

Independent Reporting Mechanism

Results Report:
Morocco 2021-2023

Open
Government
Partnership



Independent
Reporting
Mechanism

Executive Summary

Morocco's second action plan achieved modest early results. Notably, digitalization of justice processes and administrative procedures increased transparency and access to key government services. Noteworthy progress was also made to increase access to information across local governments. However, open parliament commitments saw limited progress due the one-year implementation timeline. Reformers continue important work to strengthen inclusivity and collaboration in OGP processes.

Early Results:

Commitments 4, 15, 16 and 21, highlighted in the Early Results Section, improved public access to government information and services by the end of the implementation period. Digitalization of administrative procedures under Commitment 4 strengthened public knowledge and access to administrative services and reduced opportunities for corruption. Commitments 15 and 16 increased transparency of judicial services. Commitment 21 led to the integration of local authorities into the national access to information platform and facilitated proactive publication of information at the commune level. These commitments were supported by broader government strategies and legislation.

Several commitments not highlighted in this report may demonstrate results in the longer term. For example, the national integrity portal under Commitment 9 was designed through consultations but not launched during the implementation period. Similarly, more health information was made public under Commitment 8. This reform could see progress if there is a shift to systematic and comprehensive publication of data in an accessible location. Commitment 3 was the only parliamentary commitment to achieve early results. Positively, implementation resulted in increased public visits to parliament, new outreach materials, and public access to the parliamentary archives and library.

Completion:

Morocco's second action plan achieved lower levels of completion than the first. This is partly due to the addition of seven parliamentary commitments a year into the implementation period. Morocco's 2021 elections also led to a deprioritization of some open government reforms. For example, Commitment 11 was highlighted as promising in the Action Plan Review based on its milestones that sought to increase women's participation in government decision-making. However, the change in government, and therefore ministerial leadership, shifted the focus of Commitment 11's implementation to women's economic empowerment. Commitment 11 therefore did not achieve notable early results, in regard to open government.

IMPLEMENTATION AT A GLANCE

LEVEL OF COMPLETION

14/29

Complete or substantially complete commitments

EARLY RESULTS

10/29

Commitments with early results

0/29

Commitments significant early results

COMPLIANCE WITH MINIMUM REQUIREMENTS

Acting according to OGP process.

Some commitments achieved a high level of completion but no notable early results. For Commitments 2, 3, 7, and 13, completed activities were internal and did not directly open government to citizens. Commitments 5, 6, 10, and 22 were limited in their ambition and resultantly implementation did not lead to significant open government changes. This report's assessment is based on the revised action plan submitted by the Government of Morocco in August 2022, which included the addition of parliamentary commitments.¹

Participation and Co-Creation:

Morocco continued to strengthen inclusion and collaboration with civil society and the public throughout the action plan cycle. The Department of Administrative Reform, Ministry of Digital Transition and Administrative Reform oversees the OGP process in Morocco. A formal process to select Steering Committee (COFIL) members was established. The Department held 10 co-creation events that reached 800 citizens and generated 232 proposals for the action plan, which received individual responses. Due to the COVID-19 pandemic, many co-creation events took place virtually.² Partners, such as the OECD, supported co-creation. However, challenges such as resource constraints and an irregularity within the COFIL involvement persisted.³

During implementation, COFIL held regular meetings to monitor progress. Information on implementation was provided on the Moroccan OGP website.⁴ A lack of an allocated budget for OGP activities and dependence on sectorial budgeting and international development agencies limited the quality of COFIL interventions. In particular, civil society members are expected to self-finance their participation, which hinders their ability to monitor implementation.

The Department initiated the establishment of thematic working groups through a call of interest for civil society participation. Around 804 CSOs expressed interest from across Morocco. Working groups are intended to strengthen civil society's role in implementing, monitoring, and evaluating implementation alongside the implementing agency. Membership will be renewed every two years to reflect action plan policy areas.⁵ Working groups were not established in time to monitor the second action plan but aim to play a role during the next action plan cycle.

Implementation in context:

Morocco's 2021 elections led to a significant reorientation of government priorities, which impacted the trajectory and continuity of some commitments. For instance, the new administration's focus on digitalization facilitated commitments like 3 and 4. However, internal government reorganization introduced challenges in coordinating and executing commitments, such as 17, 18 and 19. In the instance of commitments 15 and 16 to open the judicial sector, internal transitions benefited their implementation.⁶ This underscores the complexity of navigating political transitions, and the potential benefit of a national strategy of openness in the country. Morocco hosted the OGP Africa and Middle East Regional Meeting in November 2022, bringing together government and civil society open government reformers from across the region.⁷

¹ Morocco 2021-2023 Revised National Action Plan. August 2022. Open Government Partnership website. <https://www.opengovpartnership.org/documents/morocco-action-plan-2021-2023/>

² Virtual co-creation webinars across thematic areas were held between 9 October and 3 November 2020. See Morocco's OGP website "events": <https://gouvernement-ouvert.ma/events.php?lang=fr>.

³ COPIL (Comité de Pilotage) is the abbreviation used to designate the multi-stakeholder forum in Morocco.

⁴ Government of Morocco OGP Website. <https://www.gouvernement-ouvert.ma/index.php?lang=fr>.

⁵ Ouiame El Moustamide (Minister Delegate in Charge of Digital Transition and Administrative Reform, Department of Administrative Reform), interview with the IRM researcher, 15 November 2023.

⁶ "Samia Chakri, the first women responsible for modernizing justice." Medias24. 20 January 2020.

<https://medias24.com/2022/01/20/samia-chakri-la-premiere-femme-chargee-de-moderniser-la-justice/>.

⁷ "African and the Middle East Regional Meeting" Open Government Partnership website.

<https://www.opengovpartnership.org/events/africa-and-the-middle-east-regional-meeting/>

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Section I: Key Observations

The Moroccan Action Plan 2021-2023 reveals significant strides and challenges with a focus in public services and digitalization. This brief overview highlights key observations: the need for a national openness strategy, digitalization in the justice sector, open governance expansion in local government, and the Parliament's focus on youth and community engagement. Each point reflects Morocco's ongoing journey towards improved governance.

Observation 1: Morocco's rapid expansion of the open government movement across branches and levels of government and civil society lends itself to a national open government strategy as the next step.

Morocco continues to consolidate its open government community, processes, and reforms across its first two action plans. Reforms thus far have largely focused on strengthening government transparency and public service delivery. Many commitments have sought to develop online platforms - such as the Shafafiya, Chikaya, and Idarati platforms - towards these aims. Now that Morocco has laid a foundation, there is opportunity for open government reformers to take a more long-term and ambitious approach to Morocco's open government movement.

Members of civil society¹ and OECD regional experts² underscored the readiness and the need for a comprehensive national openness strategy to ensure and sustain political leadership. This strategy could transcend sector-specific commitments, providing a holistic roadmap that can align with OGP's new strategy 2023-2028³, offering multiple avenues for advancing open government.

Argentina⁴ and Canada⁵ have set precedents with their open government strategies, showcasing the benefits of such an approach. A national strategy in Morocco could establish a long-term vision, integrating various government branches, and fostering cross-sectoral collaboration. It can facilitate the alignment of national and local open government efforts, setting the stage for more ambitious reforms focusing on citizen participation, decision-making, and accountability.

Observation 2: The Ministry of Justice and the Ministry of Digital Transformation and Administrative Reform have laid the groundwork for anti-corruption efforts by increasing the transparency and simplicity of public services.

The Government of Morocco's digitalization and simplification of administrative and judicial services showed the greatest evidence of early results under this action plan. These commitments aimed to reduce opportunities for corruption by increasing public access to information on key government services. The government and civil society have successfully established legal frameworks and digital tools towards these ends. Factors that contributed to progress in these reforms include: a high level of commitment from the implementing ministries, civil society advocacy, underlying legal frameworks and strategies, and the impetus of the COVID-19 pandemic. Work remains to increase the scope, use, and accessibility of these platforms. Morocco's scores in the Transparency Corruption Index and World Justice Project indicate that these reforms have yet to significantly move the needle on corruption levels.⁶ Open government reformers are encouraged to use the existing foundation to undertake ambitious

reforms with a focus on public participation and accountability, as well as an overarching and strategic approach to anti-corruption work.

Observation 3: Groundbreaking collaboration between the Ministry of Interior and civil society has led to a rapidly expanding network of local open government reforms.

Morocco's Support Program to Open Territorial Collectivities (PACTO) has achieved significant progress in opening government at the local level. Progress has been driven by collaboration between the Directorate General of Territorial Collectivities (DGCT) in the Ministry of the Interior and the Moroccan civil society organizations Impact for Development and the Association of Moroccan Regions.⁷ This partnership led to the establishment of the Moroccan Network for Open Territorial Collectives (REMACTO). The network has resulted in co-creation of 52 open programs (with 46 adopted by elected councils) across 66 local governments, emphasizing transparency, accountability, civic participation and digitalization. The initiative's success is attributed to implementation of a supportive digital platform⁸, a dedicated support unit, and a flexible training program.

Morocco received an honorable mention in the 2023 Open Government Awards for its innovative and collaborative approach to opening local government.⁹ PACTO's support led to the acceptance of the City of Agadir and a consortium of the regions Souss-Massa, Oriental, Drâa-Tafilalet, and Laayoune Sakia El Hamra in the OGP Local Program in 2024.¹⁰ PACTO is also expanding local government participation in REMACTO, including through a commitment in Morocco's 2024-2027 OGP action plan.¹¹ However, challenges included managing varied commitment levels among local governments and overcoming resistance to change, particularly in areas where the fast-paced nature of the initiative was overwhelming. To maintain progress, it is recommended to continue collaborative efforts between the government and civil society, focusing on tailored support for less engaged local governments to ensure uniform adoption of open government practices.

Observation 4: The House of Representatives can build on progress to scale up and systematize engagement with the public and civil society.

The House of Representatives has undertaken efforts to engage civil society across two open parliament action plans. This includes a June 2022 meeting with civil society to develop the second open parliament plan, Parliament Open Days, as well as open government training for youth and civil society.¹² Despite progress, the creation of concrete and sustained channels to CSO engagement remains unfulfilled. For example, commitments to establish an open parliament steering committee and online platforms for public participation in the legislative process are not yet implemented. There remains opportunity to establish a clear framework for collaboration between civil society and parliament.¹³ The House's June 2022 meeting with civil society to develop the second action plan was an improvement from the first, which was internally developed. However, civil society expressed a desire for more time, information, and effective mechanisms for meaningful discussion and collaboration.¹⁴ The creation of permanent spaces for parliament-civil society dialogue could facilitate the collaborative development of the next open parliament plan and Moroccan legislation.

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¹ Abdelmalek Asrih, (President, La Colombe Blanche), interview by IRM researcher, 23 November 2023. Ismail Isouk (Executive Director, Simsim), interview by IRM researcher, 7 December 2023. Aimane AMALIK, (President, 4CHABAB (For youth)) COPIL Member, interview by IRM researcher, 7 December 2023.

² Charlotte Adam and Nawal Djaffar, (Directorate of Public Governance, Organization for Economic Cooperation and Development) interview by IRM researcher, 29 November 2023.

³ OGP 2023-2028 Strategy. Open Government Partnership. www.opengovpartnership.org/strategy/.

⁴ "Argentina." Open Government Partnership. www.opengovpartnership.org/members/argentina/

⁵ « Stratégie pour un gouvernement ouvert du Canada. » Partenariat pour un gouvernement ouvert. 11 mai 2023. www.opengovpartnership.org/stories/canadas-open-government-strategy/

⁶ Corruption Perception Index 2023: Morocco. Transparency International. www.transparency.org/en/cpi/2023/index/mar; World Justice Project Rule of Law Index: Morocco. 2023. worldjusticeproject.org/rule-of-law-index/country/2023/Morocco/Absence%20of%20Corruption/

⁷ PACTO 2021: Support Program for Open Territorial Collectivities. Impact for Development. www.idev.ma/pacto.html.

⁸ Moroccan Network for Open Local Government Website. ctouvertes.collectivites-territoriales.gov.ma/index.php?lang=fr.

⁹ OGP awards 2023. Open Government Partnership. www.opengovpartnership.org/open-government-awards/ogp-awards-2023/.

¹⁰ Join OGP Local Call for Expressions of Interest 2023 Concluded. Open Government Partnership.

