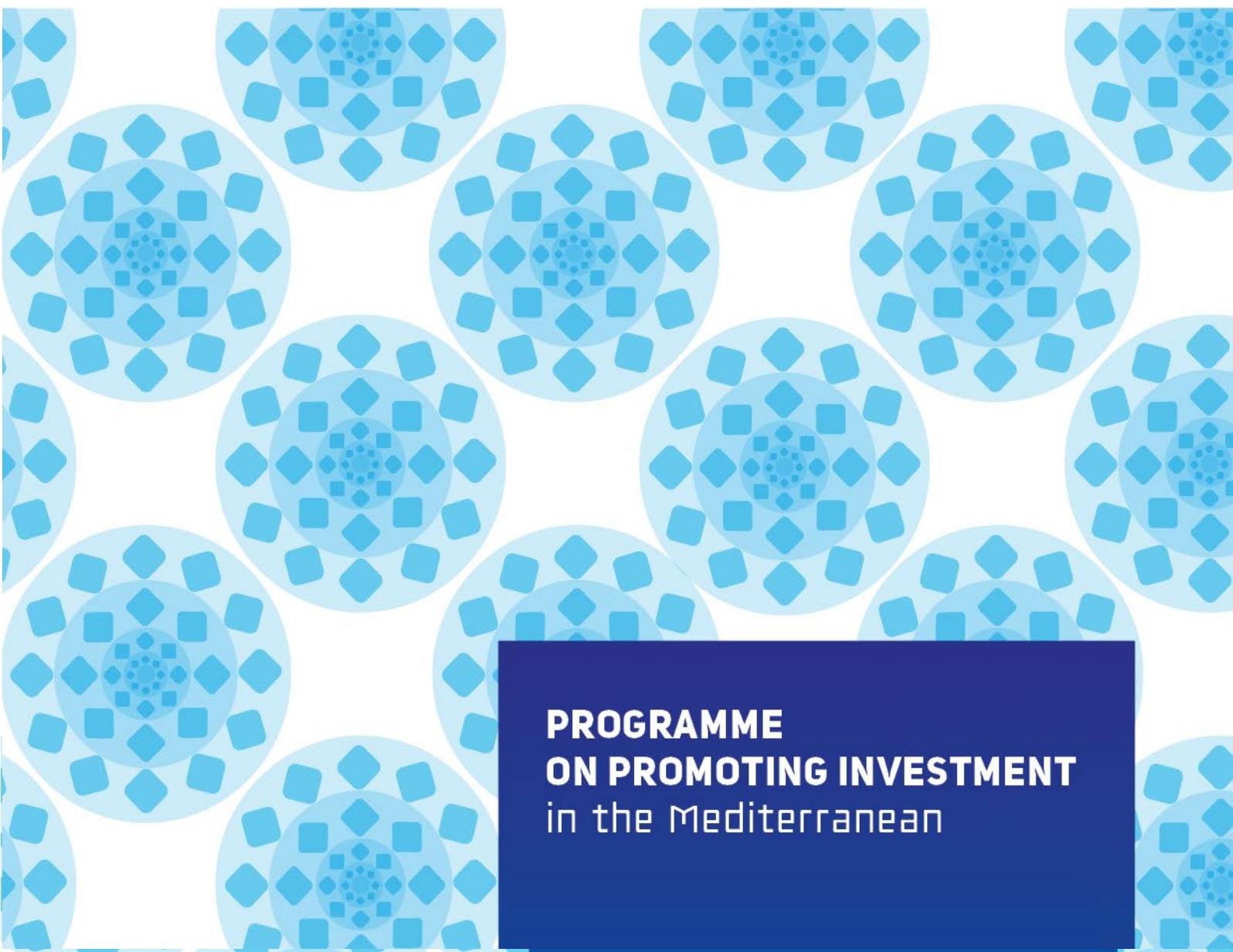


## REPORT

# Investment promotion and facilitation in the MED region

22 October 2019  
Paris, France

This report contains the summary discussions, agenda, list of participants, evaluation and presentations of the regional seminar on “Investment promotion and facilitation in the MED region” held in Paris on 22 October 2019.



**PROGRAMME  
ON PROMOTING INVESTMENT  
in the Mediterranean**



## Summary Report

### Context and Participants

The EU-OECD Programme on Promoting Investment in the Mediterranean – which aims to support the implementation of sound investment policies and effective institutions in the Southern Mediterranean region – held a two-day regional seminar on 22-23 October on “Better investment policies to spur innovation and monitor impact” in Paris. The seminar took place back-to-back with the OECD Investment Committee and the Second OECD Roundtable on Investment and Sustainable Development.

The objectives of the seminar were to **foster policy dialogue and exchange of experiences** through participation in the fourth workshop of the OECD Investment Promotion Agencies Network and to **launch the Mapping of Investment Promotion Agencies in the Middle East and North Africa** by high-level representatives from the region, the European Commission and the OECD. Initiated in January 2018 in Rabat, Morocco, the Mapping is the most comprehensive tool providing comparative evidence on similarities and differences across Mediterranean agencies. The objective of the mapping is ultimately to support IPAs and investment policymakers to make informed decisions and undertake strategic reforms accordingly.

The seminar also provided a platform to **peer-to-peer exchanges among MED IPAs** and aimed to **improve MED policymakers’ understanding of foreign investment impacts on the Sustainable Development Goals (SDGs)**, at the Roundtable on Investment and Sustainable Development.

The active participation of Southern Mediterranean governments in the different events allowed for strong networking between MED and other regions’ IPAs. Nearly 140 participants attended the workshop of the OECD IPA Network, among whom around 30 were from the MED region - see the list Annex B to this report), including:

- Senior government officials and representatives of Investment Promotion Agencies from 60 countries, including all the beneficiaries of the EU-OECD Programme (Algeria, Egypt, Jordan, Libya, Lebanon, Morocco, Palestinian Authority and Tunisia).
- Representatives from IPA regional and global networks (ANIMA Investment Network and the World Association of Investment Promotion Agencies (WAIPA)).
- Senior officials from the World Trade Organisation (WTO), UNCTAD and the International Trade Centre (ITC).
- Private sector representatives, civil society, academics, and OECD experts.

