been advising and supporting the Secretary-General's strategic agenda. She is responsible for the contributions of the Organisation to the global agenda, including the G20 and G7, and oversees the preparations of the yearly OECD Ministerial Council Meeting. She has contributed to the launch of major OECD initiatives related to gender, skills, development, and has also launched and supervises the New Approaches to Economic Challenges and the Inclusive Growth initiatives, and oversees the activities of the Directorate for Financial and Enterprise.

Previously, she served as Head of the OECD Office in Mexico and Latin America, where she promoted OECD recommendations in many areas including health and education. She helped in the preparations of several OECD reports on Mexico, developed the OECD Forum there and launched the "Getting it Right" flagship publication series.

Prior to joining the OECD, Mrs. Ramos held several positions in the Mexican Government, notably as advisor to the Minister of Foreign Affairs and Director of OECD Affairs. She has also held several positions as Professor of International Economy at the Universidad Iberoamericana and at the Instituto Tecnológico Autónomo de México. Ms Ramos holds an MA in Public Policies from Harvard University, and was a Fulbright and Ford MacArthur fellow.

#### Carol Adelman

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Dr. Carol Adelman, senior fellow and director of the Center for Global Prosperity (CGP) at Hudson Institute, lectures and writes on economic growth, foreign aid, global philanthropy, and international healthcare issues. She developed and publishes the Index of Global Philanthropy and Remittances, the first comprehensive compilation of the sources and magnitude of U.S. and other countries' international private giving to the developing world. She has just published a new Index of Philanthropic Freedom, which measures and compares countries' legal/regulatory environments for philanthropic giving. As a career foreign service officer with the U.S. Agency for International Development (USAID), she lived and worked in Africa, Latin America, and Asia and later served as assistant administrator at USAID, in charge of all foreign aid programs to Asia, the Middle East, and Eastern Europe when the Berlin Wall fell.

She served as Vice Chair of both the Advisory Committee on Voluntary Foreign Aid for USAID and of the Helping to Enhance the Livelihood of People (HELP) Commission, a bipartisan congressional commission providing high-level oversight and evaluation of U.S. foreign aid.

A member of the Council on Foreign Relations, she also serves on the boards of the Atlantic Council, Freedom House and the American Shakespeare Center. A recipient of the Heloise Waislitz Visiting Fellowship in Philanthropy at the Asia Pacific Centre for Social Investment and Philanthropy at Swinburne University, Melbourne, Australia, she is a frequent lecturer at universities and international conferences. She has published in the New York Times, Wall Street Journal, Foreign Affairs, and International Herald Tribune. Dr. Adelman holds a Doctorate and Masters of Public Health from John Hopkins University and a Masters in Foreign Service from Georgetown University.

## Angela Wilkinson

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Angela has contributed to over 100 futures studies and has directed several ambitious international multi-stakeholder foresight initiatives. She is currently engaged in upgrading the strategic foresight capabilities of the OECD. Angela has over 30 years of analytical, managerial and consultancy experience, including Board-level leadership responsibility. She has worked in a wide range of organisations and international bodies, spanning the public and private sector. She is a member of the WEF's Global Strategic Foresight Community. Prior to joining OECD in 2013, Angela was Director of Futures Programmes in the Smith School of Enterprise and Environment, and in the Said Business School, University at of Oxford. She spent nearly a decade working in Shell, in large part as a senior member of its global scenario team. Trained as a scientist, Angela holds a Ph.D. in Physics. She has published many articles on scenarios and foresight, including a book on the 50+ year history of the Shell scenario practice: *The Essence of Scenarios: Learning from the Shell Experience* (AUP). She is currently co-authoring a second book on scenario planning with her close colleagues, Kees van der Heijden and Rafael Ramirez.

## SESSION 1

## Nick Deychakiwsky

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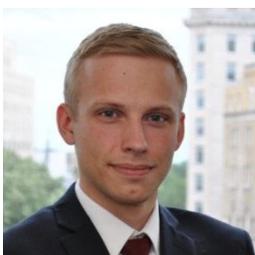


Nick Deychakiwsky is a Program Officer at the Charles Stewart Mott Foundation (Flint, Michigan) managing the Foundation's Civil Society – United States and Global Philanthropy & Nonprofit Sector program areas. Between 2000 and 2006 Nick was responsible for Mott's civil society programming in Russia, Ukraine, Belarus, and Moldova. Prior to that he lived in Ukraine between 1990-1999 where he worked as MBA program director at the International Management Institute – Kyiv (1990-1991), Executive Secretary of the Council of Advisors to the Parliament of Ukraine (1992), Deputy Executive Director of the International Renaissance Foundation, part of the Soros network of foundations (1993-1995), and Western NIS Regional Director at the Eurasia Foundation (1995-1999).