<https://www.opengovpartnership.org/ogp-local/join-ogp-local-call-for-expressions-of-interest-2023-concluded/>

¹¹ Morocco OGP national action plan 2024-2027. <https://www.opengovpartnership.org/documents/morocco-action-plan-2024-2027/>

¹² Information provided to the IRM by Mohammed Doukha (General Councilor in charge of international cooperation programs, House of Representatives) during the prepublication review period for this report. July 2024; "Rabat: Meeting on the House of Representatives' Commitments to the OGP." 22 June 2022. <https://www.mapnews.ma/fr/actualites/politique/rabat-rencontre-sur-les-engagements-de-la-chambre-des-repr%C3%A9sentants-en-faveur>

¹³ "A partnership momentum: a framework for collaboration between civil society and the House of Representatives", Simsim, 2023. <https://shorturl.at/MJTsS>.

¹⁴ Ismail Isouk (Executive Director, Simsim) interview by IRM researcher, 7 December 2023.; Aimane AMALIK (President, 4CHABAB (For youth)) COPIL Member) interview by IRM researcher, 7 December 2023.

Section II: Implementation and Early Results

The following section looks at the three commitments or clusters that the IRM identified as having the strongest results from implementation. To assess early results, the IRM referred to commitments or clusters identified as promising in the Action Plan Review as a starting point. After verification of completion evidence, the IRM also took into account commitments or clusters that were not determined as promising but that, as implemented, yielded predominantly positive or significant results.

Commitment 4: Digitalization of Administrative Acts and Procedures [Ministry of Digital Transition and Administrative Reform]

Context and Objectives:

This commitment aimed to streamline and standardize administrative procedures, which make up a significant portion of the interactions between citizens and the government. In doing so, the commitment aimed to reduce opportunities for corruption, improve administrative services, and strengthen trust between the public and the administration.

The commitment specifically aims to implement Law 55-19¹, enacted on March 19, 2020, following Decree no. 2-20-260.² The law introduces key provisions for the transcription, documentation, simplification and publication of administrative acts, imposing maximum processing deadlines, requiring the provision of a delivery receipt to users, adopting the principle of silence as consent, and safeguarding users' right to recourse. The legislation further emphasizes the digitization of procedures and establishes the national portal IDARATI.MA³ for the publication of approved acts. A national commission chaired by the Head of Government oversees strategy for simplifying procedures, monitoring progress of digitalization, and supervising user satisfaction surveys. Two guides to simplify the law were published, one for practitioners and one for the public.⁴

This commitment provided a roadmap to implement the law and address challenges rooted in the lack of transparency surrounding administrative acts and their impact on user-administration relationships. Issues include the absence of timely transcription and publication, the absence of a comprehensive national database, non-compliance by public administration with published procedures, process complexity, redundancy, and a lack of digitalization.

This commitment builds on commitments 8, 9, and 10 in Morocco's 2018-2020 action plan. Under the previous plan, the legal framework for simplification and digitalization of administrative procedures was established, the IDARTI portal was piloted, and the Chikaya.ma public service complaint portal was launched.⁵

Early Results: Moderate Results

This commitment has achieved moderate results in strengthening transparency and accountability of administrative procedures. According to the former General Secretary of the Ministry of Digital Transition and Administrative Reform this reform aimed to reduce opportunities for corruption by making government procedures clearer, more streamlined, and publicly accessible. When procedures are opaque and complicated, it creates opportunities for

corruption; simplification and transparency help to mitigate this risk.⁶ Morocco ranked 97th out of 180 countries in Transparency International's 2023 Corruption Perception Index. Morocco's score has steadily decreased from its highest of 43 points out of 100 in 2018. However, Morocco retained its score of 38 points in 2022 and 2023. This suggests work remains to rebuild Morocco's score back to the global average of 43 points.⁷

The National Commission compiled and validated administrative acts (milestone 1). As a result, 2,700 procedures are now cataloged on the IDARATI.ma portal. The portal was first launched in 2021 with 1,700 procedures (milestone 3).⁸ This is a significant improvement compared to the previous service-public.ma, which had only 900 procedures until 2021.⁹ As a result of this reform, the government can now only request documents from citizens that are published on the portal. This incentivizes comprehensive digitalization of government services, marking a positive shift in practices and policies governing administrative procedures.

Milestones aiming to simplify administrative procedures, particularly in the investment sector, were completed.¹⁰ Over 22 administrative procedures in the investment sector were simplified, digitalized, and published through the platform cri-invest.ma (milestone 4),¹¹ resulting in a 45% reduction in the volume of documents due to investors and mitigating the complexity of the processes (milestone 5). The collaborative effort involved the 12 regional investment centers (CRI) across the country and 12 regional communication and awareness-raising meetings had been organized¹² (milestone 2).

According to the commitment holder, the Chief of the Simplification of Procedures and Ethics Support Department, opportunities for improvement are highlighted by the mixed feedback and negative cases reported, especially from the 3737 Call Center. This prompted an investigation in 2022 that revealed a 60% positive response rate from a sampled group, suggesting that there remain issues to address.¹³ The need for optimization, simplified language, content reorganization, and improved access to certain features reflects constraints in achieving significant results in the short term. Yet compared to the baseline at the time of co-creating the commitment, there has been a notable improvement in the practices, policies, and institutions governing administrative procedures, as citizens now have access to a unified platform.

The Chief of the Simplification of Procedures and Ethics Support Department¹⁴ stated the tight deadlines imposed by the law, requiring the identification and transcription of procedures from approximately 120 administrations within a six-month timeframe presented a challenge. Additionally, the absence of information in some administrations, despite existing procedures, poses a difficulty, necessitating each procedure to be officially transcribed with a legal reference. On a technical level, the major challenge was developing the idarati.ma portal within the same six-month period, dictated by the law. Accompanying all these administrations proved complex with a limited team. These obstacles highlight time pressure, the need for information in certain administrations, and the technical and human challenges faced during the commitment's implementation.

In an interview, the President of the Regional Observatory for Access to Information (ORDI), highlighted the IDARATI project's potential to simplify administrative procedures. However, he emphasized the lack of communication about the platform, which is crucial given its impact on citizens' daily lives. "Making the platform known should be the administration's primary role, to

move beyond just developing platforms that don't impact the citizen," he noted.¹⁵ Previously, accessing procedures required visits to various administrations or navigating each website. Now, IDARATI consolidates many procedures on a single platform. Yet, without adequate communication and prior consultation, these efforts risk missing their mark on the public.

Despite these challenges, the commitment demonstrated progress towards improving transparency and simplifying administrative processes. While the quantity of simplified procedures had a moderate scope, there is evidence that efforts will continue and that this reform could lead to more significant changes in the long run.

Looking Ahead:

The commitment to reforming administration, particularly through the IDARATI portal, remains a crucial area for Morocco's ongoing efforts to improve public services and streamline administrative processes. IDARATI could benefit from the increased budget allocation to the Ministry under the 2024 Finance Law.¹⁶ It is expected that this commitment, with its substantial impact on everyday interactions between citizens and government services, will maintain its relevance and possibly be included in future action plans.

To further advance this commitment, Morocco might consider enhancing user experience, optimizing platform functionality, and ensuring effective communication strategies to increase public awareness and usage of the portal. Continuation of these reforms can also include strengthening stakeholder collaboration and maintaining a focus on simplifying procedures. Importantly, there remains opportunity to ground this reform in broader anti-corruption efforts. For example, by prioritizing digitalizing procedures most prone to corruption and aligning the reform within broader anti-corruption strategies.

Cluster 1: Digital Open Justice [Ministry of justice]

Context and Objectives:

Open justice is a new area of reform in Morocco's OGP action plans. The IRM identified commitments 15 and 16 as promising in the Action Plan Review due to their potential to reduce opportunities for corruption, a significant concern in the judicial sector.¹⁷ The Government of Morocco's efforts to modernize and digitalize the judicial sector over the last decade gained momentum during the COVID-19 pandemic. The pandemic led to the increasing utilization of online platforms by Moroccan courts and lawyers for digital document exchange and remote trials, despite the absence of an explicit legal framework to support these practices.

Commitment 15 addressed this gap by establishing a legal framework for remote trials. This objective was achieved with the revision of the Civil Procedural Code, Law 02-23 adopted by the Council of Government on 24 August 2023, particularly reflected in Articles 623 to 639.¹⁸ Commitment 16 enhanced the functionality of the existing lawyer portal and creating a new portal for Adouls (Islamic law notaries primarily dealing with family law), further expanding digital access in the legal system.¹⁹

This cluster builds from the 2013 Charter for Justice Reform²⁰ and Morocco's 2021 New Development Model (NDM).²¹ The Charter provided for the hearing of witnesses remotely,²² for remotely tracking procedures and submitting documents,²³ as well as the use of modern means of communication to speed up the notification measures.²⁴ The NDM provides for setting up an e-justice platform to ensure every citizen will benefit from an efficient, swift and locally accessible judicial system, including via electronic notification.²⁵ A sectoral government program "Tribunal numérique à l'horizon 2022" ("Digital Court – Horizon 2022") also includes these commitments.²⁶

Early Results: Moderate Results

Commitments 15 and 16 achieved moderate early results in making judicial information and procedures more accessible through widespread digitalization of the justice sector. Moroccans can now track their court cases online.²⁷ Lawyers and the public can access judicial decisions.²⁸ Digitalization of proceedings has also reduced delays and therefore decreased the number of individuals in detention.²⁹ This cluster has shown progress in creating digital modules and platforms³⁰, engaging key stakeholders³¹, and establishing a legal framework for electronic communication in civil judicial proceedings³². The cluster addressed governance challenges and reduced delays in the judicial system, though some limitations remain in data sharing and reuse. Collaborative efforts with legal professionals, including lawyers, Adouls, and court experts, as well as the focus on enhancing platform accessibility demonstrate the judiciary's commitment to sustaining this reform.

The Ministry of Justice expanded digital platforms for legal document exchange and remote hearings to a wider array of legal professionals, reflecting a holistic approach to modernizing the justice sector. A magistrate attached to the Ministry of Justice, highlights these digital advancements contribute to long-term improvements in accessibility, efficiency, and governance within the legal system.³³

The draft Civil Procedural Code No. 02-23, adopted on 24 August 2023 by the Council of Government, incorporates electronic communication methods in civil trials and electronic data exchange between courts and court officers. The Ministry of Justice emphasized significant amendments to the Code of Civil Procedure, including over 400 article changes and 145 new additions³⁴. These amendments, involving the Ministry of Justice and the General Secretariat of the Government, aim to streamline litigation by simplifying procedures and implementing rules for secure electronic communications in judicial processes.

However, the digitization of trials has drawn criticism for potentially affecting procedural safeguards and the rights of litigants. Dr. Khalid Atmani³⁵ expresses concerns about balancing technological benefits with the right to a fair trial. Guidelines and limitations are necessary to ensure that digital advancements do not compromise judicial integrity. In the context of these digital advancements, the Ministry of Justice's actions, such as hosting an International Symposium on January 17, 2022³⁶, and launching a bid for formative courses on July 7, 2022,³⁷ indicate a proactive approach towards addressing the complexities and challenges of judicial digitization.

The online platform³⁸ facilitates lawyers in obtaining judgments, both enforceable copies and copies for notification, a task that previously required direct contact. Now, lawyers can exchange

data with the court, from recording the motion to instigate proceedings, to providing judicial fees electronically, registering appeals, and tracking filings. This platform, initially introduced in Casablanca, has gradually disseminated digital services that now cover all courts.³⁹ For the Ministry of Justice official interviewed, the digitization of court work not only saves time for litigants but also aids in the functioning of the judiciary, contributing to the fight against corruption.⁴⁰

For bailiffs, the diagnostic and development of the electronic exchange platform have streamlined tasks such as certificate retrieval.⁴¹ The pilot period demonstrated success, and the platform is now comprehensively applied, enhancing the efficiency and accessibility of these processes. The integration of a specific platform for Adouls (Islamic law notaries with judicial authority in areas such as family law, real estate, and inheritance) also allows for more streamlined processes. For court experts, ongoing work on new modules or platforms involves substantial legal groundwork in the back office.

Technical challenges arose during remote hearings amid the COVID-19 pandemic, marked by internet access issues and a shortage of electronic equipment in penal institutions. In response, the Ministry a delegation from the prison administration and reintegration signed a memorandum of understanding,⁴² taking responsibility for internet connectivity, and ensuring a seamless judicial process by eliminating the need to transport detainees to court. The institutions focused on enhancing technical infrastructure. This collaborative initiative successfully addressed challenges, enabling the continuation of legal proceedings during and after the COVID-19 period. Notably, "from April 27, 2020, to April 16, 2021, remote trials allowed for 19,139 sessions involving 310,067 cases and benefiting 433,323 detainees, of whom 11,748 were released." Without this digital shift, these individuals would not have been able to be judged and would have therefore remained in detention.⁴³ The magistrate attached to the directorate of criminal and penal affairs at the Ministry of Justice⁴⁴ highlights that no significant obstacles were encountered, with active engagement from all actors within the Moroccan judicial system, as demonstrated by the substantial number of lawyers registered on the platform.