### Discussions

#### Regional seminar “Better investment policies to spur innovation and monitor impact”

As in previous years, the first two sessions of the seminar were held jointly with the workshop of the OECD IPA Network.

#### **Session 1 (plenary): Investment facilitation and retention**

Session 1 served as a forum for an interactive discussion between representatives from 43 IPAs as well as representatives from more than 60 countries with diverse perspectives on how investment facilitation and retention can attract more and better investment.

H.E. Eduardo Gálvez, Ambassador of Chile to the WTO and Co-ordinator of the WTO Structured Discussions on Investment Facilitation for Development opened the session with a presentation of this latter initiative. He explained the origins of the initiative and its objectives. He shared his interest in having discussions not only with policymakers but also with other stakeholders such as IPAs and representatives of other organisations, participating in this workshop. He reiterated the importance of exchanging views to enrich the multilateral framework and hence make it more impactful on spurring domestic reforms on investment facilitation and fostering increased levels of investments across countries.

Mr Luiz Cesar Gasser, representative of the Ministry of Foreign Relations of Brazil, shared the experience of his country on implementing reforms related to investment facilitation such as the design of new treaties and the implementation of an ombudsman, based on the Korean model. Mr Gasser also mentioned the benefits of the WTO initiative and encouraged all countries, developed and developing, to join this initiative.

Mr. Antti Aumo, Executive Director of Invest in Finland, shared the experience of his agency on investment facilitation and retention and detailed different activities done by the agency, such as providing support with administrative procedures, providing aftercare services, creating linkages and encouraging cluster programmes, and advocating for better policies for investment.

Mrs Eva Hampl, representative of the United States Council for International Business raised different challenges that businesses face on the ground and provided some thoughts about how IPAs could further support business whether at the implementation or expansion stages. Mrs Hampl also commented on the way WTO initiative would support business-friendly reforms.

Mr Carlo Pettinato, representative of the European Commission, insisted on the importance of discussing investment facilitation at a multilateral level, and involving key stakeholders. He also provided his view on what could be the key elements of investment facilitation that governments should take into consideration.

## **Session 2 (plenary): FDI impact on the host economy**

The session started with a presentation by Niamh Roddy, the chief Economist of IDA Ireland. The OECD has an ongoing work with IDA Ireland on assessing the impact of FDI over the past decade and suggesting ways to guide the IPA's investment promotion strategy. Ms Roddy presented the findings demonstrating positive outcomes of FDI on productivity, research & development, participation in global value chains, skills upgrading and linkages with the domestic economy. The chief economist valued the opportunity of having an evidence-based, external and objective study to validate and corroborate these elements. She also explained how the agency plans to use these results in their upcoming investment promotion strategy.

Three other IPAs (InvestChile, Invest in Israel and UkraineInvest) and a policy maker from the Netherlands were invited to give remarks on how to further benefit from FDI in their respective countries. They all shared the necessity to bring together all stakeholders in order to design and implement policies to maximise benefit from FDI. The speakers agreed on the necessity to have evidence-based policies to help countries setting up quantitative but also qualitative goals for FDI. In this regard, reference was made to the OECD FDI qualities work and the related report on FDI Qualities Indicators: Measuring the sustainable development impacts of investment. Participants clearly expressed their expectations in terms of integrating country specific context in the future work of the OECD. Finally, the availability of FDI statistics (how to collect and coordinate data) was raised as a priority challenge by all participants.

After this second plenary session, the OECD Secretariat welcomed the participants to a high-level lunch with the OECD Deputy Secretary-General, Ludger Schuknecht, and the EU Ambassador to the OECD, H.E Didier Lenoir. The lunch celebrated the launch of the Mapping of Investment Promotion Agencies in the Middle East and North Africa (see Annex 2 for the list of participants to the networking lunch). Mr. Schuknecht and H.E Ambassador Lenoir stressed that the mapping is a valuable policy tool. It showed that a lot has been achieved by countries in the region but it also revealed some priority areas where further improvement is needed. Future work in the context of the

EU-OECD work with the region could support MENA IPAs and policymakers in their challenges to further streamline their institutional and organisational settings, simplify their investment facilitation frameworks and better evaluate the impact of their activities.

### **Session 3 (MED): The role of investment promotion agencies in spurring innovation**

The objective of the session was to share experiences about the role of IPAs in accelerating investment in innovation and bridging the innovation gap in the MED region. The OECD mapping revealed that two-thirds of MED IPAs list innovation among their policy goals. At the same time, no regional IPA is the leading national agency for innovation policy, as is the case in some EU countries. International experience shows that different institutional set-ups are feasible, under the condition that appropriate institutional co-ordinating mechanisms and communication channels are in place.

Mr Antti Aumo, Executive Director of Business Finland, shared the experience of his country and reminded Finland long path towards innovation. In one century, the country managed to move from a poor society living mainly from agriculture, to a country having the best primary education and human capital in the world. Today, thanks to those assets, Finland is a worldwide leader in terms of innovation. Mr Aumo also insisted on the importance of setting up a gain plan, considering different time horizons. According to him, for the short term, the focus should be on taking advantage of existing resources by adapting them to the country's needs, and for the long term, the priority should be given to enhance the educational system. He cited three elements to consider in order to spur innovation:

1. Putting the educational system on top of priorities.
2. Identifying and facilitating partnership with innovation partners (such as research institutes, clusters) to create an attractive ecosystem for innovation.
3. Revising the belief about the link between attracting innovative investments and providing incentives. Indeed, according to him, incentives may be effective for traditional industries where resources are not flexibles, but for other specific sectors, the correlation between investment attraction and incentives is far from being certain. In reality, the top priority for investors in sectors like innovative manufacturing is the availability of human capital and skills, which may by far be more important than any kind of traditional incentives.

