



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION



Programme for Country Partnership
Morocco

PCP ANNUAL REPORT

Morocco



Reporting Period
2018



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PCP MOROCCO – AT A GLANCE

Country	Morocco
Status	<p>Programming phase: 03/2018 – 02/2019</p> <p>Implementation phase: expected to commence as of 05/2019</p> <p>Expected completion date: 12/2023</p>
Principle national policy/strategy supported by the PCP	Industrial Acceleration Plan 2014-2020
Focus sectors/areas	Industrial zones, Agri-food industry, Energy, Circular economy, Industry 4.0 and E-commerce
Main participating ministries	<p>(Leading NCB¹): Ministry of Industry, Investment, Trade and Digital Economy</p> <p>(Participating in NCB): Ministry of Foreign Affairs and International Cooperation; Ministry of Economy and Finance; Ministry of Agriculture, Maritime Fisheries, Rural Development, Waters and Forests; Ministry of National Education, Vocational Training, Higher Education and Scientific Research; Ministry of Energy, Mines and Sustainable Development; Secretary of State for Sustainable Development; Secretary of State for Vocational Training.</p>
Key development partners	<p>Financial institutions: AfDB, IsDB</p> <p>Bilateral/multilateral financing partners: China, Germany.</p> <p>UN entities: FAO, UN Women</p> <p>Business sector: General Confederation of Enterprises in Morocco, Federation of Information Technologies, Telecommunications and Offshoring; National Federation of Agribusiness</p> <p>Other relevant partners: Coalition for Waste Valorization/Recovery</p>
UNIDO projects with funding secured ² (completed and ongoing)	n/a (estimated 12 component projects under formulation)
Total investments leveraged ³ (cumulative)	n/a
Total PCP volume	n/a

1 **NCB:** National Coordination Body established for the PCP in September 2018.

2 **Funding secured:** The total budget (net of programme support costs) under signed agreements for UNIDO programmes and projects.

3 **Funding leveraged:** Financial contributions allocated by public or private partners towards objectives pursued in a PCP. They are contributed partly as a result of UNIDO interventions within the framework of the PCP. Such resources are not channeled through UNIDO's accounts and accordingly not under the Organization's direct control.

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1. EXECUTIVE SUMMARY

In October 2017, the UNIDO Director General made his first official visit to Morocco and met with the Minister of Industry, Investment, Trade and Digital Economy of Morocco, as well as representatives of other key ministries and the private sector, to introduce UNIDO's newest programmatic service: the Programme for Country Partnership (PCP), which aims to scale-up development impact through multi-stakeholder partnerships.

Following the successful launch of the PCP in five pilot countries, the Moroccan Government expressed an interest in strengthening collaboration with UNIDO through a PCP. In February 2018, the UNIDO Executive Board approved the development of a PCP for Morocco. Morocco became the sixth pilot country and the first PCP in the Arab region.

PCP Morocco is aligned with the national Industrial Acceleration Plan 2014-2020 and focuses on sectors with high growth potential. UNIDO's technical assistance will be delivered in synergy with other industry-related programmes in the country, pooling resources and expertise from various public and private actors and international partners to help Morocco achieve its development objectives and advance the Sustainable Development Goals (SDGs). Through integrated interventions and synergies, PCP Morocco will seek to leverage financial and non-financial resources to support the Kingdom's industrial goals and contribute to Morocco's objective of becoming a middle-income country by 2025.

Progress in 2018

Following the UNIDO Executive Board's approval in February 2018 of the Government of Morocco's request for a PCP, a programming phase for the PCP was planned in March 2018 and executed from April to October 2018. During the programming phase, UNIDO, in close collaboration with the Government of Morocco, launched the country diagnostic, and engaged in multi-stakeholder consultations in view of formulating the PCP and identifying synergies between partner programmes and PCP interventions.

Programme formulation involved a systematic and continuous process of consultation between UNIDO with the Government of Morocco and other national stakeholders and international partners, in view of defining the required technical assistance to form the PCP. Interventions are aligned with the national industrial objectives of the Industrial Acceleration Plan 2014-2020, namely to increase the share of manufacturing value added (MVA) in gross domestic product (GDP) by 9% and create 500,000 new jobs.

Specific priority areas were identified by the Government of Morocco together with UNIDO: industrial zones; agro-industry (agri-business); energy; circular economy; Industry 4.0; and E-commerce. Cross-cutting interventions were identified as: South-South and triangular cooperation; partnerships; gender integration; and statistics. These complementary interventions will contribute to the achievement of the aforementioned national industrial objectives, as well as the advancement of the SDGs in Morocco.

