

# Conclusions

Meeting of the Steering Group of  
the MENA-OECD Initiative on  
Governance and Investment for  
Development

## Regional integration for inclusive growth

9 November 2015 ♦ Rabat, Morocco

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## OBJECTIVES OF THE MEETING

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The meeting of the Steering Group of the MENA-OECD Initiative on Governance and Investment for Development was held on 9 November 2015 in Rabat, Morocco, under the co-chairmanship of Morocco, Spain and Sweden. Its aim was to discuss the next mandate of the Initiative (2016-2020), in preparation for the Ministerial conference to be held in spring 2016.

Participants welcomed a draft note on the “**Strategic orientations of the MENA-OECD Initiative for 2016 and beyond**” which outlines the proposals for the Initiative’s governance structure, the policy areas for support, the promotion of dialogue at the national and regional levels and the working methods under the new mandate.

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## PARTICIPATION

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The meeting was attended by over 80 participants from 12 MENA economies, 9 OECD Member countries, the European Union, as well as representatives from international and regional organisations including the World Bank, the Gulf Co-operation Council, the Arab Maghreb Union, the Union for the Mediterranean and the ANIMA Investment Network. The private sector, trade unions and civil society were also present at the meeting, notably through the Business and Industry Advisory Committee to the OECD (BIAC, represented by MEDEF *Mouvement des entreprises de France*) and the Trade Union Advisory Committee to the OECD (TUAC, represented by its Secretariat and the Palestinian and the Jordanian Trade Unions).

The meeting was opened by the four co-chairs of the Initiative and the OECD Directors in charge of the oversight of the Initiative:

- **H.E. Mr. Mohammed LOUFAA**, Minister Delegate to the Minister of Economy and Finance for the Budget, Morocco, and Co-chair of the MENA-OECD Investment Programme;
- **H.E. Mr. Mohammed MOUBDI**, Minister delegate to the Head of Government in charge of Civil Service and Modernisation of the Administration, Morocco, and Co-Chair of the MENA-OECD Governance Programme;
- **H.E. Ms. Annika MARKOVIC**, Ambassador, Permanent Representative of Sweden to the OECD, and Co-chair of the MENA-OECD Investment Programme;
- **H.E. Mr. José Ignacio WERT**, Ambassador, Permanent Representative of Spain to the OECD, and Co-chair of the MENA-OECD Governance Programme;
- **Mr. Rolf ALTER**, Director, Public Governance and Territorial Development Directorate, OECD; and
- **Mr. Marcos BONTURI**, Director, Global Relations Secretariat, OECD.

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## THE MENA-OECD INITIATIVE ON GOVERNANCE AND COMPETITIVENESS FOR DEVELOPMENT

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Participants acknowledged that this meeting took place at a critical moment as the Initiative is entering a new mandate, starting in 2016. In particular, they:

- **Underlined the impact of a decade of regional policy dialogue and support for the implementation of reforms.** They noted the value added that the working methods of the Initiative bring to the region by promoting policy dialogue and exchange of experiences in priority policy areas, combined with country-specific support and building on instruments, tools and standards developed by the OECD over the years. Participants noted that the Initiative has become a strategic and unique convening platform where multiple stakeholders engage on priority and emerging policy areas and where MENA countries can contribute to shaping global policy debates.

Considering the **priority policy areas of focus and partnerships for 2016-2020**, participants:

- **Recognised the need for a common agenda on areas of regional interest and welcomed the Initiative's efforts to foster regional integration** by promoting common public governance frameworks and harmonising regulatory, business, trade and investment standards. In this regard, they noted:
  - The increasing reconfiguration of world production into global value chains (GVCs) and the importance of north-south as well as south-south partnerships. Participants highlighted that regional integration among MENA economies is a natural step for economic opening and requires undertaking policy measures for the development of promising economic activities and the benefits they can bring for the competitiveness of the region. They also noted that the exchange of good practices and peer learning embedded in OECD work methods are relevant in fostering regional integration.
  - The need to consider social inclusion and addressing territorial disparities as a central element for economic integration. They noted that this requires adopting a more inclusive development model and called on the MENA-OECD Initiative to consider this in its future work. They also called for stronger efforts to support decentralisation processes to diversify and strengthen the economy and to promote inclusion, particularly for youth and women.
  - The important work done by regional organisations and the need for the Initiative to continue and reinforce regional partnerships. At the same time, participants stressed the need to promote sub-regional dialogue and approaches to take into account the different challenges the countries of the region face.
- **Called on the Initiative to increase the impact and coherence of its various thematic activities by strengthening the synergies between its pillars and regional networks.** To reflect the importance of the interactions among different policy areas participants agreed to change the name of the Initiative to **MENA-OECD Initiative on Governance and Competitiveness for Development**.
- **Stressed the need to continue adopting a demand-driven approach combined with strong donors' coordination.** In this respect they welcomed the **synergies and deepened engagement of the Initiative with the Deauville Partnership** for Arab Countries in Transition. They noted the role of the Initiative in providing strategic inputs to the recently adopted Deauville Partnership Compact on Economic Governance. Participants also welcomed the ongoing work with the Deauville Partnership's Transition Fund and the new projects on "Promoting women's

