



Interoffice Memorandum

To: Mr. Mourad Wahba
UN Resident Coordinator
Morocco

Date: 21 April 2008

From: Romesh Muttukumaru
Officer-in-Charge - Partnerships Bureau
UNDP-New York

Extension: 6005

Subject: Subject: MDGF-1795-Cultural Heritage and Creative industries as a
Vehicle for Development in Morocco

File: MDGF-1795

I. Approval Status

On behalf of the MDGF-F Steering Committee I am pleased to inform you that your Joint Programme "Cultural Heritage and Creative industries as a Vehicle for Development in Morocco" is approved with an allocation of **USD\$5 million** over three years. This figure includes 7% for indirect costs incurred by UN Participating Organizations. Please note the 1% AA fee will be reimbursed directly to the MDTF Office and need not be included in your allocation.

II. JP design comments

No substantive changes are required to the design of your Joint Programme and you may proceed with signature of the Joint Programme document. In addition to the Government, the UN Resident Coordinator and Participating UN Organizations should each sign the Joint Programme document. We would encourage you to ensure some visibility for this event and for the launch of activities.

We note the Joint Programme is a good reference point for the culture and development window as it adequately meets the priorities established in the Terms of Reference of this Thematic Window. We consider worth mentioning that the gender mainstreaming strategy proposed by this programme constitutes a good example for the Fund. We appreciate that the outcomes address both policy interventions and support to pilot experiences and that the programme prioritizes strategic geographical areas of intervention.

The comments of our technical reviewer on the Joint programme document are attached for reference. The review is very positive and includes some useful recommendations you may wish to consider in the finalization of the document or during the course of the programme's implementation. Please note that the changes recommended by the reviewer are not required by the Fund, unless specified under section III below.

While the proposed Monitoring framework is clear, additional effort should be undertaken to develop indicators to capture progress at the level of the MDGs, outcome, UN reform and Paris Declaration. In addition, the Secretariat plans to work with all approved programmes during 2008 to address their M&E frameworks and to develop a small number of common indicators relating to the MDGs, thematic windows, UN reform and the Paris Declaration.



III. JP re-design requirements and/or recommendations

[Not applicable]

IV. Management arrangements and delegation of authority

On receipt of a copy of the signed document, the Fund Secretariat will transfer the full three-year allocation to the custody of the Multi Donor Trust Fund (MDTF) Office pending further instructions from you.

Please note the MDTF Office will pass-through funds to Participating Organizations on instruction from you as Resident Coordinator and Co-Chair of the National MDG-F Steering Committee.

As reflected in the Fund's Framework Document (Section 9 'Formulation Process & Release of Funds) and the global MoU with Participating Organizations (Article I, 2-c) the MDTF Office will release resources on an annual, advance basis. For the first advance, these funds will be transferred on the basis of receipt of the first year Annual Workplan and the signed Joint Programme document. Subsequent annual advances will be released on instructions from you and on the basis of a) receipt of the next annual work-plan approved by the National Steering Committee; b) evidence that a formal review of the programme's progress has been undertaken not more than three months earlier, either in the form of an annual progress report (if the timing coincides) or through the minutes of a National Steering Committee where this has been discussed; and c) only when combined commitments against the existing advance have exceeded 70%. Please review the initial year budget requests carefully with participating organizations in order to ensure realistic delivery targets in this regard. The annual agency apportionment projected in the final budget attached to the signed Joint Programme document should also be reviewed and can be revised up to the time of your first funds-advance request. This is important for the reasons outlined below.

In order to allow the implementation team some flexibility to adapt the strategy to unexpected challenges and opportunities (most particularly delivery issues), and to empower Resident Coordinators in their oversight responsibilities, this memorandum also provides you with the authority over the three year duration of the programme in consultation with Participating Organizations and with the agreement of your National Steering Committee to (a) transfer up to \$1,000,000 or 20% of the total value of the project budget – whichever is lowest – *between Participating Organizations* identified in the original Joint Programme budget and/or (b) re-phase up to \$1,000,000 or 20% of the total value of the project budget – whichever is lowest - *between years*. The base-line against which these ceilings will be measured is the annual budget projection (by year and by participating organization) confirmed at the time of your first funds-advance request. The MDTF Office must be informed of any revisions of this kind, decided locally and is responsible for tracking these delegation ceilings for each programme. Any changes that fall outside these parameters will have to be referred back to the (Global) MDG-F Steering Committee for approval.

As you will appreciate, one of the MDG-F's express goals is to strengthen the role of Resident Coordinators as leaders of Country Teams. The success of the MDG-F activities will depend on your ongoing leadership and engagement. We count on you to exercise this leadership and to ensure this Joint Programme remains an ongoing, integrated effort by the UN system in support of national priorities. Please also use the



National Steering Committee mechanism to help ensure national ownership by the Government in particular and involve it in important financial and programmatic oversight decisions.

