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**Draft country programme document for Morocco
(2012-2016)**

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I. Situation analysis

1. The midterm review of the country programme action plan and the United Nations Development Assistance Framework (UNDAF) 2007-2011, and the establishment of the new Common Country Assessment/UNDAF has provided an analysis of the situation in Morocco based on a broad dialogue and consensus on the indicators and conclusions. Morocco is a middle-income country with a population estimated at 32 million inhabitants in 2009. The per capita gross domestic product (GDP) is estimated at \$2,811 for 2009 and the poverty rate has decreased, from 15.3 per cent in 2001 to 8.9 per cent in 2007. In 2010, Morocco moved up 16 places in the human development index ranking compared to 2009, making it one of the 10 most highly performing countries.

2. Morocco is on course to achieve the Millennium Development Goals (MDGs) by 2015, but additional effort is required in the areas of universal access to quality education and the reduction of maternal and infant mortality. The disparities between rural and urban areas, as well as inequalities between different sectors of society and other inequities, represent major challenges for the development and social stability of the country. The various sectoral strategies that have been implemented do not systematically include the achievement of the MDGs or target the most vulnerable populations. Women are represented at a rate of 15 per cent in the current Government, and accounted for 19.7 per cent of the judiciary in 2009 (17.3 per cent in 2003). These positive trends require sustained efforts to ensure gender equality and the empowerment of women, in particular those from the poorest sectors of society.

3. The national unemployment rate fell from 13.8 per cent in 1999 to 9.1 per cent in 2009, benefiting young people between the ages of 25 and 34. However, unemployment remains high among those with a higher education. Some of the jobs created are short term and do not always guarantee social protection. The risks and challenges of youth are increasingly taking on social, cultural and political dimensions, and there is a risk of intergenerational and social tensions.

4. Morocco has launched significant development initiatives including, inter alia, the Green Morocco Plan, the Halieutis Plan, the Tourism Vision 2020, the Emergence Plan and the Logistical Plan. The short-, medium- and long-term consolidation of these projects remains contingent on an increase in coherence and coordination and on the efficiency of measures to roll out the initiatives nationwide. The effectiveness of these initiatives and their impact on the standard of living of citizens also depends on more rapid judicial and institutional reform, public sector modernization, combating corruption, inequality and inequity, and the consolidation of the rule of law.

5. A new regionalization strategy is being drawn up. It will consolidate the decentralization initiative, which aims to strengthen the role of local communities and deepen the democratic process. This initiative benefits from the dynamism of civil society and the participation of women in political life. Other major challenges on which its success depends include capacity-building for elected officials, the transfer of the necessary competencies and mechanisms to the local communities and decentralized services, the definition of working procedures and the relationships between various levels of the administration (central, regional and local) and the establishment of mechanisms for fund mobilization.

6. Morocco still has a very high level of energy dependence. The new energy policy prioritizes energy efficiency and renewable sources of energy. In 2010, the country launched the Solar Plan, with a goal of producing 2,000 megawatts, as well as an integrated wind energy programme of 140 megawatts, which should meet 42 per cent of the country's energy needs by 2020 using renewable energy sources. Integrating these initiatives into local development to encourage the creation of jobs and wealth for the most vulnerable populations is a major challenge.

7. In recent years, floods have caused considerable damage and have confirmed Morocco's vulnerability to climate-related disasters. Despite the recent rainy years, water stress and desertification remain alarming factors that are further exacerbated by the effects of global warming. Efforts have been made in certain sectors to adapt to climate change but these lack an integrated and strategic vision. The cost of environmental deterioration is estimated at 3.7 per cent of GDP and would have a substantial impact on the socio-economic development of the country, in particular on those living in the most vulnerable areas. Morocco has begun a participatory process to draw up its National Charter on the Environment and Sustainable Development (CNEDD). Ensuring the convergence of the different sectors' strategies and launching action at the national and local levels are major challenges in the implementation of this Charter.