participation in parliaments and policy-making in Jordan, Morocco and Egypt” and “Enhancing the Investment Climate in Egypt”.

- Acknowledging the severe impact of the Syrian crisis and other conflicts in the region and the resulting migration challenges, participants stressed **the urgent need to work towards stability, peace and security in the region** and noted that the regional equilibrium had also implications for growth and security in countries outside the MENA region. They emphasised the capacity and expertise of the MENA Initiative to provide the affected governments with a well-tested platform to provide good practice, peer support and implementation mechanisms in critical areas for the development of countries in a fragile or conflict situation. In particular, they emphasised the importance of inclusive and efficient public governance frameworks and strategies for private sector engagement and investment in these situations. Participants also expressed their support to the Resilience Development Forum, held concomitantly in Amman, Jordan.
- **Welcomed the collaboration with international and regional organisations** such as the League of Arab States, the Union for the Mediterranean, the United Nations Development Programme, the European Union, the Open Government Partnership (OGP), the Arab Administrative Development Organisation (ARADO), the World Bank, the African Development Bank, the Centre of Arab Women for Training and Research (CAWTAR) and the Governance Institutes Forum for Training (GIFT-MENA), the Arab Fund for Economic and Social Development (AFESD), the Arab Monetary Fund, the Union of Arab Banks, the Federation of Arab Stock Exchanges and the Union of Arab Securities Authorities.
- **Noted the usefulness of the Initiative as a platform to facilitate the participation of MENA countries in the work of the OECD**, including on policy areas beyond the immediate thematic scope of the Initiative (e.g. participation in OECD committees and global fora, adherence to instruments, use of statistical tools, etc.).
- **Called on the Initiative to further align its work with the priorities of the global development agenda**, including the areas reflected in the Sustainable Development Goals (SDGs). The Initiative currently addresses several of these areas, including reducing inequality and promoting gender equality (through work on women’s economic integration and participation in public life, promoting a youth lens in public governance, local development and decentralisation); promoting decent work and economic growth (through work on SMEs and entrepreneurship, women’s entrepreneurship, investment and infrastructure); promoting peace, justice and strong institutions (through work on strengthening the rule of law, fostering inclusive, transparent and efficient governments and advancing integrity in the public and private sectors); and strengthening means of implementation and global partnerships (through the involvement of the private sector, trade unions, civil society and regional and international partners).

Considering the **governance and implementation arrangements** for 2016-2020, participants:

- **Welcomed Tunisia’s commitment to take on the next chairmanship of the MENA-OECD Initiative** and thanked Morocco for its leadership and the strategic orientation it provided to the Initiative.

- **Identified as key priorities for the next mandate** the need to incorporate the lessons learned and the success elements built over the last decade; to advance the involvement of the private sector, civil society and youth in the Initiative's activities; to deepen collaboration with regional and international partners; to strengthen the synergies between the two pillars of the Initiative; to enhance the visibility of results of the Initiative through greater communication and dissemination of its work and results; the importance to continue securing a close coordination between donors and the appropriate response to the needs of the economies of the region; to secure stable funding for the work of the Initiative; and to place greater emphasis on monitoring and evaluating the outcomes of its work.
- Noted that Lebanon expression of interest to host one of the next meetings of the Steering Group in Beirut.
- **Thanked donors<sup>1</sup> for their valuable support to the financial sustainability the Initiative** and encouraged other donors to join this multilateral effort. Participants and donors recognised and emphasised the need for stable funding sources to achieve the sustainability of the activities for the next five-year of the mandate.
- **Agreed on the establishment of a MENA-OECD Advisory Board** to provide regular guidance and prepare the discussions for the Steering Group meetings in order to ensure continuity in addressing strategic priorities. Participants agreed that the Board will be composed of the Co-chairs of the Initiative and other parties willing to actively engage in its activities. The Chair of the OECD External Relations Committee will be also be invited and the Secretary General of the OECD will be represented in the drafting Committee. The OECD will assume the role of Secretariat to the Board.