The Project Coordinator at the NGO ADALA highlighted that digitalization has been a key part of various advocacy efforts by Moroccan associations.⁴⁵ The Mahakim platform has seen frequent usage, allowing citizens to track their court files online without needing an attorney, marking a significant advancement in public access to information and legal services. However, he noted that some lawyers are resistant to the change due to their hesitation that the platform shows all their cases, which could have implications for their financial prospects.⁴⁶ Omar Benajiba, a lawyer in Tangier's court, emphasized the positive changes brought by digital platforms in legal work, enhancing transparency and efficiency. He noted their potential in making the justice system more transparent, particularly through online access to court decisions and other features such as the ability to manage documents and transactions online. Benajiba also mentioned some hesitancy among lawyers in fully adopting these platforms, tied to broader discussions around lawyers' profits.⁴⁷

The Project Coordinator at ADALA⁴⁸ observed that judicial digitalization has enhanced his NGO's ability to serve its users more effectively by allowing more efficient tracking of court cases. This system has also contributed to reducing instances of petty corruption (eg. the monopoly of the information) and conflicts of interest, such as in the selection of attorneys. However, he believes it

is too early to conclusively state the impact of digitalization on corruption within the civil judicial system. The coordinator also emphasized the need for comprehensive public policies that connect digitalization with anti-corruption efforts, supplemented by widespread communication and user sensitization to the platform's potential for transparency.⁴⁹

Despite notable efforts, the World Justice Project's Rule of Law Index 2023⁵⁰ indicates a fluctuating trend for Morocco, with a decline reaching its lowest point in 2022 and a subsequent slight improvement in 2023. Specifically, the country's rankings in the "absence of corruption" in both civil and criminal justice remained stagnant from 2021 through 2023. Similarly, Morocco's ranking for "timeliness of civil proceedings" showed no significant change during this period. These scores suggest that continued efforts and more time are needed before impacts on corruption in the judicial sector are measurable.

Looking Ahead:

The Ministry of Justice's ongoing efforts demonstrate a commitment to the sustained modernization of the judicial system beyond the current commitment period. For instance, the Ministry has recently launched four new e-platforms⁵¹, an indication of its dedication to digitizing services and enhancing accessibility within the legal landscape.

There remains opportunity to concretely ground judicial modernization reforms in anti-corruption efforts, similar to commitment 4 above. If continued in the next action plan, this reform could prioritize strengthening transparency and accountability in corners of the judicial system most prone to corruption. Open justice reforms could also be tied to broader anti-corruption efforts. Reformers could use OGP as a space to exchange lessons learned and tools across branches of government.

The Ministry of Justice and partners are also encouraged to continue prioritizing activities that increase access to judicial information for litigants and the public. Automation of systems can significantly lower barriers to public information, contributing to a more transparent and citizen-centric judicial system. These recommendations, drawn from OGP open justice resources⁵², can guide the Ministry toward sustained improvements and grounding in open government principles.

The Ministry of Justice could use the OGP platform to strengthen digital governance in the justice sector. Strong digital governance, with elements such as algorithmic transparency or civil society oversight mechanisms, could provide safeguards as data exchange and interoperability increases across government institutions. Finally, to further enhance the impact of the commitment in subsequent action plans, the Ministry can prioritize effective monitoring and evaluation processes. Establishing clear indicators, such as those related to backlog reduction and user satisfaction surveys, could aid in accountability and demonstrate the commitment's effectiveness in serving citizens.

Commitment 21: Strengthening Access to Information and Citizen Participation at the Territorial Collectivities [Directorate General of Territorial Collectivities]

Contexts and Objectives:

This commitment aimed to improve access to information across local governments. The commitment sought to integrate regions, prefectures, provinces, and communes into the national access to information portal to enable local authorities to respond electronically to information requests.⁵³ It also aimed to support communes in establishing websites with features for proactive publication of information and online citizen engagement. This reform therefore builds on previous commitments to operationalize the 2018 Access to Information Law.⁵⁴

Early Results: Moderate Results

There has been notable improvement in access to information at the local government level as a result of implementation. All subnational governments (regions, prefectures, provinces, and communes) are now integrated into the national access to information portal, *chafafiya.ma*. There has also been a significant increase in the number of communes with a website and the scope of information proactively published at the commune level. This commitment was fully completed and work to expand access to information at the local level is ongoing.⁵⁵

Moroccans can now request information from local governments through the national access to information portal. DGCT identified and trained Right of Access to Information Officers across local governments in using the Chafafiya platform. Officers received a link and password to access a management space in the platform for proactive publication and responding to requests. Officers also received contact information to report any problems when using the platform. Local governments were provided a user manual⁵⁶ for the platform and a training video. The use of the Chafafiya platform by local authorities was officially launched on 12 January 2022.⁵⁷ DGCT sent circulars to invite local authorities to sign up and spread awareness in the media.⁵⁸ DGCT reports that 1,590 local authorities have accounts on *chafafiya.ma*, including 1,503 communes, 75 prefectures and provinces and 12 regions.⁵⁹ This represents most local authorities in Morocco.⁶⁰

The Ministry of Digital Transition and Administration Reform developed a supervision and statistics module for managing requests for access to information via the Chafafiya portal in 2023. However, the module is currently being revised.⁶¹ Therefore, information on the number of requests submitted to national governments and their status were not available at the time of writing.

DGCT has successfully aided 15 pilot communes in establishing websites and made the website template available to 45 additional communes.⁶² DGCT held virtual meetings in April 2021⁶³ and November 2022⁶⁴ to launch the standard website project for local authorities. DGCT sent letters to the 15 pilot communes, who appointed focal points to manage the website. These individuals received support to adapt the template website to the needs of their commune and received training on site management and writing for the web.⁶⁵ DGCT provides technical assistance to ensure the smooth management of the websites.⁶⁶

On sustainability, representatives in government and civil society had noted that limited resources (technical, financial and human at municipal level) represented the greatest potential challenge to this reform.⁶⁷ To address this potential challenge, DGCT is "making websites available to all communes wishing to adopt it, without financial consideration" and providing "hosting, upkeep and technical maintenance of the websites."⁶⁸

The civil society organization TAFRA has collected data on the compliance of communes with greater than 50,000 inhabitants (81 communes) with access to information obligations since 2020. From 2020 to 2023, the number of communes surveyed with websites increased from 37 to 63 (or 43% to 78%). There has also been a notable increase in the scope of information available on these websites. Out of 100 possible points, communes surveyed improved from a score of 32 to a score of 54 in the same period. The report highlights DGCT's Tadafor and open data projects and the Moroccan Network for Open Local governments (REMACTO) as initiatives that have driven improvements in access to information at the commune level.⁶⁹

Improvement from 2022 to 2023 was driven by the creation of websites in 15 communes and the expansion of information available on existing websites for 31 communes. The top scoring communes in 2023 included Ait Melloul, Larache, and Moulay Abdellah. Most published information across communes includes council and commissions' composition, commune contact and organizational charts. There is also a positive increase in the availability of budget information, such as communes' budgets and financial information. However, few communes publish information on evaluations or audits, commune assets, or financial reports.⁷⁰

The template websites are designed to facilitate public participation through the inclusions of sections such as "citizen participation" and "open budget." A review of the websites for the 15 pilot communes indicates that the public can make comments or suggestions, launch petitions, carry out consultations and obtain information on participatory budgets online.

Civil society representatives consider this reform a significant step forward in access to information. For one of its representatives in the commune of Larache, "it's important for communes to have their own website. Two years ago, our commune didn't have a website, and access to information wasn't easy."⁷¹ There is a strong desire among civil society for access to information at the local level, particularly around budget and financial information. The representative from Larache observed there is a lot of interesting information, but hopes for greater information around budget transparency.⁷² A civil society representative from Fès also noted that financial information remains an important area for greater proactive publication.⁷³ He also noted that information officers also have other responsibilities, which can make it difficult for them to process requests and communicate with the public.⁷⁴ Finally, most websites are currently only available in Arabic. Therefore, there is opportunity to provide a Standard Moroccan Berber translation to equal access to information.

Looking Ahead:

Reformers are encouraged to continue the positive momentum of increasing access to information at the local level. Such transparency lays important groundwork for public participation and accountability in the government bodies that most impact their daily lives. As this reform is continued, civil society interviewees and the TAFRA report recommend that DGCT:

- Continue efforts to provide the template website and support to communes that do not yet have a website as well as continuing to raise public awareness of the right and avenues to request information from local governments.
- Continue to integrate commune level data into the DGCT's open data portal and sensitize local officials to the importance of publishing data in an open format.
- Continue to sensitize local government officials to the importance of proactive publication of information, particularly budget and financial information, and to publicize contact information for access to information requests.⁷⁵

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⁴ "Guide for practitioners: Law 55-19." Government of Morocco. December 2020. <https://www.collectivites-territoriales.gov.ma/sites/default/files/inline-files/Guide%20%20Elaboration%20Receuil%20des%20AA%20-%20final-%20%283%29.pdf>; "Guide for citizens: Law 55-19" Directorate General of Territorial Collectives. Government of Morocco. https://www.collectivites-territoriales.gov.ma/sites/default/files/inline-files/Guide%20Loi%2055.19.%2020-04-2021%20%281%29_0.pdf

⁵ Morocco 2018-2020 Transitional Results Report. Independent Reporting Mechanism. www.opengovpartnership.org/wp-content/uploads/2021/11/Morocco_Transitional-Results-Report_2018-2020_EN.pdf.

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⁹ Government of Morocco. Public Service Website. service-public.ma

¹⁰ Regional Investment Center. Website. cri-invest.ma; "Simplifying procedures: documents required for investment reduced by 45%" La Vie ECO. 11 April 2023. www.lavieeco.com/au-royaume/simplification-des-procedures-les-documents-requis-pour-linvestissement-reduits-de-45/.

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¹³ Ikram Himmi (Head of the Standardization and Simplification of Procedures Department, Ministry of Digital Transition and Administrative Reform) interview with IRM researcher, 23 November 2023.

¹⁴ Ikram Himmi (Head of the Standardization and Simplification of Procedures Department, Ministry of Digital Transition and Administrative Reform) interview with IRM researcher, 23 November 2023.

¹⁵ Mohammed Mejahdi (President, Regional Observatory for Access to Information (ORDI)) interview with IRM researcher, 1 March 2024.

¹⁶ Finance Law: Citizens Budget 2024, page 22. Ministry of the Economy and Finance. www.finances.gov.ma/Publication/db/2023/Budget%20Citoyen_PLF%202024_VFR.pdf.

¹⁷ Morocco 2021-2023 Action Plan Review. Independent Reporting Mechanism. 2022. www.opengovpartnership.org/wp-content/uploads/2022/05/Morocco_Action-Plan-Review_2021-2023_EN.pdf.

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- ²⁵ New Development Model, Special Commission on the Development Model, April 2021, page 74, <https://csmd.ma/rapport-en>.
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- ²⁹ "Remote trials, a pioneering experience in the national judicial system." Government of Morocco. 28 April 2021. <https://www.maroc.ma/fr/actualites/proces-distance-une-experience-pionniere-dans-le-systeme-judiciaire-national>.
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- ⁴⁷ Omar Benajiba (Lawyer, Tangier courts) interview with IRM researcher, 12 January 2024.
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Section III. Participation and Co-Creation

Morocco's OGP Steering Committee strengthened co-creation practices and stakeholder engagement by leveraging technology and fostering inclusive representation. However, resource constraints necessitate additional efforts to guarantee regional inclusivity and sustain long-term participation.

The Department of Administrative Reform, Ministry of Digital Transition and Administrative Reform coordinated a comprehensive co-creation process between January 2020 and June 2021¹. Civil society organizations facilitated 10 co-creation events² in October and November 2020, saw the active participation of more than 800 citizens and civil society stakeholders. These events generated 232 proposals³ for commitments across diverse thematic areas. The Department of Administrative Reform, in a matter of transparency, provided individual responses to all proposals, outlining whether and how each proposal was adopted or, if rejected, the reasons for such decisions. According to Ouïame El Moustamide⁴ from the Department of Administrative Reform, this comprehensive approach aimed to ensure fairness, openness, and broad participation in the decision-making process.