II. Past cooperation and lessons learned

8. The United Nations Development Programme (UNDP) has helped provide national institutions with the basic skills and tools needed for further discussion on human development indicators, democratic governance, the improvement of aid coordination and the contribution made by civil society organizations to the development effort.

9. Capitalizing on the national MDG report and the human development reports, UNDP conducted an advocacy plan and information campaign entitled "8 actions for 8 goals", mobilizing the United Nations system and all its partners to place the achievement of the MDGs at the heart of Morocco's policy agenda.

10. There has also been an increased focus on targeting the MDGs in the community development plans (CDPs), which has had a tangible impact on job creation and on improving the standard of living of citizens. Communities with CDPs and the capacity for advocacy have been able to negotiate framework contracts with the Government and to mobilize private investments and partnerships through decentralized cooperation. The success of the first CDPs has lent credence to localized planning and there has been high demand from local actors. The strategy has been launched for rolling this out to all oasis communities and areas with more than 35,000 inhabitants.

11. In the context of modernizing the public sector, UNDP supported the programme to upgrade civil registration services and to implement the programme on a trial basis in the largest city in the country. This initiative has enabled new partnerships to be formed in support of e-government and anti-corruption projects.

12. Similarly, the advocacy work undertaken by UNDP has enabled territorial questions to be taken into account at the national policy level; the same is also true

for the regionalization of the renewable energy and energy efficiency policy, the Tourism Vision and the Youth Strategy.

13. The results of the second national communication, as well as the adaptation-mitigation studies and projects undertaken, helped to provide support for the preparation of the Conferences of the Parties to the United Nations Framework Convention on Climate Change held in Copenhagen and Cancun, to build momentum for a national climate change movement and to support the development and effective implementation of a national climate plan. The UNDP programmes launched to promote renewable energies and energy efficiency have been used to good effect in the national energy policy. The efforts to preserve natural resources during the 2007-2011 cycle serve as practical models for strengthening the development of biodiversity and cultural heritage as tools for local development and combating poverty.

14. Within the framework of South-South cooperation, UNDP Morocco has actively contributed, alongside the Regional Bureau for Arab States, to the Arab Climate Resilience Initiative, which has successfully mobilized several Arab Governments and actors and has established a consensus on the priority adaptation and mitigation measures. The decentralized and community approaches to climate change established in Morocco have been the subject of exchanges with other Arab and African countries.

15. UNDP has strengthened integration with United Nations system bodies and other development agencies (such as the Agence française de développement, the African Development Bank and the European Union). It has focused on decentralized cooperation by implementing the concept of “areas of convergence”, which aims to combine all efforts and synergies within a single territory, particularly in the oasis communities.

III. Proposed programme

16. In close cooperation with United Nations organizations and bodies and its development partners, UNDP Morocco will focus on the national priorities identified in the common country assessment and the United Nations Development Assistance Framework (UNDAF). It will help the Government and its main partners to ensure better coherence of sectoral policies by focusing on accelerating progress towards achieving the MDGs and targeting the most vulnerable populations and areas. It will make the most of its comparative advantages, its experience and its networks of partners to strengthen the links between the national strategies and territorial and local programmes, and will contribute to the consolidation of the decentralization, modernization and democratization initiatives. It will organize its interventions in an integrated manner by strengthening the links between poverty reduction, human rights, governance, climate change and gender equality. In addition, the programme will pursue the following courses of action:

(a) Accelerating progress towards achieving the MDGs, with a focus on: (i) reducing poverty, vulnerability and inequalities; (ii) reducing maternal mortality; and (iii) improving access to quality education. There will be a capacity-building programme for ministerial departments and development agencies related to strategic analysis, evaluation and the coordination and targeting of policies, in accordance with a results-based approach and an approach based on the impact on

living standards. Partnerships will be strengthened with the National Observatory on Human Development (ONDH), the High Commission for Planning (HCP), research institutions, non-governmental organizations (NGOs) and the specialized media in order to develop tools for advocacy, communication and social mobilization suitable for monitoring the targeting and implementation of strategic choices. The ultimate goal is to achieve the MDGs by 2015 by ensuring that they are integrated systematically and as a matter of priority into policies, sectoral strategies and finance laws;