PCP teams were established both within the Government of Morocco and UNIDO, in accordance with the identified priority areas of intervention. The Moroccan PCP team is led by the Director of International Cooperation and Communication of the Ministry of Industry, Investment, Trade and Digital Economy, and the UNIDO PCP team is led by the Chief of the Arab Region Division.

UNIDO conducted several team missions to Morocco aimed at formulating the PCP programme document and exploring opportunities for mobilizing partners and resources to support PCP implementation.

In April 2018, during the first UNIDO team mission, the Moroccan Ministry of Industry, Investment, Trade and Digital Economy announced the government’s commitment to financial contributions towards the PCP programming phase, and in-kind contributions for the organization of the Morocco Investment Forum, PCP funds mobilization workshops and multi-stakeholder partnership meetings.

Additionally, during the first and second UNIDO PCP team missions to Morocco, respectively in April and September 2018, roundtables and meetings were organized with multilateral (European Union, Global Environment Facility) and bilateral donors (Switzerland, Finland, Norway, Spain, Italy, Japan, China, USAID, Austria, Canada, Netherlands and Germany), as well as financial institutions (the World Bank, the European Investment Bank, the African Development Bank, the Islamic Development Bank, the European Bank for Reconstruction and Development, the International Fund for Agricultural Development, the French Development Agency and Proparco, and the German Bank Group KfW).

A strong partnership was initiated with the African Development Bank, which expressed a strong interest in contributing funding to PCP implementation in Morocco, with a special focus on industrial zones, South-South cooperation and gender integration. The Islamic Development Bank manifested a strong interest in partnering with UNIDO in the PCP areas of energy, South-South cooperation and statistics. UN sister agencies, other multi- and bilateral donors, financial institutions, as well as the private sector (ABB, Volvo, ENGIE, and other foreign and national companies), have also shown interest in partnering within the framework of PCP Morocco.

The PCP National Coordination Body (NCB) was established under the leadership of the Government of Morocco. The NCB held its first meeting in September 2018. Under the presidency of the Minister of Industry, Investment, Trade and Digital Economy, the PCP NCB convenes all Moroccan ministries involved in industrial development: the Ministry of Foreign Affairs and International Cooperation; the Ministry of Economy and Finance; the Ministry of Agriculture, Maritime Fisheries, Rural Development, Waters and Forests; the Ministry of National Education, Vocational Training, Higher Education and Scientific Research; the Ministry of Energy, Mines and Sustainable Development; the State Secretariat for Sustainable Development; and the State Secretariat for Vocational Training.

The NCB has also been instrumental in engaging the private sector in the PCP, in particular the General Confederation of Moroccan Enterprises (CGEM), the Federation of Information Technologies, Telecommunications and Offshoring (APEBI), the National Federation of Agribusiness (FENAGRI), the National Federation of Electricity, Electronics and Renewable Energies (FENELEC), the Coalition for the Waste Valorization (COVAD). The NCB is key for the active involvement of financial and development partners, and ensuring alignment of objectives and synergies with ongoing and future interventions.

The PCP programme document was formulated under the leadership of the Government of Morocco based on the identified priority areas. The programme document was validated by the Government and approved by the UNIDO Executive Board in November 2018. The UNIDO Director General and the Moroccan Minister of Industry, Investment, Trade and Digital Economy, agreed to sign the PCP Morocco programme document in the first quarter of 2019.

2. INTRODUCTION

PCP Morocco was formulated and will be implemented taking into account lessons learned and best practices from other PCP pilot countries. The programme is tailored to country needs, aligned to the national development agenda and owned by the Government of Morocco.

The PCP is fully aligned to the Industrial Acceleration Plan 2014-2020 (Plan d'Accélération Industrielle 2014-2020 - PAI). The PAI aims to ensure a dynamic and successful integration of Morocco with emerging industrial nations. The structuring of sectors into efficient ecosystems is the central axis of this strategic choice. The implementation of this plan focuses mainly on gradually acquiring key attributes of newly industrialized countries, with industry serving as “the main” generator of jobs and catalyst for economic emergence. PAI targets are to create 500,000 industrial jobs by 2020 and bring the industry's share of GDP from 14% to 23% by the same deadline. The PCP will contribute to the achievement of PAI targets by stimulating the growth of the industrial sector and job creation.

