

## AGENDA



# LAUNCH OF THE MENA-OECD BUSINESS ADVISORY BOARD

Building bridges between the public and the private sector

**20-21 September, 2018**

CEOE Headquarters  
Diego de León 50  
Madrid, Spain



## **Launch of the MENA-OECD Business Advisory Board (BAB): Building bridges between the public and the private sector**

### **Context**

As global growth is picking up but structural reforms are still needed, public-private dialogue is increasingly seen as a means towards rebuilding trust and confidence in institutions, and efficient public-private partnerships as catalysts for successful economic policies. This is particularly true in the Middle East and North Africa (MENA), where the effects of political instability and economic uncertainties have threatened the foundations of social consensus. Partnering with the private sector in a transparent and systematic way is therefore key to support reform efforts aimed at fostering economic resilience and inclusive growth.

Creating such “reform coalitions” requires building institutional frameworks in which the private sector and non-government stakeholders effectively participate in the policy-making process –a prerequisite to producing better policy outcomes through mutual understanding and shared buy-in. Nonetheless, the spectrum of private sector representation and engagement is extremely diverse in MENA countries, where the status of business associations varies significantly and relations between the public and private sector can sometimes contain a considerable level of mistrust.

In line with the Sustainable Development Goals, policy responses must focus on:

- strengthening the **capacity of business and industry** to identify priorities for reform and voice its messages in a coherent and structured way, and
- promoting **new forms of public-private collaboration** founded on transparency and joint ownership of policy design and implementation.

Only by building meaningful, dynamic and sustainable multi-stakeholder collaboration will the potential of the private sector as a credible partner for accelerating reforms and a driver of inclusive growth be unleashed.

### **About the MENA-OECD Business Advisory Board**

At the MENA-OECD Ministerial Conference convened in Tunis in October 2016, participants called for greater engagement with the private sector in support of economic reforms and inclusive growth. Seen as a neutral and independent body endowed with a decade-old experience in supporting private sector growth and competitiveness in the MENA region, the [MENA-OECD Competitiveness Programme](http://www.oecd.org/mena) is well-placed to help raise the quality and visibility of public-private dialogue across the region by promoting transformational change and inclusive frameworks.

Building on this initiative, the **MENA-OECD Business Advisory Board (BAB)** is being launched to act as a dedicated regional platform for public-private dialogue. The BAB is co-

#### **The MENA-OECD Competitiveness Programme**

The MENA-OECD Competitiveness Programme was launched in 2005.

The Programme supports governments undertaking reforms to spur sector development as a driving force for growth and job creation in the region. The main tools applied are policy dialogue, peer learning, and capacity building. Priority topics addressed are trade and investment, entrepreneurship, women’s economic empowerment, business integrity, corporate governance, and economic resilience.

<http://www.oecd.org/mena>

chaired by the Spanish Confederation of Employers' Organisation (CEOE) and the Tunisian Confederation of Industry, Trade and Handicrafts (UTICA).

Over the course of the coming years, it will mobilise leading business associations, chambers of commerce and other private sector networks, as well as regional organisations, academic and research institutions, in an effort to maximise the relevance and impact of public-private dialogue across the region. It will do so by:

- Providing **spaces for multi-stakeholder dialogue** and encouraging transparent and participatory policy-making processes, through high-profile meetings between business and governments.
- Formulating **high-level advice from leading business and industry** on reform priorities in the region, such as investment and trade liberalisation, innovation, entrepreneurship, women's economic empowerment, or responsible business conduct.
- Strengthening the **policy advocacy role of business associations** through capacity building, transfer of knowledge and sharing of best practices.

### About the Launch

The launch event will bring together leading business associations, chambers of commerce and other private sector networks from MENA and OECD countries to define the needs in the region, and what successful examples can be replicated.

### Participants

- Business associations and chambers of commerce
- Business leaders and private sector representatives
- Youth and women organisations promoting entrepreneurship

### Background materials

- Background Note: "Mapping of business organisations in the MENA region"
- Strategic vision and programme of work for the "MENA-OECD Business Advisory Board"

### Practical information

Arabic/English/French/Spanish interpretation will be provided during the meeting.

## PROGRAMME SUMMARY

**Launch of the MENA-OECD Business Advisory Board  
September 20-21, 2018**

DAY ONE		DAY TWO		
		09:30 - 11:00	<b>Session 3.1</b> Building business linkages across the Mediterranean	<b>Session 3.2</b> Promoting gender balance
11:30 - 11:45	<i>Registration</i>	11:00 - 11:30	<i>Coffee break</i>	
11:45 - 12:30	<b>Welcome remarks</b>	11:30 - 13:00	<b>Session 4.1</b> Operating in fragile contexts	<b>Session 4.2</b> Boosting social dialogue
12:30 - 13:45	<b>Session 1 - High-level panel:</b> How can businesses help governments develop better policies for sustainable growth?	13:00 - 13:30	<b>Conclusion</b>	
13:45 - 15:15	<i>Lunch</i>	13:30 - 14:30	<i>Light lunch</i>	
15:15-16:45	<b>Session 2. What forms of public-private dialogue are most effective?</b>			
16:45 - 17:05	<b>Keynote interventions: private sector-led initiatives</b>			
17:05 - 17:35	<b>Closing</b>			
17:35 - 18:35	<i>Coffee break / Networking</i>			

