

Regional Agenda

World Economic Forum on the Middle East and North Africa Enabling a Generational Transformation

Dead Sea, Jordan 19-21 May 2017



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REF 240517

Preface



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Head of Regional Strategies –
Middle East and North Africa
Member of the Executive
Committee, World Economic
Forum



Malik Faraoun
Lead, Regional Strategies –
Middle East and North Africa,
Global Leadership Fellow, World
Economic Forum

The 16th World Economic Forum on the Middle East and North Africa – and the ninth taking place in Jordan – convened regional and global leaders to discuss how to enable positive transformation of the region. The meeting offered participants insight into how to create the appropriate conditions for the region to embark into the era of the Fourth Industrial Revolution and to leverage the reform momentum seen in many countries, which has created a unique opportunity for business, civil society and government to jointly boost inclusive and economic progress.

At the same time, leading policy-makers are being challenged to grasp the opportunity to rethink youth empowerment, diversify away from oil dependence and respond to the refugee crisis – the biggest humanitarian challenge of our time – and to support a comprehensive and progressive vision for prosperity and shared peace in the region.

In this context and with the full support and presence of Their Majesties King Abdullah II and Queen Rania Al Abdullah, the meeting provided a platform for addressing multi-generational challenges and unlocking new opportunities for inclusive growth, social modernization and a technology-enabled future.

Sessions in the programme built on seven of the Forum's System Initiatives, and discussions focused on how to unlock systems leadership to shape the agenda in the key areas such as employment, infrastructure, education, gender and energy.

In addition, participants considered the huge opportunities resulting from the convergence of digital information and technological advances in various economic fields, and the actions they can take to leverage technological disruptions to drive positive transformation, especially for women and young people.

In support of the emerging generation of young entrepreneurs, the Forum, in partnership with the International Finance Corporation, extended its regional platform to 100 of the Arab world's most promising start-ups. These vibrant enterprises – many of which have been founded under the most challenging circumstances – include Arabic voice-recognition software developed in Syria, the first e-mobile wallet in Libya, a labour marketplace in Yemen and mobile games produced by a team in Gaza. Their leadership holds a key to addressing one of the world's most intractable challenges: how to create a positive future for the millions of youth entering the job market every year.

The meeting saw over 1,200 leaders from business, government, civil society, international organizations, youth and the media, and included 10 heads of state or government, and more than 130 government leaders, heads of international and regional organizations and other public figures. This represented participation from over 67 countries. It also included strong participation of faith leaders in the sessions, and over 235 women leaders took part in this year's meeting.

We would like to thank the Co-Chairs of the meeting for their support before and during the meeting. We would also like to thank the King Abdullah II Fund for Development (KAFFD) and the Government of the Hashemite Kingdom of Jordan on behalf of the Forum for their great support, and look forward to continuing this partnership into the future.

The Forum is grateful to its Members and communities for their ongoing commitment to and participation in the World Economic Forum on the Middle East and North Africa. We look forward to your continued support and engagement.

Co-Chairs



Dominic Barton
Global Managing Partner
McKinsey & Company, United Kingdom



Børge Brende
Minister of Foreign Affairs of Norway



Khaled H. Biyari
Chief Executive Officer
Saudi Telecom, Saudi Arabia



Khadija Idrissi Janati
Founder and Chief Executive Officer
KMK Groupe, Morocco
Young Global Leader



Majid Jafar
Chief Executive Officer
Crescent Petroleum, United Arab Emirates
Young Global Leader



Philippe Le Houérou
Executive Vice-President and Chief Executive Officer
International Finance Corporation, Washington DC



Maurice Lévy
Chairman and Chief Executive Officer
Publicis Groupe, France



Arif M. Naqvi
Founder and Group Chief Executive
The Abraaj Group, United Arab Emirates



Ursula von der Leyen
Federal Minister of Defence of Germany

The Meeting in Numbers

235
Women
leaders

1,200+
Participants
from 67 countries

500+
Business
leaders

130
Government
leaders

200+
Reporting
press

65
Media leaders

Dead Sea Highlights

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World Economic Forum on the Middle East and North Africa

Dead Sea, 19-21 May 2017



Crown Prince Opens Meeting

Representing the next generation, H.R.H. Crown Prince Al Hussein bin Abdullah II of the Hashemite Kingdom of Jordan opened the meeting with a declaration of his generation's commitment to innovation and change. Underlining the meeting's theme, Enabling a Generational Transformation, the prince said the next generation is embracing new technologies that are leading to new ways to connect, learn and work, and can be a powerful tool in the fight against terrorism. "On one side is a treacherous tide, luring our youth towards a dark reality that sinks us deeper into violence, intolerance and regression through the corrosive power of an extremist ideology; the other transporting us to sunnier shores, where moderation sees our Muslim and Arab identities at peace with modernity and progress, a reality where we can be productive and positive contributors to the world around us," he said. Read the story here: <https://www.weforum.org/press/2017/05/focus-on-youth-jordan-s-crown-prince-opens-world-economic-forum-on-the-middle-east-and-north-africa>