On the **MENA-OECD Ministerial Conference**, participants:

- **Welcomed the preparations for the MENA-OECD Ministerial Conference in 2016** and called upon all stakeholders to engage in consultations in order to fine-tune and endorse the priorities of the upcoming mandate.
- **Called for the MENA-OECD Advisory Board to play an active role in the preparation of the Ministerial Conference**, and particularly by taking the form of a **Drafting Committee** for the Ministerial Declaration to be endorsed at that occasion. Participants requested the OECD Secretariat to organise stakeholder consultations, including with the private sector, trade unions and the civil society, in preparation of the Ministerial Declaration and Conference.

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## **THE MENA-OECD GOVERNANCE PROGRAMME**

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The Participants:

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<sup>1</sup> European Union, France, Japan, Sweden, the United Arab Emirates (Dubai, Abu Dhabi), the United States, Germany, Italy, Morocco, Qatar, Spain, Turkey and the United Kingdom, the MENA Transition Fund of the Deauville Partnership, Siemens, the IMF-Middle East Center for Economics and Finance and in-kind contributions from MENA and OECD countries.

- Underlined the importance of the MENA-OECD Governance Programme to work with MENA countries to **build effective governance frameworks for inclusive growth and regional integration**.
- Emphasised that the priorities set for the new mandate 2016-2020 will be crucial in addressing the regions' challenges and promoting **open, transparent and accountable governments** that can respond to the needs of the regions' societies and enhance productivity.

On the implementation of the conclusions of the 2015 Steering Group Meeting, the participants:

- Underlined that the Programme supports MENA countries in implementing the newly adopted **Sustainable Development Goals** in particular SDG 5 on gender equality and SDG 16 on providing access to justice for all and on building effective, accountable and inclusive institutions. The Programme has been working towards these goals in:
  - **Promoting an open, inclusive and transparent government** agenda by supporting countries' efforts to elaborate and implement national open government agendas underlining the importance to continuously involve citizens, women and youth, civil society and the private sector in these efforts.
  - **Strengthening the rule of law** by improving legislative frameworks, better functioning legal institutions and greater opportunities for people to exercise their rights. **Reinforcing Integrity and fighting corruption to rebuild trust in public institutions** by strengthening independent institutions to effectively promote integrity and building comprehensive anti-corruption frameworks.
  - **Fostering more efficient government institutions and processes** by upgrading public financial management procedures to better align objectives and budgets for better outcomes, modernise public procurement systems, such as PPPs, water governance and risk-management.
  - **Including a wide variety of government institutions to promote good governance** by systematically involving independent institutions and Parliament in the reform efforts of MENA economies.
  - **Strengthening women's empowerment in public life** through enhancing women's participation in public administration, in policy-making, in national Parliaments and local decision-making councils. Further by promoting gender sensitive policies, horizontal application of gender mainstreaming and reforming/abolishing discriminatory practices.
  - **Promoting a youth lens in public governance** to mainstream youth concerns in reform efforts and implement whole-of-government policies that promote youth trust in public institutions. Youth organisations should also be more included in the Programme's activities.
- **Strengthening local governance through the support of national and subnational authorities** for an optimal organisation of resources and skills at all levels of government in the context of decentralisation reform while ensuring an effective participation of citizens (especially women) in the formulation of local public policies. Welcomed the efforts of the Programme to systematically reach out to stakeholders beyond national governments and congratulated the

establishment of the **MENA-OECD Civil Society Advisory Council** that has ensured civil society participation in the reform efforts.