The signed Joint Programme document and the completed Fund Release Form should be sent to the MDG-F Secretariat and MDTF Office within 30 days of the receipt of this memorandum. If this deadline is not possible, please inform the secretariat accordingly.

The Executive Coordinator of the MDTF Office, Bisrat Aklilu, will be in contact with any specific documentation requirements to ensure the programme meets compliance requirements for the Fund's pass-through arrangements.

With best wishes.

cc.

Mr. Bisrat Aklilu, Executive Coordinator, Multi-Donor Trust Fund Office
Ms. Amat Al Aleem Alsoswa, Assistant Administrator and Director Bureau for Arab States, UNDP New York
H.E. Mr. D. Juan Antonio Yáñez-Barnuevo, Permanent Representative of Spain to the United Nations
H.E. Mr. Hamid Chabar, Permanent Representative of Morocco to the United Nations
Ms. Milagros Hernando, Director-General for Planning & Evaluation, MFA Madrid
Ms. Sally Fegan-Wyles, Director, Development Group Office
MDG-F Secretariat

REVIEW MDG-F 1795: CULTURAL HERITAGE AND CREATIVE INDUSTRIES AS A VEHICLE FOR DEVELOPMENT IN MOROCCO

The JP reflects a considerable intersectorial effort which brings together five UN participating Organizations (UNESCO, UNDP, UNIDO, UNIFEM, UNFPA), eleven ministries and national commissions, a number of universities, media, NGOs for women rights and development, and at least eleven public and private scientific and research foundations, financial institutions and SMEs. WTO is further providing external technical assistance. These efforts give reasonably the hope that the outcomes and outputs most likely will be met in the programme time-frame and efficiently contribute to the crucial aspects set in the Thematic Window for Culture and Development.

Prospects for long-term impact and sustainability are high given the main focus on national institutional capacity-building, as core element of the JP, and the consistent use of national resources and capacities for the implementation of the devised activities. Institutional capacity-building is flanked with advocacy and sensitisation of civil society, to achieve a more responsible approach to a shared cultural heritage and to provide the basis for a broader participation in income generating cultural activities. Capacity-building and advocacy are both crucial aspects for the sustainability of the programme and the attainment of the set outcomes and outputs.

Although considered each as an homogenous group, women and youth are taken into account as target beneficiaries throughout all steps of the programme, both in the elaboration of the national strategy for the protection of cultural heritage and in the activities to be implemented in the target geographical areas. This is also an all-worthy aspect, which seems most likely to allow making concrete strides towards the achievement of the MDG 3 by 2015 through the proposed outcomes. Furthermore, Outcome four is entirely dedicated to women and youth and it consolidates, through a bottom-up process, inclusive policies for women and youth empowerment to feed the national strategy. This will be based on the identification of socio-cultural elements affecting MDG3 achievement and the dissemination of results, didactic materials in the public education system, cultural institutions and centres, and workshops.

ELABORATION OF THE CONCEPT NOTE

- The JP effectively addresses the critical expected results for the thematic area of Culture and Development. The JP builds on a clear recognition of the role of culture as a vehicle of social and economic development for the country. An all-worthy aspect is the integrated approach given to cultural heritage (CH), taking into account its both tangible and intangible form, and the close nexus recognised between traditional cultural goods and the traditional knowledge underpinning these goods. This vision is an important factor stemming out from the recognition of the cultural diversity and cultural creativity. Living cultural heritage (intangible heritage, ICH) are further considered as lever to build thematic cultural tourism itineraries.
- The final JP document globally responds to the MDG-F Secretariat's comments on the initial Concept Note and integrates them within a clear vision.

RELEVANCE AND EXTERNAL COHERENCE

Global agenda

- The JP can be expected to contribute to the attainment of MDGs 1 and 3. The JP is framed in the Morocco UNDAF for 2007-2011, where a specific objective (A) concerns the promotion of natural and cultural heritage as a mean to fight against poverty and as contributor to the sustainable development of the country.
- Outcome 3 is directly linked to the improvement of the living conditions of vulnerable and disadvantages groups in the target rural areas in the Southern region of Morocco through the development of local initiatives in crafts, music, book industries and in cultural tourism. About 100 new jobs are expected to be created in hand paper production, 300 in wreck-work (70% of women and youth participation). Furthermore, outcomes 1-2 indirectly contribute to improving living conditions of the population, creating new job opportunities, mainly in the domain of ICT (technical profiles) and CH conservation, management and enhancement (specialised professional profiles). Outcome 1, putting in place the legal framework enabling a viable environment for creative industries, indirectly contributes to improve living conditions of the target groups.

