



# ISLAMIC REPUBLIC OF MAURITANIA

## ECONOMIC DEVELOPMENT DOCUMENTS

May 2018

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# République Islamique de Mauritanie

Ministère de l'Économie  
et des Finances



Banque Centrale de  
Mauritanie



Nouakchott, May 9, 2018

Madame Christine Lagarde  
Managing Director  
International Monetary Fund  
Washington, D.C. 20431 USA

Dear Madame Managing Director,

We are pleased to provide you with the attached Economic Development Document (EDD) summarizing our Strategy for Accelerated Growth and Shared Prosperity (SCAPP) for 2016-30 published in 2017 and approved by the Council of Ministers in January 2018 and by Parliament in April 2018 (a 325-page long document). We expect that this shorter EDD will fulfill the requirements of the IMF's policy on concessional financing in the context of the First Review of the three-year arrangement under the Extended Credit Facility approved by the IMF Board on December 6, 2017.

The SCAPP draws from the lessons learnt from our last development strategy covering 2001-15 and describes the results obtained in poverty reduction in Mauritania. Our analysis showed that growth performance was mixed and heavily dependent on commodity-price cycles which allowed accelerated poverty reduction over 2010-13 owing to high prices. However, this achievement was somewhat unevenly distributed across regions. High public investment in infrastructure allowed better access to electricity and water, especially in urban areas. However, the economy continued to depend largely on natural resources, and employment creation remained insufficient to absorb population growth. Headway was slow on human development, specifically education, health, and gender equality.

Building on these lessons, we have elaborated a new strategy for accelerated and more inclusive growth. We are aiming at raising growth and employment, reducing inequalities, eliminating extreme poverty and above all halving overall poverty by accelerating the structural transformation of our economy and reforming social policies.

To achieve our objectives, our strategy, as outlined in the EDD, is articulated around three pillars:

- First, we aim at promoting higher, sustainable, and more inclusive growth and job creation in sectors with high employment and growth potential such as agriculture, pastoral activities, and fishing. We also target improving public infrastructure; promoting private sector development by improving the business climate, developing public-private partnerships; improving access to finance to small and medium enterprises, and encouraging foreign direct investment.
- Second, we aim at developing our human capital and improving access to basic social services. The strategy will focus on improving both access to and quality of education, vocational training, and health.
- Third, we aim at strengthening governance. In the economic area, a new organic budget law will strengthen transparency and accountability, while statistics will be improved to better support policymaking. The judicial system will be strengthened, and efforts will focus on fighting corruption. A national strategy for gender equality will be launched.

To ensure the full success of our development strategy, we have engaged in a broad consultation process with all relevant parties, including the private sector, academics, youth and women, the diaspora, and the donor community. Their comments have been reflected in the SCAPP before its adoption by the government.

The SCAPP will be implemented through five-year plans; with the first one covering the period 2016-20 during which we aim to continue to consolidate macroeconomic stability, boost our productive capacity in transforming our natural resources, and implement the much-needed reforms to improve the business climate and promote the role of the private sector. To ensure full success, we have elaborated a detailed road map and established an institutional framework to closely monitor implementation and progress. The economic and financial program supported by the IMF is closely aligned with this plan.

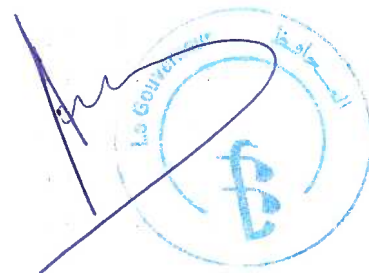
We look forward to continuing to collaborate with the IMF to achieve the objectives described in the EDD.

Very truly yours,

Mr. El Moctar Djay  
Minister of Economy and Finance



Mr. Abdel Aziz Dahi  
Governor, Central Bank of Mauritania



Attachment: Economic Development Document (EDD)

**ISLAMIC REPUBLIC OF MAURITANIA**

**ECONOMIC DEVELOPMENT DOCUMENT**

**APRIL 2018**

**I. SUMMARY OF THE STRATEGY FOR ACCELERATED GROWTH AND SHARED PROSPERITY**

**II. PRESENTATION OF THE STRATEGY FOR ACCELERATED GROWTH AND SHARED PROSPERITY**

## I. SUMMARY OF THE STRATEGY FOR ACCELERATED GROWTH AND SHARED PROSPERITY

The Strategy for Accelerated Growth and Shared Prosperity (SCAPP) prepared by the Mauritanian Government upon completion of the PRSP (2001–15) covers the period 2016–30, which corresponds to that of the 2030 Agenda for Sustainable Development. The strategy was formulated with the participation of the various actors involved, namely the Sectoral Technical Committees (CTS) at the ministerial department level, representatives of the decentralized administrations, representatives of national and local elected officials, civil society, the private sector, academics, youth, women, Mauritians living abroad, contacts, and Technical and Financial Partners (TFPs). Once the process was completed, two volumes were drafted: (i) A social, economic, institutional, and environmental diagnostic assessment of the country; and (ii) Strategic Guidelines and Action Plan 2016–20 of the SCAPP.

Following are the principal conclusions and guidelines of the two volumes.