The finalization of the action plan involved a detailed consultation process through Morocco's Open Government Portal. In May 2021, an online public consultation was conducted, allowing citizens to provide input on the combined commitments before the plan's final adoption. There was sometimes a discrepancy between government efforts to engage civil society and the level of involvement from civil society.⁵ While 232 comments and proposals were received through the Open Government Portal, comments from Steering Committee members were not adequately captured in writing, indicating a need for improved documentation of their input. The 11 implementing public institutions played a crucial role in determining the final set of draft commitments selecting 22 commitments.⁶

To address concerns of inclusivity and rotation, a meticulous and well-communicated process was established for the selection of civil society representatives to the Steering Committee during the 2022-2023 term. Launched on February 1, 2022, a 15-day consultation sought input on refining the selection process⁷. Subsequently, a new methodology⁸ was presented on February 16, 2022, through the OGP national portal and various social networks, establishing transparent criteria. Calls for interest for the selection committee⁹ were initiated on February 24, 2022, followed by a call for applications¹⁰ from March 4 to 18, 2022. The process attracted diverse candidates, and the final announcement revealed the appointment of 11 associations to the Steering Committee.¹¹ This comprehensive approach was marked by a strong publication of documents, such as the list of members of the selection committee, list of candidates, selection criteria, application files, details of scores obtained by candidates, and selection committee minutes.

Some NGOs expressed a sense of unpreparedness for the co-creation process, emphasizing the need for more information and justification for the progress percentages on the national site, especially considering the quantity of commitments.¹² Throughout the implementation period, training workshops and support initiatives¹³, mainly organized by the OECD¹⁴, played a vital role. Lessons from past experiences were integrated, leading to closer support and follow-up for the

2022-2023 Steering Committee. Notably, CSO participation in specific commitments reflected the positive impact of this support. However, a civil society representative highlighted low levels of participation from civil society members of COPIL in overseeing implementation.¹⁵ The introduction of thematic clusters during the next action plan therefore offers an important mechanism to ensure ongoing civil society participation in implementing and monitoring.

COPIL civil society member Forum Sahara¹⁶ positively noted ministries' responsiveness and successful collaboration. Despite the willingness and motivation of stakeholders, challenges persisted, including the length of the action plan and changes in project leadership within ministries¹⁷. To address this, it was proposed that the co-creation manual include an obligation for each member to provide a handover report for new members¹⁸ to enhance continuity and knowledge transfer. Other noted challenges included a lack of political support and need for greater coordination between parliament, DGCT, and government.¹⁹

In conclusion, while the co-creation process demonstrated significant improvements in inclusivity and collaboration, ongoing efforts are essential to enlarge the scope of participation and promote the sharing of best practices. This is particularly important when considering the extension of the open approach that has been initiated at the local level.

Co-Creation Process of the Parliament, House of Representatives (Action Plan 2022-2023)

Halfway through the implementation period, the Government of Morocco submitted an amended national action plan that included parliamentary commitments.²⁰ This is the second open parliament plan for Morocco. The parliament made some efforts to consult civil society during development of the second open parliament plan. This marks an improvement from the prior plan, which was internally drafted. However, public consultation remained limited and the extent to which civil society's input influenced the final plan was unclear.²¹

The process commenced with a consultative meeting on 22 June 2022, the House of Representatives invited civil society members, parliamentarians, representatives from international partners, and various stakeholders.²² CSOs were selected to ensure gender parity, thematic relevance, and regional representation, to share their recommendations and comments.²³ The meeting included a presentation on the outcomes from the House of Representatives' first action plan for the 2019-2021 period. Subsequently, there was an introduction to the proposed action plan for 2022-2023. Following this, on June 26, 2022, an online consultation was launched for the second open parliament action plan.²⁴

Despite efforts to ensure inclusivity in selecting NGOs, civil society representatives²⁵ questioned the authenticity of their engagement in the co-creation process, citing unclear integration of their feedback. The lack of civil society involvement in the implementation phase led to limited updates and reduced participation in tracking the commitments' progress. In an effort to establish a robust collaborative framework, the CSO Simsim presented a partnership memorandum²⁶ for collaboration between civil society and the House of Representatives. This partnership aims to monitor and evaluate civil society's engagements, with activities scheduled for October 2023.

The House of Representatives hosted a Parliamentary Day in the context of the OGP African and Middle East Regional meeting in Marrakesh in November 2023. The event brought together

parliamentarians, government and civil society representatives from across the region, with a discussion that focused on engaging civil society and harnessing technology for transparency.²⁷

Compliance with the Minimum Requirements

The IRM assesses whether member countries met the minimum requirements under OGP’s Participation and Co-Creation Standards for the purposes of procedural review.²⁸ During co-creation, Morocco did act according to the OGP process. The two minimum requirements listed below must achieve at least the level of ‘in progress’ for a country to have acted according to OGP process.

Key:

Green= Meets standard

Yellow= In progress (steps have been taken to meet this standard, but standard is not met)

Red= No evidence of action

Acted according to OGP process during the implementation period?	
The government maintained an OGP repository that is online, updated at least once during the action plan cycle, and contains evidence of development and implementation of the action plan. ²⁹	Green
The government provided the public with information on the action plan during the implementation period. ³⁰	Green

¹ “Co-creation Steps.” Morocco Open Government Website. <https://gouvernement-ouvert.ma/co-steps.php?lang=fr>.

² “Co-creation Events.” Morocco Open Government Website. <https://gouvernement-ouvert.ma/ateliers.php?lang=fr>.

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⁴ Ouiame El Moustamide (Department of Administrative Reform, Minister Delegate in Charge of Digital Transition and Administrative Reform) interview with the IRM researcher, 15 November 2023.

⁵ Morocco 2021-2023 Action Plan Review. Independent Reporting Mechanism. May 2022.

<https://www.opengovpartnership.org/documents/morocco-action-plan-review-2021-2023/>.

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¹¹ For more details about the co-creation process, see the co-creation report developed by the Department of Administrative Reform: https://www.gouvernement-ouvert.ma/docs/Rapport_Cocr%C3%A9ation_PAN_Var_082021-9pNS3.pdf.

¹² Ismail Isouk (Executive Director, Simsim) interview by IRM researcher, 7 December 2023.

¹³ “Organization of a technical workshop for the new members of the steering committee representing civil society.” 18 May 2022. <https://www.gouvernement-ouvert.ma/event.php?id=127&lang=fr>.

¹⁴ Charlotte Adam and Nawal Djaffar (Directorate for Public Governance, OECD), interview by IRM researcher, 29 November 2023.

¹⁵ Comments provided to the IRM during prepublication review by Aimane Amalik (President of 4CHABAB (For youth) NGO and COPIL Member) 19 June 2024.

¹⁶ Saouidi SALAHI (President, Forum Sahara, COPIL Member) interview by IRM researcher, 22 November 2023.

¹⁷ Ismail Isouk, (Executive Director, Simsim) interview by IRM researcher, 7 December 2023; Aimane Aamalik (President, 4CHABAB (For youth) COPIL Member) interview by IRM researcher, 7 December 2023; Abdelmalek Asrih (President La Colombe Blanche) interview by IRM researcher, 23 November 2023.

¹⁸ Aimane Aamalik (President, 4CHABAB (For youth) COPIL Member) interview by IRM researcher, 7 December 2023.

¹⁹ Comments provided to the IRM during prepublication review by Aimane Amalik (President of 4CHABAB (For youth) NGO and COPIL Member), 19 June 2024.

²⁰ Government of Morocco OGP National Action Plan 2021-2023, <https://www.opengovpartnership.org/documents/morocco-action-plan-2021-2023/>

²¹ Ismail Isouk, (Executive Director, Simsim) interview by IRM researcher, 7 December 2023; Aimane Aamalik (President, 4CHABAB (For youth) COPIL Member) interview by IRM researcher, 7 December 2023.

²² "Rabat: Meeting on the House of Representatives' Commitments to the OGP." 22 June 2022.

<https://www.mapnews.ma/fr/actualites/politique/rabat-rencontre-sur-les-engagements-de-la-chambre-des-repr%C3%A9sentants-en-faveur>

²³ Mohammed Doukha (General councilor in charge of international cooperation programs in the House of Representatives) interview by IRM researcher, 5 December 2023.

²⁴ "Consultation on the draft of the 2nd House of Representatives action plan within the framework of the OGP." House of Representatives. June 2022. <https://www.chambredesrepresentants.ma/fr/actualites/consultation-sur-le-projet-du-2eme-plan-daction-de-la-chambre-des-representants-dans-le>

²⁵ Ismail Isouk, (Executive Director, Simsim) interview by IRM researcher, 7 December 2023; Aimane Aamalik (President, 4CHABAB (For youth) COPIL Member) interview by IRM researcher, 7 December 2023.

²⁶ « Un mémorandum de partenariat : un cadre de collaboration entre la société civile et les Chambres des représentants », Simsim, Participation Citoyenne. 2023. <https://shorturl.at/IrZxZ>.

²⁷ "Closing of the Parliamentary Day," House of Representatives website.

<https://www.chambredesrepresentants.ma/fr/actualites/cloture-de-la-journee-parlementaire-organisee-par-la-chambre-des-representants-sur-le>

²⁸ Please note that future IRM assessment will focus on compliance with the updated OGP Co-Creation and Participation Standards that came into effect on 1 January 2022: <https://www.opengovpartnership.org/ogp-participation-co-creation-standards/>.

²⁹ Open Government Morocco website: <https://www.gouvernement-ouvert.ma/>

³⁰ Communication and awareness-raising webinar on Morocco's open government project and the role of civil society 1 February 2022. <https://gouvernement-ouvert.ma/event.php?id=114&lang=fr>.

Section IV. Methodology and IRM Indicators

This report supports members' accountability and learning through assessment of (i) the level of completion for commitments' implementation, (ii) early results for commitments with a high level of completion identified as promising or that yielded significant results through implementation, and (iii) participation and co-creation practices throughout the action plan cycle. The IRM commenced the research process after the first year of implementation of the action plan with the development of a research plan, preliminary desk research, and verification of evidence provided in the country's OGP repository.¹

In 2022, OGP launched a consultation process to co-create a new strategy for 2023–2028.² The IRM will revisit its products, process, and indicators once the strategy co-creation is complete. Until then, Results Reports continue to assess the same indicators as previous IRM reports:

Completion

The IRM assesses the level of completion for each commitment in the action plan, including commitments clustered in the Action Plan Review.³ The level of completion for all commitments is assessed as one of the following:

- *No Evidence Available*
- *Not Started*
- *Limited*
- *Substantial*
- *Complete*

Early Results

The IRM assesses the level of results achieved from the implementation of commitments that have a clear open government lens, a high level of completion or show evidence of achieving early results (as defined below). It considers the expected aim of the commitment prior to its implementation, the specific country context in which the commitment was implemented, the specific policy area and the changes reported.

The early results indicator establishes three levels of results:

- **No Notable Results:** According to the evidence collected (through desk research, interviews, etc.), the implementation of the open government commitment led to little or no positive results. After assessing the activities carried forward during the period of implementation and its outcomes (if any), the IRM did not find meaningful changes towards:
 - improving practices, policies or institutions governing a policy area or within the public sector,
 - enhancing the enabling environment to build trust between citizens and the state.
- **Moderate Results:** According to the evidence collected (through desk research, interviews, etc.) the implementation of the open government commitment led to positive results. After assessing the activities carried forward during the period of implementation and its outcomes, the IRM found meaningful changes towards:

- improving practices, policies or institutions governing a policy area or within the public sector, or
- enhancing the enabling environment to build trust between citizens and the state.
- **Significant Results:** According to the evidence collected (through desk research, interviews, etc.) the implementation of the open government commitment led to significant positive results. After assessing the activities carried forward during the period of implementation and its outcomes, the IRM found meaningful changes towards:
 - improving practices, policies or institutions governing a policy area or within the public sector, or
 - enhancing the enabling environment to build trust between citizens and the state.Significant positive results show clear expectations for these changes (as defined above) will be sustainable in time.

This report was prepared by the IRM in collaboration with Sabrina Nassih and Aimé Sawadogo and was reviewed by an IRM external expert. The IRM methodology, quality of IRM products and review process is overseen by the IRM's International Experts Panel (IEP). The current IEP membership includes:

- Snjezana Bokulic
- Cesar Cruz-Rubio
- Mary Francoli
- Maha Jweied
- Rocio Moreno Lopez

This review process, including the procedure for incorporating comments received, is outlined in greater detail in Section III of the Procedures Manual⁴ and in Morocco - Action plan 2021-2023. For more information, refer to the "IRM Overview" section of the OGP website.⁵ A glossary on IRM and OGP terms is available on the OGP website.⁶

¹ Open Government Morocco website: <https://www.gouvernement-ouvert.ma/>

² See OGP, "Creating OGP's Future Together: Strategic Planning 2023–2028," <https://www.opengovpartnership.org/creating-ogps-future-together/>.