To date, the Industrial Acceleration Plan has contributed to the following major transformations:

- The acceleration of the creation of industrial jobs, as per the first four years of its implementation, the PAI has contributed to 288,126 new jobs in industry, according to data of the National Social Security Fund; and
- The positioning of the Kingdom as a reference production and export platform in the Middle East and North Africa) zone, particularly in the automotive, aeronautics, textiles, electronics and household appliance sectors. There is an increase in local integration that reflects the cost-competitiveness of the Kingdom and, qualitatively, the presence of an ecosystem of qualifications and technical skills, particularly in engineering.

The country diagnostic carried out by UNIDO during the programming phase identified a select number of priority industrial sectors where UNIDO possesses core expertise and which will support the achievement of the government's priorities and national development goals. (See section 4.3 Results of PCP advisory services). The diagnostic assessed that all the planned UNIDO areas of intervention in the context of PCP Morocco are aligned with the strategic directions of the country.

In addition to supporting overall PAI objectives, PCP interventions are aligned with various national sectoral strategies/policies. In the agro-industry component, the PCP will seek to transform agri-food value chains and strengthen the connection between the upstream phase (production) and the downstream phase (transformation of agricultural goods). The increase of value added in agricultural production is expected to lead to an improvement of value added and employment indicators in the context of the “*Contrat Programme*”.

In line with national objectives contained in the *Stratégie Énergétique Nationale Horizon 2030*, the PCP will support higher efficiency in the use of energy inputs for industrial processes, a reduction of risk in energy availability systems, and a reduction of costs for environmental damages.

The PCP will support circular economy, contributing to both industrial development and environmental objectives. The Ministry of Industry, Investment, Trade and Digital Economy has identified several goals, namely to: increase the recycling industry share of the manufacturing sector, and help increase manufacturing employment and share of MVA in GDP as planned in the PAI; reduce trade imbalances; and match the environmental objectives as outlined in the *Plan National des Déchets* and the *Stratégie Nationale de Développement Durable (SNDD)*, incorporating the green development agenda of the country.

A full transition towards modern internet diffusion is essential to the country's aspirations to modernize production processes and exchange systems through a strengthening of e-commerce and internet connectivity. Planned UNIDO interventions in these domains are fully aligned with the country's objectives in the National Digital Strategy (*Stratégie Nationale Digitale*).

The PCP was designed through a broad process of consultation and collaboration with the Government of Morocco, the private sector and other local and international stakeholders. The final components included in PCP Morocco programme document, as validated by the Government of Morocco, are:

- Industrial zones
- Agro-industry
- Energy
- Circular economy
- Industry 4.0
- E-commerce

The above components will be supported by the following cross-cutting areas:

- South-South and triangular cooperation
- Multi-stakeholder partnerships
- Gender mainstreaming
- Industrial statistics

3. ALIGNMENT WITH AND CONTRIBUTION TO UNDAF

All planned UNIDO areas of intervention in the context of PCP Morocco are aligned with the strategic directions of the country. In turn, these strategic directions are fully aligned with the internationally-recognized general objectives of development as outlined by the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs).

The United Nations provides technical support to the Government of Morocco for the economic and social development of the country, with priorities set out in the United Nations Development Assistance Framework (UNDAF) for Morocco. The UNDAF for Morocco for the period 2017-2021 is a joint response by the Government of Morocco, the United Nations system and relevant partners to the issues of inequality, inequity and vulnerability.

The UNDAF has six outcomes and UNIDO, through its various technical assistance projects in PCP Morocco, will be involved in four themes of this framework, namely:

- Inclusive and sustainable development;
- Education;
- Economic inclusion, reducing inequalities and vulnerabilities; and
- Inclusive, integrated and sustainable rural development.

ISID can enhance economic growth and diversification in a socially inclusive and environmentally sustainable manner, guided by four overarching principles applied to Morocco:

- The country is able to achieve a higher level of industrialization in its economy, and benefits from the globalization of markets for industrial goods and services;

- No one is left behind in benefiting from industrial growth, and prosperity is shared among all parts of the society, between men and women;
- Broader economic and social progress is supported within an environmentally sustainable framework; and
- The skills and resources of all partners are combined to maximize the impact on ISID.

PCP Morocco is directly linked to many of the targets of SDG 9, including increasing the share of industry in GDP, increasing industrial employment, access to finance for small businesses, improving sanitation and the efficient use of resources, etc.

The main targets of SDG 9 addressed by PCP Morocco will be:

9.2: Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and GDP, in line with national circumstances, and double its share in least developed countries.