Between 2002 and 2006 Nick was first a board member and then chair of both the Russia Donors Forum and the Ukrainian Philanthropists Forum. In the United States he served as a board member of the National Council of Nonprofits (2010-2012). He currently serves on the Global Philanthropy Forum's Steering Group, Independent Sector's Public Policy Committee, the Hudson Institute's Center for Global Prosperity Advisory Board, and the Advisory Committee of the Community Foundation of Livingston County (Michigan).

## Jesse Barnett

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Jesse Barnett is a Research Fellow at the Hudson Institute's Center for Global Prosperity (CGP). Mr. Barnett joined the Center in June of 2014, where he writes and conducts research on international development in both developed and emerging economies. A native of Washington State, Mr. Barnett received bachelor's degrees in both economics and political science from Western Washington University. Mr. Barnett's principle responsibilities include researching and co-authoring CGP's two key products – the Index of Global Philanthropy and Remittances and the Index of Philanthropic Freedom - and presenting CGP's research to interested stakeholders, including associations, foundations, think tanks, bi-lateral and multi-lateral organizations, and corporations. Mr. Barnett has appeared at various international fora on international issues, including a series of panels on global philanthropy at the International Society for Third Sector Research in Germany, where he presented a paper on CGP's research on philanthropic freedom. As a Research Fellow, he manages all research activities conducted by CGP and its numerous partner organizations, including multi-faceted data collection, survey design, and analysis. In addition to building and maintaining the Center's Interactive Map of Philanthropic Freedom database, he also collaborates directly with international organizations to gather data on philanthropy and civil society.

## Bathylle Missika

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Ms. Bathylle Missika is the Head for the Division of Policy Dialogue (acting) at the OECD Development Centre. Ms Missika oversees the Development Centre's work on the development narrative and the contribution of its various stakeholders, ranging from the contribution of non-state actors (foundations, MNEs) to development stakeholders (Heads of communication from development agencies/Ministries), together with the regional dialogue the Development Centre has been sustaining with Africa and Latin America, as well as the recently created networks on Global Value Chains and Natural Resources.

As part of her work heading the OECD Network of Foundations Working for Development (netFWD), which brings together foundations committed to optimising the impact of philanthropy for development, Ms Missika is currently working closely with the philanthropic community to discuss their contribution to financing for development and to the Post 2015 agenda.

Ms. Missika re-joined the OECD in 2012 after working in UNDP's Conflict Bureau, focusing on a portfolio of 15 post-conflict countries in Africa. Prior to returning to the UN, Ms. Missika had focused her work on issues of governance, state fragility and basic service delivery, both at the OECD and in UNDP. She specifically led the OECD network on Governance from 2004-2008 and held the position of deputy coordinator for UNDP's governance Trust Fund (20003-2004).

Ms Missika holds a degree (MA, Public Service) from Sciences Po in Paris, an International Affairs degree from Tufts University and an MA in International Relations and Economics from the Johns Hopkins School of Advanced International Studies (SAIS) in Washington DC. She lectured at the Paris School of International Affairs (PSIA) from 2008-2011.

## Dharmendra Kanani

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Dharmendra Kanani was appointed as the European Foundation Centre's (EFC) first Fellow in July 2014 and his brief has been to establish a policy unit to strengthen the EFC's policy voice and capability as its Director of Policy. Previously, he was the England Director at the Big Lottery Fund, the largest independent funder in the UK with an annual programme budget of 700 million pounds and 500 staff. He led the transformation of lottery funding policy and grant making by establishing a portfolio of 10 year long investments tackling intractable areas of social need focussed on prevention and system change and using a place based approach underpinned by social and economic impact assessments.

Prior to the England role, Mr. Kanani served as the Scotland Director of the Big Lottery when it was first formed in 2004. During that period he developed the Investing in Communities portfolio, which has transformed community land ownership in Scotland, as well as a range of other significant policy and funding interventions related to cares, dementia and transitions.

Before Joining the Big Lottery Fund, he served as Head of the Commission for Racial Equality Scotland and Director of Countries, Regions and Communities UK-wide at the Commission for Racial Equality (CRE). He has held various Director roles in the NGO sector and has established many charities across England and Scotland; and been an advisor to numerous ministerial policy initiatives across the UK.