100 Arab Start-Ups

The World Economic Forum and the International Finance Corporation (IFC) partnered to bring together 100 Arab start-ups. The start-ups were selected in collaboration with leading experts and successful entrepreneurs across the region. Representatives of the selected companies met leaders at the Dead Sea. A vast majority of the 100 are building their business model, products and services on new technologies like artificial intelligence, blockchain and satellite technology – pioneering a generational transformation in the Middle East and North Africa – while serving basic needs such as transport, communication or payment processing. With the help of these companies, it is possible to order food home-cooked by refugees, teach children to code, get medical support online, make payments securely or chat with bots in Arabic. In fact, many start-ups are closing region-specific gaps in services and products, for example by providing telehealth services in Arabic, curating Arabic news sources, using GPS to guide product deliveries or facilitating hotel reservations by phone when many users are not comfortable paying with credit cards online. Learn more about them here: <http://widgets.weforum.org/mena-startups-2017/>

Middle East

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Open Forum: The Innovation Imperative

Today, Jordan is seeking to anticipate and mitigate many challenges with the help of its only constant resource, its youthful population. In this context, and following the success of the Open Forum at the Annual Meeting in Davos-Klosters, the Forum brought its publicly accessible, open-debate format to a regional meeting for the first time in the region, in partnership with the King Abdullah II Fund for Development. This special session in Amman gave students, entrepreneurs and the general public an opportunity to discuss the role of innovation in shaping a better future. Since 2003, the Open Forum has engaged a diverse global public and shared ideas, experiences and stories on pressing and controversial issues. Watch the Amman Open Forum here: <http://wef.ch/mena17>



New Report on Future of Jobs and Skills

MENA is endowed with a young, growing and increasingly well-educated population. If skilled for tomorrow's jobs and offered new and productive employment opportunities, it has the potential to significantly enhance the region's growth. However, with 31% of young people unemployed, urgent action is needed to realize this potential. In addition, even when skilled talent is present – particularly educated women – it is not being deployed effectively in the workforce. A new report, *Future of Jobs and Skills in MENA: Preparing the Region for the Fourth Industrial Revolution*, finds that few of MENA's economies are fully prepared for the impending disruption to jobs and skills brought about by technological change. The report aims to serve as a practical guide for business, government, civil society and education leaders. Read the report, with includes new data from LinkedIn, here: <https://www.weforum.org/reports/the-future-of-jobs-and-skills-in-the-middle-east-and-north-africa-preparing-the-region-for-the-fourth-industrial-revolution>

Unleashing the Potential of the Next Generation

Innovation, entrepreneurship and education are the key drivers of change and regional collaboration. Although the Middle East and North Africa have some of the highest rates of youth unemployment, the potential to innovate is possible thanks to a wealth of talented, well-educated young people who have the desire to create and who have a sense of urgency and passion.

“What Arab youth want is what youth everywhere want: a fair chance, a chance to be heard, a chance to make a difference,” said H.R.H. Crown Prince Al Hussein bin Abdullah II of the Hashemite Kingdom of Jordan, who opened the World Economic Forum on the Middle East and North Africa. He said what young people need most is for all to take a bet on them and to support them – morally and financially – so they can create their own impact. The next generation, he said, is embracing new technologies that are leading to new ways to connect, learn and work.

This was evident from the record number of representatives of the Forum’s Global Shapers Community (under 30 years old) and Young Global Leaders (under 40) who were at the meeting to

take part in the discussions and challenge incumbent leaders, as well as 100 of the top Arab start-ups present – 21 of them from Jordan alone – which are shaping the future in the context of the Fourth Industrial Revolution.

Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, commended the prince and his generation for their active role, stressing the importance of trusted leadership and inclusiveness, especially the need to “listen to the young, decide with the young and act through the young.”

But, to succeed, young entrepreneurs and their start-ups need a supportive enabling environment that includes new platforms, such as accelerators and incubators, as well as digital infrastructure and access to markets. Governments also need to review cumbersome regulations, remove barriers and give entrepreneurs the space and freedom to innovate. In some MENA countries, entrepreneurs who go bankrupt after a failed project can go to jail. This is obviously a big disincentive to innovate.



“We need to listen to the young, decide with the young and act through the young.”

Klaus Schwab,
Founder and Executive Chairman, World Economic Forum



Opening Plenary

“Young entrepreneurs are breaking down barriers to market and they have no desire to be limited,” said Arif M. Naqvi, Founder and Group Chief Executive of The Abraaj Group, United Arab Emirates, and a Co-Chair of the World Economic Forum on the Middle East and North Africa.

With more people connected and embracing technology, it is imperative that governments and big business adapt to the changes, especially as it is the people in the region – the consumers – who are leading the disruption. It took the telephone 75 years to gain 50 million users, the internet four years, Facebook two-and-a-half years, WhatsApp 15 months and the Angry Birds smartphone game only 15 days. “Disruption means one cannot be complacent, especially as the Fourth Industrial Revolution is all about exponential speed,” said Charif Hamidi, Senior Consultant and Entrepreneur, United Arab Emirates, and a Forum Global Shaper from the Abu Dhabi Hub. “We must seize the opportunity or watch businesses disappear.”

The talent in the MENA region to seize this opportunity is there, but the rights skills and training need to be harnessed to adopt and adapt new technologies, and to prepare for the jobs of tomorrow – which, in many cases, do not yet exist. Education systems throughout the Arab world need to replace traditional rote learning with deep learning to meet the demands of the 21st century. “Education is important, but it has to be the right education,” stressed Khalid Abdulla-Janahi, Chairman of Vision 3, United Arab Emirates. “The most important thing for an entrepreneur is critical thinking. This is the way of education. It is not what you learn, but how you learn and apply it.”

