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Country programmes and related matters

**Country programme document for the Kingdom of Morocco
(2023-2027)**

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I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. The Kingdom of Morocco is a lower middle-income country of 36.91 million people.¹ Since the mid-1990s, the country has achieved substantial progress in human development and maintained economic growth thanks to timely public investments and institutional reforms to reduce poverty. Progress toward the Sustainable Development Goals (hereafter, the Goals) continues: Morocco has strengthened its physical and human capital, accelerated its transition to clean development and improved the trajectory of its economic growth regarding employment, poverty reduction, social and territorial inequalities, and a reduction in fossil fuel dependence.² However, in recent years Morocco has experienced slower and unevenly distributed growth. The impact of the COVID-19 pandemic – including rising inequalities and a gross domestic product contraction – further highlights the urgency for adopting a new, more sustainable development model.

2. The common country analysis outlines three key development challenges the United Nations development system in Morocco is well-positioned to address.³ The *first* is the need for an inclusive and sustainable economic transformation as Morocco moves from an agricultural to a service economy, requiring increases in productivity and competitiveness, while sustainably managing the country's natural resources. The changing climate is driving a shift to higher-value agricultural sectors, while demographic dynamics currently outpace the economy's ability to absorb new labour market entrants, especially youth and women. The *second* is the need to reduce inequality and enhance social inclusion, especially in the wake of the COVID-19 pandemic, which worsened gender inequalities and urban/rural disparities. While poverty is considered low at 2.5 per cent,⁴ men are more likely to be employed compared to women; in 2021, the unemployment rate reached 12.3 per cent at the national level: 16.8 per cent for women and 10.9 per cent for men.⁵ The *third* is the need to support opportunities created by the Constitution of 2011 to strengthen governance capacities and effectiveness to advance national development objectives. Progress has been made through institutional reforms and relevant new national strategies/laws, but the process could be accelerated further⁶ by improving the policy coherence and evidence base for new policies.

3. The New Development Model, published in June 2021, sets the country's fifteen-year socioeconomic vision that prioritizes: (a) implementing structural reforms to boost private sector competitiveness; (b) improving the quality of education and health services; (c) broadening the decentralization process; and (d) preserving natural resources. The Government has aligned its coalition programme to the New Development Model, setting four key objectives: (a) transforming the economy; (b) strengthening human capital; (c) promoting inclusion; and (d) fostering the emergence of resilient and sustainable territories.

4. The United Nations Sustainable Development Cooperation Framework (UNSDCF), 2023-2027, presents the strategic priorities of United Nations organizations, agreed jointly with the Government, in support of national policies and initiatives. Consequently, the four outcomes of the UNSDCF reflect the following key strategic priorities: (a) inclusive economic transformation and sustainability; (b) human capital development; (c) inclusion and social protection; and (d) governance, resilience, and local development.

5. UNDP contributes to national efforts relating to public policy harmonization and

¹ World Bank development indicators, 2020.

² Second voluntary national review of the implementation of the Sustainable Development Goals, 2020 national report.

³ Common country analysis, Morocco. United Nations in Morocco, 2022.

⁴ High Commission for Planning, 2020.

⁵ High Commission for Planning, 2020.

⁶ Universal periodic review.

democratic governance, environmental protection and climate action, Goals-related monitoring and reporting, human rights, and the reduction of inequalities in partnership with UNFPA, the United Nations Children's Fund (UNICEF), the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), the World Health Organization (WHO) and others. UNDP will increase its contribution to UNSDCF implementation by focusing on Goals integration and by collaborating with other United Nations organizations' programmatic, operational and communications efforts. UNDP will contribute to the United Nations efforts to advance national objectives and the New Development Model through direct substantive contributions to three of the UNSDCF four priority areas via three the following *strategic enablers*:

- (a) *Digitalization* of public services to facilitate access across different sectors;
- (b) Strengthening the enabling environment/ecosystem for *innovation* to underpin the modernization of the civil service, social assistance, and micro, small and medium enterprises (MSME) sectors; and
- (c) *Inclusive development finance* to help leverage and orient international and domestic sources of funding toward national objectives for the Goals and increasing access to productive resources for underserved population groups.

6. As an integrator within the United Nations country team, UNDP will continue providing integrated solutions related to the promotion of the Goals and strengthen operational support to resident and non-resident agencies. UNDP will also strengthen United Nations communication capabilities to raise awareness of sustainable development via innovative digital platforms such as AKID2030⁷ and development dialogues.

