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CORPORATE GOVERNANCE & RESPONSIBILITY FORUM 2008

Information Package

**18-20 March 2008
Kuwait
JW Marriott**

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LETTER FROM THE ORGANIZERS

Dear All:

During the Corporate Governance and Responsibility Forum (CGR Forum) 2007 and as a result of its success, the CGR Forum was announced to become an annual event.

The success of CGR Forum is evidence that it is possible to reap value from creating a venue for the private and public sector to discuss key topics such as corporate governance and responsibility and overcome obstacles by working together.

CGR Forum 2007 demonstrated that the regional involvement does not present an impediment for development nor minimizes the impact, but instead creates added momentum, a larger pool of resources for support and a more collaborative and effective outcome.

It is now time to commence preparation for the CGR Forum 2008 and build on the outcomes of CGR Forum 2007 to continue to build the corporate culture towards an understanding and appreciation of the value of corporate governance and responsibility best practices.

CGR Forum 2008 will also be a launching pad to several key tools that have been identified by the private sector as important tools for advancement.

Thank you for taking the time to review this opportunity of taking part in and being an active leader in the areas of corporate governance and responsibility. If you have any comments, questions or suggestions, please do not hesitate to contact us. We look forward to collaborating with you.

Yours sincerely,



Maali Qasem
Head of Schema
Corporate Governance and CSR Advisor

CGR FORUM 2008

WHAT'S NEW?

At the CGR Forum 2008 several new concepts will be introduced, each of which was identified as an important and necessary tool by the participants and by representatives from the public sector and private sector in general through regular engagements with them. A brief outline of such concepts is listed below.

1. Awards

In an effort to encourage and continually aspire for best practices, at the Forum awards criteria for Corporate Governance Excellence, CSR Reporting and CSR Impact Assessment will be launched. These awards will be granted annually to companies operating in the Middle East that have excelled in the identified areas providing them with global recognition for their efforts. Judges and partners in this award will all be disclosed at the event.

2. CSR Index

In order to assess the success and value of CSR investments and initiatives, a benchmarking methodology will be provided through this CSR Index. The CSR Index will provide companies with the opportunity to assess their practices according to global standards and receive feedback and advise on their shortcomings and how to better their CSR practices.

This is a global index and Schema will be partnering with international organizations to enable global benchmarking in addition to regional benchmarking facilities.

3. Achievements

As a result of the outcomes of the CGR Forum 2007, many companies have undertaken several initiatives to advance corporate governance and responsibility practices. Accordingly, such achievements will be identified to raise awareness on activities undertaken, success' achieved and minimize duplicity and encourage innovation in the advancement of corporate governance and responsibility practices.

4. CSR Bazaar

In an endeavor to encourage the private sector to support social development in alignment with their corporate and CSR strategies, in CGR Forum 2008, we are establishing a venue where several not-for-profit organizations, civil societies and community based organizations, can present their cause and objective to engage support from the private sector.

RESPONSIBLE BUSINESS INITIATIVE

In support of the Forum and in alignment with the Forum's objectives, the OECD will launch its Responsible Business Initiative. This is an initiative that has been studied and pursued by the OECD and is now at a stage to be launched for support by the private sector.

KEYNOTE SPEAKERS

We are pleased to announce and welcome our two high-level corporate keynote speakers that are:

- Ms. Maha Al Ghunaim - Ranked as one of the top 100 most powerful women by Forbes
- Mr. Talal Abu Ghazaleh - Appointed by UN Secretary General as the Deputy Chairman of the UN Global Compact

PARTNERS

As a result of the success of the Forum in 2007, we have had a great opportunity to partner with key organizations such as:

- Union of Arab Bank
- Global Corporate Governance Forum - segment of IFC.
- World Bank

Other organizations that we have partnered with in the past include:

- OECD
- Centre for International Private Enterprises
- Transparency International and its regional chapters
- Centre for Sustainability and Excellence

OBJECTIVES

This Forum is an innovative tool to pave the way for the MENA region to further advance corporate governance and responsibility practices; our objectives from CGR Forum 2008 are to:

- **Advance** the corporate culture and commercial mindset to encompass effective corporate governance and responsibility principles in the decision-making process.
- **Build** capacity and raise awareness on the value of corporate governance and responsibility practices.
- **Create** a venue to continually discuss the concepts of corporate governance and responsibility as they apply to the MENA region.
- **Develop** practical yet effective frameworks, models and best practices for corporate governance and responsibility that will have a positive impact on the regional market and is measurable.