³ The IRM clusters commitments that share a common policy objective during the Action Plan Review process. In these instances, the IRM assesses "potential for results" and "Early Results" at the cluster level. The level of completion is assessed at the commitment level. For more information on how the IRM clusters commitments, see Section IV on Methodology and IRM Indicators of the Action Plan Review.

⁴ Independent Reporting Mechanism, *IRM Procedures Manual*, V.3, 16 September 2017, <https://www.opengovpartnership.org/documents/irm-procedures-manual>.

⁵ Open Government Partnership, *IRM Overview* <https://www.opengovpartnership.org/irm-guidance-overview/>

⁶ Open Government Partnership, *OGP Glossary*, <https://www.opengovpartnership.org/glossary/>

Annex I. Commitment Data

Commitment 1: Strengthening Budget Transparency

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| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens?
Yes ● Potential for results: Modest | <ul style="list-style-type: none"> ● Completion: Limited ● Early results: No Notable Results |
|--|--|

This commitment aimed to increase transparency and public participation in Morocco’s budget formation, as reflected by a higher Open Budget Index (OBI) score. Specifically, the commitment aimed for regular publication of a consolidated report that combined the Mid-Year Report and Pre-Budget Statement. It also sought to create a permanent dialogue mechanism to collect public input during the budget process and on the Citizen’s Budget. As with other commitments, the change in government during the implementation period diminished government engagement, as evidenced by the changing representation at COPIL meetings.¹

In 2021, Morocco published a Mid-Year Review online for the first time. The Mid-Year Review for the 2020 fiscal year received a score of 56 out of 100 points for comprehensiveness.² This score improved for Morocco’s 2022 Mid-Year Review, which scored 70 out of 100 possible points. The Ministry states the Mid-Year Review assessed in the 2023 OBI is the same as the consolidated report foreseen under this commitment.³ However, Morocco’s overall transparency score in the OBI decreased by 1 point from 2021 to 2023, due to the Audit Report not being published in a timely manner.⁴

Morocco made incremental progress in increasing opportunities for public participation in the budget process. However, a permanent consultation mechanism was not established during the implementation period. Morocco’s OBI score for public participation increased from 7 to 15 points out of 100 points between 2021 and 2023. This score places Morocco on par with the global average. Previously, Morocco only provided some opportunity for public participation during budget implementation. The government now holds limited public consultations during budget formulation and Parliament has introduced public hearings related to approval of the annual budget.⁵ According to the Ministry of Economy and Finance, a benchmarking study revealed that more groundwork was needed before the establishment of a public consultation mechanism. The Ministry noted that efforts were underway, such as addressing the need for a minimum understanding of public finance among citizens.⁶

Commitment 2: Promoting the implementation of the Right of Access to Information within ministerial departments and public institutions

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| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens?
Yes ● Potential for results: Modest | <ul style="list-style-type: none"> ● Completion: Substantial ● Early results: No Notable Results |
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This commitment aimed to implement the Right of Access to Information, Law 31-13, within ministerial departments and public institutions. The commitment demonstrated substantial completion, including the establishment of a network of information officers (milestone 1) and the organization of a training session for officers (milestone 2). Moreover, the online platform for best practice exchange within the network was developed and launched at redai.chafafiya.ma. Internal procedures for the network governance were also elaborated (milestone 3).

The Head of Innovation and Modernization Programs Division within the Ministry of Digital Transition and Administrative Reform confirmed the development of a new version of the access to information portal, chafafiya.ma, which includes a new module for proactive information publication (milestone 6). The features of the proactive publication platform were shared with network members, and training and assistance were provided to administrations that joined the proactive publication platform. At the time of research for this report, the platform was expected to be launched early 2024.⁷ The proactive publication module had not been launched by time of finalizing this report in April 2024. The Head of Division noted that the Division is working across administrations to strengthen proactive publication and with the Commission of the Right of Access of Information to address complaints.⁸

One implementation challenge was targeting the integration of around 2,100 designated officers responsible for access to information across ministerial departments and public bodies. The ministry is collaborating with the DGCT to integrate local government officials, however this activity remains unfinished. The Head of Division stated that the average processing time of access to information requests as decreased from 52 days in 2022, to 34 days in 2023, to 14 days in 2024.⁹

Positive steps were carried out to strengthen the access to information regime in Morocco under this commitment. However, completed activities were internal to the government and had not yet resulted in greater access to information by the end of the implementation period. The launch of the online module for proactive information disclosure promises to increase public access to government-held information in the future. Therefore, while this reform contributed to the foundation for access to information in Morocco, at the time of assessment the commitment had not yet achieved notable results.

Commitment 3: Promulgation and Implementation of the Public Service Charter

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| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens?
Yes ● Potential for results: Modest | <ul style="list-style-type: none"> ● Completion: Substantial ● Early results: No Notable Results |
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Commitment 3 aimed to implement Law n° 54-19¹⁰ on the Public Service Charter, which was adopted by Parliament in June 2021 and promulgated on 14 July 2021. The commitment, proposed by the government, continued efforts to establish a legally binding public services framework under Commitments 8, 9, and 10 of the previous action plan. The commitment sought to continue implementation of the Public Service Charter, to address challenges in governance and public service delivery. According to the Head of Innovation and

Modernization Programs Division, the reform sought to address the multiplicity of public service types, divergence in legislation and regulations governing them, variations in service quality, and the absence of a comprehensive system overseeing the service-user relationship.¹¹

Activities completed include the follow-up on the adoption phases of the Public Service Charter (milestone 1). A roadmap for the charter's implementation was developed, providing a structured approach to its execution.¹² Additionally, there was progress on the development of legislative and regulatory texts, guides, and systems to facilitate the effective implementation of the charter (milestone 4).¹³ The Head of Division noted that obstacles emerged during the government transition, delaying some projects and their publication.¹⁴ While the roadmap and other legislative and regulatory texts were developed, they are internal to government and therefore not accessible to the public or for IRM review. The IRM therefore did not have sufficient evidence to determine if the completed activities contributed to making public services more transparent or accountable at the time of assessment.

Commitment 4: Digitalization of Administrative Acts and Procedures

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| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest | <ul style="list-style-type: none"> ● Completion: Substantial ● Early results: Moderate Results |
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This commitment is assessed in Section II above.

Commitment 5: Proactive Publication of Education Data and Statistics

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| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest | <ul style="list-style-type: none"> ● Completion: Substantial ● Early results: No Notable Results |
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This commitment aimed to enhance accessibility and re-use of annual statistical data in the national education sector through the creation of a dedicated online space. Milestones 1 and 3, to design and development the proactive publication space within the ministry website¹⁵ and its integration with the national portal were completed.¹⁶ However, milestones 2 and 4, to launch and promote the space were not completed. The commitment faced a lack of proactive data-sharing practices outlined in Article 10 of Law 31.13. The completed activities, although important and updated, as the last documents published on a usable version on the national open data portal dated to June 2023, did not result in significant changes. Limited implementation, combined with difficulty to locate the proactive platform, hindered the achievement of early results. The commitment laid a foundation for future improvements but has not yet significantly influenced data use in the national education sector. The absence of prominent proactive publication features on the national education website's homepage contributes to the limited visibility and results of the commitment.

Commitment 6: Healthcare Sector Governance

<ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? No ● Potential for results: Unclear 	<ul style="list-style-type: none"> ● Completion: Complete ● Early results: No Notable Results
<p>This commitment sought to improve healthcare for individuals with chronic illnesses through improved organization and governance of internal health data. The commitment, aligned with the Ministry of Health’s strategy, focused on establishing a systematic approach to data collection and consolidation within the E-SANTE national strategic framework.¹⁷ Despite its important aim, this commitment lacked an open government lens as it did not open government to citizens or use open government as a means to improve health services. Health ministry officials cited implementation challenges such as data privacy concerns, limited data access, and resistance to change.¹⁸ While fully implemented, this commitment did not achieve open government results due to its lack of connection to open government.</p>	

Commitment 7: Strengthening Transparency and Participation in Health Services Management	
<ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest 	<ul style="list-style-type: none"> ● Completion: Limited ● Early results: No Notable Results
<p>This commitment aimed to improve transparency in health service procedures and promote citizen participation in health program management. Evidence of implementation of milestone 1 to transcribe and publish health service procedures was not readily available. However, some information was found across the Ministry of Health's website news and Idarati.com.¹⁹ There was proactive publication of 19 health datasets on the Open Data Portal (milestone 2) but there was no evidence that regular publication would be sustained.²⁰ Some publications, such as the Health Service Map 2022, were noted in the media but not available on the ministry's website, making the data less intuitive to find. Ministry of Health officials reported that milestones 3, 4, and 6, on internal consultative activities, opinion polls, and periodic reports, were completed internally but documented evidence was not available. Milestone 5 to integrate the Chikaya platform within the Ministry's website was completed.</p>	
<p>Evidence available demonstrates the Ministry of Health’s initial transparency efforts to engage with the administrative services, open data, and citizen complaint platforms. However, progress remains to ensure the Ministries’ participation in these platforms is sustained and published information readily accessible. Moreover, absence of information on the internal activities hampers a comprehensive evaluation, consequently this commitment is evaluated to not have achieved notable results.</p>	

Commitment 8: Implement an Integrated Health Information System

<ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest 	<ul style="list-style-type: none"> ● Completion: Substantial ● Early results: Moderate Results
<p>This commitment, part of Morocco's larger national health reform and digital transformation initiatives, focused on implementing an integrated health information system. It aligned with key health system reform pillars, as reflected in legislation adopted in July 2022²¹ following King Mohammed IV's directives for comprehensive social protection in healthcare. The pivotal Law 06-22²², promulgated on December 9, 2022, includes the crucial Article 28, mandating the creation of this digital system. This development is seen as foundational for the effective monitoring and evaluation of the entire health system.</p> <p>Obstacles to implementation included resistance to changing to digitized healthcare practices, limited personal computers and fiber optic infrastructure, and funding constraints.²³ . Another concern arose during the implementation, focusing on personal data protection, leading the Ministry of Health to collaborate with the CNDP and DGSN.²⁴</p> <p>To assess milestone 1, the IRM researcher could trace many consultation meetings regarding the development of the health sector national framework. However, these consultations were mainly held with health professional associations²⁵, with no evidence showing that their inputs were considered during the system's development. In August 2023, media articles²⁶ noted the launch of a pilot experience with the system in four regions (milestones 2 and 3), reflecting Morocco's plan to establish an "intelligent healthcare system" covering specific regions in the initial phase.</p> <p>The IRM did not find evidence of an online platform to receive citizen and health professionals' proposals (milestone 4). Despite encountering challenges, moderate results were achieved during the implementation period as consultations were held to inform the integrated health information system.</p>	

Commitment 9: Setting up a National Integrity Portal	
<ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest 	<ul style="list-style-type: none"> ● Completion: Substantial ● Early results: Moderate Results
<p>This commitment focused on creating a "National Portal of Integrity," with the National Authority for Probity, Prevention, and Fight against Corruption (INPPLC) as the implementing institution. Milestones outlined in the commitment have been substantially completed. The portal was created in collaboration with key stakeholders involved in integrity matters (milestone 1)²⁷. Subsequently, content and services for the portal were identified in coordination with the national authority's partners (milestone 2). The development of the national integrity portal (milestone 3)²⁸ and the preparation of guides²⁹ for updating the portal, along with training sessions for INPPLC's partners³⁰, were executed (milestone 4).</p>	

The portal was launched in Spring 2024 (www.nazaha.ma), after the end of the implementation period (milestone 5).³¹ INPPLC reports that the launch was delayed to allow partners to disseminate information in preparation for the launch. The portal centralizes information on government anti-corruption, transparency, and integrity institutions and efforts, including information on the status and results achieved around the prevention and fight against corruption.³²

Stakeholder participation during the portal's preparation was ensured through a comprehensive approach (milestone 3)³³, involving meetings with representatives from the judiciary, constitutional institutions, government actors, private sector and civil society in defining portal sections and content, submission of portal development results for feedback, and training sessions on content management. A benchmarking exercise during the study phase revealed the absence of similar national portals involving multiple partners to provide points of comparison. The time invested in conceptualizing portal content, visual identity, and governance structure for broad involvement and sustainability was substantial. Furthermore, collecting diverse, representative, and updated content from 19 partners posed an additional challenge, resulting in a postponement of the portal's anticipated launch date, as stated by the Director of Partnership and Development at INPPLC.³⁴

The commitment achieved moderate results through the collaborative development of a national portal to provide centralized information on anti-corruption data, reports, efforts, and institutions. While notable, this reform did not achieve significant results at the time of assessment as the portal was launched after the implementation period. Therefore, the use and outcomes from the portal could not yet be observed.