MED IPA representatives then actively intervened and shared their experiences, including challenges in attracting investment that spurs innovation in their respective countries, in an engaging conversation that highlighted common interests and challenges.

Representatives from the Palestinian IPA raised the challenge to directly connect young entrepreneurs, which are towel armed to invest new sectors such as the Information Technology sector, with a wider set of investors. They also shared the efforts made by Palestinian universities in evolving to meet the requirements of investors by having, for example, business incubators.

Representatives from the Algerian IPA stressed that innovation is considered as a top priority in their agency, albeit no specific mandate for innovation exists in the agency. They cited difficulties faced in attracting investments that spur innovation, despite the existence of a plethora of incentives targeted to this type of investments. This challenge was also shared by other participants such as representatives from the Jordanian IPA, who highlighted the ineffectiveness of incentives, which also negatively impact the governmental budget. The Chairman of WAIPA recapped that fiscal incentives have only a limited role in attracting innovative investment and that they are the “cherry on the cake”.

Representatives from Tunisia shared several reforms that occurred in their country over the last years to encourage investment in innovation: a new investment law comprising a dedicated chapter on

innovation and start-ups, a national initiative, SMART Industries initiative, to promote Industry 4.0, the development of specific infrastructures such as sectorial techno-parks and clusters, etc.

Several MED participants shared the same concerns over the brain drain affecting their economies. They underlined the vicious circle where skilled workers migrate due to the absence of adequate job opportunities, thereby harming the attractiveness of the country to innovative investments and further limiting the availability of high-skilled jobs.

#### **Session 4 (MED): Monitoring and evaluation of investment promotion activities**

The session started by a brief presentation by the OECD Secretariat of the main findings of the Mapping of MENA IPAs on monitoring and evaluation (M&E). Those results were organised around four main pillars:

1. The organisational setting, reporting process and public availability of M&E results;
2. Tools and methodologies;
3. Key Performance Indicators (KPIs); and
4. The use of M&E results in taking corrective actions.

Representatives then engaged in a rich peer-learning discussion clarifying their M&E activities. For example, representatives from the Tunisian Foreign Investment Promotion Agency (FIPA) raised the issue of quantifying the innovation criteria and the lack of tools to measure the quality of investment, reminding the same challenge cited by other IPAs in session 2. They also insisted on the role and importance of institutionalising the M&E process. Representatives from the Palestinian Investment Promotion Agency (PIPA) shared several components of their organisation and strategic planning, such as the way KPIs are defined and revised under the strategic framework. Representatives from the Moroccan agency (AMDIE) detailed their KPIs (number of converted enterprises, number of aftercare visits, number of website visits) and the way they are used by the agency in taking corrective actions. Representatives from the National Agency of Investment Development in Algeria (ANDI) mentioned the use of an information system to monitor investment projects. The mechanism contains a rich and outstanding source of data but a clear definition of KPIs remains a pre-requisite to fully take advantage of this available information.

Yasmine Galloul, Senior economist at Business France then presented a case study of how an OECD agency performs its M&E activities. She explained that M&E allow the agency to set-up and continuously update a database on projects generating jobs creation in France, which in turn makes possible the evaluation of FDI impact. This database relies on three main sources of information: the FDI Observatory/fDi markets, the International network of Business France and the regional agencies of economic development. Ms Galloul also explained the use of the M&E results by providing an example on how the localisation of investment reflects on the efficiency of Business France in ensuring territoriality (when for e.g. 35% of the projects in France are implemented in industrial zones).

Anne Chappaz, from the International Trade Center, shared her insights on impact measurement for investment promotion. Her remarks highlighted important ingredients to implement a simple and pragmatic approach to impact measurement: high-quality data, careful consultation with primary stakeholder to understand what matters most, selection of the most relevant KPIs and communication on M&E activities in dedicated reports. She also pointed out the importance for a country to define clear priorities so that IPAs may act accordingly. To support this statement, representatives from the Palestinian agency PIPA intervened to share its experience. PIPA is reporting to four different ministries that may have different visions and objectives, which makes the mission of PIPA more difficult to achieve.

MED participants welcomed the participation of EU IPAs to share they experience. They also invited the OECD Secretariat to explore and bring to the discussions agencies from countries with closer profile to the MED ones. As in session 3, most agencies raised the brain drain issue and asked for specific support from the OECD to attract and mobilise the diaspora. The representative from PIPA expressed a specific request to the OECD for support to shape its upcoming investment strategy. It also highlighted difficulties in access to knowledge, which also affects the attractiveness of the country, mainly for the diaspora. The Tunisian delegation inquired about the alignment between the OECD and other international organisations' work on IPA mandates, and more specifically on the

separation between investment promotion and regulation mandates. The Secretariat replied by stating that there is a consensus across international organisations to recommend separating promotion and regulation activities.

Some agencies suggested to the Secretariat to integrate in future work a questionnaire that reflects on the impact of IPAs on the development of the private sector. Other requests on developing country specific policy recommendations and tools for M&E were also shared.

### *Next steps*

To conclude the seminar, participants were invited to share their views and suggestions with regard to the seminar and future activities of the EU-OECD Programme. Participants highlighted the usefulness of the seminar, particularly in how the Mapping is being a useful tool in benchmarking themselves or in fulfilling their policy advocacy function.