### **Social, economic, institutional, and environmental diagnostic assessment**

1. A comprehensive and objective analysis was conducted of the country's socio-economic, institutional, and environmental situation. It served to identify strengths, weaknesses, opportunities and constraints to be taken into account in formulating the SCAPP, which aims to promote robust, inclusive, and sustainable growth that will generate jobs, enhance social development and strengthen governance.
2. Evaluation of the PRSP (2001-2015) pointed to significant achievements, including macroeconomic stabilization which, in an often difficult international environment, managed to restore equilibrium in the major macro-financial accounts. Thus, annual growth averaged 4.5 percent, inflation was kept, on average, to under 5 percent, and, on the fiscal front, there was a marked increase in extractive industries-related revenue. Thus, over the past six years and thanks to ongoing collection efforts, government revenue from domestic sources almost doubled.
3. The poverty rate likewise fell consistently over the period of the PRSP (from 51 percent in 2001, to 46.70 percent in 2004, 42 percent in 2008 and 31 percent in 2014). This reduction, which was particularly marked between 2008 and 2014, was for the first time accompanied, despite the growth of the population, by a decline in the absolute number of persons living in poverty from 1.4 million to fewer than 1.1 million.
4. In addition, the adoption and implementation of a private sector development strategy led to a large number of reforms that helped to improve the business climate and, hence, our country's international standing, according to the "Doing Business" rating.
5. In addition, there were major investments in health infrastructure (building, refurbishing, and equipping of hospitals, creation of health schools), especially in the past five years, which have led to some successes in fighting disease (HIV/AIDS, epidemics, tuberculosis and malaria).

6. As regards education, notable progress was made thanks to the implementation of major local school and college construction and expansion programs. At the same time, a special effort was made to boost technical and vocational education, tripling enrollment capacity. Parallel to those efforts, significant steps were taken to enhance the quality of education. In higher education, new universities and specialized institutions were established, providing twice as many students with enhanced professional skills.

7. With respect to governance, several constitutional amendments were enacted following a consensus-building process among the actors involved. They led to far-reaching changes in the country's institutional landscape. In public finance, reforms were undertaken that substantially improved tax administration and public expenditure management. The adoption and implementation of an anti-corruption strategy also did much to change people's attitude toward public resources. There were also in-depth reforms of the civil status registration system, accompanied by the introduction of biometrics.

8. Despite these achievements, some real challenges remain, including, in particular, the insufficient diversification of the economy, insufficient private sector capacity, a relatively untrained workforce, limited access to primary health care services in general and maternal and child health care in particular. In addition, there are other challenges relating to education and a mismatch between the education/training provided and the needs of the job market, which exacerbates youth unemployment and renders young people more vulnerable to extremism. Greater efforts are also needed in the following areas: poverty reduction, social cohesion, social protection and access to basic services (safe water, electricity,..), especially in rural areas. Further challenges remain with respect to environmental governance, particularly as regards reduction of the risk of disasters and of hazards related to climate change and to the development of off-shore oil and gas projects. To address those challenge over the next few years, Mauritania will pursue the Strategy for Accelerated Growth and Shared Prosperity (SCAPP). Following is a description of its vision, objectives and Action Plan.

### **Vision, objectives and Action Plan of the SCAPP**

9. The Strategy's forward-looking vision, entitled "The Mauritania we want by 2020," is based on the values of Sunni and tolerant Islam, social cohesion and peace, equity and solidarity, national unity, justice and democracy, transparency and human rights within a good governance framework. The vision strives for robust, inclusive and sustainable economic growth, aimed at satisfying all citizens' basic needs and enhancing their well-being.

10. To get there, three convergent "levers" or pillars constitute the strategic objectives selected to bring about that growth capable of generating a prosperity shared by all:

- **Strategic Level 1: Promoting robust, sustainable and inclusive growth**

11. The idea is to generate the conditions for robust, sustainable and inclusive economic growth through structural transformation of the economy and society in such a way as to facilitate: a) the emergence and strengthening of wealth- and employment-generating sectors capable of ensuring social inclusion and satisfying domestic demand, especially through private initiatives and innovation; and b) enhancement of the country's export capacity and its ability to attract foreign direct investment (FDI).

- **Strategic Level 2: Developing human capital and access to basic social services**

12. This lever aims above all to develop human capital by raising the quality of, and access to, education and health care and the other basic social services, and by strengthening social protection.

- **Strategic Level 3: Strengthening governance in all of its dimensions**

13. Governance will be strengthened in particular by consolidating the rule of law and democracy, social cohesion and equity, security, the observance of human rights, effective economic, financial and environmental stewardship, and decentralization.

14. This vision is both ambitious and realistic. Accordingly, the first five-year phase of the SCAPP will, in addition to consolidating progress already made, complete projects under way and lay the foundations for a new, politically more peaceful Mauritania, with infrastructure put in place to support growth and encourage development of the country's natural resources. Against that backdrop, steps will be taken to complete the reforms needed to improve the business climate and promote the private sector. During this phase, economic growth will average approximately 5 percent a year. Human capital will be committed to the transformation process. In the second five-year period, the economy will be more diversified and competitive, with the real rate of growth averaging around 10 percent a year, with more competent and motivated human resources. The third five-year phase will consolidate Mauritania's "new look". Economic growth will exceed 12 percent a year, thanks to the more competitive and inclusive economy transformed by accumulation of productive capital, a reduction of the informal economy and greater resilience.

15. Under the first Action Plan (2016-2020), the three levers of the SCAPP will be applied to 15 strategic areas, broken down into 59 priority interventions in the form of reforms, programs, projects, or significant actions. This Action Plan will cost US\$10.5 billion. Of that, US\$5.5 billion has still to be raised, to be added to the US\$3 billion in financing that is already available. A further US\$2 billion, to be raised in connection with Private-Public-Partnership (PPP) projects, would be added to those US\$8.5 billion.