Commitment 10: Promoting the publication and reuse of open data

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| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens?
Yes ● Potential for results: Modest | <ul style="list-style-type: none"> ● Completion: Substantial ● Early results: Moderate Results |
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The Digital Development Agency (ADD) achieved substantial completion and moderate results under this commitment to promote the publication and reuse of open data in Morocco. ADD held awareness and capacity-building activities for public officials. Workshops were conducted virtually at the national and regional level and reached around 1,000 participants on a variety of topics, fostering discussions on Open Data concepts, international best practices, challenges, and successful case studies (milestone 1)³⁵.

Simultaneously, the development of data repositories essential for the collection, processing, and reuse of open data stands at 60 percent completion (milestone 2). Working groups were established to address issues such as data inventory, technical standards, common data repositories, with procedural manuals and concept notes produced.³⁶ The Agency launched the redesign of the unified national portal for open data publication, www.data.gov.ma, in December 2021, enhancing user experience and increasing data reuse (milestone 3). ADD

reports that by the end of 2023, the portal included over 500 datasets, data producers with over 70,000 downloads of datasets and over 940,000 views. The portal includes functions for users to indicate their data needs, given feedback, and share use cases based on open data.³⁷ A legal framework for promoting public open data was being developed at the time of writing, with the Ministry of Digital Transition and Administration Reform and ADD collaborating to draft a decree (milestone 4).

Outreach and training for businesses on the importance of open data reuse were completed by March 2023 (milestone 5).³⁸ A Hackathon brought together 50 participants selected from 330 candidates in March 2023 to promote creative use of data to solve public problems.³⁹ Coordination and support to continue updating data on the portal was ongoing, with official contacts made with nearly 240 public institutions and meetings held with over 60 organizations (milestone 6). This resulted in the designation of over 180 Open Data Officers (ROD) and Data Managers (GdD), along with 37 institutions updating of datasets on the platform (milestone 6)⁴⁰.

Commitment 11: Promote Gender Equality and Women’s Participation in Public Life and Economic Empowerment

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| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens?
Yes ● Potential for results: Modest | <ul style="list-style-type: none"> ● Completion: Substantial ● Early results: No Notable Results |
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Commitment 11, initially considered promising, ultimately did not achieve notable results due to the implementing ministry’s shift in focus post-September 2021 elections from civic participation to women's economic empowerment. Led by the Ministry of Solidarity, Social Development, Equality, and Family, now renamed, the commitment aimed to build on existing gender equality plans in Morocco.

Under milestone 1, 20 multifunctional spaces for women were established to help address violence against women. However, milestones relevant to open government, like the development of a third national gender equality plan (milestone 5)⁴¹ and a model regional plan for Rabat-Salé (milestone 4)⁴² were not completed. This is due to a Ministerial change in focus and execution towards economic empowerment. A representative from the ministry noted that the implementation of an integrated information system on violence against women requires a long consultation process in order to ensure the support and involvement of all government and nongovernment actors.⁴³

The president of the CSO 4chabab observed a greater emphasis on economic empowerment over civic participation.⁴⁴ The "Maroc Attamkine"⁴⁵ plan (milestone 2) saw some progress, but other aspects like civic engagement and decision-making involvement for women lagged. The absence of completion in areas with high open government potential resulted in the commitment not achieving notable results despite a substantial level of completion. This highlights the importance of alignment between political will and institutional coordination for effective gender equality and open government reforms.

Commitment 12: Strengthening Access to Information for People with Disabilities

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| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens?
Yes ● Potential for results: Modest | <ul style="list-style-type: none"> ● Completion: Limited ● Early results: No Notable Results |
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This commitment aimed to improve information accessibility for individuals with disabilities, addressing sign language translation and website access challenges. This commitment did not achieve notable results due to the limited progress by the end of the implementation period. Completed activities include consultations for the 2022 awareness campaign (milestone 1)⁴⁶ and the development of web accessibility guidelines (milestone 3), for which a service provider was selected through a tender, on April 27, 2023.⁴⁷

Ongoing milestones are in progress but have experienced notable delays. Representatives from the Ministry noted that two calls for tenders (milestone 2) were unsuccessful, potentially due to a lack of the necessary expertise in Morocco or underestimation of the project cost and timeline. The President of the NGO La Colombe Blanche, noted a disconnection between the commitment’s coordinator and the disability division within the ministry, potentially causing implementation delays.⁴⁸ He emphasized the need for knowledgeable individuals within the ministry to handle disability-related issues, suggesting that the choice of the project manager influences implementation effectiveness.⁴⁹

Commitment 13: Improving the Quality of Child Protection Public Services

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| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens?
Yes ● Potential for results: Modest | <ul style="list-style-type: none"> ● Completion: Limited ● Early results: No Notable Results |
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Commitment 13, led by the Ministry of Solidarity, Social Development, Equality, and Family, aimed to improve child protection services. While implementation progress was made, limited consultation with civil society meant that this reform lacked a strong open government lens.

The government reported that across provinces by the end of 2023, 81 child protection committees were created, 83 Child Protection Support Centers established, and 41 Child Protection Units created in partnership with 41 nongovernment organizations (milestones 1, 2 and 7). The availability of equipment and human resources varies among centers.⁵⁰ However, the IRM did not find documented evidence for these milestones, and it was not clear what progress was made during the implementation period, between August 2021 and 2023, as this commitment is part of a larger reform spanning from 2015 to 2025.

The government created tools and guidance to support child protective services, with little input from civil society. The government published tools and guides (milestone 3, 4, and 5).⁵¹ The development of materials coincided with the COVID-19 pandemic thereby limiting the government’s ability to consult civil society.⁵² According to the Head of the Service for the

Protection of Children in Difficult Situations, consultations were conducted with government sectors, relevant national institutions, as well as judicial authorities and the public prosecutor's office, due to the sensitive nature of the subject.⁵³ Each step requires a prefectural order, and the respect for the processing of personal data is integrated into a circuit of child protection. Provincial child protection training was provided (milestone 8).⁵⁴ The government also held a meeting in October 2022 with civil society to report on implementation of the Child Protection Policy.⁵⁵

Progress was made on development of an integrated information system for child monitoring in the protection process (milestone 9)⁵⁶. The terms of reference were shared, but major delays, particularly in creating databases for Integrated Territorial Child Protection Units, were noted, according to the Minister⁵⁷. While progress was made on delivering a critical government service, this commitment ultimately lacked an open government approach to implementation.

Commitment 14: Publication of Legislative Texts, Court Judgments, Decisions and Jurisprudence

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|--|---|
| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest | <ul style="list-style-type: none"> ● Completion: Complete ● Early results: Moderate Results |
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Spearheaded by the Ministry of Justice, this commitment aimed to address challenges related to the difficulty of accessing legal information, specifically legislative texts, judicial procedures, court decisions, and jurisprudence. The proposed solution involves updating the online platform adala.justice.gov.ma by publishing legal texts, court judgments, and data⁵⁸ on the justice jurisprudence cases⁵⁹, performance system's data⁶⁰, along with facilitating the sharing of articles by justice professionals. This commitment was not analyzed in the Open Digital Justice cluster as it is a separate, but complementary reform.⁶¹

Halima Katir and Nora Saadani⁶², officials at the Ministry of Justice, noted that this commitment is part of the Justice Strategy on Digitalization, which was accelerated during the COVID-19 pandemic to enable remote legal work. All milestones were achieved, ensuring accessibility and traceability. This includes training sessions for platform users, and the launch of the platform with ongoing communication about its developments.⁶³

This commitment achieved moderate results as the new platform increased public access to judicial information. Although the platform is currently in its early stages of operation, the milestones achieved thus far are notable steps forward. They mark a positive change in making legal and judicial information more accessible to a wider audience and lays the groundwork for the development of further legal research.

Commitment 15: Providing a Legal Framework for Electronic Civil Proceedings

<ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Clustered as: Digital Open Justice (Commitments 15 and 16 of the action plan) ● Potential for results: Modest 	<ul style="list-style-type: none"> ● Completion: Substantial ● Early results: Moderate Results
<p><i>This commitment is assessed in Section II above.</i></p>	

Commitment 16: Increasing Court Officers' Involvement in the Digital Transformation of the Justice System	
<ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Clustered as: Digital Open Justice (Commitments 15 and 16 of the action plan) ● Potential for results: Modest 	<ul style="list-style-type: none"> ● Completion: Limited ● Early results: Moderate Results
<p><i>This commitment is assessed in Section II above.</i></p>	

Commitment 17: Launch of a National Portal for Training NGOs Online	
<ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest 	<ul style="list-style-type: none"> ● Completion: Limited ● Early results: No Notable Results
<p>This commitment aimed to launch a national online portal providing training for NGOs. The commitment faced delays, with only the initial platform launching www.tacharokia.ma and training module on participatory democracy completed (milestone 1). According to the Chief of Division within the Ministry for Human Rights and Relations with Parliament, delays were attributed to the technical provider's incapacity to meet specific needs, prompting internal module development by ministry officials.⁶⁴ A member of the national COPIL, registered on the platform and completed the first course. He found the experience easy but highlighted the need for platform updates and refreshing to enhance user experience.⁶⁵ This commitment has not yet achieved notable results due to the limited implementation progress during the period under review.</p>	

Commitment 18: Implement Mechanisms to Support Transparency of Public Funds Granted to Civil Society Organizations	
<ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest 	<ul style="list-style-type: none"> ● Completion: Limited ● Early results: No Notable Results

This commitment focused on implementing mechanisms to enhance transparency regarding public funds allocated to civil society organizations. Despite the completion of internal milestones (1 and 2), which involve the preparation of the second version of the platform (charaka.ma), its launch is contingent on the adoption of a decree, expected in early 2024. The delay, according to Samira Mesrar⁶⁶, an official in the Partnership Division, is attributed to the lengthy decree process. The commitment faces challenges in achieving its full potential due to the absence of a binding legal text for the Charaka portal. However, Aymane Amalik⁶⁷, a member of the National COFIL, envisions the platform as a promising transparency mechanism for civil society, provided that public institutions are obliged to use it, and the funding data is accessible and usable.

Commitment 19: Implement a Legal Framework for Public Consultation and Contractual Volunteering

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| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens?
Yes ● Potential for results: Modest | <ul style="list-style-type: none"> ● Completion: Limited ● Early results: No Notable Results |
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This commitment sought to strengthen citizen participation through the implementation of legal frameworks related to public consultation and contractual volunteering. The law on volunteering right 06.18⁶⁸ was successfully completed through extensive public consultation, led by the advocacy movement MIRLA (milestone 1)⁶⁹ and resulted in the promulgation of the law 06.18 the 26 of July 2021⁷⁰, and its regulations the 6 of April 2023 (milestone 2).⁷¹ The second aim on implementing a legal framework on public consultations has faced delays. A draft was prepared internally based on recommendations from various networks, but the scope of consultation needs a larger expansion, which delayed the process.⁷²

Ismail IIsouk⁷³, Executive Director of the NGO Simsim, highlighted the critical importance of establishing a legal framework for civic space and public consultation. He views it as a fundamental foundation for advancing civic participation in the country. However, he expressed perplexity regarding the delays in this process. Mr. IIsouk noted that numerous NGOs and networks, including Simsim⁷⁴, actively contributed to the development of the legislative text and shared a memo on public consultation⁷⁵. He believes that the ministry had the necessary resources to expedite the process. This sentiment was echoed by Charlotte Adam, an OECD representative, who noted that they had organized training sessions, and initially, everything was progressing on schedule, but inexplicably, the process came to a halt, leaving them puzzled about the reasons behind the interruption.⁷⁶ This commitment has not yet achieved notable results as the milestone with the greatest potential to open government, to create a legal framework for public participation, was not completed.