National policy and institutional context

- The JP is well-framed and aligned with the National Strategic plans for the craft sector (2015 Strategy) and tourism (Vision 2010). However, the incorporation of additional details in the situation analysis (in the document or in annex) would have been useful to give a more compelling presentation of the needs and priority results to be achieved. This is particularly the case of the current contribution of creative industries to social and economic development in Morocco, in terms of job opportunities and categories (males/females) directly involved in creative industries; linkages with the unemployment rate (which seems very high in Morocco), the very young population (almost 1/3 of the current population is less than 15 years old) are important baselines which are worth to be taken into account in order to clearly set the concrete contribution of the proposed activities to MDGs attainments. Details on the existing/identified gaps in the selected rural areas would have contributed to assess the adequacy of the interventions proposed.
- The JP is rooted in national ownership and identifies an oversight inter-sectorial national coordination commission, to ensure adherence to the intersectorial approach through out all the programme. Although details on this commission are not provided, this body seems may contribute to ensuring a long-term perspective, going beyond the JP formal end.

Partnerships

- Coordination with on-going initiatives have been related to the focus given in the programme to the Oasian region in Southern Morocco, where UN agencies have on-going projects. Foreseen operational partnerships are with the concerned Ministries, academic institutions, civil society organisations and the private sectors. Moreover, linkages with the Spanish Cooperation (AECI) and GTZ are clearly referred in view of achieving larger outcomes in the income generation perspective, gender equal opportunity promotion and women entrepreneurial skills development.
- Particular attention is given to the strengthening of national capacity of the Ministry of Culture in its regional directorates and provincial branches. Municipalities and local communities are also called upon, in particular in contributing to sensitise civil society on the role of culture in sustainable economic development. Although not clearly stated, the

participation of local authorities and other local stakeholders seems expected also in the elaboration of the national strategy.

UN Reform

- The coordination arrangements encourage an unified vision and coordinated management of the programme by participating UN agencies. It is foreseeable that the management of the JP amplifies the impact of UN assistance in the country, contributing to simplify procedures and reduce costs. Results and accountabilities for participating agencies are defined.

INTERNAL COHERENCE

Programme design and delivery

- The JP approach is coherent and a substantiated good practice that will deliver a positive impact. On pilot basis, a number of activities will target local communities in the four areas of Southern Morocco and a set of specific trades have been identified as suitable for development (i.e. hand paper production, book-binding, wicker-works, production and processing of traditional herbs and dyeing plants, etc.).
- An innovative aspect is the large use of ICT to support the accessibility of cultural heritage, in particular in the book industry, with the digitalisation of manuscripts, and the production of a catalogue of manuscripts, their transcription, annotation and publication on digitised support and the ICT will further support ICH archives digitalisation, the setting-up of a centralised (accessible through Intranet from regional offices) data management systems and self-learning modules, to be combined with class-room training modules. This is a challenging aspect which would enable to further increase professional and technical educational opportunities.
- The technology proposed is realistic given the country context and the fact that Morocco is moving towards an Information and Knowledge Society, generalising the use of ICT in civil society, SMEs (of which more than 20% are connected), the educational public system, and operational e-government facilities. Although this general trend, the implementation of a strategy for creative industries development in the selected geographical areas of Southern Morocco, would most probably require to be flanked by ICT infrastructure and human resources capabilities development initiatives. This does not clearly result in the foreseen activities and in the related budget. As mentioned, the provision of more details on the profiles of the selected areas profiles would much help.
- The activities proposed in the domain of creative industries are feasible and rely on the steps undertaken by the Government in IPR and Copyright administration. Laws on Copyright (latest modifications/amendments 2000) and industrial property (1997) are in place in Morocco. In recent years, the country has made great advances in modernising and boosting its IP capacity and infrastructure and joined the Trade-related- Aspects of Intellectual Property Rights (TRIPS). It has been considered (by WIPO) as a model for the region. In promoting innovative products and design in creative industries, the JP does not mention if any mechanisms is expected to be in place to ensure quality certification.
- The activities and outputs are pertinent to the outcomes. The selected domains and the activities proposed can coherently contribute to achieve sound income generation activities and putting in place safeguarding measure to ensure ICH viability, particularly addressing endangered products and traditional knowledge. But, in the development of creative industries, which are the measures to ensure the effective market access?