7. The UNDP comparative advantage⁸ resides in its programmatic and operational capacities, strategic position as a trusted development partner to the Government and others and as a convener within the United Nations country team for people-centred development and transformative change, its field presence and access to target groups. UNDP has used this advantage to promote multi-stakeholder and issue-based dialogue/coordination; facilitate the participation of youth, women and persons with disabilities in rural areas in eastern, northern and southern Morocco; test innovative approaches, including through its accelerator lab; and build value-added partnerships, including with the private sector, civil society and academia. These efforts have resulted in: (a) economic empowerment support to 350,000 beneficiaries (40 per cent women), including 15,000 jobs created and 400 small and medium enterprises supported; (b) a series of innovative virtual dialogues on key social, economic and environmental challenges, together with the World Bank and the Policy Center for the New South; and (c) over \$150,000 raised by civil society organizations through capacity-building support in response to new crowdfunding legislation.

8. Lessons,⁹ incorporated into the country programme, include the need to: (a) strengthen programme scaling and sustainability strategies; (b) deepen the robust collaboration with national/international partners in developing new programmes; (c) expand its integrated and adaptive approach to programming by ensuring the territorial and thematic convergence of interventions and strengthening synergies between different portfolios; and (d) explore innovative financing, in particular with the private sector and the international financial institutions.

⁷ AKID2030 is a community engagement initiative to support the efforts of Morocco to respond to the COVID-19 pandemic (www.akid2030.com).

⁸ Final independent evaluation of the UNDP country programme, 2017-2021.

⁹ Ibid.

II. Programme priorities and partnerships

9. The country programme is fully aligned with the New Development Model, the Government Programme,¹⁰ UNSDCF, the UNDP strategic plan, 2022-2025, and the 2030 Agenda for Sustainable Development, and emphasizes a human-rights-based approach, gender equity and the principle of leaving no one behind. It builds on previous development results and will fully utilize UNDP country, regional and global institutional capacities, including South-South and triangular cooperation. Programme design was informed by consultations with national and international stakeholders (Government, private sector, civil society and academia) within the context of UNSDCF development and via UNDP-specific discussions. The vision for the programme is to work in partnership with the Government and the international community to facilitate the New Development Model's objectives of structural transformation to a more inclusive, empowered, sustainable and resilient economy and society contributing to broader African prosperity.

10. The programme proposes to contribute, through targeted activities and development projects, to national efforts to achieve inclusive and sustainable development and the objectives of the New Development Model, which lie along three main pathways: First, the economy must become more competitive and create decent jobs, especially for women and youth, through a structural transformation based on green transition and a sustainable and inclusive development model. This will strengthen the resilience of the ecosystem, help diversify and decarbonize the economy, promote entrepreneurship, and create more (green) jobs. Second, continued effort to reduce social, spatial and gender inequalities should continue. This will require equal access to services and skills-training to improve job opportunities, particularly for vulnerable populations, and improved living conditions in rural and urban areas. Third, policies and reforms must continue to build coherence and be more evidence-based, inclusive and context-sensitive.

11. Based on the UNDP comparative advantage and lessons learned, including from the 2017-2022 independent country programme evaluation, the new programme will capitalize on the UNDP integrator role, within the United Nations country team, through thought-leadership and knowledge generation, including supporting *a stronger focus on providing strategic policy and technical support*. Emphasizing *innovation, digitalization and development finance* will allow UNDP to deliver NextGen solutions both in traditional areas of programmatic support as well as *expand into new areas*. These new approaches will require *new strategic partnerships*, including with the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organization (ILO), UNICEF, the United Nations Industrial Development Organisation (UNIDO) and UN-Women to support the Government in building effective coalitions for transformative change. Underpinning all these efforts will be a *stronger operational service* offer to national and United Nations partners. South-South and triangular cooperation will continue to be an integral part of the UNDP partnership with Morocco, offering its experience in areas such as climate action, energy transition and prevention of violent extremism, while also seeking insights from other countries on innovative solutions to development challenges.

12. The principle of leaving no one behind will guide programme and project design/implementation. In line with the New Development Model, UNDP interventions will support the Government in expanding the participation of youth, women and others in economic, political and social spheres via increased integration, equitable access to opportunities, and the promotion of their rights. There will be greater focus on women's socioeconomic empowerment by providing support to improve their employability, resilience and representation. At least 15 per cent of the budget will be invested in gender-specific

¹⁰ Government of the Kingdom of Morocco, Government Programme, January 2012 (https://www.men.gov.ma/Documents/programme_gouv_FR.pdf).

interventions, based on the UNDP gender strategy, and in advancing the gender seal initiative. The gender marker will be used to monitor expenditures and improve planning.