## **II. PRESENTATION OF THE STRATEGY FOR ACCELERATED GROWTH AND SHARED PROSPERITY**



# ISLAMIC REPUBLIC OF MAURITANIA

## Honor – Fraternity – Justice



*Ministry of Economy and Finance*



### Strategy for Accelerated Growth and Shared Prosperity (SCAPP 2016-2030)



# OUTLINE OF THE PRESENTATION

- I. A broadly participatory process**
- II. Social, economic, institutional, and environmental diagnostic assessment**
- III. Vision of the SCAPP: the Mauritania we wish for in 2030**
- IV. Objectives, strategic levers and structural transformations**
- V. Priority Plan of Action 2016-2020**
- VI. Macroeconomic framework**
- VII. Monitoring – evaluation**
- VIII. Risks**

## A broadly participatory process

### **Actors:**

Central, devolved and decentralized administrations, national and local elected officials, civil society, private sector, academics, women's and youth networks, trade union confederations and technical and financial partners

*And for the first time, Mauritians abroad are involved.*

### **Sharing and validation**

Through inter-regional workshops and one national workshop, as well as meetings of competent bodies (Technical Committee to Combat Poverty, Expanded Consensus-Building Committee (CEC) and this Inter-Ministerial Poverty Reduction Committee (CILP)).

## II. Social, economic, institutional, and environmental diagnostic assessment

### A. Social Dynamics: Overview, Strengths, Weaknesses, Challenges and

#### Population

- ✘ Life expectancy: from 40 years in 1960 to 60.3 years in 2014
- ✘ Almost 1/3 of the pop. lives in Nouakchott
- ✘ Window of opportunity since 1988

#### Employment

- ✘ Importance of the informal sector in the economy
- ✘ Unemployment rate: 12.8% in 2014

#### Poverty

- ✘ Poverty has declined: 51% in 2001 to 42% in 2008 and 31% in 2014 (fell 11 points in six years!)
- ✘ **Between 2008 and 2014, for the 1<sup>st</sup> time: a drop in the number of poor from 1.4 million to under 1.1 million**

## A. Social Dynamics: Overview, Strengths, Weaknesses, Challenges and

### Education

- ⊗ Marked progress with access: major construction and extension programs at all levels and for all types of education.
- ⊗ Gender parity reached in basic education only
- ⊗ Quality of the system to be improved.

### Health

- ⊗ Improved access (major investments above all in the past five years: hospitals, schools, health centers and health posts)
- ⊗ Successes with combating disease (HIV/AIDS, epidemics, tuberculosis and malaria).
- ⊗ Maternal and child mortality rate remains high

### Water

- ⊗ Improved access to safe water (Dhar, Aftout Essahli, Aftout Echerghi) taking safe water access rate to 58.3% of the population in 2008 (EPCV) and 65.4% en 2014 (EPCV2014))

### Energy

- ⊗ Electricity output: up from 475 million KW in 2007 to 749 KW in 2015
- ⊗ Improved access to electricity (38.8%) with disparities between urban (76.9%) and rural (2.3%) areas.

### Transport

- ⊗ Transportation: asphalted roads increase from 1,760km in 2001 to 3,069 km in 2010 and then to 4,867 km in 2014
- ⊗ Important infrastructure built in ports (extension of PANPA and the port at Nouadhibou, Tanit, etc), and at airport (new international airport in Nouakchott)

### Geographical and gender disparities

- ⊗ Poverty: 49% in Tagant and Guidimagha versus 14% in Nktt and Nouadhibou
- ⊗ Income: women: 27% versus men: 73%

## II. Diagnostic assessment cont.

### B. Economic Dynamics: Overview, Strengths, Weaknesses, Challenges and



- ⊗ Macroeconomic stabilization
- ⊗ Average growth up from 4.5% (2001-2015), to 5.2% (2011-2015)

- ⊗ Limited diversification of the economy
- ⊗ Growth without much job creation
- ⊗ Low level of savings
- ⊗ Predominance of the informal sector

- ⊗ New codes, promotion of the private sector, effort to combat corruption, reforms (Doing Business)
- ⊗ Constraints: Access to financing, factor costs