## Adriana Ruiz-Restrepo

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Adriana Ruiz-Restrepo is a Colombian attorney and jurist specialized in Non-Profit Law and Regulation for Development. A lawyer with postgraduate studies in administrative law and political science in Paris (Panthéon Assas) she has worked in the Ministry of Finance, the Constitutional Court, the Urban Development Institute of Colombia, UNODC's implementation of the Palermo Protocol for human trafficking prosecution in Colombia and in UNDP New York for advising the Secretariat of the Commission on the Legal Empowerment of the Poor on public law and civil society. Ms. Ruiz-Restrepo entered the realm of civil society at an early age through a philanthropic organization serving street kids, an initiative that during her university years became an active citizenship network for legally and socially empowering marginalized youth. Drawing from her field experience Ms. Ruiz-Restrepo began researching in Colombia on Not-For-Profit organizations and the State in 1994, an effort she continued to pursue through PhD research in France on public procurement, state collaboration and tax regulation, then elevated to constitutional and international compared law analysis and finalized in legal dogmatics with her Theory of Alterity and the Positive Distinction of the Nonprofit Subject (2011). Adriana works as a legal adviser and policy analyst on law and development through the firm RRA (Public law + Social Innovation). In the Middle East and Latin America she has consulted on the strengthening of civil society nationally, the enabling of cross border philanthropy and solidarity and on constitutional efficacy for poverty reduction. As a trainer of prosecutors and investigators dealing with organized crime in Colombia, Ms. Ruiz-Restrepo teaches Anti-Money Laundering and Counter Criminal Financing for tackling corruption and delinquency veiled under nonprofit organizations. In 2012 based on her findings and the Alterity theory, she successfully raised the need of including nonprofit organizations in Colombia's structural tax reform so as to provide an ample but also secure space for civil society. She is a member of Civicus, Emes, ISTR and an international adviser to the ICNL since 2005. Through the Alteritas Lab of the RRA think-tank, Adriana continues to study the law, policy and regulation of the Third Sector with a network of colleagues from the global south. She is the founder of Civisol Foundation for Systemic Change, an organization that legally supports nonprofit organizations structured by informal and poor sectors of civil society seeking formal inclusion into mainstream economy while carrying field research on their process of legal empowerment through civil society organizations and by means of solidarity economics..

## Alex Vinnikov

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Practicing lawyer, tax advisor and trainer. Member of the boards of European Law Advancement Network, Institute of Professional Fundraising, Ukrainian Chamber of Tax Advisors and Ukrainian Coalition for Legal Aid. Member of task forces on drafting Ukrainian Tax code (2011, 2015) and Law on charities (2013). Author of three books and 30+ articles in the professional media on tax reform in Ukraine, in particular, concerning charities and non-business transactions. National expert of the European Commission on Mapping study Ukrainian civil society (2009) and Volunteering in Eastern Partnership countries (2011). UNV regional coordinator of the research on volunteerism policy and regulations in NIS countries since 2001(2010). Author of national reports on charities legal and fiscal status for European Foundation Centre (2011, 2015). Co-author of legal and fiscal manual for accountants' certification CAP/CIPA in Ukraine (2012). Delivered 40+ trainings on fundraising and financial management for grantees of international technical assistance projects (USAID, DFID, UNDP, Council of Europe, SIDA).

## Dilip Ratha



Dilip Ratha is Manager, Migration and Remittances Unit and Head, Global Knowledge Partnership on Migration and Development (KNOMAD) in the Development Prospects Group of the World Bank. He is the focal point for the World Bank's Migration Working Group and the Diaspora Bond Task Force, and a co-coordinator of the (G8) Global Remittances Working Group. According to the New York Times, "No one has done more than Mr. Ratha to make migration and its potential rewards a top-of-the-agenda concern in the world's development ministries." Besides migration and remittances, Dilip's research

reflects a deep interest in innovative financing for poor countries: diaspora bonds, future-flow securitization, shadow sovereign ratings and South-South foreign direct investment. He is currently the chair of the Consortium Advisory Group (and previously the founding CEO) of the Migrating out of Poverty Research Consortium based in the University of Sussex. Prior to joining the World Bank, he worked as a regional economist for Asia at Credit Agricole Indosuez, Singapore; as an assistant professor of economics at the Indian Institute of Management, Ahmedabad; and as an economist at the Policy Group, New Delhi. He has a Ph.D. in economics from the Indian Statistical Institute, New Delhi where he also worked as a visiting lecturer and helped build a CGE model of the Indian economy. Dilip hosts People Move, a popular blog and can be followed on Twitter at @DilipRatha. His TED Talk "The hidden force in global economics: sending money home" has been viewed over a million times

## Barbara Span



Barbara Span is Vice President of Global Public Affairs for Western Union, a Fortune 500 company providing services in 200 countries and territories around the world. She has responsibility for public policy, regulatory issues and advocacy programs. Barbara's focus is on a spectrum of issues, including migration, diaspora, financial inclusion, economic development and entrepreneurship.