This will require a shift in mindsets. It includes moving away from old traditions and looking outside of academia for guidance; for example, collaborating with industry to see what kind of skills-sets they need and seeking input from the private sector in developing curricula for the future job market.



“On one side is a treacherous tide, luring our youth towards a dark reality that sinks us deeper into violence, intolerance and regression through the corrosive power of an extremist ideology; the other transporting us to sunnier shores, where moderation sees our Muslim and Arab identities at peace with modernity and progress.”

H.R.H. Crown Prince Al Hussein bin Abdullah II of the Hashemite Kingdom of Jordan

“Students concentrate on good grades rather than innovation and creativity. This mentality kills the spirit of teamwork and growth and, as a result, the economy suffers,” said Adnan Mjalli, Executive Chairman of Mjalli Investment Group, Palestinian Territories. He added that education should give students the tools to develop the potential and talents of the individual.

Khadija Idrissi Janati, Founder and Chief Executive Officer, KMK Groupe, Morocco, and a Co-Chair of the World Economic Forum on the Middle East and North Africa, said she believes that education systems across the Middle East need to focus on the individual student to strengthen their talent. “What we need are new standards of education where students can improve their skills and have the opportunity to unleash their potential.”



“What we need are new standards of education where students can improve their skills and have the opportunity to unleash their potential.”

Khadija Idrissi Janati,
Founder and Chief Executive Officer, KMK
Groupe, Morocco



Hani Raad, General Manager, Levant, Cisco, Lebanon; Majd Shweikeh, Minister of Information and Communications Technology of the Hashemite Kingdom of Jordan; Ahmad Al Hanandeh, Chief Executive Officer, Zain Jordan, Jordan; Andrew Harper, Head, Innovation Service, United Nations High Commissioner for Refugees (UNHCR), Geneva

Internet for All Jordanians

The World Economic Forum and the Government of Jordan launched the “Jordan Internet for All”, a new platform that will bring millions of Jordanians, including women and isolated communities, onto the internet for the first time through new models of public-private collaboration. “Young women and men as digital ambassadors and job creators will be placed in vibrant digital community centres to boost access to creative technology, e-government services and the digital economy. Inclusion of girls and women as digital champions and beneficiaries is a key priority for the programme,” said Janet Longmore, Founder and Chief Executive Officer of Digital Opportunity Trust, an organization involved in the initiative. It will also help refugees integrate into society through better use of the internet. The project will also rally global companies to participate, in part by using a new tool to calculate the amount of investment required to close the digital gap in Jordan. Country-level Internet for All platforms are already operating in Argentina, Rwanda, South Africa and Uganda. More about Internet for All here:

<https://www.weforum.org/projects/internet-for-all>



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- 01:** Finance for Change
- 02:** Amina El Abed, Director, Strategic Communications, Oxcon, United Kingdom
- 03:** The Moral Compass of Artificial Intelligence
- 04:** Fadlo R. Khuri, President, American University of Beirut, Lebanon; Prasanth Manghat, Chief Executive Officer, NMC Healthcare, United Arab Emirates
- 05:** H.R.H Crown Prince Al Hussein bin Abdullah II of the Hashemite Kingdom of Jordan; Klaus Schwab, Founder and Executive Chairman, World Economic Forum; H.M. King Abdullah II Ibn Al Hussein, King of the Hashemite Kingdom of Jordan
- 06:** Hadley Gamble, Reporter and Anchor, CNBC, United Kingdom; Ursula von der Leyen, Federal Minister of Defence of Germany; Ayman Al Safadi, Minister of Foreign Affairs and Expatriates of the Hashemite Kingdom of Jordan; Børge Brende, Minister of Foreign Affairs of Norway; Peter Maurer, President, International Committee of the Red Cross (ICRC), Geneva; Federica Mogherini, High Representative of the European Union for Foreign Affairs and Security Policy; Vice-President of the European Commission, Brussels

01: Kito de Boer, Head of Mission, Office of the Quartet Representative, Palestinian Territories; Hassan Al Thawadi, Secretary-General, Supreme Committee for Delivery and Legacy, Qatar; Dimitris Tsitsiragos, Vice-President, International Finance Corporation, Washington DC; Thierry Déau, Chief Executive Officer, Meridiam Infrastructure France



02: Mirek Dusek, Head of Regional Strategies, Middle East and North Africa; Member of the Executive Committee, World Economic Forum; Seyed Salih Al-Hakim, Director, Hikmeh Center for Dialogue and Cooperation, Iraq; Ambareen Musa, Chief Executive Officer, Souqalmal, United Arab Emirates; Sana Hawasly, Chief Executive Officer - Daraty, Syria; Ghassan Hasbani, Deputy Prime Minister of Lebanon; Khadija Idrissi Janati, Founder and Chief Executive Officer, KMK Groupe, Morocco