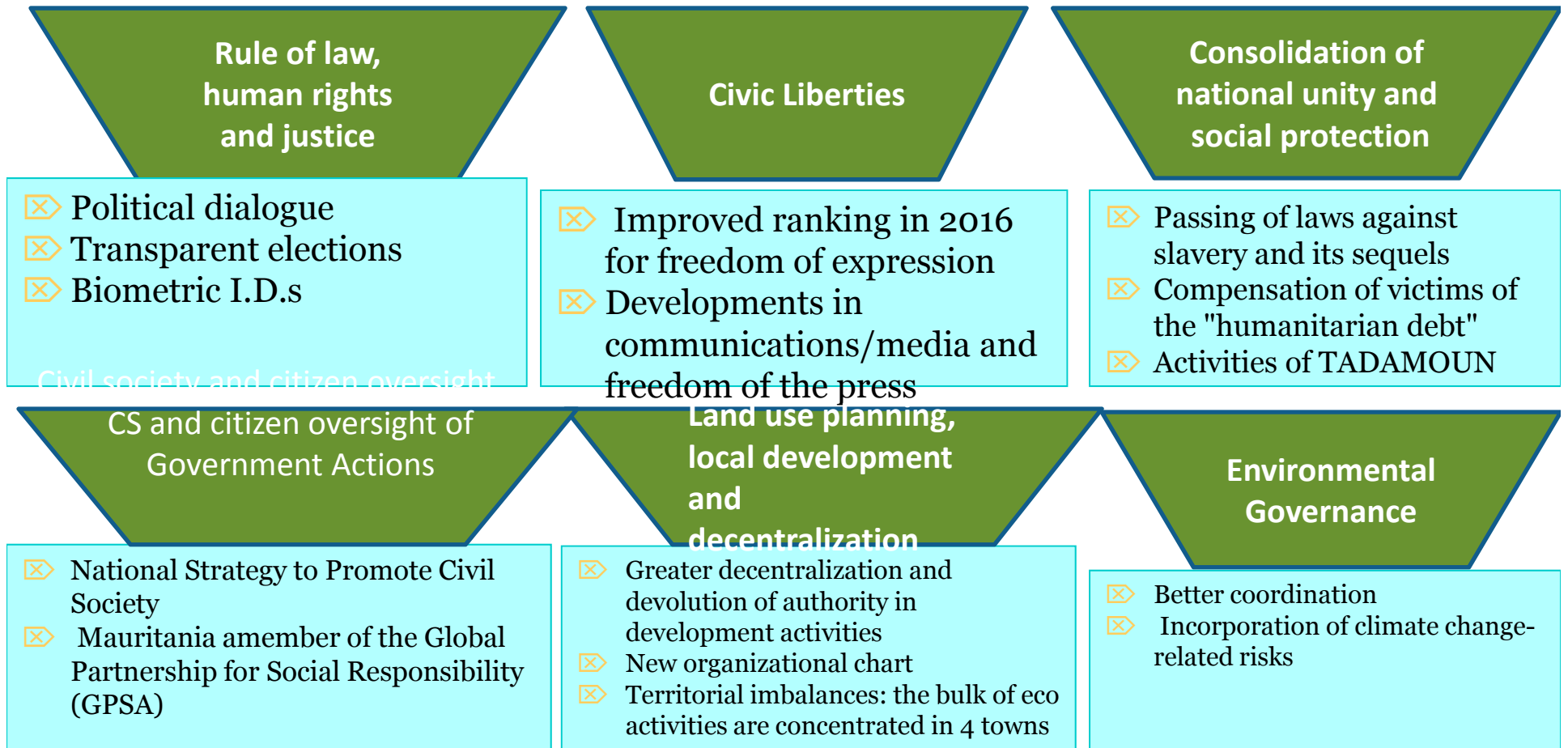
- ⊗ Fiscal sustainability, rationalization of expenditure, expansion of the tax base
- ⊗ Constraints: Risk of over-indebtedness, dependence on extractive industry resources

- ⊗ Geared to curbing inflation (5%), Relative capitalization of the banks
- ⊗ Constraints: Insufficient provisioning against bad loans, low banking services penetration in the economy



## II. Diagnostic assessment (cont.)

### C. Governance and Institutions, Peace and Security



## II. Diagnostic assessment (cont./end)

### D. Conclusions of the Diagnostic Assessment and Lessons learned for strategic choices

- Challenges to be addressed
- ◆ Diversification of the economy
  - ◆ Capacity-building for human resources and modernization of the administration
  - ◆ Alignment of education and training with job market needs
    - Limited access to primary health care in general and to maternal-child health care
  - ◆ Youth employment and combating extremism
  - ◆ Social cohesion and protection
  - ◆ Consolidation of improvements in governance
  - ◆ Combating environmental hazards (disaster risk reduction and reduction of climate change-related risks).



Bases for the SCAPP

*The SCAPP will take into account lessons learned from implementing the PRSP to mitigate the shortcomings and tackle the challenges posed for the economic development of the country, especially obtaining faster results with respect to boosting growth and generating factors more conducive to it being inclusive and sustainable.*



## E. A few key indicators and figures

Sector	Indicator	Year	Amount	Change/comment
Economic growth	Annual average rate	2012-2015	5.3%	For the whole 2001-2015 period it is 4.5%
Public finance	National budget	2016	460 billion	In 2008, it was 240 billion (doubling in eight years)
Public investment	Public investment's share of the budget	2015	43%	Compared to 23% in 2009 (doubling in six years)
Business climate	Doing Business ranking	in past two years	A 16 point jump	In terms of establishment of enterprises + 91 points.
Poverty	Incidence of poverty	2014	31%	42% in 2008 , 46% in 2004 and 51% in 2000
Efforts to combat corruption	Perception of Corruption index	2015	112 <sup>th</sup> place	In 2011: 143 <sup>rd</sup> place

## E. A few key indicators and figures (cont.)

Sector	Indicator	Year	Amount	Change/comment
Education	Gross Enrollment Rates (GER) basic education	2013	72.4%	compared to 68.4% in 2000 and 44.7% in 1988, according to RGPH data.
	GER secondary education	2013	30.9%	compared to 24.2% in 2000
TFP	Number registered	2014	7,602	compared to 1,902 in 2004, i.e., an average annual increase of nearly 15%

### III. Vision underlying the Strategy for Accelerated Growth and Shared Prosperity (SCAPP)

#### *The Mauritania we would like to see in 2030*

- *The vision shared by Mauritians is the product of lengthy internal consultations and is based on the following **values**:*