TARGET AUDIENCE

The Forum is intended to be a high-end focused event and accordingly the target attendees will be upper management and business leaders (CEOs, influential stakeholders, board of directors, etc.) of major companies in the MENA region.

Relevant officials and institutions will also attend to contribute on how the public sector may facilitate the development and help ensure that the possible reforms become a reality.

Since we have not yet opened up our registration, it is difficult to provide a set figure for the break down of attendees representing government bodies, private sectors and not-for-profit organizations, civil societies, etc. collectively NGO's. However, the targeted and estimated breakdown is as follows:

Private sector	70%
Government bodies	15%
NGO's	15%

CGR Forum 2007 attracted approximately 200 people with approximately 120 engaged in sessions at any one time during the first two days. The breakdown of the attendees was:

Private sector	80%
Government bodies	5%
NGO's	15%

CGR FORUM 2007

ENGAGEMENT

At the CGR Forum 2007, we were successful in engaging many prominent businesses, business people and leaders from the MENA region and the globe. The engagement with everyone was very intense and resulted in a lot of beneficial discussions, topics to be discussed, issues that need to be addressed and the success and forward movement of the MENA region towards a sustainable economy.

At the heart of the success of the Forum was the dedication of the participants, which was a result of careful selection of audiences, topics and means of engagement.

OUTCOME

As a result of the CGR Forum 2007, a White Paper was published with an action plan for furthering corporate governance and responsibility practices in the MENA region. The White Paper can be found online at <http://www.cgrforum.com/Consultatioaft.pdf>.

Schema is committed to ensure that all feedback and engagement undertaken at the CGR Forum 2007 is maximized by ensuring continuous engagement with the private sector and implementation of projects that were deemed of value, benefit and impact by the private sector. This ensures that the value of engagement continues, the interest of the participants' remains and evidence of impact is demonstrable through tangible means.

Accordingly, CGR Forum 2008 is a vehicle to ensure the above and continuously direct and manage the direction of development ensuring the stability, impact and value of such development.

PREVIOUS EXPERIENCE

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Schema is responsible for the CGR Forum 2007 and 2008. Details of CGR Forum 2007 are available at www.cgrforum.com.

AGENDA

Day One - March 18, 2008	
8:30 - 9.30	Registration
9.30 - 10.15	Welcoming note by: Ms. Maha Al Ghunaim Mr. Talal Abu Ghazaleh
10:15 - 10:30	Coffee Break
10:30 - 12:00	First Session
<p><i>Current status, advancement and achievement of corporate governance in the MENA region</i></p> <ul style="list-style-type: none"> • Summary of corporate governance achievements in the past 12 months • Activities that took place in Jordan • Activities that took place in Bahrain 	<p><i>Current status, advancement and achievement of corporate social responsibility in the MENA region</i></p> <ul style="list-style-type: none"> • Summary of CSR achievements in the past 12 months • Activities that took place in KSA • Activities that took place in U.A.E.
12:00-13:30	Lunch Break
13:30 - 16:30	Second Session
<p><i>Debate:</i> <i>Is corporate governance a solution to address corruption?</i></p> <p><i>Series of case studies on board of directors: reporting, accountability and transparency for a comparative analysis.</i></p> <ul style="list-style-type: none"> • The role and responsibility of the board as it relates to reporting which processes work and which don't • The accountability of the board as related to listed and non listed companies • Representations of transparency that work versus those that are a tick boxing exercise <p>Discussion:</p> <ul style="list-style-type: none"> • How can companies establish clear authority on the roles of the board? • Which processes and structures are more effective than others? • The factors that are considered in establishing effective processes 	<p><i>Debate:</i> <i>CSR from a global, regional and national perspective, is it different?</i></p> <p><i>Global, regional and national case studies for a comparative analysis</i></p> <ul style="list-style-type: none"> • From three different perspectives: • CSR understanding, operations and strategy • CSR implementation, objectives and obstacles <p>Discussion:</p> <ul style="list-style-type: none"> • Lessons learnt from the global and regional experience • How can global, regional and national companies cooperate to implement CSR?
16:30 - 17:00	Coffee Break
17:00 - 18:00	Third Session
<p><i>Corporate Governance and CSR Awards Criteria, judging panel and partners</i></p> <p>Details about the annual awards to be awarded regarding corporate governance and CSR.</p>	<p><i>CSR Auction</i></p> <p>A series of not for profit organizations, community based organizations and civil societies from participating countries to present their cause and objectives</p>
20:30	Informal Cocktail Reception