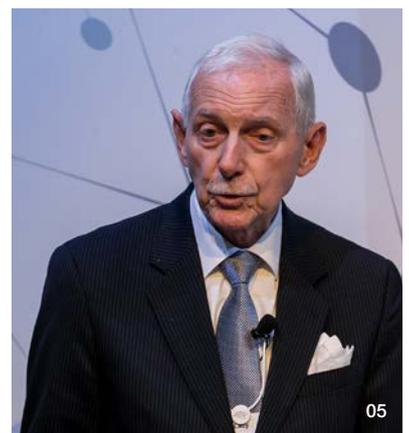
03: Ayman Al Safadi, Minister of Foreign Affairs and Expatriates of the Hashemite Kingdom of Jordan



04: Kanika Dewan, President, BRAMCO GROUP, Bahrain



05: William Lacy Swing, Director-General, International Organization for Migration (IOM), Geneva



06: Afsin Yurdakul, International News Anchor, Haberturk News Network, Turkey; Suleiman Bakhit, Founder and Chief Executive Officer, Hero Factor, Jordan; Bert Koenders, Minister of Foreign Affairs of the Netherlands; Majd Shweikeh, Minister of Information and Communications Technology of the Hashemite Kingdom of Jordan; Mohammad Jaafar, Chairman and Chief Executive Officer, Kuwaiti Danish Dairy Company (KDD), Kuwait





01: Mahamadou Issoufou, President of Niger; Klaus Schwab, Founder and Executive Chairman, World Economic Forum
02: Ayman Ismail, Assistant Professor and Abdul Latif Jameel Endowed Chair of Entrepreneurship, American University in Cairo, Egypt; H.R.H. Princess Noor Bint Asem, Princess of the Hashemite Kingdom of Jordan; Ryan Sturgill, Director, Gaza Sky Geeks, Palestinian Territories; Demet Mutlu, Founder and

Chief Executive Officer, Trendyol.com, Turkey; Mai Medhat, Chief Executive Officer, Eventus, United Arab Emirates; Minoush Abdel-Meguid, Co-Founder and Managing Director, Union Capital, Egypt
03: Opening Plenary
04: Our Millennial World
05: Juergen Griesbeck, Founder and Chief Executive Officer, streetfootballworld, Germany
06: Women Entrepreneurs Blazing Trails



An Imperative for MENA: Inclusive Economic Growth and Job Creation

With up to 1 million people entering the job market in the Arab World every year, the need for inclusive economic growth has never been greater. But this means action on a number of fronts, including building an ecosystem to support start-up businesses and entrepreneurship, a fair and just regulatory system, and skills training to prepare youth to enter a changing workforce.

The Middle East and North Africa region continues to experience dramatic population growth, not to mention increasing population shifts, yet far too many people lack access to even the most basic financial services. By some estimates, 85% of the population remains outside traditional financial and banking frameworks. Dominic Barton, Global Managing Partner of McKinsey & Company, United Kingdom, and a Co-Chair of the World Economic Forum on the Middle East and North Africa, noted that “business leaders must be more socially responsible and the capitalist system must be made more inclusive and more focused on the long term.”

Greater access to financial services could fuel economic growth, but this will require overcoming the three challenges of education, regulation and integration.

Bringing in new customers, particularly if they are going to be using new technology platforms, will require a collective effort to increase financial literacy. There are many promising signs that this challenge can be overcome, including an increasingly tech-savvy younger generation and fast-growing mobile and smartphone usage. But challenges remain and need to be addressed by all stakeholders, not only governments. Greater financial literacy is key to helping

lower-wage earners and women adopt new technologies, like mobile phone-based payment systems and wage-transfer mechanisms, which offer solutions to those who remain outside traditional banking frameworks.



“The path to [sustainable peace] lies in reconstruction, reconciliation and good governance.”

Ursula von der Leyen,
Federal Minister of Defence of Germany



“Let us join forces, defend our values and together build coalitions for peace and for inclusive development.”

H.M. King Felipe VI of Spain

Key to ensuring basic “checks and balances” in the financial system, regulation is vital to ensuring a level playing field. Without proper regulatory frameworks – policy solutions that are adaptive and flexible – unlocking the region’s enormous untapped potential will be difficult.

The MENA region is one of the least economically integrated in the world. According to Mohamed Samir, President, India, Middle East and Africa, Procter & Gamble, regional economic integration is critical. Governments and the private sector should focus on promoting regional cooperation, cross-border trade and competitiveness in global markets.

MENA countries should also identify activities and sectors where they have competitive advantages and avoid duplication of efforts. Greater integration between new and old players could help quicken the pace of innovation and expand access. More integration can also provide the region’s nascent start-ups with the two inputs they need most: greater capital and partnerships to reach untapped customer bases.

To succeed in the new digital world, countries in the region need to invest heavily in education and job training

– particularly in science, technology, engineering and mathematics (STEM) – healthcare, housing and infrastructure. These investments, if properly executed, can create millions of new jobs, improve people’s standard of living, reduce poverty and enhance social cohesion and stability.

Political, social and economic reforms are critical if MENA countries are to overcome the myriad challenges to achieving inclusive growth and creating jobs. “For the last 30 years, countries in the MENA region have failed to promote development and growth,” said Bassem Awadallah, Chief Executive Officer of Tomoh Advisory, Jordan, and Chair of the Middle East and North Africa Regional Strategy Group at the World Economic Forum. “We need to rescue the region by improving the lives of people.”

To improve the lives of their people, grow their economies, create jobs and reduce poverty, MENA countries need to spend hundreds of billions of dollars on vital infrastructure projects – transport, schools, healthcare facilities and utilities, and public venues, among others. However, governments and their taxpayers cannot finance these massive and expensive projects by themselves. But public-private partnerships can.