(b) Strengthening decentralization, modernization and anti-corruption initiatives to support human development and the reduction of vulnerability and inequality. UNDP will use its experience to help strengthen knowledge management systems as part of the process of scaling up local strategic planning (at the regional, provincial, communal and inter-communal levels), focusing on including youth, providing equal opportunities and creating high value-added jobs, particularly for the most vulnerable regions. UNDP experience will also benefit efforts to modernize public administration, in particular initiatives to establish a common information system and enable access to e-government as part of the decentralization process. UNDP will support efforts to improve transparency and fight corruption, using a targeted strategy for advocacy and capacity-building;

(c) Implementing national and territorial strategies for sustainable development, emphasizing low carbon use, resilience to climate change and natural disasters, and job creation. UNDP will support implementation of the National Charter on the Environment and Sustainable Development (CNEDD) by assisting in the preparation and implementation of (i) a corresponding National Action Plan; (ii) a national plan for climate change adaptation and management of risks and natural disasters; and (iii) a territorial approach to climate change. UNDP involvement in the decentralization process will help local stakeholders gain the skills, resources and monitoring and evaluation tools needed to standardize and implement plans and strategies in the most vulnerable communities, for the poorest people. UNDP will emphasize a gender perspective and encourage stakeholders to become involved in the process of improving resilience to climate change; making cities/regions carbon neutral; creating green, sustainable jobs; respecting their natural and cultural heritage; and promoting agricultural products with high-added value. In addition, UNDP will assist in strengthening the National Observatory on Sustainable Development (ONEDD) and integrating it into the network of regional observatories, which serve as tools to support decision-making, planning, monitoring and evaluation.

17. With regard to cross-cutting issues, the programme will employ the following strategies:

(a) Promoting initiatives with non-traditional actors such as political movements, unions, the private sector and opinion leaders; fostering greater civic participation, including improving representation of youth and women in the 2012 elections; and supporting efforts to place the achievement of the MDGs at the top of the political agenda;

(b) Forging innovative partnerships and supporting access to financing by: (i) promoting multi-stakeholder partnerships by according a central role to local governments, the private sector and civil society; and (ii) improving access to funding mechanism in the environmental and climate change sectors;

(c) Strengthening North-South-South cooperation by helping specialized institutions strengthen and formalize their role and services in the area of South-South cooperation. The United Nations Volunteers (UNV) programme will further this goal by offering the Government its expertise in the area of technical assistance.

IV. Programme management, monitoring and evaluation

18. UNDP and the Government will employ the national execution modality, including the participation of non-governmental organizations, emphasizing the implementation of the provisions of the Paris Declaration on Aid Effectiveness. Based on current procedures at the United Nations, UNDP will plan its interventions using the UNDAF common action plan. The Ministry of Foreign Affairs and Cooperation will create an UNDAF steering committee, made up of key United Nations partners, which will be entrusted with overseeing monitoring and evaluation of the UNDAF plan. UNDP will ensure that programme priorities are in line with national priorities and contribute towards achieving the MDGs. It will also resolve any challenges that may delay effective implementation, in close cooperation with partners.

19. UNDP will adapt its management structure to strengthen the linkages between poverty reduction, human rights, governance, climate change and gender equality. The UNDP integrated approach will be implemented through an organizational structure and staff profiles aimed at strengthening the Programme's advisory role on strategic and policy matters while ensuring a targeted focus on the most vulnerable regions and the poorest people. There will also be a continuous effort to consolidate and improve results-based management skills that mainstream a gender perspective. UNDP will rely on the specialized skills offered by UNV to integrate volunteers more strategically and effectively.