Questions asked by MED IPAs included the future use of the MED IPAs mapping, the possibility of a country specific assistance, topics to be further developed, the possibility to provide specific policy recommendation on what institutional scheme to adopt. Several participants suggested that it would be useful to have follow-up surveys in a few years, to take stock of the constant evolution of IPAs. Most representatives also said they would welcome more targeted recommendations and best practices on the topics covered in the mapping, and requested that the OECD consider this as a project for the upcoming year of the programme (essentially, recommendations on institutional schemes). They also suggested more country-specific work assessing the impact of IPAs' activities.

The OECD Secretariat provided some orientations of the second phase of the EU-OECD programme including providing IPAs with more specific guidance and tools to improve their M&E systems while continuing providing examples of good practices across IPAs and facilitating peer-learning.

## OECD Roundtable on Investment and Sustainable Development

The second OECD Roundtable on Investment and Sustainable Development was held on 23 October. This high-level Roundtable confirmed its role as the primary platform to advance policies for maximising the impact of the private sector on sustainable development. The launch of the FDI Qualities Indicators by the OECD Secretary General highlighted that this work is a strategic component of OECD' efforts to support the 2030 Agenda and the Sustainable Development Goals (SDGs). This roundtable gathered more than 200 participants from more than 40 OECD and non-OECD countries, international organisations (ITC, UNCTAD, World Bank), the private sector, the civil society and academia. The Mediterranean region was well represented with officials from Algeria, Egypt, Jordan, Lebanon, Libya, the Palestinian Authority, and Tunisia.

H.E. Sahar Nasr, Minister of Investment and International Cooperation of Egypt was invited to deliver a statement. She welcomed the perspective of the OECD, with a balanced approach to the role of investment and the need to have the right policies in place, those that promote the right quality of investment. H.E. Nasr shared some insights on the Egyptian cooperation with the OECD, including through the ongoing Investment Policy Review, which allowed to better decode where foreign investment is supporting sustainable development in Egypt and shed light on areas where further improvement could be made.

The technical sessions on specific indicator clusters – productivity and innovation, employment and job quality, skills, gender equality, and carbon footprint – strengthened stakeholder engagement and provided guidance on how to improve the indicators and how to move toward the work on policies.

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The OECD Secretariat will continue the Roundtable on Investment and Sustainable Development as an open multi-stakeholder platform to advance policies to support the SDGs through private investment. Future work aims to promoting and discussing the current indicators and broader FDI Qualities Initiative in strategic OECD and other policy platforms, continue and enhance the integration of FDI Qualities indicators in country specific and regional work, the EU-OECD programme being part of it.

## Annex A. Agenda

# Fourth workshop of the OECD IPA Network

Better impact through better  
investment promotion and facilitation

## Agenda

**22 October 2019**

OECD Conference Centre  
Paris, France



## ■ Background

The **OECD IPA Network** was launched in October 2016, following the first OECD workshop on investment promotion and facilitation. The Network meets at the OECD on a yearly basis to allow investment promotion agencies (IPAs) and policymakers to benefit from OECD research on investment promotion and facilitation, share their experience on topics of common interest and exchange on good practices. Last year, the Deputy Secretary-General of the OECD and the Chilean Minister of the Economy addressed the workshop to officially launch the **Mapping of Investment Promotion Agencies in OECD countries** and present a preview of the **Mapping of Investment Promotion Agencies in OECD and Latin America and the Caribbean**, both reports providing extensive comparative analysis of IPAs based on a survey jointly designed with the Inter-American Development Bank.

The fourth meeting of the OECD IPA Network will take place on 22 October 2019 to take stock of these achievements and move forward the work of the Network.

## ■ Objectives

The purpose of this workshop is to build on the IPA mappings to deepen OECD research in certain areas of investment promotion and facilitation, strengthen the knowledge of the OECD IPA Network, and exchange on topics of common interest.

The first session will be dedicated to **investment facilitation and retention**. Participants will discuss national and international solutions to removing regulatory and administrative obstacles for companies willing to invest or reinvest in a given location. Policymakers, IPAs and businesses will share their experience on existing and potential initiatives as well as challenges to facilitate and retain investors.

The second session will focus on the **impacts of foreign direct investment (FDI)** on the domestic economy. The discussion will kick off with a case study of Ireland based on an analytical report prepared by the OECD in collaboration with IDA Ireland. It will be followed by an interactive discussion where IPAs, policymakers and treaty negotiators will provide their insights on how to maximise the impact of FDI on their economy.

Participants are then invited to a high-level lunch, where the **Mapping of Investment Promotion Agencies in the Middle East and North Africa** will be formally launched by high-level representatives from the region, the European Commission and the OECD.

The afternoon will feature parallel break-out sessions to provide an opportunity for IPAs from OECD and partner countries to conduct peer-to-peer exchanges in smaller groups of practitioners.

## ■ Participants

Workshop participants will include senior IPA representatives and investment policymakers from OECD and partner countries. Such format will allow participants to benefit from a focused exchange of perspectives among specialists and conduct an evidence-based and forward-looking discussion. The afternoon sessions of the OECD IPA Network will provide an opportunity for IPAs to conduct focused peer-to-peer exchanges in smaller groups of practitioners evolving in similar contexts, on similar projects or in the context of regional programmes.