Commitment 20: Mobilization and Capacity Building of CSOs to Improve Participatory Monitoring and Implementation of Environmental Policy

<ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest 	<ul style="list-style-type: none"> ● Completion: No Evidence Available ● Early results: No Notable Results
<p>This commitment aimed to enhance civil society organizations' participation in monitoring and implementing environmental policies by mobilizing and building their capacity. However, the IRM researcher did not find any evidence for the implementation of the milestones. The national OGP portal states that the first milestone, "Proactive publication of environmental data," was achieved. However, no data is available on the national open data platform. Regarding the organization of online training courses for environmental associations, the OGP Steering Committee (milestone 4), in their march 2023 meeting report⁷⁷, propose to use the NGO training portal www.tacharokia.ma (from commitment 17) to integrate these training, creating a bridge of cross-cooperation between the two ministries. However, no evidence was available as to whether this was carried out.</p>	

Commitment 21: Strengthening Access to Information and Citizen Participation at the Territorial Collectivities	
<ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Substantial 	<ul style="list-style-type: none"> ● Completion: Complete ● Early results: Moderate
<p><i>This commitment is assessed in Section II above.</i></p>	

Commitment 22: Toolkit to Strengthen Communication and Citizen Participation at the Subnational Government Level	
<ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest 	<ul style="list-style-type: none"> ● Completion: Complete ● Early results: Moderate
<p>The aim of this commitment was to strengthen citizen participation at the local level by collecting and sharing the good practices and mechanisms and editing a Toolkit for dialogue and citizen participation. To achieve this, in addition to producing a guide and a toolbox, the Directorate General of Territorial Collectivities (DGCT) planned to organize a series of meetings, training courses and forums.</p> <p>DGCT developed a toolbox entitled "For participatory and inclusive regional public policies"⁷⁸ published online and presented to the ten pilot communes.⁷⁹ The toolkit includes 15 guides on procedures and approaches to strengthen the planning, implementation, monitoring and evaluation of public policies at the regional level by adopting participatory approaches. The implementation of the guides is underway within the framework of PACTO and Tadafor to</p>	

support citizen participation. DGCT has also published a "best practice guide with practical recommendations for dialogue and participation by young people in public life."⁸⁰

DGCT organized an exchange forum⁸¹ on citizen participation by young people and their contribution to the transformation of local public services in Al Hoceima in June 2022. DGCT also held awareness-raising sessions⁸² for all axes of the toolkit, for the benefit of elected representatives and executives of regional councils in March 2023 in Ouarzazate. DGCT also organized a capacity-building and experience-sharing meeting⁸³ in the field of citizen participation with the local authorities of Drâa-Tafilalet and Guelmim-Oued Noun, in March 2023 in Ouarzazate, to present lessons learned and achievements with the Tangier-Tétouan-Al Hoceima region, as well as to build participants' capacity for youth participation in local public life. These activities were supported by the Spanish Agency for International Development Cooperation (AECID).

Implementing the participation tools and mechanisms are the responsibility of the communes, which face financial and regulatory issues. For example, the guide recommends creating a communal youth council, which requires dedicating a budget line in the community budget and to "register youth councils in the regulatory framework, which does not yet exist."⁸⁴ These activities therefore represent positive but moderate steps towards greater participatory practices at the local level.

House of Representatives Open Parliament Action Plan (August 2022 – August 2023)

Commitment 1: Consolidated partnership with societal actors to entrench the democratic culture

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| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens?
Yes ● Potential for results: Modest | <ul style="list-style-type: none"> ● Completion: Limited ● Early results: No Notable Results |
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This commitment aimed to reinforce confidence, dialogue, and partnership between the House of Representatives and civil society to enhance participatory democracy. Milestone 1 to establish a multistakeholder open parliament steering committee was not started. The General Councilor from the House of Representatives highlighted the challenge of determining selection criteria for civil society membership on the committee to avoid associations with political affiliations and ensuring spatial and thematic diversity.⁸⁵ Additionally, the differentiation between political and civic roles poses a challenge, and there is a learning journey in observing and maturing the idea. The delay also reflects concerns about the autonomy of the steering committee. The Executive Director of Simsim emphasized the significance of this commitment, particularly in the context of the second parliamentary action plan within the OGP. He highlighted that the absence of CSOs has hindered the full realization of co-implementation and co-evaluation processes. Without this crucial element, monitoring and overseeing the implementation of this action plan was challenging.⁸⁶

The House of Representatives and National Democratic Institute held a two-day “training of trainers” on April 27 and 28, 2023 (milestone 3). Representatives of 27 civil society organizations from across the country attended the training at the parliament, which covered the role of CSOs in the OGP process and open parliament efforts. Another training was held after the implementation period on 26 and 27 October 2023, attended by 23 CSOs. The General Councilor of the House of Representatives also noted CSO participation across meetings, seminars and study days at Parliament.⁸⁷ However, the IRM did not receive evidence related to the establishment of partnerships with sectoral actors (milestone 2) or quarterly meetings with CSOs to discuss OGP matters (milestone 4) between August 2022 and 2023.

Commitment 2: Implement the principle of proximity Parliament (The House of Representatives moves at the territorial level)

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| <ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens?
Yes ● Potential for results: Modest | <ul style="list-style-type: none"> ● Completion: Limited ● Early results: No Notable Results |
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This commitment aimed to raise awareness of parliament at the territorial level, particularly among young people. This commitment achieved a limited level of implementation. The General Councilor in charge of international cooperation programs in the House of Representatives noted that limited resources and availability of politicians inhibited implementation. He stated that politicians need further sensitization to understand that parliamentary public outreach is a nonpartisan activity.⁸⁸ The absence of concrete milestones presented a challenge to IRM assessment of this commitment’s level of completion and early results.

The parliament participated in two outreach activities to youth during the implementation period. Parliament continued their annual participation in the International Book and Publishing Fair on 2 June 2023.⁸⁹ Parliament had an exhibition stand and shared materials such as leaflets, booklets and cartoons in 5 languages to visitors. According the General Councilor, the parliamentary stand was ranked first among the most-visited stands.⁹⁰ A training for young people in parliamentary action took place on 23 June 2023, supported by Westminster Foundation for Democracy.⁹¹ It brought together 50 young people (including 25 young parliamentarians aged between 20 and 30) from political parties represented in the House of Representatives and from civil society organizations active in the parliamentary field. On 12 May 2023, the House of Representatives, with support from the National Democratic Institute, held an online discussion on ‘local actions to promote citizen engagement.’ The event was held during Open Gov Week and included CSO representatives from territorial collectivities participating in REMACTO.⁹² He also noted regular meetings with CSOs within the framework of OGP and the reception of pupils and students throughout the year. However, most of these activities took place outside the commitment period.

Commitment 3: Openness to the public (Parliament receives citizens, including young people, pupils, and students)

<ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest 	<ul style="list-style-type: none"> ● Completion: Substantial ● Early results: Moderate Results
<p>This commitment enhanced the parliament’s openness to the public through increased visits and materials for the House of Representatives, guided by the Information and Communication Officer for the Parliament.⁹³ The initiative yielded an increase in the number of visits (milestone 2), reaching 8,000 in 2023 compared to 4,000 before the COVID-19 pandemic⁹⁴. The archives and the library are also open to the public (milestone 1), mostly used by academic researchers and law students. Progress was made qualitatively with the creation of visit content (milestone 6), including comic strips in three languages and brochures simplifying the roles of parliament⁹⁵. A member of COPIL and President of Forum Sahara NGO, organized a visit for a group of their beneficiaries and praised the smooth process, quick response, and guided tour.⁹⁶ The General Councilor in charge of International Cooperation Programs at the House of Representatives⁹⁷ noted space constraints for displaying this content, posing a challenge to the reopening of the museum (milestone 5). Despite these obstacles, the commitment achieved moderate results in making parliamentary information more accessible to the public. This commitment, and its analysis, focuses on the availability of in-person visits and physical materials at the parliament. However, the House of Representatives also has a website available in five languages that includes a feature to virtually tour the parliament.⁹⁸ The House of Representatives continues to maintain social media accounts.⁹⁹</p>	

Commitment 4: Consolidating the e-Parliament	
<ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest 	<ul style="list-style-type: none"> ● Completion: Limited ● Early results: No Notable Results
<p>This commitment sought to advance the digitalization of the House of Representatives through the creation of three applications to increase engagement between the public and parliament. The commitment intended for the development of applications for i) the submission of petitions and motions to parliament, ii) public policy evaluation, and iii) engagement between representatives and their constituencies. None of the applications were launched within the one-year implementation period. Morocco has an e-participation platform that allows the public to submit petitions and motions to the government, including to parliament.¹⁰⁰ However, the House of Representatives sought to develop a separate platform to facilitate the reception and processing of submissions. While started, the launch of this platform was delayed due to a lengthy internal process.¹⁰¹ At the time of writing, the platform had reached the validation stage.¹⁰² As none of the foreseen platforms were launched, this commitment did not achieve notable results during the assessment period.</p>	

Commitment 5: Involvement of citizens in parliamentary action (Control / Legislation / Evaluation of Public Policies)

<ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest 	<ul style="list-style-type: none"> ● Completion: Limited ● Early results: No Notable Results
<p>Commitment 5 aimed to increase channels for public participation in the legislative process and evaluation of public policies. Specifically, the commitment sought to strengthen virtual and in-person opportunities for the public to comment on bills and public policies. It also aimed to increase parliamentary engagement with target groups, such as beneficiaries of public policies under review. The parliament continued to collect input from the public and civil society through existing channels such as the parliament website and Information Mission hearings.¹⁰³ The General Council for the House of Representatives stated that sectoral associations were consulted for the evaluation of policies such as the National Administrative Reform Plan, Water Plan, and evaluation of law 103-13 on violence against women.¹⁰⁴ However, the IRM did not receive evidence of these engagements or of activities carried out between August 2022 and 2023 that expanded avenues for public participation.</p>	

Commitment 6: Thematic summer camps to promote democratic values	
<ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Unclear 	<ul style="list-style-type: none"> ● Completion: Not Started ● Early results: No Notable Results
<p>The IRM researcher did not find evidence that thematic summer camps for youth were held. The lack of progress was attributed to budgetary limitations.¹⁰⁵</p>	

Commitment 7: Local proximity fora on legal drafting	
<ul style="list-style-type: none"> ● Verifiable: Yes ● Does it have an open government lens? Yes ● Potential for results: Modest 	<ul style="list-style-type: none"> ● Completion: Limited ● Early results: No Notable Results
<p>This commitment aimed to involve and familiarize citizens with the process of legislation drafting. The intended milestones to organize meetings with a coalition of civil society and to hold meetings on legislation did not take place. The General Councilor noted challenges to determining which CSOs parliament works most closely with. He states efforts continue to establish an OGP Steering Committee within parliament that has fair CSO representation. He also cited the youth parliamentary training session organized in June 2023 as relevant to this commitment as one day focused on parliamentary legislation.¹⁰⁶ Parliament also held open days to mark its anniversary on January 17, 2024, after the implementation period.¹⁰⁷</p>	

¹ Abdelmalek Asrih (President, La Colombe Blanche) interview by IRM researcher, 23 November 2023.