Day Two - March 19, 2008	
8:30 - 9:00	Registration
9:00 - 11:30	First Session
<p>Debate: <i>Should corporate governance be a reactive or proactive action?</i></p> <p>Series of corporate governance case studies demonstrating difference between reactive and proactive practices Case studies presented from:</p> <ul style="list-style-type: none"> • Egypt • Oman • Kuwait <p>Discussion:</p> <ul style="list-style-type: none"> • Lessons learnt from others experience and obstacles • The steps towards effective implementation of proactive corporate governance practices • What is corporate governance reporting? 	<p>Debate: <i>Can CSR or its impact be measured?</i></p> <p>Series of CSR case studies- is it a successful initiative and why? Case studies presented from:</p> <ul style="list-style-type: none"> • U.A.E. • KSA • Jordan <p>Discussion:</p> <ul style="list-style-type: none"> • How can CSR be maintained? • Lessons learnt on means of measuring the impact of CSR • What to look for when assessing the success of CSR initiatives?
11:30 - 11:45	Coffee Break
11:45 - 13:30	Second Session
<p>The OECD-MENA Responsible Business Dialogue</p> <p>Facilitator: Mr. Reiner Geiger</p> <p>Networking A venue will be made available for participants to network.</p>	<p>The model corporate responsibility framework - components, objectives, implementation and milestones</p> <ul style="list-style-type: none"> • What is a model corporate social responsibility framework? • What does such model include, the thought process behind creating such a model • Considerations necessary for implementation of such a model
13:30 - 15:00	Lunch Break
15:00 - 16:45	Third Session
<p>The model corporate governance framework - components, objectives, implementation and milestones</p> <ul style="list-style-type: none"> • What is a model corporate governance framework? • What does such model include, the thought process behind creating such a model • Considerations necessary for implementation of such a model 	<p>The international perspective towards corporate governance and responsibility in developing countries</p> <ul style="list-style-type: none"> • The importance of corporate governance and responsibility practices for developing countries • How are such practices observed and perceived in the international arena • How are such practices emphasized and supported by international organizations <p>Discussion:</p> <ul style="list-style-type: none"> • How can international organizations be more supportive • How can national organizations learn from the international experience

16:45 - 17:15	Break
17:15 - 18:00	Closing Debate
<p>Panel: <i>The Roadmap: Where do we go from here and how?</i></p> <ul style="list-style-type: none"> • What needs to be done with reference to what has been done? • What are the goals we aim to achieve • How can we do that? 	
20:00	<i>Gala Dinner</i>

Day Three - March 20, 2008	
9:00 - 13:00	Workshops
<p><i>Creating a Corporate Governance Culture within an Organization</i></p> <ul style="list-style-type: none"> • <i>Creates an inherent understanding of corporate governance principles facilitating compliance with value and not just a box ticking exercise.</i> • <i>Supports the establishment of a clear framework of obligations, duties and responsibilities.</i> • <i>Provides an understanding of the roles and responsibilities that are associated with the role of the board of directors.</i> • <i>Clarifies the liabilities related to the role of a director or an officer of the company.</i> 	<p><i>CSR Communications - Internally and Externally</i></p> <ul style="list-style-type: none"> • <i>What about CSR should be communicated? What are stakeholders interested in and why?</i> • <i>Which CSR policies, strategies and initiatives should be communicated.</i> • <i>Methods of communicating CSR within an organization.</i> • <i>Methods of communicating CSR within the community and to external independent stakeholders.</i>

SPEAKERS

- H.E. Mr. Yihya Al Jabery, Muscat Securities Market Oman
- Mr. Adel Bishai, Chief Financial Office, Orascom Construction Egypt
- Mr. Amer Ahmad, Coca Cola Bahrain
- Mr. Amin Amin, Cader Jordan
- Mr. Angus Blair, Beltone Egypt
- Ms. Asya Al Sheikh, Tamkeen KSA
- Mr. Badri El Meouchi, Lebanese Corporate Governance Task Force Lebanon
- Ms. Belinda Al Baluchi, CSR Manager, Abu Dhabi Commercial Bank U.A.E.
- *Mr. Charles Ashworth, Gulf Finance House* *Bahrain*
- Ms. Colleen Lyons, Lyons Trust U.S.A.
- Mr. Djirdjija Petkoski, World Bank U.S.A.
- Ms. Faten Al Yafi, Savola KSA
- Dr. Fouad Zmokhol, Managing Director-Zimco group Lebanon
- Mr. Jason Perks, Senior Partner - Sd3 UK
- Mr. Jan-Olaf Willums, Private Sector Advisor for Global Corporate Governance Forum
- Mr. Hameed Rahmi, Ministry of Industry and Commerce Bahrain
- Mr. Hussam Kayal, Cisco U.S.A.
- Mr. Graham Minter, OECD UK
- Ms. Mariam Al Foudery, Agility Kuwait
- Mr. Majied Qasem, RAZORView Jordan
- Mr. Mahmoud Turkistani, National Commercial Bank KSA
- Mr. Najeeb Al Ali, Executive Director, Dubai Centre for Corporate Values U.A.E.