## ■ Contact

Alexandre de Crombrughe, Economist and Project Manager, OECD  
([alexandre.decrombrughe@oecd.org](mailto:alexandre.decrombrughe@oecd.org); +33 1 45 24 14 64)

## ■ Websites

[www.oecd.org/investment/investment-promotion-and-facilitation.htm](http://www.oecd.org/investment/investment-promotion-and-facilitation.htm)

## PLENARY MEETING (Room CC 9)

9:30-9:40	<p><b>WELCOMING REMARKS</b></p> <ul style="list-style-type: none"> <li>• <b>Ana Novik</b>, Head of Investment Division, OECD</li> </ul>
9:40-11:00	<p><b>SESSION 1: Investment facilitation and retention</b></p> <p>Investment facilitation aims to encourage investments by providing new and existing investors with transparent, predictable and efficient regulations and procedures. It aims to reduce obstacles faced by companies when they decide to invest and find ways to encourage their expansions. This session will address the key and complementary roles of IPAs and policymakers to facilitate business establishment, secure investment retention and encourage reinvestments. It will discuss ingredients for successful facilitation and address how it can be addressed at national and multilateral levels.</p> <p>Moderator: <b>Alexandre de Crombrughe</b>, Economist &amp; Project Manager, Investment Division, OECD</p> <ul style="list-style-type: none"> <li>• <b>H.E. Eduardo Gálvez</b>, Ambassador of Chile to the WTO and Co-ordinator of the WTO Structured Discussions on Investment Facilitation for Development</li> <li>• <b>Min. Luiz Cesar Gasser</b>, Director, Services and Industry Promotion Department, Ministry of Foreign Relations of Brazil</li> <li>• <b>Antti Aumo</b>, Executive Director, Invest in Finland, Business Finland</li> <li>• <b>Eva Hampl</b>, Senior Director, United States Council for International Business</li> <li>• <b>Carlo Pettinato</b>, Head, Investment Policy Unit, DG Trade, European Commission</li> </ul> <p><i>Interactive discussion</i></p>
11:00-11:15	<p><b>COFFEE BREAK</b></p>
11:15-12:30	<p><b>SESSION 2: FDI impact on the host economy</b></p> <p>Inclusive and sustainable benefits of FDI are not always automatic and governments attracting FDI seek to ensure that their benefits are maximised and potential costs minimised. The discussion will start with a case study of Ireland based on a report prepared by the OECD jointly with IDA Ireland evaluating the impact of FDI on the economy over the past decade and suggesting ways to guide the IPA's investment promotion strategy. IPAs, policymakers and treaty negotiators all have a role to play to maximise the impact of FDI and will share their experience.</p> <p>Moderator: <b>Martin Wermelinger</b>, Economist &amp; Project Manager, Investment Division, OECD</p> <ul style="list-style-type: none"> <li>• <b>Niamh Roddy</b>, Chief Economist, IDA Ireland</li> <li>• <b>Cristián Rodríguez Chiffelle</b>, Director, InvestChile</li> <li>• <b>Ralf Van De Beek</b>, Deputy Head, Trade and Investment Policy Department, Ministry of Foreign Affairs of the Netherlands</li> <li>• <b>Gilad Be'ery</b>, Director of Economic Research, Invest in Israel</li> <li>• <b>Daniel Bilak</b>, Chairman, UkraineInvest</li> </ul> <p><i>Interactive discussion</i></p>
12:30-12:40	<p><b>PRELIMINARY CONCLUSION &amp; FOLLOW-UP</b></p> <ul style="list-style-type: none"> <li>• <b>Ana Novik</b>, Head of Investment Division, OECD</li> </ul>
12:45-14:15	<p><b>HIGH-LEVEL LUNCH TO LAUNCH THE "MAPPING OF INVESTMENT PROMOTION AGENCIES IN THE MIDDLE EAST AND NORTH AFRICA" - Room Roger Ockrent</b></p> <ul style="list-style-type: none"> <li>• <b>Ludger Schuknecht</b>, Deputy Secretary-General, OECD</li> <li>• <b>H.E Didier Lenoir</b>, Ambassador of the European Union to the OECD</li> </ul>

14:15 – 18:00

**BREAK-OUT SESSIONS – by invitation\***

The afternoon sessions of the OECD IPA Network will provide an opportunity for IPAs to conduct focused peer-to-peer exchanges in smaller groups of practitioners evolving in a similar contexts.

- IPAs from the OECD IPA Group, comprised from OECD and selected Latin American countries, will discuss policy advocacy and monitoring & evaluation in two break-out sessions. Discussions will be based on policy noted prepared by the Secretariat.
- The [EU-OECD Programme on Programme on Promoting Investment in the Mediterranean](#) will hold a follow-up discussion to the launch of the *Mapping of Investment Promotion Agencies in the Middle East and North Africa*.
- IPAs of the OECD Eurasia Competitiveness Programme recently started the OECD-IDB Survey of Investment Promotion Agencies. They will take advantage of this session to discuss and compare the preliminary findings.

**OECD IPA Group**  
(OECD & selected  
LAC countries)

Rooms CC16 & CC18

**Contacts:**

[alexandre.decrombrughe@oecd.org](mailto:alexandre.decrombrughe@oecd.org)  
[monika.sztajerowska@oecd.org](mailto:monika.sztajerowska@oecd.org)

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

Room CC13

**Contact:**

[fares.alhussami@oecd.org](mailto:fares.alhussami@oecd.org)

**OECD Eurasia  
Competitiveness  
Programme**

Room D

**Contact:**

[peline.atamer@oecd.org](mailto:peline.atamer@oecd.org)

**Note:** \* The break-out sessions are open to IPA practitioners from specific regions or engaged in specific programmes of work. The detailed agenda of your relevant session is included below.

**BREAK-OUT SESSIONS– EU-OECD Programme on Promoting Investment in the  
Mediterranean (Room CC 13)**

**EU-OECD PROGRAMME ON  
PROMOTING INVESTMENT  
in the Mediterranean**

**14:15-14:30 INTRODUCTORY REMARKS BY THE OECD AND EU****14:30-15:30 SESSION 3: THE ROLE OF INVESTMENT PROMOTION AGENCIES IN SPURRING INNOVATION**

The objective of this session is to share experiences about the role of IPAs in accelerating investment in innovation and bridging the innovation gap in the MED region. The OECD survey revealed that two-thirds of MED IPAs list innovation among their policy goals, a higher percentage than in OECD countries. At the same time, no regional IPA is the leading national agency for innovation policy, as is the case in some EU countries. International experience shows that different institutional set-ups are feasible, under the condition that appropriate institutional co-ordinating mechanisms and communication channels are in place.

