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PROGRAMME PLANNING

Country and intercountry programmes and projects

FOURTH COUNTRY PROGRAMME FOR MOROCCO

Note by the Administrator

I. PROCESS OF THE PROGRAMMING EXERCISE

1. The process started in early 1986 with the submission to the Government of the Resident Representative's note, which was thoroughly analysed by the Government Co-ordinating Authority, namely the Ministry of Foreign Affairs and Co-operation. While the note served as a basis for discussions, the Government decided to set up an inter-ministerial committee composed of the Ministries of Foreign Affairs and Co-operation, Finance, Planning, Economic Affairs and Administrative Affairs, to lead the programming exercise.
2. In order to ensure that the Government benefited from the advice of the United Nations system, the Resident Representative, at the Government's request, arranged several programming missions in April and May 1986, viz., the Food and Agriculture Organization of the United Nations (FAO), the International Labour Organisation (ILO), the International Maritime Organization (IMO), the United Nations Industrial Development Organization (UNIDO) and the International Trade Centre (ITC). Their conclusions and recommendations were discussed with the UNDP office, the Government Co-ordinating Authority, the competent technical ministries and, as appropriate, with the World Bank. Moreover, account was taken of the World Bank's economic and sectoral reports.
3. The inter-ministerial committee then devoted several weeks reviewing all the project proposals. Since the estimated costs of these proposals exceeded \$US 100 million, the Government established a rather elaborate screening procedure, which lowered the total amount to approximately \$US 30 million.

4. The selection of projects in the present country programme is thus based on the country's overall priority needs, taking into account the recommendations of the agencies of the United Nations system. Programming was conducted jointly by the Ministry of Foreign Affairs and Co-operation and UNDP, in collaboration with the various technical ministries concerned.

5. In order to complete the programming exercise through final consultations with the Government and the agencies and to participate in the programme formulation, a UNDP headquarters mission was fielded in November-December 1986. This mission suggested a number of measures designed to improve both the presentation and the content of the programme.

## II. THE FOURTH COUNTRY PROGRAMME

6. In the absence of a development plan, the Government's structural adjustment programmes supported by the World Bank and the International Monetary Fund (IMF) are used as the means of achieving an acceptable level of growth and overcoming the country's present economic difficulties - drought, reduction of agricultural outputs, increase of debt service, etc.

7. The general thrust of the country programme is broadly consistent with the country's needs and priorities. It addresses the major problems facing Morocco, such as water supply, agriculture production, export promotion, vocational training and maintenance.

8. The first priority is given to the water sector, to which the Government has decided to allocate a quarter of the IPF resources. The country has been seriously affected by drought conditions for several consecutive years, resulting in a substantial reduction of agricultural production and water shortages, particularly in the rural areas. Thus the largest share of the UNDP programme is devoted to qualitative and quantitative improvement of water supply to rural and urban populations.

9. The second logical priority is given to agricultural production and exports because the sector continues to play a vital role in the economy and society of Morocco. Just as important is the fishing sector, which has a great potential in Morocco and is still under-exploited.

10. The third main priority is the management of development programmes in line with the recovery programmes which aim at improved productivity, higher efficiency in the public sector and increased participation of the private sector in the national economy. UNDP assistance is aimed at strengthening the Government's capacities in administration and management.

11. Another theme of major concern is the support of the Government's efforts in various maintenance activities. UNDP's role has been instrumental in developing the concept of post-investment (maintenance) as a crucial factor of improved performance in the socio-economic sectors; such efforts will continue in this programme, emphasizing training activities.

12. Finally, the employment objective is also receiving careful attention. UNDP will support the Government's efforts in developing income-generating activities, particularly through medium and small-scale enterprises in the rural areas.

### III. MANAGEMENT OF THE COUNTRY PROGRAMME

13. The assessment of the third country programme has resulted in a number of lessons which may improve the management of the programme in the future. The most significant achievements have been in the areas of training and institution-building. At the beginning of the third cycle, only 6 per cent was spent on training but this was increased every year to reach 18 per cent by the end of the programme period.

14. Efforts will continue to be made to increase the use of Government execution and national expertise in project implementation. In 1981 there were over 50 resident experts in Morocco; by mid-1986 there were less than a dozen. Recruitment of short-term consultants and national professionals will continue to be the preferred modality in UNDP programmes.

15. Because the UNDP equipment component was relatively large in the third country programme, a significant reduction will be applied in several projects in favour of high-level expertise and training. Cost-sharing resources will be increasingly explored to compensate as far as possible for this reduction and increase project resources.

16. Finally, experience has shown that the success of projects depends to a large extent on the quality of project design and formulation. In this respect, the Government and UNDP will systematically request that for each project an appraisal report be prepared at the same time as the project document. In addition, UNDP and the Government agreed to set up a joint committee responsible for the formulation of project documents so as to ensure an active involvement of all partners.

### IV. RECOMMENDATIONS OF THE ADMINISTRATOR

17. The Administrator recommends that the Governing Council approve the Country Programme for Morocco.

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