Such partnerships often involve concessions, guarantees and other incentives offered by governments to encourage the private sector and institutional investors to participate financially in the projects. A successful example of a public-private partnership is the expansion of the Queen Alia International Airport in Amman, Jordan.

The stakes for the MENA region could not be higher. Solving the education, regulation and integration challenges would not only spur growth, but it would also foster good governance and accountability, and root out corruption. Diversifying the economy, reducing public intervention in the markets, providing opportunities for young people and improving the innovation ecosystem are the key challenges that the region will face in the coming years. As such, they will be the subject of further research to be conducted jointly with the World Bank Group in preparing the *Arab World Competitiveness Report 2017*.



“We need to fundamentally reassess notions of political risk.”

Arif M. Naqvi, Founder and Group Chief Executive, Abraaj Group, United Arab Emirates



Solving the World's Water Problems Together

Water reserves are dwindling at an alarming rate, and shortages jeopardize livelihoods and exacerbate migration. But innovative methods hold the potential to mitigate this looming threat. While traditional solutions like imports and reduction of water usage remain viable options, leveraging sea water desalinization and water capture technologies can improve efficiency through smarter systems. Greater cross-border cooperation could also help reduce tensions resulting from water shortages.

Maxim Pasik, Executive Chairman of Water-gen in Israel, is bringing water to the world through an innovative technology that creates pure, safe drinking water from the air by harnessing atmospheric humidity. “Two-thirds of the world has the problem of [lack of] clean drinking water and our products can solve this problem.” This innovative technology is inexpensive and represents an immediate and scalable solution. At the same time, the air is cleaned and recycled into the atmosphere.

But water is a multi-sectoral issue that requires a holistic framework to make serious progress. In Oman, desalinization plants have moved to the public-private partnership structure. “With PPPs you get the best of both worlds – the engineering side and the financial side,” said Roland Ang Kim Chye, Managing Director of Hyflux in Singapore. Singapore addressed its water shortages by moving quickly into desalination and developing a methodology to recover water through conservation.

Fayez Hussein, Managing Director of Shurook, Palestinian Territories, said: “Water concerns everybody and it is a security concern,” he said. “Two million people in Gaza have run out of drinking water. It is a dire situation.” Public-private partnerships are a key to finding solutions to water shortages. “PPP’s have to happen cross-border,” he said. “Governments need to sit down and talk to each other. A solution is to address drinking water first and scale up from that.”



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01: Anne-Birgitte Albrechtsen, Chief Executive Officer, Plan International, United Kingdom
02: Patrick Allman-Ward, Chief Executive Officer, Dana Gas, United Arab Emirates
03: Mohannad Khatib, News Presenter, Sky News Arabia, United Arab Emirates; Mohamed Samir, President, India, Middle East and Africa, Procter & Gamble, United Arab Emirates; Mehdi Jomaa, Leader, Tunisian Alternative Party, Tunisia; Abdesselam Bouhouareb, Minister of Industry and Mines of Algeria
04: Water: The Big Picture: Rabi Mohtar, TEES Research Professor, Biological and Agricultural Engineering and Zachry Department of Civil Engineering, Texas A&M University, USA
05: Keiko Honda, Executive Vice-President and Chief Executive Officer, Multilateral Investment Guarantee Agency (MIGA), Washington DC
06: Jomana Karadsheh Scott, Correspondent, CNN International, Jordan; H.R.H. Princess Dana Firas, President, Petra National Trust, Jordan;

Irina Georgieva Bokova, Director-General, United Nations Educational, Scientific and Cultural Organization (UNESCO), Paris; Corine Wegener, Cultural Heritage Preservation Officer, Office of the Undersecretary for History, Art and Culture, Smithsonian Institution, USA; Robert Saliba, Professor of Architecture, Urban Design and Planning, American University of Beirut, Lebanon
07: Towards Human-Centric Growth

Pathways to Shared Peace: Dialogue and ‘Bright Lights’

The MENA region is often referred to as an arc of crises or fragility. But this narrative is now changing into one of hope. The meeting concluded with strong expressions of hope for Jordan – where the World Economic Forum on the Middle East and North Africa was held – and the region.

The meeting took place during the re-election of Iran’s President Hassan Rouhani. Many panellists referred to this victory as Iranians choosing a moderate reformist path over rigid ideology and harsh social restrictions. Rouhani reaches out to other countries and engages in a free way. One panellist pointed out: “He is solid on security and takes it seriously.”

Despite the brutal conflict in Syria and the many challenges destabilizing the region, young people are stepping up and laying the groundwork for reconstruction

and reconciliation through their “amazing potential” and entrepreneurship.

Ghassan Hasbani, Deputy Prime Minister of Lebanon, said: “We need to show [young people] examples of success and that we are taking the action to create the right environment for them to stay,” he said. “The region is in turmoil and facing political, economic and social challenges, but they are a bright light shining.”

The Forum has been working for many years facilitating dialogue

on the crises facing the region to ensure stakeholders are working together to redesign international cooperation to address fragility and humanitarian catastrophes, as well as provide a platform to deal with political challenges through diplomatic dialogue. The meeting included high-level dialogues on the future of Syria and Iraq, as well as the future of Israeli-Palestinian relations, with key international and regional stakeholders.