Moderator: **Andrea Goldstein**, Senior Economist, Investment Division, OECD

- **MED IPAs** peer-learning exchange about their institutional setup for investment promotion and innovation
- **Antti Aumo**, Executive Director, Business Finland
- **Bojstan Skalar**, Executive Director, World Association of Investment Promotion Agencies
- Business (tbc)

***Interactive discussion*****15:30-15:45 COFFEE BREAK****15:45-17:00 SESSION 4: MONITORING AND EVALUATION OF INVESTMENT PROMOTION ACTIVITIES**

The goal of this session is to foster peer-learning among MED IPA practitioners and other stakeholders on monitoring and evaluation practices (e.g. KPIs) across agencies. It will discuss impact evaluations of IPAs' activities, the associated data requirements, and availability of such information in various agencies. The session will examine both the monitoring of investment promotion and facilitation activities. One objective of the session is to illustrate the feasibility of impact evaluations to motivate possible future peer-learning work with MED agencies.

Moderator: **Marie-Estelle Rey**, Senior Advisor, Global Relations Secretariat, OECD

- **Syrine El Abed**, Policy Analyst, Investment Division, OECD: Brief presentation of the IPA mapping results on monitoring and evaluation
- **MED IPAs** peer-learning exchange about their respective M&Es activities
- **Yasmine Galloul**, Senior Economist, Business France
- **Anne Chappaz**, Chief, Institutional Strengthening, International Trade Centre

***Interactive discussion*****17:00-17:30 CONCLUSION AND THE WAY FORWARD BY THE OECD AND EU**

## Annex B. List of participants

**Participants List for EU-OECD Regional seminar on investment promotion  
and facilitation in the Mediterranean region**

**Liste des Participants pour UE-OCDE Séminaire régional sur la promotion  
et la facilitation des investissements dans la région méditerranéenne**

22/10/2019 - 23/10/2019

***Finland/Finlande***

**M.Antti AUMO**

*Executive Vice President Finpro  
Head of Invest in Finland*

***France***

**M. Daniel-Yves TAUPENAS**

*délégué permanent auprès du Comité des relations  
extérieures  
Délégation permanente de la France auprès de  
l'OCDE*

**Ms. Yasmine GALLOUL**

*Business France*

**Michel MARCIANO**

*European Commission*

***Israel/Israël***

**Ms. Crystal BARANSI**

*Advisor  
Permanent Delegation of Israel to the OECD*

***Algeria/Algérie***

**Mme SAFIA KOUIRET**

*Division de la Promotion de l'Investissement  
Agence Nationale de développement de  
l'Investissement (ANDI)*

**Mme Hayet MEHADJI**

*Conseillère des Affaires étrangères  
Direction de la Promotion et du Soutien aux  
Échanges économiques  
Ministères des affaires étrangères*

**Mme Asma REGAGBA**

*Directrice de la Communication  
Agence Nationale de Développement de  
l'Investissement ANDI*

**M. Sami SEMMAR**

*Conseiller  
Ambassade d'Algérie en France*

## **Egypt/Égypte**

**M. Ahmed HUSSEIN**

*Head of Egyptian Economy Unit, Department of  
Multilateral Economic Affairs  
Ministry of Foreign Affairs*

## **Jordan/Jordanie**

**Mme Thuraya AL ZOUBI**

*Counsellor  
Embassy of the Hashemite Kingdom of Jordan*

**Mme Mais KHLAIFAT**

*Head of Legal Department  
Jordan Investment Commission*

## **Lebanon/Liban**

**M. Brahim NAJEM**

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

**Mme Fatima SHUWAIKH**

*Researcher  
RITM, Université Paris-Sud, Paris-Saclay*

## **Libya/Libye**

**M. Osama ELGHADI**

*Head office of renewable and strategic projects  
Libya Investment and Privatisation Board*

**M. Abdelaziz ESHAWISH**

*C.E.O.  
Libyan privatization and investment board*

**M. Mussa EZUBIK**

*Head of Planning Department  
Ministry of Economy*

**M. Hesham MUSBAH**

*Ministry of Economy*

**M. Essam ZAHAF**

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

### **Morocco/Maroc**

- Ms. Assia BENSAAD** *Chef de département des affaires juridiques  
Agence Marocaine de développement des  
investissements et des exportations (AMDIE)*
- Mme Nejma BOUAMAMA** *Chef du département gestion de projets,  
Agence Marocaine de Développement des  
Investissements (AMDIE)*
- Mme Jihane LMIMOUNI** *Chef de Service, Organisations Internationales  
Organisations Internationales  
Agence Marocaine de Développement des  
Investissements (AMDIE)*

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

- M. Haytham ALWAHIDI** *C.E.O.  
Palestinian Investment Promotion Agency*
- M. Hani NJOUM** *Secretary of higher planning council  
Ministry of Local Government*
- Mme Ghadeer M. S. SALEH** *General director of investment  
Palestinian Investment Promotion Agency (PIPA)*
- Mme Hilda J. Z. SHAIKH** *Legal adviser  
Palestinian Investment Promotion Agency (PIPA)*

### **Tunisia/Tunisie**

- M. Omar BOUZOUADA** *Directeur général, Agence de Promotion de  
l'Industrie et de l'Innovation (APII)*
- M. Zied LAHBIB** *Directeur du marketing international  
Foreign Investment Promotion Agency (FIPA)*
- M. Slim LASTA** *Head of Section in the DG of Euro-med Cooperation  
Ministry of development & international cooperation*
- M. Faycel MANSRI** *Représentant du comité général du développement  
sectoriel et régional  
Ministère du Développement de l'investissement et  
de la Coopération Internationale (MDiCI)*
- M. Wajdi NEFFATI** *Responsable de la Coopération Internationale  
Agence de Promotion de l'Industrie et de l'innovation  
(APII)*
- Mme Imen SALEM** *Sous – Directrice, Direction Générale de la  
Coopération Multilatérale  
Ministère du Développement de l'investissement et  
de la Coopération Internationale (MDiCI)*