⊗ Sunni (and tolerant) Islam

⊗ Social cohesion and peace

⊗ Equity and solidarity

⊗ National unity

⊗ Justice and democracy

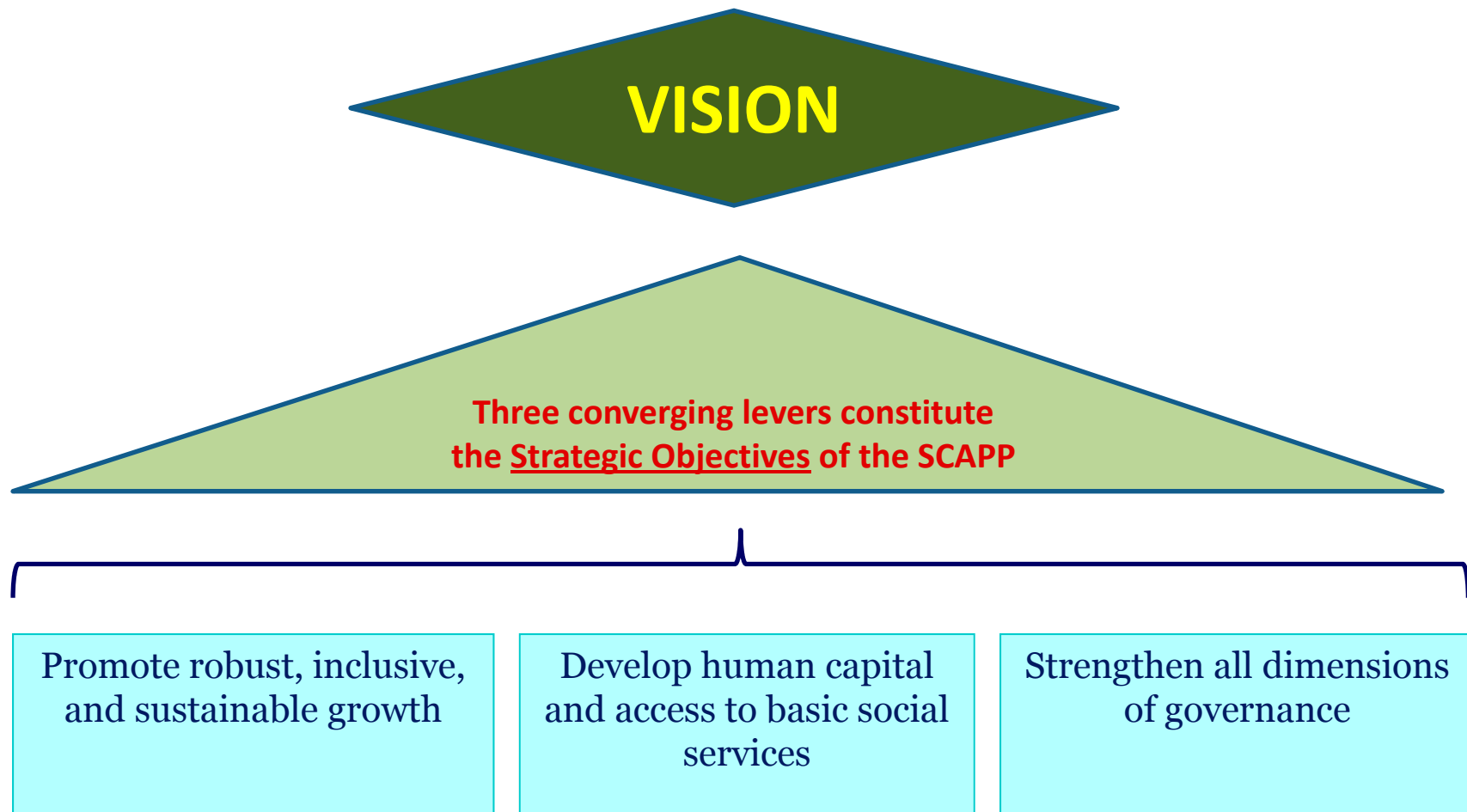
⊗ Transparency and human rights



- *The vision consists of achieving robust, inclusive and sustainable economic growth, with a view to satisfying the basic needs of all citizens and enhancing their access to well-being within a context of good governance and bearing in mind the SDGs of the 2030 Agenda.*

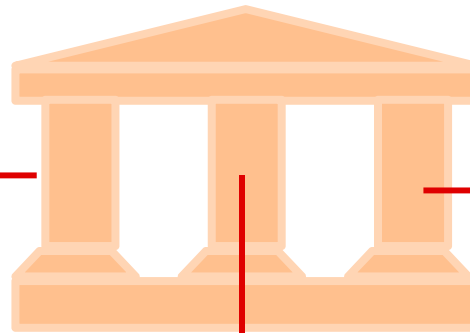
# IV. Objectives, strategic levers and structural transformations

## A. Strategic Objectives



# IV. Objectives, strategic levers and structural transformations (cont.)

## B. Strategic levers



### Promotion of robust, inclusive and sustainable economic growth

Establishing the conditions for robust, sustainable, and inclusive growth through structural transformations that facilitate: a) the emergence and strengthening of sectors that generate wealth and jobs capable of ensuring social inclusion and satisfying domestic demand, particularly through private sector initiatives and innovation, and b) the building of export capacity and incentives for foreign direct investment.

### Development of human capital and access to basic services

This lever is focused on developing human capital by improving the quality of education and health care, expanding access to other basic social services and strengthening social protection.