13. The country programme will focus on three UNSDCF priority outcome areas: (a) inclusive economic transformation and sustainability (UNSDCF outcome 1); (b) inclusion and social protection (UNSDCF outcome 3); and (c) governance, resilience and local development (UNSDCF outcome 4). Using a portfolio approach, wherever possible, UNDP interventions and its financing framework for economic transformation and sustainability will be informed by the engagement with vulnerable groups under the inclusion/social protection outcome area to design appropriate responses. Similarly, interventions under both inclusion/social protection and economic transformation, as well as Goals-related data monitoring, will inform the design of policies and processes to be supported under the governance, resilience and local development outcome area – to improve the quality of policy coherence and services under the other outcome areas.

Priority 1. Inclusive economic transformation and sustainability

14. The UNDP offer under this priority area will contribute to national objectives under Goals 5, 7, 8, 10, 11, 12, 13, 14, 15 and 17 and UNDP signature solutions 3, 4, 5 and 6.

15. The UNDP contribution to the UNSDCF in this area will focus on strengthening entrepreneurship and the emergence of a circular, low-carbon, climate-resilient economy, emphasizing job creation for women and youth. UNDP will support the Ministry of Energy Transition and Sustainable Development and relevant sectoral ministries and institutions to strengthen national capacities to transition to clean energies and environmentally friendly practices. UNDP will initiate a flagship ‘sustainable cities’ programme for innovative planning, intelligent and energy-efficient urban infrastructure, sustainable mobility, and green/circular economy initiatives, starting with Marrakech as a pilot. This programme will encourage low-carbon, green, sustainable and inclusive practices in key economic sectors, and promote business integrity, in synergy with interventions under priority 3. South-South and triangular cooperation will be key tools for knowledge-sharing on good practices and new approaches.

16. UNDP interventions that support biodiversity and ecosystems conservation/valorization and sustainable management of natural resources will provide new job opportunities in the green and blue economy, including green entrepreneurship and job creation in the tourism sector, including for youth and women, where UNDP will support sustainable policies and strategies that promote ecological transition and the country’s rich culture and heritage (in synergy with priority 2).

17. Consistent with the New Development Model’s call to make the social economy a pillar of development, UNDP will capitalize on its experience supporting women-led cooperatives to facilitate the transfer of knowledge, scale up pilot initiatives and promote the transformative potential of the solidarity economy for employment generation and the economic empowerment of vulnerable groups. Digital and energy-efficient technologies will inform knowledge and programming to apprise national policy dialogue and decision-making using new and gender-sensitive data collection technologies. Methods to measure the contribution of the social and solidarity economy to inclusive economic development will be proposed.

18. UNDP will support Government initiatives and joint programmes, such as the Partnership for Action on Green Economy (PAGE), with ILO, the United Nations Environment Programme (UNEP), UNIDO and the United Nations Institute for Training and Research (UNITAR), which aim to strengthen synergies and complementarities between the different United Nations partners.

Priority 2. Inclusion and social protection

19. The UNDP offer under this priority area will contribute to national objectives under Goals 5, 7, 8, 10, 11 and 17 and to UNDP signature solutions 1, 3 and 6.

20. The UNDP contribution to this UNSDCF outcome area will largely focus on inclusion as a complement to the work of other partners (World Bank, UNICEF) on social protection issues. UNDP will continue to support the work of the High Commission for Planning whose national and regional reports on the follow-up to the implementation of the Goals will inform the design of integrated programming approaches and inclusive development solutions that build forward from the COVID-19 pandemic and target those left behind or at risk of being left behind. This will contribute to the work of the interministerial commission in charge of coordinating the Goals with evidence-based data.

21. UNDP will also continue to support the mission of the National Human Development Observatory to evaluate public policies for human development (including territorialized evaluations) and promote the use of evaluation to strengthen those policies, for more effective management of related programmes.