9.4: By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

9.b: Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, *inter alia*, industrial diversification and value addition to commodities.

PCP Morocco covers also other SDGs, including those related to poverty eradication (SDG 1 on poverty), decent work and economic growth (SDG 8), access to clean and affordable energy (SDG 7) and gender equality (SDG 5).

4. PROGRAMME-LEVEL RESULTS

4.1 COORDINATION AND GOVERNANCE

PCP Morocco is developed to support the implementation of the national industrial strategy. It is based on the principle of national ownership and leadership at the highest political level, to ensure the sustainability, scope and effectiveness of PCP results. In order to facilitate the coordination and monitoring of PCP Morocco's interventions, as well as the mobilization of resources and the establishment of partnerships, three governance bodies are planned, namely: (i) a National Coordination Body (NCB); (ii) a Task Force for Resource Mobilization; and (iii) a coordination unit.

The main government counterpart in charge of the implementation of the PCP Morocco is the Ministry of Industry, Investment, Trade and Digital Economy, which holds the presidency of the NCB with the following mandate:

- Facilitate and guide the implementation of the PCP, thus have the role of ensuring the alignment of the PCP with the country's policies, national policies and growth objectives;
- Ensure the monitoring of all PCP Morocco programmes and projects and identify mechanisms likely to contribute to their financing;
- Regularly inform and update stakeholders on the progress of PCP Morocco;
- Contribute to coordination between different PCP Morocco stakeholders, particularly to identify appropriate adjustments, optimize results of PCP Morocco and propose potential partnerships for the programme; and
- Establish, where appropriate, specific ad-hoc working groups to address particular themes.

The NCB will be composed of representatives of other ministries, the private sector, UNIDO and other partners from the public and private sectors, namely:

- Ministry of Industry, Trade and Investment and the Digital Economy;
- Ministry of Foreign Affairs and International Cooperation;
- Ministry of Economy and Finance;
- Ministry of Agriculture, Maritime Fisheries, Rural Development, Waters and Forests;
- Ministry of National Education, Vocational Training, Higher Education and Scientific Research;
- Ministry of Energy, Mines and Sustainable Development;
- Secretary of State for Sustainable Development;
- Secretary of State for Vocational Training;
- General Confederation of Enterprises in Morocco;
- Federation of Information Technologies, Telecommunications and Offshoring;
- National Federation of Agribusiness;
- Coalition for Waste Valorization/Recovery; and
- UNIDO.

The first meeting of the PCP Morocco National Coordination Body was held on 23 September 2018 in Rabat, at the headquarters of the Ministry of Industry, Investment, Trade and Digital Economy.

4.2 PARTNERSHIP AND RESOURCE MOBILIZATION

PCP Morocco is still in the programming phase and partnerships are in their development stage. With regard to resource mobilization, roundtables and meetings were organized with multilateral (European Union, Global Environment Facility) and bilateral donors (Austria, Canada, China, Finland, Germany, Italy, Japan, Netherlands, Norway, Spain, Switzerland, and the United States), as well as with financial institutions (World Bank, European Investment Bank, African Development Bank, Islamic Development Bank, European Bank for Reconstruction and Development, International Fund for Agricultural Development, the French Development Agency and Proparco, and the German Bank Group KfW). A roundtable was also held with the national business sector to identify collaboration opportunities.

A partnership was initiated with the African Development Bank, which expressed a strong interest in investing in the implementation of the programme, with a focus on industrial zones, South-South cooperation and gender integration. The Islamic Development Bank was also very interested in partnering with UNIDO and the Government of Morocco in areas of common interest, such as energy, South-South cooperation and statistics. United Nations system institutions and the private sector (ABB, Volvo, ENGIE, and other foreign and national companies) have shown interest in working with UNIDO on the PCP.

4.3 RESULTS OF PCP ADVISORY SERVICES

The diagnostic conducted for PCP Morocco is the main advisory service provided to the national counterpart during the programming phase. It contributed to identifying a set of sectors to form the PCP, which are considered as priority for the government and for which UNIDO possesses core expertise.