## Programme

### DAY ONE: 20 September, 2018

11:30-11:45 Registration

#### 11:45-12:30 Welcome remarks

- **Mr. Joaquim GAY DE MONTELLÁ**, Vice-President of the Spanish Confederation of Employers' Organizations (CEOE), Co-Chair of the MENA-OECD Business Advisory Board
- **Mr. Samir MAJOU**, President of the Tunisian Confederation of Industry, Trade and Handicrafts (UTICA), Co-Chair of the MENA-OECD Business Advisory Board
- **Mr. Carlos CONDE**, Head of Middle East and Africa Division, Global Relations Secretariat, OECD
- **Ms. Xiana Margarida MÉNDEZ**, Secretary of State of Commerce, Ministry of Industry, Commerce and Tourism, Spain
- **H.E. Mr. Zied LADHARI**, Minister of Development, Investment and International Cooperation, Tunisia

#### 12:30-13:45 Session 1. High-level panel: How can businesses help governments develop better policies for sustainable growth?

Chair • **Ms. Jihen BOUTIBA MRAD**, General Secretary, BUSINESSMED

- Panellists
- **Mr. Abdulwahab ALKEBSI**, MENA Director, Centre for International Private Enterprise (CIPE) (video)
  - **Mr. Fouad ZMOKHOL**, President, Association of Lebanese Business People in the World (RDCL World)
  - **Ms. Christine LEPAGE**, Director, International Directorate, Mouvement des Entreprises de France (MEDEF)
  - **Ms. Romina BOARINI**, Senior Advisor and Coordinator of the Inclusive Growth Initiative, OECD
  - **Mr. Luis ARRIBAS**, International Relations Manager for Asia, Africa and Rest of the World, Repsol

Countries in the Middle East and North Africa have experienced significant changes over the past decade. Economic pressures and political uncertainties are transforming the region. Some governments have embarked themselves in ambitious reform programmes. In such context, is the voice of the private sector being taken into account? Are there opportunities for business and can business associations build bridges across borders? What are the main challenges ahead?

#### Open discussion

13:45-15:15 Lunch

#### 15:15-16:45 Session 2. What forms of public-private dialogue are most effective?

Chair • **Mr. Alberto CERDÁN**, Director General for Institutional Cooperation and Coordination, ICEX España Exportación e Inversiones

- Panellists
- **Ms. Pilar SÁNCHEZ-BELLA**, Policy Analyst, Middle East and Africa Division, Global Relations Secretariat, OECD
  - **Mr. Francisco MANTERO**, President, Strategic Council for Cooperation and Development, Confederation of Portuguese Business (CIP)
  - **Mr. Mehdi BENDIMERAD**, Vice-President, Forum des Chefs d'Entreprise (FCE), Algeria
  - **Ms. Camilla CIONINI-VISANI**, Managing Director International Affairs, Confindustria, Italy
  - **Mr. Aziz AJBILOU**, Secretary General, Ministry of General Affairs and Governance, Morocco

Public-private dialogue (PPD) can take many forms. The final objective will dictate what model is more adequate, and PPD mechanisms inevitably face a trade-off between the breadth of scope and the effectiveness of the dialogue. High representation and transparency levels will ensure a positive impact for a broad constituency. Different institutionalisation arrangements will determine the sustainability of a PPD platform over time. Moreover, the institutional and political context of a country will provide a limited set of components from which to build a PPD platform. During this session, speakers will share national and international cases to draw from their experience to identify what are the key ingredients for success.

#### Open discussion

**16:45-17:05 Strategic private sector and civil society initiatives: Spanish-Moroccan business linkages and Phare Nador**

- **H.E. Amb. Ricardo Díez-Hochleitner**, Spanish Ambassador to Morocco
- **H.E. Ms. María Teresa Fernández de la Vega**, President of the Spanish State Council, and President, Mujeres por Africa

Companies and civil society organisations are already implementing innovative initiatives to promote inclusive growth, empower citizens and opening the way for better economic opportunities for all, including especially women and the youth. The key interventions in this special session will show-case examples of cooperation between Moroccan and Spanish organisations and companies.