**ANIMA (Euro-Mediterranean Network of Investment Promotion Agencies)**

**M. Aurélien BAUDOIN** *Director, Network & Development*

**International Trade Centre (ITC)**

**Mme Anne CHAPPAZ** *Chief, Institutional Strengthening*

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

**M. Skalar BOSTJAN** *CEO*

**ACADEMIA**

**M. Federico BARTALUCCI** *LSE*

**OECD/OCDE**

**Mme Marie-Estelle REY** *Senior Policy Analyst  
SGE/GRS/MEA*

**M. Andrea GOLDSTEIN** *Senior Policy Analyst  
DAF/INV*

**M. Fares AL HUSSAMI** *Policy Analyst/Economist  
DAF/INV*

**Mme Syrine EL ABED** *Policy Research and Advice  
DAF/INV*

**Mme Hélène FRANCOIS** *Policy Analyst / Project co-ordinator  
DAF/INV*

**Mme Nadia KAMELEDDINE** *Project Assistant  
SGE/GRS/MEA*

**M. Mattia TOMAY** *Consultant  
SGE/GRS/MEA*



## Annex C. Presentations and photos

### Presentations

Please access the presentations by clicking on this [link](#)

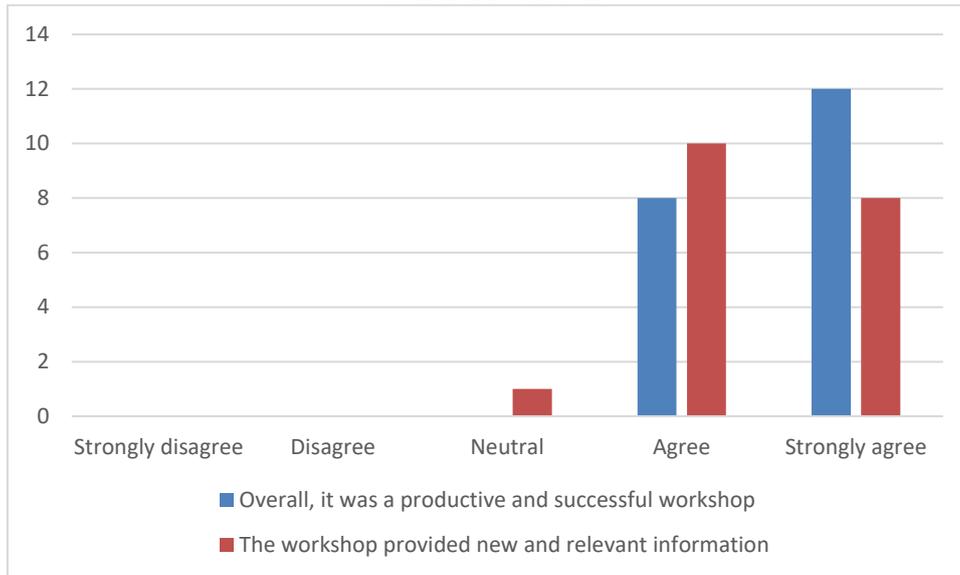
### Photos



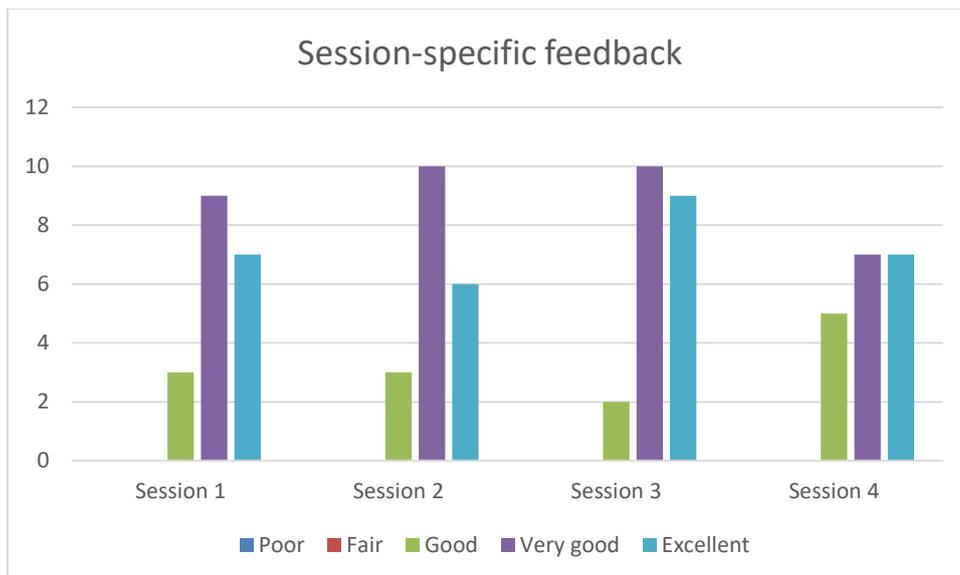
## Annex D. Feedback from the evaluation forms

20 participants replied to the evaluation questionnaire

### General feedback



### Feedback by session



<b>Regional seminar, Paris, 22 October, 2019</b>	<b>Number</b>
Total nb of participants	43
Of which are women	10
Of which are from MED	24
Of which are funded by the Programme	24
Of which are from EU member states and institutions	1
Of which are from international and regional organisations	3
Of which are from the private sector	1

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

1. How will you apply the new information and skills acquired to your work, either now or in the future?
  - Policy-making and policy advocacy in the countries of origin
  - By reporting the information learned to organisation/management/team of work
  - Share best-practices
  - Employ evaluation methodology
  