- The JP identifies a set of potential risks for the achievement of the JP and mitigation strategies have been developed to address those risks. Potential risks and strategies have been organised by conceptual groups, which results in a clear strategic vision. No risks are felt in the sustainability of training, which however is the substantial core of the JP. Risks in this areas could be identified and preventive measures to mitigate them.
- The costs of intervention per activity is reasonable, given the participatory methodology of the programme. The Work Plan responds to the sequencing logic. Small adjustments should be brought: in particular under output 10 of Outcome 3 the budget (3rd year of the project cycle) is not synchronised with its SMART output (2nd year of the project cycle) (see p.30).
- Gender and youth are the underpinning cross-cutting issues throughout all the programme. Environment is also concerned, in particular in the promotion of the production of endogenous products. Cultural tourism development takes into account the national strategy set for the protection of the environment.

SUSTAINABILITY, MONITORING AND EVALUATION

Sustainability

- Prospects for long-term impact and sustainability are high given the main focus on the establishment of national policy priorities and local social structures and networks. Linkages are sought between the identified gaps in educational area for CH preservation, management and enhancement with curricula design within the Ministry of Education: curricula accreditation process is not referred in, but most probably included as a package. Inevitably, this component would further strengthen sustainability. However, it does not emerge clearly if training will be further applied to the national system, whereas it is considered for existing formal training centres or informal centres.
- Co-financing is not anticipated, but the intersectional approach bringing together several ministries, banking and financial institutions has chances to result also in a major availability of financial ministerial portfolios.
- The JP relies mainly on the adoption of a participatory methodology which foresees a number of consultations, workshops, validation meetings among key-stakeholders to achieve shared guidelines, recommendations and agreed strategic charters. While the methodology is described in-depth in the process and steps to elaborate the national strategy, less attention is given to the methodology adopted in the implementation of the activities in the Southern region of Morocco.
- Transfer of the project to national ownership and coordination results will be ensured through the adoption of a participatory methodology from the inception of the JP. This results clear in the national strategy elaboration and in the Ministerial capacity-building section. However, for community seems that sustainability will be ensure through the putting in place the appropriate environment and launching selected industries; but will the system allow communities and SMEs, after the completion of the programme, to continue sustain their activities? Are mechanisms such as micro-credit financing, devised to support SMEs and how in this case the selection of SMEs will be driven? Given the participation of Foundations and Financial in-country institutions this seems a possibility, however not too much explored.
- Cooperation instruments, mainly based on substantial capacity-building and technical assistance, are appropriate to achieve the expected outcomes, and are based on experience, best practices mirroring principally the alignment of national settings with international instruments (i.e. law on cultural property protection, legal provision and

administration of the Living Human Treasure system). In pair, the programme makes use of national resources and capacities. External expertise is mainly called upon in the alignment of national settings with international standards (law revision, setting-up of inter-institutional commission to devise the national strategy for the protection of cultural heritage, ICH inventory-making framework, etc.).

Monitoring and evaluation

- Monitoring will be delivered jointly by the participating UN Organizations and national partners on a semester and annual basis. The M&E plan is provided. An M&E component is often already included in the activities (i.e. surveys to evaluate the satisfaction of beneficiaries and documentation of the experiences integrating cultural heritage in local development, etc.), with the view to evaluate and calibrate the results, for further replicability.
- Indicators are set at activity level. Small adjustments should be brought in the definition of the precise number of expected visitors per site contained in the first indicator of output 6 - outcome 2 (p. 22), remained empty.
- Baselines do not have uniformly quantitative and qualitative data, and will be presumably included after the validation of the programme activities and the inception workshop for the M&E modalities.

Main additional suggestions

- Given the focus, the inclusion of activities supporting the ratification process of the UNESCO 2005 Convention on creative industries would further contribute to provide a long-term framework for the development of cultural and creative industries in Morocco.
- Improvements could be introduced through the provision of more details on the marketing, business & administration, access to market, quality control mechanisms (in line with the national context) in creative industries, as the JP has been doing for the well-developed strategy and vision to protect, manage and enhance CH.
- As a mean to further provide income generation activities for local beneficiaries, the JP foresees the establishment of an eco-museum. The eco-museum reflects a vision of the 1970' and appears a limited concept in respect to the recognised dynamism of ICH (see ICH definition and safeguarding measures in the UNESCO 2003 ICH Convention). It is rather suggested to establish a living CH centre, based on the interaction and exchanges of communities and visitors, or simply making available to communities a place where to perform their cultural traditions and produce their traditional cultural products, possibly managed by a board (composed by the representatives of the involved communities) and with a long-term management plan. This would also result in enhancing the ownership of the beneficiaries and further providing a monitoring instrument. Fostering linkages and networking with existing cultural fairs (i.e. the 'Festival des Arts Populaires' de Marrakech which inter alia in 2007 hosted the "Marrakech Travel Market" the first international Trade Fair, with more than 250 participants), or expanding this network to include new events in a regional perspective would also contribute to further enhance the sustainability of the programme.