- Supported the deepened engagement in the **G7 Deauville Partnership** providing strategic advice on the Compact on Economic Governance and welcomed the new Transition Fund Project “**Towards inclusive and open governments: Promoting women’s participation in parliaments and policy-making**”.
- Recalled the importance of **building capacities** to implement reforms with real impact and welcomed the efforts of the **MENA-OECD Training Centre in Caserta** to provide a platform for training and exchange of experiences.
- Welcomed the efforts to elaborate **regional comparative reports** to identify common trends and challenges to provide strategic advice to the region. Previous reports on Regulatory Reform and Gender Equality are guiding countries’ reform efforts. The **regional report on youth and public governance** was welcomed as an important tool to provide innovative solutions to the inclusion of young men and women while the **regional report on Digital Government Strategies** currently under elaboration will enhance the strategic use of ICTs for public governance.
- Underlined the strategic partnership the Programme provides between OECD and MENA countries, engaging the latter in cutting-edge discussions on new and innovative principles and practices on public governance and highlighted the effective instruments of the OECD with its **dual approach** of combining **regional policy dialogue** and **national projects, peer reviews** and **capacity building**. Welcomed that **OECD legal instruments** and **policy recommendations** are used to benchmark and guide reforms in the MENA region.
- Welcomed the partnership between the UAE and the OECD in the framework of the **UAE Government Summit** which provides a platform for regional and international policy dialogue on public sector innovation.
- Welcomed the high-level participation of MENA countries in the **OECD Public Governance Ministerial** on Inclusive Growth in Helsinki in October 2015 and the regular participation of MENA countries in **OECD Committees**, including the Public Governance Committee, the Regulatory Policy Committee and the Regional Development Policy Committee.
- Welcomed the close coordination with **SIGMA** (Support for Improvement in Governance and Management), a joint initiative with the EU, to align policy advice and support for public sector reform in the MENA region.

On the priorities for the **new mandate 2016-2020**, participants:

- Underlined that in an increasingly complex region that is faced with security threats and growing numbers of refugees, political and economic difficulties, the Programme needs to strengthen its engagement to build effective public governance frameworks that can address these challenges. The state’s capacity to be agile and resilient, to tap into the innovative potential of its citizens – both men and women, civil society and private sector is more than ever needed.

- In order to strengthen regional integration for inclusive growth, ensure that economic outcomes are more equally distributed and no region left behind, promote social cohesion and political stability, the delegates confirmed the following priorities:
  - **Promoting open, inclusive and transparent governance**
  - **Promoting the participation and empowerment of women in public life**
  - **Fostering more efficient government institutions, independent institutions and processes**
  - **Reinforcing integrity and fighting corruption**
  - **Strengthening the rule of law**
  - **Strengthening local development and capacities of public institutions at local level**
  - **Building capacities and providing more implementation support in order to help countries realise their reforms**
  - **Ensuring the implementation of the recommendations of the Initiative’s meetings and reports.**
  
- Agreed that additional efforts need to be undertaken to create conditions for the effective participation of the **MENA youth** - the region’s future generation - in economic, social and political life. Youth concerns and their participation will be mainstreamed in all priority areas.
  
- Emphasised the need to strengthen engagement at the local level and to provide support to ongoing **decentralisation reforms** which provide the opportunities for improved socio-economic development of the region, the need to overcome inequalities inside metropolitan areas as well as promoting urban-rural linkages and increased engagement of women and youth in local councils and decision-making.
  
- Underlined the importance of providing access to justice for all, in line with the Sustainable Development Goals and ongoing reform efforts in the region, and encouraged to reflect the importance of the **Rule of Law** prominently in the regional dialogue of the Working Group IV.
  
- Mandated the Programme to conduct an in-depth reflection to develop solutions and approaches to support MENA countries in building public governance frameworks at the national and local level that can address the current **refugee crisis** to enhance stability and peace in the region.
  
- Called for **strengthened regional dialogue and regional analysis** to create the conditions for regional integration in a diverging region. The Programme’s **regional Working Groups** and peer review methods need to be further reinforced. Encouraged the Programme to leverage the MENA-OECD Governance Programme Training Centre in Caserta and the OECD Network of Schools of Government to strengthen its collaboration with regional training institutes, such as GIFT-MENA Network, and national training networks (e.g. Institut des Finances Basil Fuleihan of Lebanon and involve them in the working group and networks meetings, such as the Gender Focus Group “Women in Government Platform” and the MENA-OECD Network on Public Procurement. Encouraged the Programme to further explore new partnerships for bilateral and



multilateral cooperation projects and create synergies, such as in the area of data collection and forecasting for evidence-based policy making.