22. UNDP will build in on its youth portfolio to support the Government by working on identifying future-oriented skills and competencies that will improve (self-)employability and entrepreneurship, including for youth, women and others. With the support of the Danish Partnership for Arab States and others, UNDP will support the Government's efforts to provide an enabling environment for job creation and a "Sustainable Development Goals accelerator for small and medium enterprises" that will enhance youth employment opportunities. UNDP will also work with ILO and UN-Women to support the Government's efforts to eliminate barriers to participation and socioeconomic inclusion in conjunction with interventions under priority 1 linked to an inclusive, green economy. Existing programming to address civic education in schools will be scaled up to foster social cohesion and build young people's resilience to radicalization.

23. Partnerships with regional development agencies/authorities will support local entrepreneurship ecosystems and the social and solidarity economy, in synergy with the work under priority 1. Key local value chains (such as local and craft products) will be strengthened, and ongoing pilot projects will be scaled up to favour higher incomes for local producers and a more balanced appropriation of value-added. An integrated approach will help to simultaneously address weaknesses in structural capacities, productivity and competitiveness to foster stronger integration of MSMEs, including women-led cooperatives, into regional and global supply chains. UNDP will support the Government's efforts to facilitate inter-organizational cooperation among the enterprises, public institutions and local authorities involved in the provision of support services to MSMEs. Building on its partnerships with the Ministry of Finance, the Central Bank of Morocco and other relevant stakeholders, UNDP will support financial inclusion and promote digital solutions to expand economic opportunities. It will help strengthen the entrepreneurial ecosystem by supporting MSMEs and social enterprises in adopting new/innovative business models that create green jobs, particularly for women, youth and marginalized groups, including migrants (in synergy with priorities 1 and 3).

24. As part of its leaving-no-one-behind strategy, UNDP will strengthen poverty-environment linkages by continuing to support the Ministry of Habitat to provide decent housing and living conditions to the rural inhabitants of the ksours and kasbahs (the country's traditional earth constructions) in the south of the country. With the support of UNDP and based on the lessons of a pilot of 16 ksours and kasbahs, Morocco has recently launched the 2026 integrated strategy for the sustainable rehabilitation and development of the ksours and kasbahs. UNDP, together with other United Nations organizations, will implement the strategy through the rehabilitation of buildings that are energy efficient and climate resilient

(in alignment with efforts under priority 1), while increasing access to basic services, building capacity, and preserving an ancestral habitat of cultural and patrimonial value.

25. With the General Delegation to the Prison Administration, UNDP will scale up detainees' acquisition of professional/life skills and support partnerships with the private sector to create productive activities in prisons to strengthen the chances of socioeconomic reintegration after prison, while continuing to support the reform of the prison administration and the humanization of detention conditions (see priority 3). With the support of the Mohammedia League of Scholars, interventions will emphasize inclusive rehabilitation and the deconstruction of the extremist discourse to counter violent extremism.

Priority 3. Governance, resilience and local development

26. The UNDP offer under this priority area will contribute to national objectives under Goals 4, 5, 9, 10, 16 and 17 and to UNDP signature solutions 1, 2 and 6.

27. UNDP will support the Government with ongoing reforms processes, in line with the New Development Model, notably to strengthen the coherence of public policies at the national and subnational levels and to improve the performance of the public administration. UNDP will focus on supporting justice sector reform and implementing the national action plan for democracy and human rights. The emphasis will be to accelerate the shift towards people-centred justice and protection of human rights, particularly for women. UNDP will help to strengthen access to justice and improve relevant legislation (in coordination with the World Bank and the European Union). In close collaboration with UNICEF, the United Nations Office on Drugs and Crime (UNODC) and UN-Women, UNDP will support the digital transformation of judicial institutions at all levels, working in partnership with the Ministry of Justice and the Mediator to ensure that institutions are better equipped to identify and respond to the needs of individuals, especially women and vulnerable people. Similarly, engagement with the Supreme Judicial Council, the Court of Auditors and other partners will strengthen their institutional capacity to enhance institutional integrity and accountability mechanisms.

28. UNDP will focus on integrating human rights approaches and indicators in regional development plans, strengthening capacities for institutional communication and supporting civil society advocacy. The socioeconomic impact of the COVID-19 pandemic has also underscored the importance of responsible economic practices. In line with the United Nations Guiding Principles on Business and Human Rights, UNDP will identify opportunities to promote responsible business conduct in synergy with initiatives under priority 1. A pilot will be developed in one value chain or economic sector to promote corporate responsibility and an inclusive and equitable growth model that respects international human rights commitments.