The country diagnostic also showed the advancement of Morocco in terms of MVA, exports and employment, and that this dynamic can be amplified through the implementation of the PCP, especially with regard to the share of MVA in GDP, employment in the manufacturing sector, and the rebalancing of the trade deficit. New industrial zones, or the restructuring of existing ones, as confirmed by the UNIDO country diagnostic, have strong potential for further advancing industrialization and supporting the strategic orientations of the PAI. The UNIDO diagnostic also showed the impulse given by the Plan Maroc Vert to local agricultural production, but also the need to further contribute to the transformation of those products into industrial end products, in particular for boosting domestic economy or exports. The diagnostic also highlighted the importance of promoting business and employment in sectors which have a potential for women to a role. The study also advised the national counterpart to associate wherever possible a capacity-building component to PCP projects.

4 As per counterpart decision, for all components, new projects (under formulation) will be included in the PCP and related funding strategy will be finalized during the starting phase of PCP implementation in 2019.

5. LESSONS LEARNED AND BEST PRACTICES

Lessons learned are restricted to the programming phase, since implementation has not yet started. The leadership of the Government of Morocco and the close alignment with national counterparts during the full conception and programming phase of the PCP have been essential for success. At the very beginning of the formulation process, focal points were assigned to each agreed PCP component, both within the national counterpart departments and the UNIDO PCP team, with continuous joint meetings and discussions within and between the two teams. This continuous engagement process ensured that the formulated programme document fully corresponds to the needs of the country and is owned by the national government, with the latter fully committed to joint fundraising and implementation.



Programming mission to Morocco 23-29 September 2018

6. COMMUNICATION

A number of communication activities were developed for PCP Morocco in 2018 despite it still in the programming phase. PCP communication started with the organizational set-up of a communication focal point in the PCP team at UNIDO. S/he would be responsible for communication/promotion of the PCP, in coordination with the PCP communication policy of the Organization. Several communication meetings were organized in-house to ensure a common approach in the development of PCP Morocco communication and promotion strategy. Accordingly, and in cooperation with the UNIDO Advocacy and Media Relations Division, a PCP communication strategy for the PCP (attached in Annex 3) was formulated in 2018 and will commence as of 2019. In 2018, communication outputs mainly consisted in the development of the UNIDO PCP Morocco website, both in French and in English, as well of a leaflet, in French and English, for promotional and information purposes. Additionally, PCP Morocco was featured in two UNIDO ISID newsletters, published respectively in June and November 2018, where advancements in PCP programming and the institutional set-up were described.

Furthermore, at an advanced session of the 7th ISID Forum entitled “Insights from PCP countries”, held on the sidelines of the 46th session of UNIDO’s Industrial Development Board in November 2018, Morocco’s Youssef El Bari, Secretary General of the Ministry of Industry, Investment, Trade and Digital Economy, together with high-level government representatives of the other five ongoing PCPs, talked about first-hand experiences and achievements in PCP development, as well as the vision for the future.

7. UPCOMING MILESTONES AND MAJOR RESULTS EXPECTED IN 2019

PCP planning envisages the design of individual projects per component, including baseline scenarios, detailed work plans and the definition of a financial partnership strategy, in the first and second quarters of 2019.

Horizontal components will also be developed in details and in cooperation with all vertical PCP areas of intervention. For all aforementioned purposes, preparatory assistances will be carried out during the first and second quarters of 2019, as per individual project component requirements.

Following the signature of the PCP Morocco programme document between UNIDO and the Government of Morocco in the first quarter of 2019, a trust fund agreement is expected to be signed between the two parties.

With regard to PCP funding, a task force for resource mobilization is planned to be established in the second quarter of 2019, under the auspices of the Ministry of Finance.

Upon mobilization of resources during the second and following quarters of 2019, PCP implementation will be launched, following the definition of detailed technical cooperation interventions and related planned timelines.

Additionally, in 2019, it is also planned to organize an investment forum, with special emphasis on investment promotion through the establishment of linkages between small and medium-sized enterprises and investors in selected industrial zones, and accordingly, investment proposals will be developed for funding by international partner organizations, donors and private investors.

ANNEX 1: PCP PORTFOLIO OVERVIEW – UNIDO TC

n/a – TC projects/sub-programmes are being formulated.

ERP ID	PCP component # or cross-cutting area	Ongoing project / sub-programme title	Donor	Funding (US\$)
180052	PCP coordination	Programme for Country Partnership for Morocco	Partnership Trust Fund - China	340,750
			Sub-total:	US\$ 340,750

ANNEX 2: COMMUNICATION STRATEGY 2018

The PCP Morocco communication strategy aims at connecting different audiences; as the implementation of the PCP Morocco progresses, the strategy will include actions to promote the PCP model and to increase its visibility in Morocco on the national and international level.