- Welcomed the readiness of the OECD to **support Lebanon** in view of the national and regional challenges the country is currently experiencing. The OECD expressed its willingness to work with Lebanon to meet its governance challenges in co-operation with regional networks, such as the GIFT – MENA Network.
- Welcomed the financial contributions of Germany, Italy, Morocco, Qatar, Spain, Turkey, the United Arab Emirates, Abu Dhabi, the United Kingdom and the United States to the Programme. Participants acknowledged that several MENA and OECD countries have provided valuable in-kind support by hosting regional meetings of the Programme. Participants encouraged other donors to join in order to respond to the demand for further support for the next phase of the Programme.

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## THE MENA-OECD COMPETITIVENESS PROGRAMME

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The Participants:

- Welcomed the support provided by the MENA-OECD Investment Programme in the **identification and implementation of reforms** to enhance business and investment environments and promote regional economic integration; foster SME creation and growth; promote women’s economic participation; and levelling the playing field for business.
- Noted the **extensive consultations process** among MENA and OECD stakeholders, including government representatives, private sector and civil society, experts, donors and others, to identify the priority areas of work for the Programme and the wider MENA-OECD Initiative for 2016-2020.
- Welcomed the Programme’s **continued work in 2015** to foster regional economic integration, improve investment environments (including through country specific support in Egypt and Jordan, in the context of the MENA Transition Fund and work in Iraq), support SME development (including for Libya, also in the context of the MENA Transition Fund) and strengthen women’s integration in the economy. Participants noted with satisfaction the “Report of 2015 Activities of the MENA-OECD Investment Programme”, tabled at the meeting. They also noted the areas of work that address some of the recently adopted SDGs (notably SDG 5 to promote gender equality; SDG 8 to promote decent work and economic growth; SDG 16 to promote peace, justice and strong institutions; and SDG 17 to strengthen the means of implementation and global partnerships).
- Emphasised the ability of the Programme to **respond to the changing reality and priorities of the region and to adjust its areas of focus accordingly**. In particular, participants noted the change of denomination of the Programme from Investment to **Competitiveness**. They noted that the change in name was necessary to accurately reflect the increasing coherence and interconnections among the different policy areas of focus of the Competitiveness Programme and the interrelations with the activities of the Governance Programme.

On the priorities for the *new mandate 2016-2020*, participants:

- Called on the Competitiveness Programme to take advantage of this new phase of work to build on the principles of further **deepening and connecting its work streams**.
  - To **deepen** its work, the Competitiveness Programme should take full advantage of OECD instruments, tools and standards and focus on their implementation, including by building capacity. This includes bringing MENA countries closer to cutting-edge OECD tools such as Trade in Value Added (TiVA -on trade statistics), FDI<sup>2</sup> statistics, tax revenue statistics, the Entrepreneurship Indicators Programme, and the Scoreboard on Financing SMEs and Entrepreneurs.
  - **Connecting** the activities of the Competitiveness Programme requires strengthening the horizontal character of its thematic areas of work (investment policy and promotion, including in infrastructure; enhancing business environments; promoting SME creation and growth, including through women’s entrepreneurship; and strengthening integrity and corporate governance). Connecting also entails linking the work of the Competitiveness Programme with other vital OECD areas of expertise such as skills development, trade policy and facilitation, green growth, etc.
- Acknowledged the value-added of the work carried out by the Competitiveness Programme and its contribution to the economic reform agenda of MENA economies. They recommended to **continue and strengthen its activities within its four existing pillars, and to complement them with cross-cutting economic issues** of critical importance, reflecting the economic growth and integration agenda for the MENA region.
- Noted the thematic priorities that could be tackled by the Competitiveness Programme over the next five years, including:
  - **Supporting policies for investment**, in particular focusing on quality investment; regional investment integration; enhancement and harmonisation of national legal and institutional frameworks; investment disputes and international arbitration; recent trends in international investment agreements negotiations; FDI statistics; restrictions to investment; economic zones; and network for investment promotion agencies.
  - **Fostering sound infrastructure development** given the great importance of this area for competitiveness and socioeconomic inclusion. Specific subjects to be covered include integrated frameworks and enhanced financial capacities for the delivery of infrastructure; building financing and risk mitigation mechanisms, including the use of Islamic finance in infrastructure projects; and supporting policies for infrastructure investments including by promoting private sector participation in infrastructure investment through public-private partnerships (PPPs).