Syria is at a critical crossroads. What will happen next in a



“We are going through a unique period of our history that is marked by decline and chaos, but there is a determination to change. It is part of an active movement to a better future.”

Amre Moussa,
Secretary-General of the League of Arab States (2001-2011)

“Business leaders must be more socially responsible and the capitalist system must be made more inclusive and more focused on the long term.”

Dominic Barton,
Global Managing Partner, McKinsey & Company, United Kingdom



country suffering through brutal conflict for seven years? It is important to create a culture of hope rather than despair. Young people’s engagement is critical to the process as Syria and the region advance.

Ursula von der Leyden, Federal Minister of Defence of Germany, and a Co-Chair of the meeting said, “If we want to be successful, we must defeat Daesh ... Using military means [alone] in Syria and the region will never be sustainable. The path to sustainability is reconstruction, reconciliation and good governance.”

Ayman Al Safadi, Minister of Foreign Affairs and Expatriates of the Hashemite Kingdom of Jordan, said the key is to take a holistic approach and deconstruct the environment of hate and bitterness that contributed to the rise of Daesh. “Youth needs to see opportunity moving forward,” he added. Al Safadi called on the international community to work together against “the plague” on Jordan’s borders.

The World Economic Forum will continue to use its convening role to provide a platform for diplomatic dialogue to determine the future of the region and to find pathways to a shared peace and responsible leadership. Political leaders and other stakeholders called for innovative models to enhance the delivery

of emergency aid and catalysing synergies between the private sector, host governments, refugee populations and humanitarian players.

Innovative models to provide emergency aid and rebuild communities will be needed. The international community is facing the largest humanitarian crisis of our time. More than 13.5 million people inside Syria are in desperate need of assistance. More than 5 million Syrian refugees are living in Egypt, Iraq, Jordan, Lebanon and Turkey, and many have made the dangerous journey to Europe and farther afield.

Europe and MENA share a long history of economic, development and humanitarian cooperation. In recognition of the two regions’ shared destiny, an unprecedented number of high-level European politicians and ministers of foreign affairs took part in the meeting at the Dead Sea.

Federica Mogherini, High Representative of the European Union for Foreign Affairs and Security Policy, and Vice-

President of the European Commission, Brussels, said there must be a “big plan” for the reconstruction of Syria “economically, socially and physically”. Reconstruction must extend to building trust and respecting diversity.

“We have started to shape the EU’s political role for the region. The fact we are not a military actor has turned into a plus. Not being a military player – but a humanitarian player – has economic leverage,” Mogherini said.

Economic leverage is important to demonstrate to Syrian parties in the peace process that, when a political agreement is made, the international community can provide a positive future for the country, she added.

The European Union is working with countries in the region to see if they envisage a role for themselves. Mogherini said this type of “security architecture” that prevents tensions from turning into wars could create more space for cooperation across the region.



“The Syrian war is a complete humanitarian disaster. We have to break the impasse.”

Børge Brende,
Minister of Foreign Affairs of Norway

Børge Brende, Minister of Foreign Affairs of Norway, said the Syrian war is a “complete humanitarian disaster” and it is time to break the impasse. The President of the International Committee of the Red Cross, Peter Maurer, underlined that there must be political engagement by the major powers and concrete political willingness to stop the bloodshed.



“Government needs to remove barriers and stay away from entrepreneurs and let them be free to innovate. If you rely on government for start-ups, you are missing the point. This is a bottom-up process.”

Maurice Lévy,
Chairman and Chief Executive Officer, Publicis Groupe, France

Seyed Salih Al-Hakim, Director of the Hikmeh Center for Dialogue and Cooperation in Iraq, pointed to the need to keep religion out of politics. “People want a civil state. They do not want a religious government; they want a government that respects all religions.”

In post-conflict Iraq, reconciliation includes the creation of “a country of citizenship”. He said a dialogue among a group of clerics called for a review of religious and education institutions, as well as of religious curricula in schools. Al-Hakim said it is time to pay more attention to youth and the role of women in the region. He called on new entrepreneurs to focus on values as well as objectives.



Digital Infrastructure to Combat e-Extremism

Terrorist groups like Daesh have been very successful in recruiting young people from all over the world using propaganda on social media. Industry and government are working on various initiatives to combat such groups. One means is the online dissemination of positive counter-narratives that rebut the claims and appeal to young people of terrorist organizations. Another is the creation of digital infrastructure that will keep recruiting messages off social media platforms.

In December 2016, Twitter, Microsoft, Facebook and YouTube announced a shared database to identify harmful content on their platforms and hasten takedowns and account suspensions. Facebook now employs a large number of counter-terrorism analysts, fact checkers and researchers.



“Our priority is to repatriate those who were displaced and to develop ambitious plans to rebuild the country.”