29. Building on the two previous phases of the joint programme on harmonization and evaluation of public policies, UNDP will continue to work with other United Nations organizations to accompany different ministries in implementing their reforms for greater horizontal and vertical coherence, effectiveness, and efficiency of public policies, and their convergence with the New Development Model. Technical solutions for the harmonization of national and regional information systems and data-driven innovations will be promoted to strengthen the national statistical system, as a basis for evidence-based policymaking.

30. UNDP will work with national partners and other United Nations organizations, under the leadership of the Ministry of Economy and Finance, to develop and implement an integrated national financing framework tailored to the country's context and priorities, providing the Government with a tool to enhance the alignment of financing strategies and policies with the priorities of the New Development Model and the Goals, relying on the full range of public and private development financing sources. UNDP will bring stakeholders together to assess financing needs and gaps and identify opportunities where public spending

could be optimized and/or innovative finance solutions (thematic bonds, public-private partnerships, impact investment, etc.) could be leveraged. This work will be informed by UNDP efforts in all three priority areas to identify financing gaps to help direct additional resources toward national development objectives. Partnerships with the international financial institutions and the private sector will be sought to support the Government's efforts to overcome impediments to financing sustainable development and attract investments, including by supporting the establishment of effective and efficient governance structures for large-scale national initiatives (notably with the Ministry of Employment and the Ministry of National Education).

31. In line with the Public Services Charter, technical assistance will support the Government's efforts to modernize administrative procedures and formalities, and improve the delivery of services to the population, using accelerated digitalization as a lever, building on the ongoing partnership with the new Ministry of Digital Transition and Administrative Reform. The public services will also be supported by strengthening the capacities of administrations, especially in the use of Amazigh for communication with users speaking only this language. This work will be informed by UNDP activities in other priority areas which will help identify user demand and bottlenecks to design inclusive service delivery solutions (under priority 2) and entrepreneurship development (under priority 1) and will benefit from South-South and triangular cooperation for good practices. Transparency, integrity and accountability will be promoted through capacity-building and advocacy to implement the national anti-corruption strategy and the national action plan of the Open Government Partnership.

32. To support inclusive local governance and the development of sustainable and resilient territories, UNDP will provide capacity-building and tools to the central administration, decentralized services, regional councils, civil society, the private sector and academia to implement the country's administrative devolution charter. Elected officials and executives of the territorial administration will improve their capacities to design, plan, implement, monitor and evaluate public policies and development projects.

33. With the Ministry of Interior, UNDP will support local authorities in fostering a local approach to the national strategy for sustainable development and the Goals, including their integration in regional and local development plans and the design of exemplarity pacts for administration at both the national and subnational levels. Collaboration with the United Nations Human Settlements Programme (UN-Habitat) and other United Nations organizations will be sought to advance joint methodologies and approaches for the localization of the Goals.

34. Under the leadership of the Ministry of Housing, and in complementarity with the 'sustainable cities' flagship initiative under priority 1, UNDP will support initiating a cross-portfolio reflection on 'smart territories' with the aid of its accelerator lab and will enhance the capacity-building efforts for local actors to develop inclusive and sustainable solutions to major urban challenges.

III. Programme and risk management

35. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes is prescribed in the organization's [programme and operations policies and procedures](#) and [internal control framework](#).

36. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all the programme to enable response to force

majeure. The harmonized approach to cash transfers (HACT) will be used in a coordinated fashion with other United Nations organizations to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.

37. UNDP and the Directorate for Multilateral Cooperation and International Economic Affairs of the Ministry of Foreign Affairs, African Cooperation and Moroccan Expatriates – as the national coordinator – will set up in early 2023 a coordination committee to meet at least once a year to review and provide guidance on planned activities in the programme. Partnerships with national/subnational authorities will be further strengthened given the Government’s considerable co-financing of the country programme. Partnerships with other United Nations organizations, civil society, the private sector and financial institutions will be pursued to maximize complementarity and expand the funding base.

38. Exit, scaling and sustainability strategies for the programmes and projects will be co-designed with national partners to foster long-term impact by: (a) supporting national priorities/programmes to maximize sustainability; and (b) developing scaling/exit strategy action plans to identify necessary staff/resources for sustaining and/or scaling initiatives. Innovative programming instruments, such as the engagement facility, and joint programming instruments will be deployed and a portfolio-based approach will be applied, wherever feasible, to facilitate agility and adaptation to uncertainties.