20. UNDP will make special efforts to establish innovative partnerships with all programmes and institutions in the United Nations system, the UNV programme, cooperation agencies, including decentralized cooperation partners, civil society, public authorities and the private sector. These partnerships will aim to rationalize and channel resources for the achievement of the MDGs and to mobilize new sources of financing at the local, national, bilateral and international levels.

21. UNDP will continue to emphasize quality assurance through monitoring, evaluation and knowledge management in order to benefit from lessons learned and strengthen the effectiveness of programme oversight and coordination. In addition, UNDP will systematize the biannual review of projects and, in close collaboration with the other United Nations agencies, participate in the annual review of the UNDAF plan and in strategic assessments, which will integrate both thematic priorities and progress towards achieving the MDGs. These activities will aim to build capacity, with a view to institutionalizing the monitoring and evaluation process as a tool for decision-making and strategic planning.

22. Evaluation of the country programme document, which will take place at the midterm point and after the final phase, will focus on the relevance, quality and contributions of UNDP interventions in achieving UNDAF results. This evaluation will be supplemented by the conclusions and findings of the thematic assessments of each project or project clusters aimed at achieving country programme outputs.

List of acronyms and abbreviations

CCDH	Advisory Council on Human Rights
CIVICUS	World Alliance for Citizen Participation
CNEDD	National Charter on the Environment and Sustainable Development
CDPs	Community development plans
CSI	Civil Society Index
HCP	High Commission for Planning
HDI	Human development index
MDGs	Millennium Development Goals
ONDH	National Observatory on Human Development
ONEDD	National Observatory on Sustainable Development
UNV	United Nations Volunteers

Results and resources framework

National priority or objective: Strengthening sustainable development, including through optimal management of natural and cultural resources, climate change adaptation, environmental conservation and by improving living conditions.

Outcome 5 of the programme/UNDAF: The principles of the National Charter on the Environment and Sustainable Development (CNEDD) are applied in a manner that ensures coherence between sectoral strategies and national priorities concerning the environment, climate change and risk management, and strengthens the territorial approach to benefit the most vulnerable regions and people.

Results indicators: (a) number of strategies, plans or national/local/sectoral programmes that have systematically integrated the CNEDD principles; (b) number of coordinating and participatory mechanisms at the national and territorial levels aimed at applying the Charter (that are relevant/effective/implemented); (c) number of territorial plans that have integrated provisions of CNEDD and have been implemented, particularly in the most vulnerable regions.

Areas of the Strategic Plan covered: Energy and the environment

<i>Contribution from Government partner</i>	<i>Contributions from other partners</i>	<i>UNDP contributions</i>	<i>Indicators, baselines and targets for UNDP contributions</i>	<i>Country programme outputs</i>	<i>Indicative resources (United States dollars)</i>
By 2016, the Government will adopt CNEDD and framework legislation on the environment and climate change, and will provide the mechanisms and resources required to ensure low-carbon, climate-resilient sustainable development; territorial authorities are involved in strategic planning	Private sector partners will apply CNEDD principles in their industrial planning; civil society will promote changes in consumer and social behaviour for low-carbon, climate-resilient growth; the Government and political actors will improve decentralization efforts	UNDP will support the development, coordination and implementation of national/territorial low-emission, climate-resilient, gender-sensitive development strategies focused on the most vulnerable people and regions. UNDP will assist stakeholders in acquiring the skills, resources and monitoring and evaluation tools required to standardize and	Indicator: Number of vulnerable people/regions benefiting from low-emission, climate and disaster-resilient development programmes/plans based on CNEDD/gender principles Baseline: (a) the development of CNEDD is under way; (b) four regions have indicated an interest in a territorial approach to climate change	The corresponding National Action Plan and the national climate change adaptation plan have been developed and their priorities established within the framework of the national strategy on the environment and sustainable development; three regions have adopted a territorial approach to climate change and a low-emission, climate-resilient strategy; ONEDD has been	Regular resources 900 000 Other resources 4 000 000

implement such plans and strategies, based on CNEDD principles. It will strengthen innovative partnerships and improve access to financing for the environment, sustainable development, low-carbon use and North-South-South cooperation