Fuad Masum,
President of Iraq



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01: Our Millennial World
02: Dietmar Siersdorfer, Chief Executive Officer, Siemens, United Arab Emirates
03: New Vision for Humanitarian Impact
04: Kelly Clements, Deputy High Commissioner for Refugees, United Nations High Commissioner for Refugees (UNHCR), Geneva
05: Ahmed Hussen, Minister of Immigration, Refugees and Citizenship of Canada



03



04

06: Abeer Odeh, Minister of National Economy of the Palestinian Authority
07: Omar Al Razzaz, Minister of Education of the Hashemite Kingdom of Jordan
08: Finance for Change
09: Rania A. Al-Mashat, Adviser, International Monetary Fund (IMF), Washington DC; Promoth Manghat, Chief Executive Officer, UAE Exchange Centre, United Arab Emirates; Khalid Al Rumaihi, Chief Executive, Bahrain Economic Development Board, Bahrain; Ola Doudin, Co-Founder and Chief Executive Officer, BitOasis, United Arab Emirates



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10: Marc Perelman, News Presenter and Interviewer, France 24, France; Tzipi Livni, Foreign Minister (2009-2012), Co-Leader of the Opposition, Knesset, Israel; Saeb Erekat, Member of the Executive Committee of the PLO, Palestinian National Authority, Palestinian Territories



08



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01: Technology and Cultural Heritage: Immersive Experience
02: Mohsin Mohi Ud Din, Founder, #MeWeSyria, Ashoka Youth Venture, USA
03: Kanika Dewan, President, BRAMCO GROUP, Bahrain
04: Victor Halberstadt, Professor of Economics, Leiden University, Netherlands
05: Karim Hussein, Chief Executive Officer, D-Kimia, Egypt
06: H.R.H. Princess Noor Bint Asem, Princess of the Hashemite Kingdom of Jordan
07: Fahad Al-Sherehy, Vice-President, Technology and Innovation, Saudi Basic Industries Corporation (SABIC), Saudi Arabia
08: Tara Nathan, Executive Vice-President, Public-Private Partnerships, Mastercard, USA; Neal Keny-Guyer, Chief Executive Officer, Mercy Corps, USA
09: Alain Pilloux, Vice-President, European Bank for Reconstruction and Development, London; Fadi Ghandour, Chairman, Wamda Capital, United Arab Emirates
10: Ali bin Masoud bin Ali Al Sunaidy, Minister of Commerce and Industry and Deputy Chairman of the Supreme Council for Planning of Oman
11: Merza Hasan, Executive Director, World Bank, Washington DC
12: Roberta Ventura, Founder and Chief Executive Officer, SEP Jordan, Jordan





- 01:** Bert Koenders, Minister of Foreign Affairs of the Netherlands
- 02:** Irina Georgieva Bokova, Director-General, United Nations Educational, Scientific and Cultural Organization (UNESCO), Paris; Robert Saliba, Professor of Architecture, Urban Design and Planning, American University of Beirut, Lebanon
- 03:** Philippe Le Houérou, Chief Executive Officer, International Finance Corporation, Washington DC; Ursula von der Leyen, Federal Minister of Defence of Germany; Borge Brende, Minister of Foreign Affairs of Norway; Khaled H. Biyari, Chief Executive Officer, Saudi Telecom, Saudi Arabia
- 04:** Heba Aly, Director, IRIN, Switzerland
- 05:** Peter Maurer, President, International Committee of the Red Cross (ICRC), Geneva
- 06:** Rafiah Ibrahim, President, Middle East and Africa Market Area, Ericsson, United Arab Emirates
- 07:** Valentina Qussisiya, Chief Executive Officer, Abdul Hameed Shoman Foundation, Jordan
- 08:** Arab World from History to Fiction
- 09:** Innovative Jordan





- 01:** Embracing Disruption
- 02:** Zaatari Refugee Camp
- 03:** Bruno Larvin, Executive Director, European Competitiveness Initiative (IECI), INSEAD, France
- 04:** Hayat Sindi, Chief Executive Officer, i2 Institute, Emerging Explorer, National Geographic Society, USA
- 05:** Jabar Ali Al Luaibi, Minister of Oil of Iraq
- 06:** Lara Habib, Senior Presenter, Al Arabiya, United Arab Emirates; Sabri Saidam, Minister of Education and Higher Education of the Palestinian National Authority; Nabil Al Dabal, General Manager, Training and Development, Saudi Aramco, Saudi Arabia; Adnan Mjalli, Executive Chairman, Mjalli Investment Group, Palestinian Territories; Khadija Idrissi Janati, Founder and Chief Executive Officer, KMK Groupe, Morocco





01: Majid Jafar, Chief Executive Officer, Crescent Petroleum, United Arab Emirates
02: Mohamed Alansary, Chairman, KarmSolar, Egypt
03: Building Inclusive Economies
04: Bodour Al Qasimi, Chairperson, Sharjah Investment and Development Authority - Shurooq, United Arab Emirates
05: Abdulsalam Haykal, Chief Executive Officer, Haykal Group, United Arab Emirates; Fahd Al-Rasheed, Group Chief Executive Officer and Managing Director,

King Abdullah Economic City, Saudi Arabia; Eyad Alkassar, Chief Executive Officer, Rocket Internet ME, United Arab Emirates; Najla Al Midfa, General Manager, Sheraa (Sharjah Entrepreneurship Center), United Arab Emirates; Paul Rogers, Managing Director, Middle East and Turkey, Bain & Company Middle East, United Arab Emirates
06: Roland Ang Kim Chye, Managing Director, Hyflux, Singapore; Fayeze Hussein, Managing Director, Shurooq, Palestinian Territories; Molly Anders, Reporter, Devex, United Kingdom; Maxim Pasik,