2. Which aspects of the seminar did you find the most useful?
  - Role of IPA
  - Peer-learning (in particular Finnish and Ukrainian cases)
  - FDI attraction and impact
  
3. Which topics were not or insufficiently covered?
  - PPD
  - Retention of investment
  - Intellectual property
  
4. Other comments / topics suggestions / improvements for future workshops
  - Financing in the context of ODD
  - Need to develop concrete recommendations and follow-up
  - Develop a methodological approach
  - More time needed for discussions

## CONTACTS

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### Investment Division, Directorate for Financial and Enterprise Affairs, OECD

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**Hélène François**

Legal Analyst

Tel.: +33 1 45 24 14 23

Email: [Helene.francois@oecd.org](mailto:Helene.francois@oecd.org)

**Fares Al Hussami**

Policy Analyst/Economist

Tel.: +33 1 45 24 74 25

Email: [Fares.alhussami@oecd.org](mailto:Fares.alhussami@oecd.org)

**Syrine El Abed**

Policy Analyst

Tel.: +33 1 45 24 18 55

Email: [syrine.elabed@oecd.org](mailto:syrine.elabed@oecd.org)

**Sarah Marion Dayan**

Policy Analyst

Tel.: +33 1 71 37 43 08

Email: [Sarah.Dayan@oecd.org](mailto:Sarah.Dayan@oecd.org)

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### Middle East and Africa Division, Global Relations Secretariat, OECD

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**Marie-Estelle Rey**

Senior Advisor

Tel.: +33 1 45 24 81 46

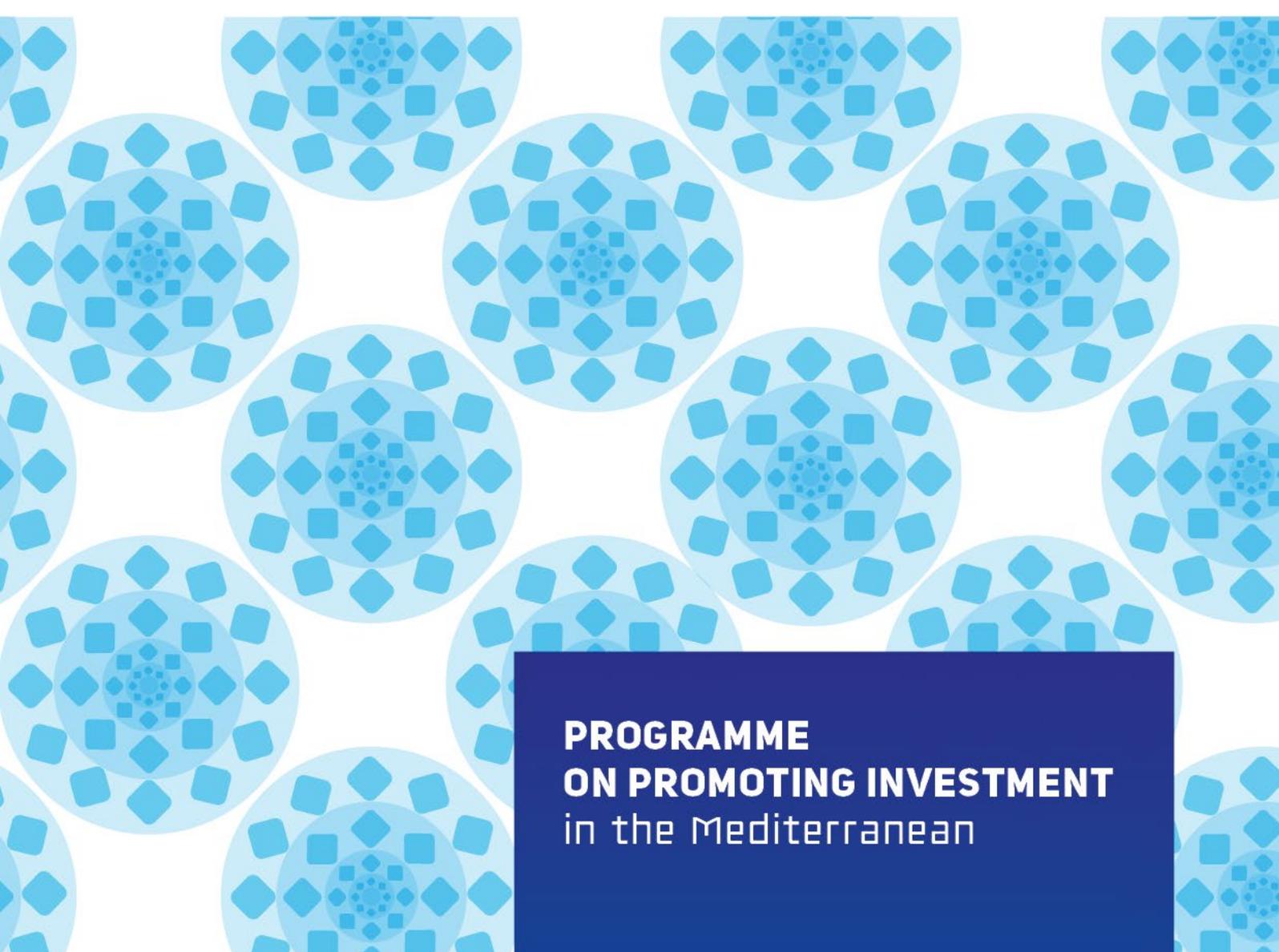
Email: [Marie-Estelle.Rey@oecd.org](mailto:Marie-Estelle.Rey@oecd.org)

**Nadia Kameleddine**

Project Assistant

Tel. + 33 1 45 24 75 53

Email : [Nadia.kameleddine@oecd.org](mailto:Nadia.kameleddine@oecd.org)



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