She has a leadership role in the African Diaspora Marketplace, a joint initiative with USAID and the U.S. Department of State's African Women's Entrepreneurship Program (AWEP) that creates access to capital and technical assistance for SMEs across Sub-Saharan Africa. She also leads Western Union's engagement in the Young African Leaders Initiative (YALI).

Prior to Western Union, Barbara's work has been with leading domestic and international payment processors following a career in the advertising industry. Barbara is a Member and past Vice Chairman of the World Economic Forum Global Agenda Counsel on Migration, Past Chairman of the Board of Jobs for America's Graduates DC and has served on many community boards. She is a Northwestern University Alumnus and has attended the Harvard Business School Strategic Program on Microfinance.

## Bhekinkosi Moyo



Bhekinkosi Moyo is the executive director of the Southern Africa Trust-a regional organization that supports wider and deeper policy engagements in regional integration. Prior to this, he was director of programs at TrustAfrica-a pan African foundation based in Senegal for close to seven years contributing to its growth and pan African reach. He writes extensively on African philanthropy, governance and the state of civil society in Africa. Among his recent books are: Helping to Give, Giving to Help: The Context and Politics of African Philanthropy (2013), Disabling the Public Sphere: Civil Society Regulation in Africa (2010); Africa in Global Power Play (2007) and What about the children: The silent voices in Maintenance (2004). He

has also contributed a number of journal articles, book chapters and regularly writes a column for the African Decisions Magazine. His 2014 article in the Development in Practice Journal is 'African philanthropy, pan Africanism and Africa's development'. Most of his works can be found on [www.bhekinkosimoyo.com](http://www.bhekinkosimoyo.com) including his Mail and Guardian blog. He sits on the boards of: The African Union Foundation; International Society for Third Sector Research; African Grant Makers Network; University World News, ICCO Southern Africa Regional Council as well as the Alliance Magazine Editorial Board.

## David Khoudour

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David Khoudour is the Head of the Migration and Skills Unit at the OECD Development Centre in Paris, France. As such he is responsible for the policy-oriented work of the Centre on migration and development, and on education and skills. He is also the vice-chair of the KNOMAD Thematic Working Group on “Policy and institutional coherence”. Before he joined the OECD, in 2010, he was a researcher at the CEPIL, a French economic think-tank, and a lecturer at Sciences Po in Paris, from where he holds a PhD in Economics. Dr. Khoudour, a French national, has also been a Fulbright scholar at the University of California-Berkeley, a professor of economics and the director of the research centre on international migration at the Universidad Externado de Colombia in

Bogota, and a consultant for the ILO and the IOM..

## SESSION 3

### Jason Bauer

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Mr. Bauer is a Director in the Finance, Investment and Trade team. The team seeks to catalyze private investment through strengthening the environment for private enterprise. Mr. Bauer is responsible for developing and overseeing the implementation of programs to achieve these objectives. Within MCC he coordinates with the country teams in Compact Operations, Congressional & Public Affairs, and the General Counsel’s office; while externally he manages relationships with White House initiatives such as Power Africa and Doing Business in Africa and with private sector organizations and firms. Previously with MCC, Mr. Bauer was an Associate Country Director for Namibia and The Gambia. In this

role he liaised closely with host country counterparts; responsible for assisting with overall project management and coordination throughout the Compact development and documentation process.

Prior to joining MCC, Mr. Bauer was an associate with OTF Group, where he worked with private and public sector leaders on a range of strategy issues, including competitiveness building, and economic cluster initiatives. Mr. Bauer was responsible for managing and delivering multi-disciplinary consulting engagements in competitiveness for developing country businesses and governments.

Mr. Bauer worked at a financial institution performing financial and strategic analysis on multi-million dollar transactions in the energy, telecommunications and agribusiness sectors. Previously, at the World Bank, Mr. Bauer worked on a micro-credit, SME and rural finance project. He also was a Peace Corps Volunteer in West Africa consulting on small enterprise development and micro-credit in Benin.

Jason has a Masters in Sustainability Leadership from Cambridge University. Mr. Bauer holds an M.B.A. from Cornell University, The Johnson School of Business as a Michael Torphy scholar. Jason earned a B.A. in Economics and Political Science from the University of North Carolina at Chapel Hill.