- Mr. Nikos Avlonas, CSE Greece
- Dr. Olga Kampaxi, Jumeirah Academy U.A.E.
- Dr. Omar Al Jazy, Jordan Corporate Governance Association Jordan
- Mr. Peter Wilkinson, Transparency International UK
- Ms. Reem Badran, Kuwaiti Jordanian Holding Jordan
- Mr. Richard Kraemer, Centre for International Private Enterprises U.S.A.
- Mr. Sharif Al Ezzawy, PICO Egypt
- Ms. Samar Al-Labbad, Talal Abu Ghazaleh Organization Regional
- Mr. Stephen Vink, Global Investment House Kuwait

PR PLAN

TARGET COUNTRIES & PUBLICATIONS

The PR plan for the event will target key regional and local publications in the MENA region including Jordan, Bahrain, Egypt, KSA, Kuwait, Lebanon, Oman, Qatar, Syria, and U.A.E.

CGR Forum 2007 got coverage in all the above countries with the exception of Syria. Articles were published in over 37 newspapers covering the event before, during and after.

PROGRAMS & ACTIVITIES

To achieve the anticipated PR plan objectives successfully the following programs and activities are planned prior to, during and after the Forum:

1. Interviews

- a. Editors-in-Chief Visitation Program:
 - Present the Forum to editors-in-chief of key newspapers and magazines with the aim of gaining their keen and active support.
 - The meeting should present specific incentives to publications that will ensure positive cooperation and address Forum related issues.
 - Show them how the Forum aims to positively impact the regional and local economic environment.
- b. Organizers Interview Program:
 - Arrange interviews for the organizers with one or two specialized business regional and local magazines to be published in the February 2008 issue.
- c. Forum Interview Program:
 - On the opening day of the Forum interviews will be scheduled for key attendees, organizers, and sponsors with regional and local media.

2. Media Roundtable

- a. To give journalists background on and understanding of key issues to be covered at the Forum.
- b. Moderated by Forum organizers or whom they choose.
- c. Experts in Corporate Governance and Responsibility may also be invited as speakers to address the journalists regarding the Forum agenda.
- d. Allows Forum key messages to be directed to the media and prepare reporters for the Forum with the aim of enhancing coverage.

3. Press Conferences

A preliminary press conference to be held during the first week of March 2008 with regional and local media to announce the sponsors, highlight the value of participating in the Forum.

4. Press Releases

- a. An informative local and regional press release to be published in major regional and local newspapers one month before the Forum.
- b. Weekly reports to be published in newspapers focusing on the preparations, estimated number of attendees, VIP keynote speakers, facilitators backgrounds and commentaries by leading columnists.
- c. Official opening ceremony press release.
- d. Daily Press Coverage during the Forum including daily press release/feature to be prepared, Forum daily fact sheet with relevant information and statistics on the day before, presentations and speeches if any.
- e. Wrap-up story to be published after the Forum ends discussing all about the Forum, sponsors and speaker quotes and insights, facts and figures.

5. Special Forum Invitations

Special invitations to attend the Forum will be sent to editors-in-chief of selected regional and local newspapers and magazines.

6. Press Office at the Forum

A fully equipped Press Office will be operating on ground at the Forum venue.

7. Website coverage

All press releases, clippings and articles concerning the Forum will be available on the Forum's website immediately after it has been dispatched or published.

SPONSORSHIP

As one of the leaders in the MENA region, we aspire to acquire your partnership to ensure the continuous success of this unique Forum. The exposure, coverage and success of the Forum in 2007 speaks for itself but also to continually advance practices and ensure the best quality of work is maintained we approach pioneer corporations that support our mission and that endeavor to improve market practices along with corporate cultures and influence proactive development.