Given the dynamic nature of the PCP, the communication strategy will be a living document that will be updated in parallel with the implementation of the PCP, incorporating the changes and related activities according to each component.

1. OBJECTIVES OF THE COMMUNICATION STRATEGY

1. Raise awareness of PCP Morocco with various target audiences with focus on youth and women as well as on the business sector
2. Raise the national and global visibility of PCP Morocco using success stories and best practices from the PCP activities
3. Support partnership building through creating channels and platforms of communication between technology providers, investors, and national institutions.
4. Showcase success of different components over the period of time formulated in the campaign

The communication strategy will support the promotion of specific PCP programs and projects in selected industrial sectors, in line with the Industrial Acceleration Plan, including Agribusiness, E-commerce, Industry 4.0, Circular Economy, Waste Management, Energy, Industrial Zones and South-South Cooperation.

By focusing on the implementation of the global objectives set out in the Industrial Acceleration Plan, the PCP communication strategy will highlight the importance of the various components and promote their progress and expected results throughout the project' lifespan.

2. COMMUNICATION MANAGEMENT

Every event or workshop must have its campaign and have to amplify its communication activities as well, to reach the right audience.

3. LOGICAL FRAMEWORK FOR COMMUNICATION

	Summary	Indicators	Means of verification	Risks and assumptions
Objectives	Establish PCP Morocco as a brand and raise awareness of PCP approach	Feedback from various audiences	Survey	Key messages are not clear/Brand is not understandable
Outcomes	<ul style="list-style-type: none"> Awareness raising of the general public Engage stakeholders in extending and integrating the program 	<ul style="list-style-type: none"> General public showing interest in having the PCP More stakeholders of PCP Morocco 	<ul style="list-style-type: none"> Requests made to PCP Morocco officials and the government 	Lack of interest in the PCP Morocco
Output/ Implementation	<ul style="list-style-type: none"> Increased number of mentions of the PCP Morocco in the local and regional media Increased number of mentions by digital media users 	<ul style="list-style-type: none"> Number of articles published on the PCP Statistic on PCP Morocco related content 	Popular news websites, analytics	Lack of commitment to the Industrial Acceleration Plan PAI
Activities	Create a campaign template for each event	Traffic on to the PCP website (PCP Morocco page)/ statistics on PCP Morocco-related social media	Different types of Analytics (website, digital media)/ Number of interested media outlets	<ul style="list-style-type: none"> Low reach and engagement on social media Lack of interest from the media

Various activities To carry out the activities of the campaign		Responsible(s)	Timeframe of costs
I.	Website	PPF/AMR/NCB	Per campaign
II.	Digital media	PPF/AMR/NCB	Per campaign
III.	Traditional Media	PPF/AMR/NCB	Per campaign
IV.	Events	PPF/AMR/NCB	Per campaign
V.	Multimedia	PPF/AMR/NCB	Per campaign
VI.	Stories	PPF/AMR/NCB	Per campaign
VII.	Virtual reality	PPF/AMR/NCB	Per campaign
VIII.	Communication alignment meetings	PPF/AMR/NCM	Once per Q

4. RISKS AND MITIGATION MEASURES

Assumptions/risks	Mitigation measures
1. Communication consultation at late stage for different activities	Make sure that communication is included in and kept in the loop in various activities
2. Partners not fully engaged in campaign	Make sure that we include them from beginning in creation process – in order to ensure their ownership. Keep them informed about our plans well in advance. Have regular meetings related to communication.
3. Maintenance of different traditional and digital channels	Define guidelines for campaign development and communication strategy focused on a specific year – make sure that communications activates are planned per Q in line with year objectives
4. Incorrect/negative information and comments	Develop different action plan and guidelines once components are defined and campaigns are developed
5. The language barrier	Translate key content into French and Arabic both (depending on the audience)

5. MONITORING AND EVALUATION

Although specific key performance indicators can be used for each campaign, an initial list of key performance indicators is proposed here, including:

- Number of articles/op-eds/PRs published and number of new platforms on which stories are shared;
- Number of media contacted and interactions initiated;
- Number of engagements and outreach, including social media followers;
- Number of interactions and joint initiatives with UN partners developed;
- Number of stories on important topics prepared and disseminated, promoted for donors and beneficiaries;
- Number of joint national communication campaigns developed, and communication items processed/Digital media outreach;
- Number of campaigns prepared;
- KPIs of each campaign achieved;
- Number of events delivered.

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For more information, please visit:

<https://www.unido.org/programme-country-partnership/morocco>



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