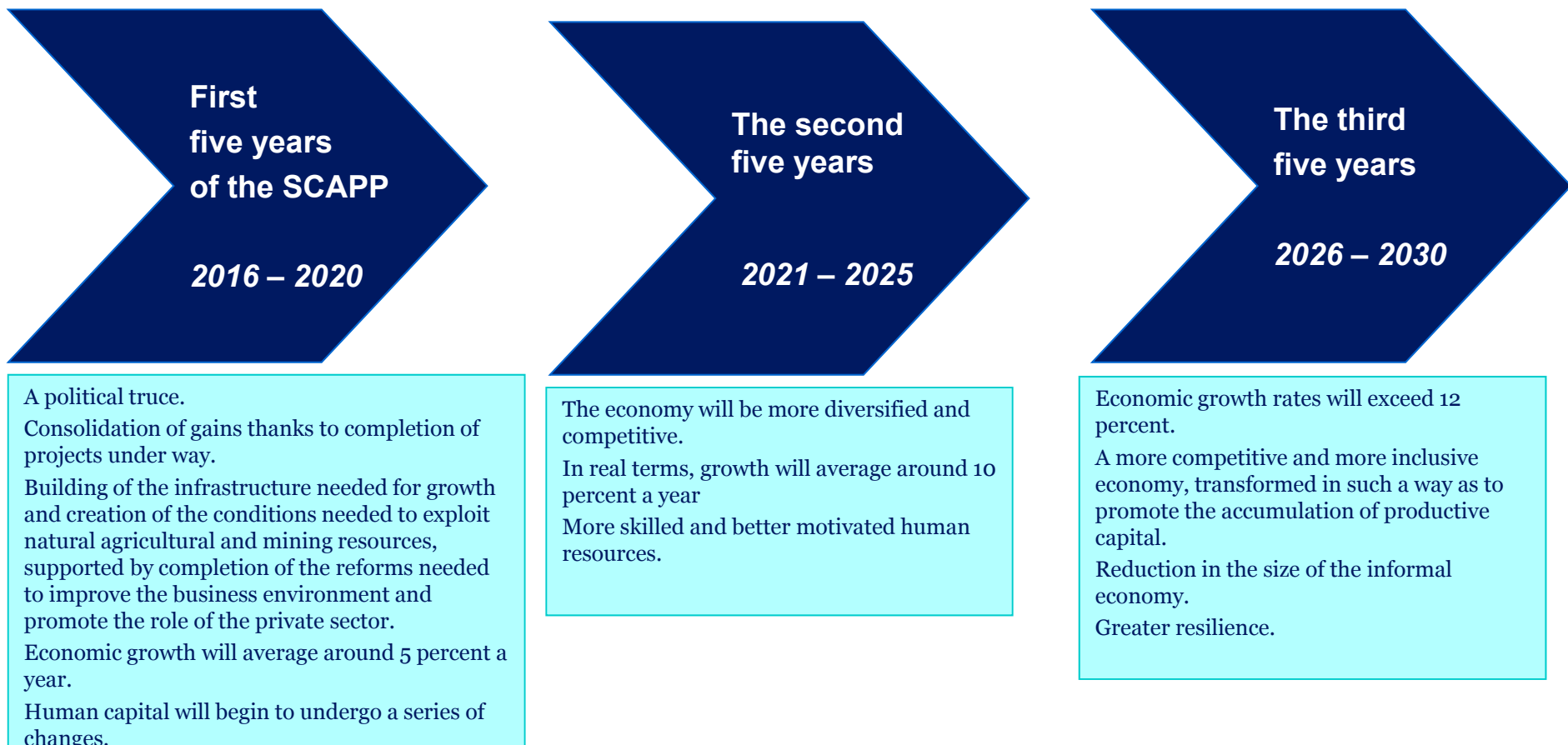
### Strengthening of all dimensions of governance

The various dimensions of governance will be boosted, in particular by consolidating the rule of law and democracy, social cohesion and equity, security, respect for human rights, enhancing the effectiveness of economic, financial, and environmental management, as well as by pursuing decentralization.

## IV. Objectives, strategic levers and structural transformations (cont.)

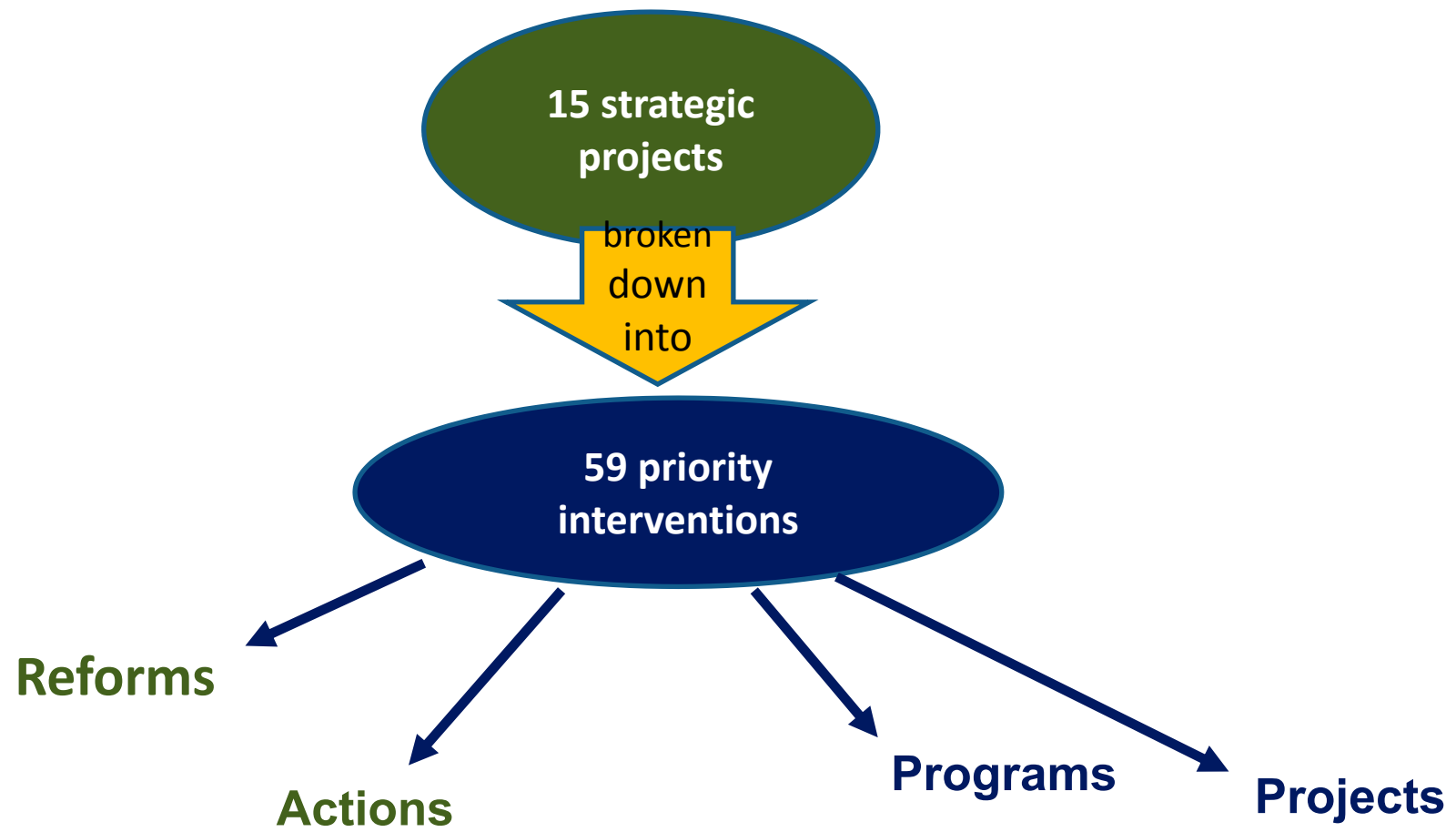
### C. Structural transformations expected