2016 Target: (a) the corresponding National Action Plan and the national climate change adaptation plan have been implemented, with an emphasis on benefiting the most vulnerable people; (b) three regions are applying a territorial approach to climate change and have access to financing for initiatives on the environment, sustainable development and low-carbon use, with 1,000 jobs created

Indicator:

Institutional capacity to monitor/develop and coordinate national and territorial strategies/plans on the environment and sustainable development

Baseline: The National Observatory on Sustainable Development (ONEDD) and three regional

strengthened and joined the network of three regional observatories, which function as decision-making and planning resources; at least one city has been established as a carbon-neutral model; 100 of the most vulnerable communities are implementing gender-sensitive development plans that include poverty reduction/the environment and sustainable development/climate change/employment/responses to natural disasters

observatories are operational

2016 Target: 10 decision-support reports have been prepared and disseminated by ONEDD and the regional observatories

National priority or objective: Strengthening gender-sensitive democratic governance and socio-economic development, and reducing vulnerability and inequality

Country programme/UNDAF results

Outcome 3: A reduction in vulnerability and inequalities, including those related to gender, through support for economic and social development policies, strategies and programmes

Outcome 4: Institutional partners and civil society adopt and implement the principles of democratic governance for humane, comprehensive, equitable and lasting development

Results indicators: (a) quality of living index; (b) number of ministerial departments that maintain a gender perspective in their budget preparation process; (c) youth unemployment rate by socio-economic level and sex; (d) percentage of older people receiving social protection benefits; (e) human development index disaggregated by sex/region/area of intervention of United Nations agencies; (f) number of decentralized programmes/plans implemented nationwide that have been adopted and implemented in the intervention areas of United Nations entities; (g) portion of the State budget allocated to regions; (h) Civil Society Index (CIVICUS)

Areas of the Strategic Plan covered: Millennium Development Goals, governance and human rights

By 2016, as part of its efforts to achieve the MDGs, Morocco will improve coherence and targeting of sectoral policies and strengthen the decentralization and modernization processes; it will also strengthen its role in	Civil society will leverage its gains to strengthen its role in monitoring, advocating and mobilizing society for the achievement of the MDGs; the private sector will strengthen its role in generating income	UNDP will help strengthen mechanisms to analyse and ensure coherence in sectoral policies and advocate for the achievement of the MDGs, focusing on reducing inequality and infant and	Indicator: Level of coherence and integration of sectoral policies to achieve the MDGs Baseline: (a) numerous sectoral policies exist, but are not coordinated; (b) the National Observatory on	The MDGs are achieved by means of coherent and targeted policies, financing laws and development aid; ONDH/CCDH/HCP, parliamentary commissions and civil society/the media have an	Regular resources 2 079 000 Other resources 11 200 000
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North-South-South cooperation

and jobs by capitalizing on the potential of the most isolated regions

maternal mortality and improving the quality of education; it will support decentralization, modernization and anti-corruption initiatives. It will facilitate knowledge management and South-South cooperation

Human Development (ONDH), the Advisory Council on Human Rights (CCDH)/High Commission for Planning (HCP) and the parliamentary commissions are operational

2016 Target:

(a) MDG-related policies are coordinated;

(b) mechanisms to follow up on policies and development aid have been strengthened

Indicator: degree to which expanded use of community development plans (CDPs) benefits the most vulnerable people.

Baseline: about 50 CDPs have been established

2016 Target: CDPs have been expanded to 150 particularly vulnerable communities and are part of the e-government network

influence on the achievement of the MDGs and the reduction inequality and inequities; 150 particularly vulnerable communities are participating in the CDPs and are part of the e-government network; the anti-corruption strategy is under way