Endorsing this Forum will accentuate your active leadership role as a driving force behind the development of corporate governance and responsibility in the MENA region. Your solid presence will position your organization as a professional organization adapting relevant world class practices to your socio-economic environments. This will reflect your organization's responsibility to its sound vision of transparency, accountability and credibility in your market.

Our sponsorship packages are carefully designed to maximize your organization's role in supporting this Forum. The packages include PR and advertising exposure through speaking opportunities, networking, regional media coverage as well as various branding tools.

Below are 5 types of sponsorship packages available:

Platinum Sponsor	US\$ 180,000	1
Diamond Sponsor	US\$ 125,000	2
Gold Sponsor	US\$ 90,000	4
Silver Sponsor	US\$ 35,000	6
Buy-in Sponsor	US\$ 20,000	Unlimited

CURRENT SPONSORS

Silver Sponsors:

Global Investment House
Agility
RAZORView

Buy-in Sponsors:

Orascom Constructions

SPONSORSHIP OPPORTUNITIES

Platinum Sponsor - US\$ 180,000

Platinum sponsorship offers the following benefits:

- 7 attendee passes
- Acknowledgment of sponsorship during opening remarks
- Large size branding material at registration area
- Logo placement on Forum website with hyperlink
- Corporate description on Forum website under logo
- Top logo placement in all Forum rooms including logo projection in the main hall
- Company profile material in attendee's Forum kits
- Final attendee list with contact information (exclusive only to platinum and diamond sponsors)
- Recognition in the press releases
- Attending and speaking at the preliminary press conference
- Media interviews during the Forum
- Company's press release/press kit placed in the Forum's press office
- Top logo placement in Forum press office
- Logo placement at the informal reception (exclusive only to platinum and diamond sponsors)
- Logo placement at the Forum lunches (exclusive only to platinum, diamond and gold sponsors)
- Exclusive gala dinner sponsorship
- Exclusive Speaking opportunity at the gala dinner
- Exclusive logo placement on the gala dinner invitation
- Banner and logo placement at the gala dinner

Diamond Sponsors - US\$ 125,000

Diamond sponsorship offers the following benefits:

- 5 attendee passes
- Acknowledgment of sponsorship during opening remarks
- Large size branding material at registration area
- Logo placement on Forum website with hyperlink
- Corporate description on Forum website under logo
- Top logo placement on all Forum materials
- Top logo placement in main hall
- Company profile material in attendee's Forum kits
- Final attendee list with contact information (exclusive only to platinum and diamond sponsors)
- Recognition in the press releases
- Media interview during the Forum
- Company's press release/press kit placed in the Forum's press office
- Logo placement at the Forum lunches (exclusive only to platinum, diamond and gold sponsors)
- Logo placement in Forum's press office
- Logo placement at the informal reception (exclusive only to platinum and diamond sponsors)

Gold Sponsor - US\$ 90,000

Gold sponsorship offers the following benefits:

- 3 attendee passes
- Acknowledgment of sponsorship during opening remarks
- Logo placement on Forum website with hyperlink
- Corporate description on Forum website under logo
- Logo placement on all Forum materials
- Banner placement in main hall
- Company profile material in attendee's Forum kits
- Recognition in the press releases
- Company's press release/press kit placed in the Forum's press office
- Logo placement in Forum's press office
- Logo placement at the Forum lunches (exclusive only to platinum, diamond and gold sponsors)

Silver Sponsor - US\$ 35,000

Silver sponsorship offers the following benefits:

- 2 attendee passes
- Acknowledgment of sponsorship during opening remarks
- Logo placement on Forum website with hyperlink
- Logo placement on all Forum materials
- Corporate description on Forum website under logo
- Company brochure with Forum kit
- Banner placement in main hall-side view
- Recognition in the press releases
- Logo placement in Forum press office

Buy-In Sponsor - US\$ 20,000

Buy-in sponsorship offers the following benefits:

- 1 attendee passes
- Logo placement on Forum website with hyperlink
- Logo placement on Forum materials
- Corporate description on Forum website under logo
- Logo placement in Forum press office

** Please note this is a not for profit Forum. All sponsorships raised are to cover the cost of the Forum. Any excess funds raised will be worked out pro rata with the sponsors and invested in community development in the hosting countries with the respective sponsors.

** Please note that for Platinum and Diamond sponsors, Schema will engage with such sponsors to support them throughout the year 2008 with their corporate governance and responsibility practices.