***The SCAPP will be implemented in three five-year plans of action:***



## V. The 2016-2020 priority plan of action and its strategic projects

*In the first Plan of Action (2016-2012), the three levers of the SCAPP will involve:*



## VI. Macroeconomic and fiscal framework

**Two possible scenarios for trends in the Mauritanian economy during the First Five-year Plan of the SCAPP:**

### Basic trends scenario

**Projections are based on prudent assumptions**

Real economic growth: 5 percent on average between 2016 and 2020

Inflation rate: 4.2 percent

Current account deficit: 12.7 percent of GDP in 2016, gradually improving to an average of 7.8 percent of GDP in 2017-2020

Fiscal deficit, excluding donations: 2.6 percent of non-extractive GDP in 2016, improving to an average of 1 percent of non-extractive GDP in 2017-2020

### Pro-active scenario (SCAPP)

**Realistic vision based on progress made**

Pro-active scenario: strengthening of economic potential, consolidation of structural reforms and implementation of development strategies.

Re-alignment of the macroeconomic framework and sectoral strategies. Increased pace of investments during the five-year period focusing on highly inclusive productive sectors: the rural sector, manufacturing, building and public works, and both public and private services.



## Macroeconomic and fiscal framework (cont.)

### Impact on employment

Year	Net increase in total number of jobs (resulting from total increases in the growth of GDP)
2016	16,122
2017	14,525
2018	41,839
2019	9,672
2020	17,732
<b>Total for 2016-2020</b>	<b>99,890</b>

## Macroeconomic and fiscal framework (cont.)

### Impact on poverty

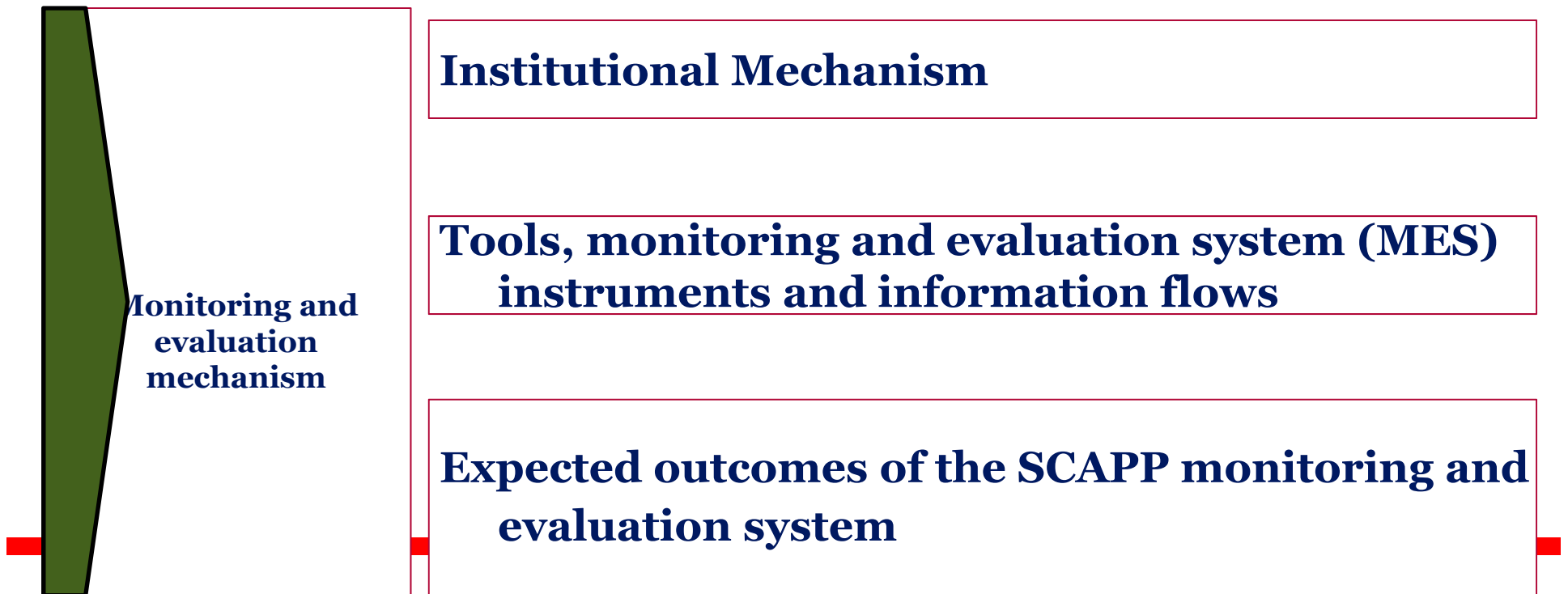
Indicator	Period	
Income poverty rate	2014	31.0%
Number of poor	2014	1,096,000
Expected annual average decrease in the population below the poverty threshold as a result of total additional increases in GDP growth during 2016-2020	2020/2014	31,565
Expected total decrease in the population below the poverty threshold as a result of total additional increases in GDP growth during 2016-2020	2020/2014	157,825
Number of inhabitants	2013	3,537,368
Demographic projections	Number of inhabitants	2020
		3,959,432
Projected poverty rate	2020.	23.6%