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<sup>2</sup> FDI : Foreign Direct Investment

- **Promoting private enterprises as engines of inclusive and sustainable development**, in particular:
  - Enhancing institutional capacity and coordination for **SME policy making** (through effective public-private consultations, monitoring and evaluation, etc.); fostering access to finance, including by strengthening legal and regulatory frameworks (creditor rights, credit information systems, collateral registries, etc.); promoting enterprise creation and growth (by promoting economic formality, entrepreneurship, SME productivity), and improving the business environments for SMEs, in particular administrative aspects and regulations disproportionately affecting SMEs (building on the “Think Small First” principle and the “SME Test”).
  - **Promoting good corporate governance**, including for **state-owned enterprises** (SOEs) as providers of key public services and facilitators of development. The objective is to continue assisting SOEs in establishing strong governance practices and improving their performance in order to maximise their contribution to development, in particular through well-defined objectives, professional and independent boards of directors, and clear lines of accountability for their performance.
  - **Accelerating women’s economic integration** through enhanced support measures for women entrepreneurs such as access to finance and business development services; fostering women’s economic empowerment through information and communications technologies; including women on boards, and gender-mainstreaming policy actions at different levels;
  - **Enhancing economic opportunities for youth** by promoting entrepreneurship among graduates and young people, facilitating access to skills development programmes, facilitating access to finance, business development services, coaching programmes, etc.
- **Enhancing business integrity and responsible business conduct** through building awareness, defining and implementing frameworks and supporting compliance with international integrity standards and best practices. The objective is to create an environment of trust, transparency and accountability, and fostering an institutional environment that frames business decisions and incentivises voluntary business actions to replace controls and prohibitions.
- **Fostering resilience in post-conflict and/or fragile economies, through support to private sector development, investment policy and enterprise development.** The Iraq Project has, since 2007, contributed to enhancing the investment policy framework through legislative amendments and capacity-building for the investment promotion

agency. Participants called on continuing support to Iraq and extending this support to other countries affected by conflicts and fragility.

- **Addressing trade policy issues** given their importance for regional economic integration through support to enhanced intra- and inter-regional trade agreements, improved links between trade and investment policies, compatibility and implementation of commitments, and stronger integration into global value chains (GVCs). Discussions will be held around the possible creation of a working group on trade.
- **Recognised the need to further engage the private sector** with a view to enhance the policy advocacy role of their representatives, which include business associations and chambers of commerce. Acknowledging that regular consultations with the private sector are taking place in the implementation of country-specific projects, participants called for a more systematic and wider mechanism to formally engage private sector participation in the work of the Competitiveness Programme. Such a mechanism could take the form of a **MENA-OECD Business Advisory Council**.
- **Encouraged the Competitiveness Programme to develop efficient monitoring tools** to measure progress of reforms at the national and regional levels, but also to improve the Programme's impact assessment, and raise visibility on successful reform achievements to the wider international community to redress misperceptions and address sensitivities.
- **Noted the effectiveness of the current governance structure** of the Programme and the overall MENA-OECD Initiative. Participants highlighted that the co-chairmanship of the regional networks by a MENA country and an OECD country leads to co-ownership and collaboration. Participants noted that the preparation of the MENA-OECD Ministerial meeting could be an occasion to engage in consultations to revisit the governance structure of regional networks.
- **Appreciated the donors co-ordination efforts** made in existing country-specific projects and encouraged the Programme to continue and deepen this activity in future projects through regular and systematic consultations. The work of the OECD in supporting the Deauville Partnership for Arab Countries in Transition and the MENA Transition Fund Co-ordination Platform are ongoing efforts that provide fertile ground to build upon.
- **Recognised and welcomed the financial support** provided by the Swedish International Development Agency to the regional activities of the Programme and to the Iraq project on investment and supporting women as economic actors; by the MENA Transition Fund to country-specific projects in Egypt, in Jordan (both on the implementation of reforms for investment and competitiveness) and in Libya (on SME policy); by the European Commission in the areas of investment in infrastructure, public-private partnerships and SMEs; and the support of other donors including France, Japan, the United States (Department of State and USAID) the International Monetary Fund in conducting capacity building workshops in Kuwait City; and Siemens through a project on business integrity in Morocco.

- **Called on donors to continue supporting** the activities of the Competitiveness Programme for its renewed mandate for 2016-2020 in order to ensure its sustainability and impact. MENA countries have been supporting the Initiative through in-kind contributions.