39. The current international context poses additional risks to food security, energy supply and access to financing, thereby increasing the risks to realizing national development progress. Considering that it will benefit from stakeholder participation and support, the country programme will seek to enhance resilience, including a just and green transition, and align financing with development priorities. Around 70 per cent of the programme is funded by domestic resources, which could decrease owing to the Government’s austerity policies and the potential redirecting of resources away from development priorities in response to shocks. In such case, a ‘plan B’ programme criticality exercise, guided by the leave-no-one-behind principle, will be implemented with partners to identify and agree on priority initiatives that should be sustained and their management/funding arrangements.

40. The country programme will respond to any new changes in the development context or in funding resources by adjusting the theory of change, maximizing synergies, fine-tuning development interventions, and selecting implementing modalities for rapid response. The country office will review its business processes to improve staffing structure with appropriate capacities, which will be complemented by United Nations Volunteers, as needed.

41. UNDP will apply its revised [social and environmental standards and accountability mechanism](#) and its enterprise risk management policy to enhance programme quality, and it will conduct regular quality assurance and risk assessments throughout the programme cycle.

IV. Monitoring and evaluation

42. The country programme monitoring and evaluation framework is aligned with the UNSDCF, the UNDP strategic plan, 2022-2025, and the Sustainable Development Goals. UNDP will contribute to the work of the United Nations country team programme monitoring and evaluation group to facilitate coordination and harmonized results-based management. International sources will be used to complement national ones, and where direct indicators are unavailable, indirect indicators will be used to gauge impact.

43. UNDP will strengthen monitoring and evaluation practices by: (a) earmarking each project budget for data collection, monitoring and evaluations; (b) reviewing results at strategy and portfolio levels; (c) conducting its own surveys, field visits, semi-structured interviews and focus groups; (d) leveraging evidence labs to improve disaggregation in local

data collection and results-based monitoring; (e) undertaking periodic evaluations, including thematic evaluations, in collaboration with national and other partners, to generate knowledge and inform programming; and (f) exploring partnerships with academic institutions on innovative techniques for monitoring and evaluation.

44. A multi-year research plan to advance UNDP thought-leadership will be implemented with partners to co-produce policy briefs and discussion papers. At least 3 per cent of the programme budget will be dedicated to monitoring, evaluation and communication of results.

45. In partnership with other United Nations organizations and data-generating entities, including the High Commission for Planning and National Human Development Observatory, UNDP will support improving national capacity for Goals-related monitoring and reporting through nationally owned data systems and improving the horizontal and vertical harmonization of these systems.

46. The monitoring and evaluation plan emphasizes the tracking, assessment and interpretation of results and changes, including in government policies, and links them to interventions to guide follow-up, scale-up and adaptive programming.

Annex. Results and resources framework for Morocco (2023-2027)

NATIONAL PRIORITY OR GOAL: Transforming the economy (Goals 5, 7, 8, 10, 11, 12, 13, 14, 15, 17).				
COOPERATION FRAMEWORK OUTCOME: Morocco's economy is competitive, inclusive and creates decent jobs, especially for women and youth, through a structural transformation based on sustainable development and resilience, including climate resilience.				
RELATED STRATEGIC PLAN OUTCOME: Outcome 1. Structural transformation accelerated, particularly green, inclusive and digital transitions.				
COOPERATION FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS	MAJOR PARTNERS/PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOMES (in United States dollars)
		<p>Output 1.1. Strengthened national capacities and innovative solutions to support, inclusive, gender responsive, green, circular and low-carbon economic and energy transition.</p> <p>1.1.1. Number of measures supported by UNDP to enable the enhancement and/or implementation of nationally determined contributions (NDCs) Baseline (2022): 3 Target: 8 Source/frequency: Projects reports/monitoring, reporting and verification (MRV)/NDC reports/yearly</p> <p>1.1.2. Number of people benefitting from services from clean, affordable and sustainable energy (integrated results and resources framework (IRRF) 5.1.2) Baseline (2022): 0 Target: 928,850 (50% female; 50% male) Source/frequency: Project reports/yearly</p> <p>1.1.3. Amount of energy saved (MWh) (IRRF 5.2.2) Baseline (2022): 0 Target: 116,493 direct energy saving (in MWh) Source/frequency: Energy audit/yearly</p> <p>1.1.4. Greenhouse gas emissions (CO² equivalent) avoided (in ton) Baseline (2022): 0 Target: 900,000 tCO₂e direct Source/frequency: Energy audit/yearly</p> <p>1.1.5. Number of action plans integrating urban sustainability informed by evidence Baseline (2022): 0 Target: 3 Source/frequency: Action plans; project reports/yearly</p>	<p>Ministry of Energy Transition and Sustainable Development, Ministry of Industry and Commerce, Ministry of Tourism</p> <p>Sustainable development department</p> <p>Central Bank</p> <p>Digital Development Agency</p> <p>Private sector</p> <p>United Nations organizations International Finance Cooperation European Investment Bank Islamic Development Bank African Development Bank Academia, CSOs</p>	<p>Regular: \$300,000 Other: \$12,000,000</p> <p>Subtotal: \$12,300,000</p>