Executive Chairman, Water-gen, Israel; Sanjeev Chadha, Chief Executive Officer, Asia, Middle East and North Africa, Pepsi-Cola International, United Arab Emirates
07: Driss Ouaouicha, President, Al Akhawayn University, Morocco
08: Maysa Jalbout, Chief Executive Officer, Abdulla Al Ghurair Foundation for Education, United Arab Emirates





Cultural Soirée



Meeting Outcomes

The top outcomes of the 2017 World Economic Forum on the Middle East and North Africa included:

- Representing the next generation, H.R.H. Crown Prince Al Hussein bin Abdullah II of the Hashemite Kingdom of Jordan opened the meeting with a [declaration of his generation's commitment to innovation and change](#). Underlining the meeting's theme, Enabling a Generational Transformation, the prince said the next generation is embracing new technologies that are leading to new ways to connect, learn and work, and can be a powerful tool in the fight against terrorism.
- The World Economic Forum and the International Finance Corporation brought [100 Arab start-ups](#) together at the Dead Sea to pave the way for economic and political reforms necessary to enable regional entrepreneurs to thrive. Most of the 100 are building their business models, products and services on new technologies such as artificial intelligence, blockchain and satellite technology – pioneering a generational transformation in the Middle East and North Africa – while closing region-specific gaps in products and services.
- A new report, [Future of Jobs and Skills in MENA: Preparing the Region for the Fourth Industrial Revolution](#), finds that few MENA economies are fully prepared for the impending disruption to jobs and skills brought about by technological change. The report aims to serve as a practical guide for business, government, civil society and education leaders. It also calls on the region's leaders to urgently address the reforms needed to ensure the youth of MENA can harness the new opportunities coming their way.
- The Hashemite Kingdom of Jordan became the 36th member of the [Sustainable Development Investment Partnership \(SDIP\)](#), a multistakeholder platform promoting blended finance to unlock financing for sustainable infrastructure projects in developing countries. The first meeting of the SDIP MENA Hub brought together a core group of regional institutions to promote greater financing of projects throughout the region.
- An [Open Forum](#) was held in the region for the first time, with the session in Amman giving students, entrepreneurs and the general public an opportunity to discuss the role of innovation in shaping a better future. The Open Forum was held in partnership with the King Abdullah II Fund for Development and supports Jordan's efforts to anticipate and mitigate its many challenges with the help of its youthful population.
- The Forum's [New Vision for Arab Employment \(NVAE\)](#) achieved commitments to provide employability skills training to a total of 250,000 people in the region. A new target of 1 million by 2018 has been agreed by the community. The NVAE community also agreed to test education, training and labour ecosystem reform in one pilot country before scaling in the region.
- Women, who often have higher levels of education than men, are not being adequately integrated in the regional labour market. To advance economic gender parity in the region, several countries have begun dialogue to apply the [Forum's Gender Parity Task Force](#) model of coordinated public-private action.
- The meeting saw the launch of the Palestinian Education Trust, a \$100 million fund to transform the Palestinian education system, with \$10 million already committed.
- The World Economic Forum and the Government of Jordan [jointly launched the Jordan Internet for All project](#). The project will focus on encouraging more robust internet use in Jordan through e-government services, Arabic language content, and an emphasis on bringing women and girls online. There will also be a special focus on ensuring that refugees are able to use the internet to facilitate their integration into society. Internet for All is supported by major Jordanian telecommunications operators, global technology companies, international organizations such as the UNHCR and non-profit organizations such as Digital Opportunity Trust.
- The Centre for Economic Growth, INSEAD and Google released the MENA Talent Competitiveness Index. Diversifying the economy, reducing public intervention in the markets, providing opportunities to young people and improving the innovation ecosystem are the key challenges that the region will face in the coming years. They will be the subject of further research that will be conducted jointly with the World Bank Group in the preparation of the Arab World Competitiveness Report 2017.

Acknowledgements

The World Economic Forum would like to thank its Partners for their valuable support of the World Economic Forum on the Middle East and North Africa.

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The event page of the World Economic Forum on the Middle East and North Africa provides more information from the meeting, including photographs, press releases, social media and webcasts of selected sessions.

<http://wef.ch/mena17>



This report is also available to download:
<http://wef.ch/mena17report>

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Upcoming Meetings

Annual Meeting of the New Champions 2017

Dalian, People's Republic of China 27-29 June

Established in 2007 as the foremost global gathering on science, technology and innovation, the Annual Meeting of the New Champions convenes the next generation of fast-growing enterprises shaping the future of business and society, and leaders from major multinationals, government, media, academia and civil society. Join a community of nearly 2,000 participants from 90 countries on in Dalian, People's Republic of China, for a true global experience that addresses today's intertwined global challenges – economic, political, societal and environmental. For more information, email: NewChampions@weforum.org



Annual Meeting of the Global Future Councils 2017

Dubai, United Arab Emirates 12-13 November

The meeting will bring together more than 800 members of the Network of Global Future Councils to jointly explore ways of facilitating systemic change in critical areas such as health, energy and infrastructure through breakthrough technologies related to the Fourth Industrial Revolution. This year's meeting is the second in the councils' two-year term. The meeting will draw on the work of the councils to date and allow their members develop innovative solutions for the most pressing global challenges. For more information, email: AMGFC@weforum.org.



For a full list of upcoming meetings, visit the World Economic Forum website: www.weforum.org



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