### Karim Dahou

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Karim Dahou is Deputy Head of the OECD Investment Division since October 2014. He assists the Head of Division in leading the OECD work on investment. The OECD works with countries from all over the world on enhancing the economic and social benefits of investment for home and host societies. It promotes balanced and sustainable investment rules; high standards of responsible business conduct; investment for development; sound investment statistics; as well as infrastructure and green investment.

Prior to this, Mr. Dahou has been Executive Manager at the OECD Directorate for Financial Affairs and was responsible for the implementation of the programme of work of the OECD

Investment Committee on Investment for Development. In this capacity, he was in charge of the operational leadership and management of the NEPAD-OECD Africa Investment Initiative and of several cross-regional projects on sustainable infrastructure and clean energy.

Before joining the OECD Directorate for Financial and Enterprise Affairs, Mr. Dahou held several positions in international trade and investment. He has previously worked as a Senior Advisor to the Africa Partnership Forum. Mr. Dahou has also served as the Chief of Staff to the Executive Secretary and Special Advisor to the Chairman of the Board of Enda International. He was also a founding member and lead manager of the policy think-tank Diapol (Policy Dialogue and Perspectives).

Mr. Dahou, a French and Algerian national, holds a Master Degree in Law from La Sorbonne University, and is a graduate of the Paris Institute of Political Studies (Sciences Po).

## Michel Demarre

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Mr. Michel Demarre, Director General of SEFI (Association of French International Contractors)

After he graduated as a civil engineer, Michel Demarre held various positions with the French government, from 1973 to 1990, including a 1-year secondment with the World Bank in 1986-1987.

From 1990, he held various positions in the international departments of road construction companies; his last assignment was with Colas, as International Advisor to the CEO, from 1997 to 2012. He joined SEFI in September 2012.

From 2008 to 2012, Michel was President of EIC (European International Contractors), Vice-President of FIEC (European Construction Industry Federation) and President of the French National Committee of PIARC (World Road Association).

## CONCLUSIONS

### Nicola Harrington

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As Deputy Director, Ms. Harrington-Buhay supports the Director of the Development Centre in establishing the strategic direction and implementation of the programme of work of the Centre. Ms. Harrington-Buhay works towards the achievement of the strategic goals of the Organisation, as defined by the Secretary-General.

Before joining the Organisation, Ms. Harrington-Buhay was the United Nations (UN) Resident Coordinator and UNDP (United Nations Development Programme) Resident Representative in the Republic of Moldova where she coordinated 21 UN agencies in development and human rights. Her role involved the strategic leadership of the UN in-country, policy advice, advocacy, and capacity building with the highest levels of Government and Parliament.

Prior to this, Ms Harrington-Buhay held the positions of Deputy Director for Policy and Communications, UN/UNDP Brussels Office, coordinating UN engagement on development policy issues with institutions of the European Union; UN Resident Coordinator and UNDP Resident Representative in Serbia and Montenegro; UNDP Director of Resources Mobilization where she contributed to deep-seated UN institutional reforms and helped UNDP attain its highest level of core resources; and UNDP managerial positions in Nicaragua, Malawi and Argentina. She previously worked for the Bank of England, specialising in liberalisation of trade in financial services and solutions to Latin American indebtedness.

Ms. Harrington-Buhay, a national of the United Kingdom, holds a Master in Public Administration from the Warwick Business School and a Master of Science (Econ) in Politics of the World Economy from the London School of Economics and Political Science, United Kingdom. She is a World Fellow of Yale University.

## Ebba Dohlman

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Ebba Dohlman is Senior Advisor in the Office of the Secretary General and Head of the Policy Coherence for Development (PCD) Unit since 29 March 2010.

Ms. Dohlman, a Swedish national, has worked at the OECD since 1985. Since her appointment as Senior Advisor, she has worked with the Deputy Secretary-General in charge of development to help shape and take forward the OECD Strategy on Development. Previously, she was Senior Counsellor in the Heiligendamm L'Aquila Process (HAP) Support Unit where she was responsible for the development and energy pillars of the dialogue between the G8 and G5. She began her OECD career in the Trade Directorate and moved to the Development Co-operation Directorate in 1991 where she provided key inputs into the work on Environment and Development, Aid for Trade and Pro-Poor Growth and Agriculture.

Prior to coming to the OECD she worked as a trade policy consultant at the GATT (WTO), UNCTAD and the Textiles Importers Association of Sweden in the context of efforts to reform the Multi-Fibre Arrangement. She holds a Ph.D. and M.Sc. from the London School of Economics and a B.A. from Tufts University