		<p>Output 1.2. Enabling environment and inclusive solutions and practices promoted for biodiversity and ecosystem conservation, and sustainable management of natural resources, taking into account the effects of climate change.</p> <p>1.2.1. Number of new strategies, plans and regulatory frameworks that promote the preservation and conservation of biodiversity and ecosystems Baseline (2022): 0 Target: 3 Source/frequency: Official bulletin/yearly</p> <p>1.2.2. Number of hectares/species conserved and maintained under a sustainable use, conservation, access and benefit-sharing regime Baseline (2022): 0 hectare; 0 species Target: 46,000 hectares; 2 species Source/frequency: Project reports/yearly</p> <p>1.2.3. Number of people directly benefiting from initiatives to protect nature and promote sustainable use of resources (IRRF 4.1.1) Baseline: 0 Target: 3,000 (50% women) Source/frequency: Project reports/yearly</p> <p>1.2.4. Number of CSOs supported to implement community interventions for sustainable initiatives Baseline (2022): 0 Target: 25 (8 women-led) Source/frequency: Project reports/yearly</p>		<p>Regular: \$250,000 Other: \$5,000,000 Subtotal: \$5,250,000</p>
<p>NATIONAL PRIORITY OR GOAL: Promoting inclusion (Goals 5, 8, 10, 17).</p>				
<p>COOPERATION FRAMEWORK OUTCOME: Social protection is universal and sustainable, and social, local, regional and gender inequalities are reduced in order to leave no one behind.</p>				
<p>RELATED STRATEGIC PLAN OUTCOME: Outcome 2: No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development.</p>				
		<p>Output 2.1. Vulnerable populations in disadvantage areas, particularly women and youth, benefit from increased livelihood opportunities, equitable access to basic services and a sustainable natural environment.</p> <p>2.1.1. Number of disaggregated and gender-sensitive information systems at regional and/or local level to: (a) measure progress towards the Goals Baseline (2022): 3 regions Target: 6 regions Source/frequency: HCP; Regional delegations / yearly</p>	<p>Regional development agencies, Ministry of Habitat, Ministry of Finance General Delegation to the Prison Administration High Commission for Planning (HCP) National Human Development Observatory (ONDH)</p>	<p>Regular: \$350,000 Other: \$20,000,000 Subtotal: \$20,350,000</p>