**17:05-17:35 Closing**

- **Mr. Rachid Maaninou**, Deputy Secretary General, Business Development, Union for the Mediterranean (UfM)
- **H.E. Amb. Manuel Escudero**, Spanish Ambassador to the OECD
- **Mr. Carlos Conde**, Head of Middle East and Africa Division, Global Relations Secretariat, OECD

17:35-18:35 *Coffee Break / Networking*

## Programme

### DAY TWO: 21 September, 2018

09:30-11:00	<b>Session 3.1 Building business linkages across the Mediterranean</b>	<b>Session 3.2 Promoting gender balance in top management and business organisations</b>
Chair	<ul style="list-style-type: none"> <li>• <b>Mr. Mohammed ELRAZZAZ</b>, Project Analyst, Business Development, Union for the Mediterranean (UfM)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Mr. Majdi HASSEN</b>, Executive Director, Institut Arab des Chefs d'Enterprise, IACE</li> </ul>
Speakers	<ul style="list-style-type: none"> <li>• <b>Dr. El Sayed TORKY</b>, Senior Advisor, Federation of Egyptian Industries (FEI)</li> <li>• <b>Mr. Benjamin GODEL</b>, Coordinator for MENA region, Bundesverband Deutscher Industrie (BDI), Germany</li> <li>• <b>Mr. Tudor TARLEV</b>, Altcity, Lebanon</li> </ul> <p>In a world economy dominated by global value chains, building linkages between multinationals and local firms is a necessity. It is not only about reaping the benefits of FDI, but about not losing the battle for competitiveness. Governments are developing ambitious development and industrial plans, but they need to be accompanied by strategic partnerships with the private sector. Business organisations are actively supporting their affiliates through training, networking and reach out programmes. What practices are having more impact?</p> <p><b>Open discussion</b></p>	<ul style="list-style-type: none"> <li>• <b>Ms. Beatriz FERNÁNDEZ-TUBAU</b>, Secretary General, Association of Organisations of Mediterranean Businesswomen (AFAEMME)</li> <li>• <b>Ms. Ana PLAZA</b>, Secretary General, CEOE</li> <li>• <b>Ms. Alicia CEBADA</b>, Programmes coordinator, Mujeres por Africa</li> <li>• <b>Ms. Fianna JURDANT</b>, Senior Policy Analyst, Corporate Governance Division, OECD</li> </ul> <p>In 2013, only 8.4% of firms in the MENA region had a female top manager, lower than the world's average of 18.6%. This gender gap inevitably limits the level of representation of women in business associations. How can business associations support women access senior management positions? How can women be better represented? This session will also present the findings of a recent OECD report to improve gender balance in corporate leadership.</p> <p><b>Open discussion</b></p>
11:00-11:30	<i>Coffee Break</i>	
11:30-13:00	<b>Session 4.1 Promoting responsible business in fragile contexts</b>	<b>Session 4.2 Boosting social dialogue to deliver inclusive growth</b>
Chair	<ul style="list-style-type: none"> <li>• <b>Mr. Carlos CONDE</b>, Head of Middle East and Africa Division, GRS, OECD</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Ms. Reem BADRAN</b>, Chairwoman, Al Hurra</li> </ul>
Speakers	<ul style="list-style-type: none"> <li>• <b>Mr. Raghib BLEIBEL</b>, Chairman, Iraqi Businessmen Union (IBU)</li> <li>• <b>Mr. Odeh SHEHADEH</b>, Secretary General, Palestinian Federation of Industries</li> <li>• <b>Dr. Carl AARON</b>, International Expert</li> </ul> <p>Companies operating in MENA countries have seen themselves drawn into contexts of fragility and even conflict. Business organisations can support firms wishing to invest in these contexts helping them identify sectors and geographical areas with potential for investment. On the other hand, firms have shown to play a critical role in the creation of job opportunities in the context of the Syrian refugees crisis. What is the role of private sector organisations in countries where governments have limited capacities?</p> <p><b>Open discussion</b></p>	<ul style="list-style-type: none"> <li>• <b>Mr. Fadi SAAB</b>, Chairman, Anti-Corruption Committee, ICC-Lebanon</li> <li>• <b>Ms. Romina BOARINI</b>, Senior Advisor and Coordinator of the Inclusive Growth Initiative, OECD</li> <li>• <b>Mr. Ahmed KAMEL</b>, Director MENA, IndustriALL</li> </ul> <p>Many MENA countries are embarking themselves in ambitious economic reform programmes, some in response to post-2011 upheavals, others in the quest for diversification. Success will require to build on strong social dialogue mechanisms including traditional tripartite processes. Multinationals can also have a big impact improving work conditions through their own initiatives, and engaging workers worldwide. International initiatives like the Global Deal can spur high impact action.</p> <p><b>Open discussion</b></p>

13:00-13:30 **Conclusion**

- Moderator
- **Ms. Pilar SANCHEZ-BELLA**, Policy Analyst, Middle East and Africa Division, Global Relations Secretariat, OECD
- Rapporteurs
- **Mr. Mohammed ELRAZZAZ**, Project Analyst, Business Development, Union for the Mediterranean (UfM)
  - **Mr. Majdi HASSEN**, Executive Director, IACE
  - **Mr. Carlos CONDE**, Head of Middle East and Africa Division, GRS, OECD
  - **Ms. Reem BADRAN**, Chairwoman, Al Hurra

13:30-14:30

*Light Lunch:*

NH PRINCIPE DE VERGARA  
Salón Calderón  
C/ Principe de Vergara 92

### **Date, time and venue**

20-21 September, 2018,  
Madrid, Spain

More information available at: <http://www.oecd.org/mena/competitiveness/private-public-dialogue.htm>

### **Contact**

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