- ² Open Budget Index. 2021 Morocco. International Budget Partnership. <https://internationalbudget.org/open-budget-survey/country-results/2021/morocco>
- ³ Comments provided to the IRM by the Government of Morocco during the prepublication comment period. 11 July 2024.; “Publication of merged report: mid-year review-report prior to the finance bill.” Hakama. 2022. <https://hakama2.ma/2022/09/27/publication-du-rapport-fusionne-revue-de-milieu-dannee-rapport-prealable-a-la-loi-de-finances/>; Budget Directorate Activity Report. Government of Morocco Ministry of Economy and Finance. 2021. https://www.finances.gov.ma/Publication/db/2023/DB_rapport-activite2021.pdf
- ⁴ Open Budget Index. 2023 Morocco. International Budget Partnership. <https://internationalbudget.org/open-budget-survey/country-results/2023/morocco>
- ⁵ Open Budget Index. 2021 and 2023 Morocco. International Budget Partnership <https://internationalbudget.org/open-budget-survey/country-results/2021/morocco>; <https://internationalbudget.org/open-budget-survey/country-results/2023/morocco>
- ⁶ Comments provided to the IRM by the Government of Morocco during the prepublication comment period. 11 July 2024.
- ⁷ Hatim Mouradi (Head of Innovation and Modernization Programs, Ministry of Digital Transition and Administrative Reform) interview with IRM researcher, 6 December 2023.
- ⁸ Comments provided to the IRM by the Government of Morocco during the prepublication comment period. 11 July 2024.
- ⁹ Comments provided to the IRM by the Government of Morocco during the prepublication comment period. 11 July 2024.
- ¹⁰ Decree on the implementation of Law 54-19 related to the public service charter. Government of Morocco. <http://bdj.mmsp.gov.ma/Ar/Document/10490-Loi-n-54-19-promulgu%C3%A9-par-le-dahir-n-1-21-58-du.aspx?KeyPath=594/687/690/10490>.
- ¹¹ Hatim Mouradi (Head of Innovation and Modernization Programs, Ministry of Digital Transition and Administrative Reform) interview with IRM researcher, 6 December 2023.
- ¹² “Improving the reception of citizens in public administrations ... a new legal text” Le 12. 8 November 2022. <https://le12.ma/article/456440/>.
- ¹³ According to Hatim Mouradi (Head of Innovation and Modernization Programs, of Ministry of Digital Transition and Administrative Reform), interview with IRM researcher, 6 December 2023. These two milestones were developed internally and therefore documented evidence was not available to the IRM researcher.
- ¹⁴ Hatim Mouradi (Head of Innovation and Modernization Programs, Ministry of Digital Transition and Administrative Reform) interview with IRM researcher, 6 December 2023.
- ¹⁵ Proactive Information Publication Portal. Government of Morocco. <https://www.men.gov.ma/Ar/Pages/PProactive.aspx>.
- ¹⁶ “Education,” Government of Morocco National Open Data Portal, <https://data.gov.ma/data/fr/group/education>.
- ¹⁷ The E-SANTE national strategic framework, <https://www.innovationsante.com/livreblanc.html>.
- ¹⁸ Ismail Belfellah (Ministry of Health Official and COPIL Member) interview with IRM researcher, 22 November 2023.
- ¹⁹ “Health and social security procedures” (OGP Commitment No. 4) <https://www.idarati.ma/informationnel/ar/thematique/87a96a4a-06ac-4bfa-b533-a26e4bb4fb33>.
- ²⁰ National Open Data Platform. Ministry of Health data. <https://data.gov.ma/data/ar/organization/ministere-de-la-sante>
- ²¹ Council of Ministers Meeting. Government of Morocco. July 2022. <https://www.cg.gov.ma/fr/node/10723>.
- ²² Law 06-22 on the national health system. Government of Morocco. 9 December 2022. <http://bdj.mmsp.gov.ma/Ar/Document/10564-la-loi-cadre-n-06-22-promulgu%C3%A9-par-le-dahir-n-1.aspx?KeyPath=594/596/661/662/10564>
- ²³ Ismail Belfellah (Ministry of Health Official and COPIL Member) interview with IRM researcher, 22 November 2023.
- ²⁴ “Seminar on health information systems security.” Le Matin. 22 June 2023. <https://lematin.ma/express/2023/seminaire-rabat-securite-syste-information-sante/391471.html>
- ²⁵ “Consultation meetings with Moroccan experts on ways to contribute to health frameworks in the national health system” 24saa. 22 June 2022. <https://shorturl.at/tIF50>.
- ²⁶ “A 190 million dirham intelligent national healthcare system.” Hespress. 25 August 2023. <https://fr.hespress.com/327933-maroc-un-systeme-de-sante-national-intelligent-de-190-millions-de-dirhams.html>.
- ²⁷ The call for tenders to create the portal was launched on July 16, 2021: <https://medias24.com/2021/07/26/lutte-contre-la-corruption-un-portail-national-dintegrite-verra-bientot-le-jour/>
- ²⁸ Launch of call for tenders for portal development study on 27 September 2021 : <https://fr.le360.ma/economie/lutte-contre-la-corruption-le-projet-de-portail-national-de-lintegrite-sur-les-rails-246421/>
- ²⁹ National Commission for Integrity, Prevention and Combatting Corruption. Study and orientation for a communication strategy. https://inplc.ma/sites/default/files/PUBLICATIONS/AP_OSC_Fr.pdf.
- ³⁰ National Commission for Integrity, Prevention and Combatting Corruption organizes training on investigation techniques for their partners: <https://www.inplc.ma/fr/Article/582-linplc-organise-une-formation-sur-les-techniques-dinvestigation>.
- ³¹ INPPLC. “Launch of the National Integrity Portal.” 15 May 2024. <https://www.inplc.ma/index.php/fr/lancement-du-portail-national-de-lintegrite-du-portail-institutionnel-de-linstance-et-de-la>.
- ³² Comments provided to the IRM during the prepublication review period of the report by the National Commission for Integrity, Prevention and Combatting Corruption. July 2024.

- ³³ The IRM researcher attended consultations in their capacity as a Program Associate at Impact for Development NGO. 11 May 2023.
- ³⁴ Chokairi Yassir (Director, Partnership & Development, INPPLC) Email exchange with IRM researcher, 27 November 2023.
- ³⁵ “Organization of virtual awareness-raising workshops on open data for managers of public institutions and organizations.” Digital Development Agency. 8 December 2021. <https://www.add.gov.ma/organisation-des-ateliers-virtuels-de-sensibilisation-sur-lopen-data-au-profit-des-responsables-des-institutions-et-organismes-publics>; “ADD-ESCWA: organization of a technical training workshop on open data.” Digital Development Agency. 14 and 15 December 2021. <https://www.add.gov.ma/add-escwa-organisation-dun-atelier-de-formation-technique-sur-lopen-data>.
- ³⁶ “Open Data.” Digital Development Agency. <https://www.add.gov.ma/open-data>.
- ³⁷ Information provided to the IRM by the Government of Morocco during the report’s prepublication comment period. 15 July 2024.
- ³⁸ “Organization of Open Data awareness and training workshops for public bodies and institutions in the Souss-Massa region.” Data.gov.ma. October 2022. <https://data.gov.ma/fr/actualites/organisation-des-ateliers-de-sensibilisation-et-de-formation-sur-lopen-data-au-profit>; “Tangier Open Data: Raising awareness among senior officials of public bodies and institutions.” L’Opinion. June 2023 www.lopinion.ma/Tanger-Open-Data-Sensibilisation-des-hauts-responsables-des-organismes-et-institutions-publics_a41232.html.
- ³⁹ Information provided to the IRM by the Government of Morocco during the report’s prepublication comment period. 15 July 2024.
- ⁴⁰ “Handbook for Open Data Officers.” Digital Development Agency. April 2021. https://data.gov.ma/sites/default/files/docs/Open_data_manuel_ROD_Avril%202021.pdf.
- ⁴¹ The first meeting of the National Committee for Gender Equality and the Advancement of Women. 17 March 2023 in Rabat. <https://womeninbusiness.ma/2023/03/17/le-lancement-du-plan-gouvernemental-pour-legalite-2023-2026/>.
- ⁴² Government of Morocco Gender Equality Plan “ICRAM 2” UN Women. page 3. <https://www.unwomen.org/sites/default/files/Headquarters/Attachments/Sections/CSW/65/MS%20Inputs%20Review%20The%20me/Morocco.pdf>.
- ⁴³ Rachid Elaouej (Head of Information Systems Division, COFIL member) interview by IRM researcher, 24 November 2023.
- ⁴⁴ Aimane Amalik (President, 4CHABAB (For youth), COFIL Member) interview by IRM researcher 30 November 2023.
- ⁴⁵ National Program for the Economic Integration and Empowerment of Women and Girls. “Maroc-Attamkine,” Ministry of Solidarity, Social Development, Equality and Family. <https://social.gov.ma/autonomisationeconomique-des-femmes/>.
- ⁴⁶ Abdelmalek Asrih (President, La Colombe Blanche), interview by IRM researcher, 23 November 2023.
- ⁴⁷ Document provided to the IRM researcher.
- ⁴⁸ Abdelmalek Asrih (President, La Colombe Blanche), interview by IRM researcher, 23 November 2023.
- ⁴⁹ COFIL meeting report. Government of Morocco. pg.2. 28 March 2023. http://www.ogp.ma/docs/Relev%C3%A9Conclusions_Cofil_28032023_ar_-lCtB8.pdf.
- ⁵⁰ Information provided to the IRM by the Government of Morocco during the prepublication review period for this report. July 2024. “Program for the establishment of Integrated Environmental Protection of Children’s Safety and Security Units,” Ministry of Solidarity, Social Inclusion, and Family. <https://social.gov.ma/dispositif-territorial-integre-de-protection-de-lenfance/#>; Report of the Implementation of the Children’s Protection Programme 2015-2025. Ministry of Solidarity, Social Development, Equality, and Family. 2 June 2022, pg. 14. <https://shorturl.at/toYD6>; “Al-Musalli: For the first time, we will be able to have regional committees to protect children.” 23 January 2020. Aljadidnews. <https://aljadidnews.ma/archives/2020/01/4259/>. 23 January 2020.
- ⁵¹ Self-diagnostic tool for child protection structures and services. 20 February 2022 <https://tanmia.ma/28-02-2022/43891/>; “Integrated territorial system: Guide for the development of provincial child protection action plans” Ministry of Solidarity, Social Development, Equality, and Family. UNICEF.org <https://www.unicef.org/morocco/media/2831/file/Guide%20pour%20l%E2%80%99C3%A9laboration%20des%20plans%20d’action%20provinciaux%20de%20protection%20de%20l’enfance3.pdf>; Self-diagnostic Project Report. Ministry of Solidarity, Social Development, Equality, and Family. <https://social.gov.ma/dispositif-territorial-integre-de-protection-de-lenfance/>.
- ⁵² Information provided to the IRM by the Government of Morocco during the report’s prepublication period. 15 July 2024.
- ⁵³ Lamiaa Beghiel (Head of the Service for the Protection of Children in Difficult Situations) interview by IRM researcher, 24 November 2023.
- ⁵⁴ “Rabat: Launch of training program to support integrated territorial child protection agencies.” Moroccan Press Agency. 8 November 2020 <https://shorturl.at/qMQbO>.
- ⁵⁵ Information provided to the IRM by the Government of Morocco during the report’s prepublication period. 15 July 2024.
- ⁵⁶ “Terms of Reference: Development of an integrated information system for monitoring the child in the protection circuit” 2021. Ministry of Solidarity, Social Development, Equality, and Family. <https://tanmia.ma/wp-content/uploads/2021/11/TdRs-LRPS-2021-9171233-PPE-Maintenance-evolutive.pdf>; See project on details on page 19: <https://shorturl.at/KDpkm>.
- ⁵⁷ “Street children: Hayar’s plan to cauterize a social wound” L’Opinion. 19 October 2022. https://www.lopinion.ma/Enfants-des-rues-Le-plan-de-Hayar-pour-cauteriser-une-plaie-sociale_a32489.html.

- ⁵⁸ “Legal texts.” Ministry of Justice. https://adala.justice.gov.ma/resources/Textes_Juridiques.
- ⁵⁹ “Jurisprudence.” Ministry of Justice. <https://adala.justice.gov.ma/resources/Jurisprudence>.
- ⁶⁰ “Justice” National Open Data Platform. <https://data.gov.ma/data/fr/group/justice>.
- ⁶¹ Morocco Action Plan Review 2021-2023. Independent Reporting Mechanism. https://www.opengovpartnership.org/wp-content/uploads/2022/05/Morocco_Action-Plan-Review_2021-2023_EN.pdf.
- ⁶² Halima Katir and Nora Saadani (Ministry of Justice) interview by IRM researcher, 21 November 2023.
- ⁶³ “Digital justice: a construction site on the rails” LesEcos. 13 April 2023. <https://leseco.ma/maroc/justice-numerique-un-chantier-sur-les-rails.html>.
- ⁶⁴ Halima Ghaiti (Ministry Responsible for Relations with Parliament and Civil Society). Interview by IRM researcher, 11 December 2023.
- ⁶⁵ Aimane Amalik (President, 4CHABAB (For Youth) COPIL Member) interview by IRM researcher, 30 November 2023.
- ⁶⁶ Samira Msrar (Ministry Responsible for Relations with Parliament and Civil Society) interview by IRM researcher, 11 December 2023.
- ⁶⁷ Aimane Amalik (President, 4CHABAB (For Youth) COPIL Member) interview by IRM researcher, 30 November 2023.
- ⁶⁸ “The Governing Council approves draft decree on the organisation of contractual volunteering.” 6 April 2023. Moroccan Press Agency Express. <https://www.MAPexpress.ma/actualite/activite-gouvernementale/conseil-gouvernement-approuve-projet-decret-relatif-lorganisation-du-volontariat-contractuel/>.
- ⁶⁹ Program to Strengthen Moroccan Civil Society. USAID/MAROC pg. 5 2021. https://pdf.usaid.gov/pdf_docs/PA00XC3X.pdf.
- ⁷⁰ Law 06.18 on the organization of contractual volunteering, promulgated by Dahir 1.21.85 dated 15 Dou El Hija 1442 (July 26, 2021). https://drive.google.com/file/d/1fBltk06zNmW_I24k6y-TPF8jvExJeTo0/view.
- ⁷¹ “The Governing Council approves draft decree on the organisation of contractual volunteering.” 6 April 2023. Moroccan Press Agency Express. <https://www.MAPexpress.ma/actualite/activite-gouvernementale/conseil-gouvernement-approuve-projet-decret-relatif-lorganisation-du-volontariat-contractuel/>.
- ⁷² Halima Ghaiti (Ministry Responsible for Relations with Parliament and Civil Society). Interview by IRM researcher, 11 December 2023.
- ⁷³ Ismail Isouk (Executive Director, Simsim), interview by IRM researcher, 7 December 2023.
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