		<p>(b) measure progress towards social public policies Baseline (2022):0 Target:10 communes Source/frequency: ONDH information system / Yearly</p> <p>2.1.2. Number of innovative solutions adopted by programme partners, which expanded policy and development options (IRRF E2.2) Baseline (2022): 0 Target: 10 Source/frequency: Accelerator lab reports/yearly</p> <p>2.1.3. Number of MSMEs and cooperatives supported to enhance their competitiveness and productivity Baseline (2022): 0 Target:100 (50 women-led) Source/frequency: Project reports/yearly</p> <p>2.1.4. Number of new jobs created by sex Baseline (2022): 0 Target: 600 (30% women) Source/frequency: Project reports/yearly</p> <p>2.1.5. Number of people accessing basic services and improved livelihoods Baseline (2022): 0 Target: 30,000 (50% women) Source/frequency: Project reports/yearly</p> <p>2.1.6. Number of CSOs supported to implement community interventions benefitting vulnerable populations Baseline (2022): 0 Target: 50 (15 women-led) Source/frequency: Project reports/yearly</p> <p>2.1.7. Number of new actions undertaken to prevent violent extremism Baseline (2022): 0 Target: 20 Source/frequency: Activity reports/yearly</p> <p>2.1.8. Number of people in vulnerable situations supported to strengthen their resilience (persons in situation of handicap, prisoners) Baseline (2022): 0 Target: 2,000 (20% women) Source/frequency: Activity reports/yearly</p> <p>2.1.9. Number of green direct jobs created</p>	<p>Mohammed VI Foundation for the Reinsertion of Detainees, Mohammedia League of Scholars</p> <p>Danish Partnership for Arab States</p> <p>Central Bank</p> <p>World Bank</p> <p>United Nations organizations</p> <p>Academia, CSOs</p>	
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		Baseline (2022): 0 Target: 100 (70% youth, 40% women) Source/frequency: Activity reports/yearly		
NATIONAL PRIORITY OR GOAL: Fostering the emergence of resilient and sustainable territories (Goals 4, 5, 9, 10, 16, 17).				
COOPERATION FRAMEWORK OUTCOME: Public policies are efficient, inclusive, territorialized and evidence based integrating sustainable development.				
RELATED STRATEGIC PLAN OUTCOME: Outcome 1. Structural transformation accelerated, particularly green, inclusive and digital transitions				
		<p>Output 3.1. National institutions and legal framework consolidated for democracy, human rights and justice, in alignment with the Moroccan Constitution and international standards and commitments.</p> <p>3.1.1. Number of stakeholders with capacities to support the fulfilment of nationally and internationally ratified human rights obligations (rule of law and justice; human rights) Baseline (2022): 0 Target: 10 Source/frequency: Projects reports /yearly</p> <p>3.1.2. Number of initiatives/mechanisms promoting national system information to monitor human development and progress towards the Goals Baseline (2022): 6 Target: 15 Source/frequency: Reports/information systems/websites (ONDH; HCP; Ministry of Investment, Convergence and Evaluation of Public Policies)/yearly</p> <p>3.1.3. Number of beneficiaries of capacity-building on the principles of human rights, justice and democracy Baseline (2022): 0 Target: 2000 (30% national, 70% territorial, 50% women) Source/frequency: Activity reports/yearly</p>	<p>Ministry of Justice; Ministry of the Interior; Ministry of Economy and Finance; Ministry of Digital Transition and Administrative Reform, Ministry of Employment; Ministry of Investment, Convergence and Evaluation of Public Policies (MICEPP); Ministry of Education, Mediator</p> <p>HCP ONDH</p> <p>Interministerial Department for Human Rights United Nations organizations World Bank European Union Academia, CSOs, private sector</p>	<p>Regular: \$350,000 Other: \$12,500,000 Subtotal: \$12,850,000</p>
		<p>Output 3.2. Institutions at national and local levels strengthened to deliver quality, sustainable, responsive, efficient, transparent, inclusive and accessible public services for the population, taking into account the specific needs of vulnerable groups, including youth, women, migrants and people with disabilities.</p> <p>3.2.1. Number of new measures to strengthen accountability, prevent and mitigate corruption risks, and integrate anti-corruption in the management of public funds, service delivery and other sectors at: (a) the national level, and (b) the sectoral level (IRRF 2.1.1)</p> <p>National level: Baseline (2022): 6</p>		<p>Regular: \$300,000 Other: \$23,000,000 Subtotal: \$23,300,000</p>

		<p>Target: 10</p> <p>Sectoral level: Baseline (2022): 4 Target :9 Source/frequency: Project reports/yearly</p> <p>3.2.2. Number of dematerialized administrative procedures Baseline (2022): 92 Target: 200 Source/frequency: Annual reviews/yearly</p> <p>3.2.3. Number of innovative Goals-related financing strategies adopted by national partners Baseline (2022): 1 Target (2027): 3 Source/frequency: Integrated national financing framework (INFF) reports/yearly</p>		
		<p>Output 3.3. National and local authorities and actors are equipped with capacities and tools to implement the advanced regionalization and de-concentration charter and strengthen inclusive local governance and the development of sustainable and resilient territories.</p> <p>3.3.1. Number of administrations at a regional level that designed an exemplarity pact Baseline (2022): 0 Target: 3 Source/frequency: Pact document/Ministry of the Interior website/yearly</p> <p>3.3.2. Number of beneficiaries of capacity-building activities (training and awareness-raising) in favour of accelerating the advanced regionalization process and de-concentration by type of stakeholder Baseline (2022): 0 Target: 200 Source/frequency: Annual reviews/yearly</p>		<p>Regular: \$555,000</p> <p>Other: \$7,500,000</p> <p>Subtotal: \$8,055,000</p> <p>TOTAL: \$82,105,000</p> <p>Regular: \$2,105,000</p> <p>Other: \$80,000,000</p>