## Macroeconomic and fiscal framework (cont.)

### Costs and financing

- ◆ The cost of the first Action Plan amounts to US\$10.5 billion,
  - US\$5.5 billion of which has to be raised;
  - US\$3 billion is already available;
  - US\$2 billion is to be raised from Public-Private Partnership projects.
- ◆ Itemized costs of interventions and projects:  
See Table 1.

## VII. Monitoring and Evaluation of the SCAPP



# Monitoring and Evaluation System (MES) tools and outcomes

## MES TOOLS

- Indicators matrix
- Documentation of indicators (Metadata)
- I.T. app and monitoring database
- Website for disseminating progress made with the SCAPP

## MES OUTCOMES

### National level

- Annual report on SCAPP implementation (national forums)
- Press releases
- Evaluation of the Action Plan

### Sectoral level

- Half-yearly sectoral implementation notes
- Annual Sectoral Reviews

### Regional level

- Annual report on SCAPP implementation
- Annual Regional Review

## VIII. Implementation risks

Security risks in the Sahel sub-region

Consequences of climate changes, droughts and other natural disasters

External sector-related external economic shocks (demand and world prices)

Shortage of international capital for starting up mining and infrastructure projects

**Table 1: Spending and Financing Strategy for the Priority Action Plan 2016-2020**

	Cost in Billions of Ouguiya (MRO)		
	Available	Needed	Total
<b>LEVER 1: Promote robust, sustainable and inclusive growth</b>	<b>856.97</b>	<b>2257.25</b>	<b>3114.22</b>
<b>1. Strategic area: Promoting more diversified growth of lead sectors</b>	<b>155.97</b>	<b>670.15</b>	<b>826.12</b>
1.1. Promotion of productive, competitive and sustainable agriculture	76	116	192
1.2. Development of competitive livestock sub-sectors and a sustainable management of extensive livestock farming	49	73	122
1.3. Preservation of marine and coastal biodiversity and greater integration of the fisheries sector into the national and global economy	30	466	496
1.4. Enhancing promotion and development of mining and petroleum potential	0.97	1.65	2.62
1.5. Boosting of the industrial sector	0	7	7
1.6. Development of trade and consolidation of required conditions for balanced and transparent markets' functioning	0	2	2
1.7. Revival and development of the tourism sector	0	3	3
1.8. Promotion of a creative crafts sector embodying collective memories and generating income and decent jobs	0	1.5	1.5
<b>2. Strategic area: Promotion of the private sector and improvement of business practices</b>	<b>0</b>	<b>275.10</b>	<b>275.10</b>
2.1. Acceleration of the reforms undertaken to improve business climate and practices	0	12.77	12.77
2.2. Strengthening of public-private partnership	0	231.9	231.9
2.3. Promotion of a solid and inclusive financial sector	0	17.43	17.43
2.4. Development of the private sector and foreign direct investment (considered in the financing of the specific objective 2.1 of the Lever 2)	0	0	0
2.5. Promoting the establishment of SMEs	0	13	13
<b>3. Strategic area: Strengthening of infrastructure to support growth</b>	<b>701.0</b>	<b>1,312.0</b>	<b>2,013.0</b>
3.1. Guaranteeing the availability of affordable energy services (especially clean energy) for economic units	260.0	153.0	413.0
3.2. Boosting investment in equipment and transportation sectors' infrastructure	296.0	898.0	1,194
3.3. Development of the hydropower sector (AEP)	135	215	350
3.4. 3.4. Promotion of innovation and ICTs	10	46.0	56
<b>LEVER 2: Develop human capital and access to basic social services</b>	<b>223.07</b>	<b>384.71</b>	<b>607.78</b>
<b>1. Strategic area: Increasing access to and raising the quality of education and vocational training</b>	<b>25.9</b>	<b>130.1</b>	<b>156</b>
1.1. Guaranteeing basic education for all, lasting at least 10 years, following high-quality pre-school education			
1.2. Developing access to, and the quality of, the second cycle of secondary education	10	12	22
1.3. Improving educational sector's governance			
1.4. Enhancing access to, and the quality and relevance of, higher education and scientific research	3	40	43

1.5. Developing technical and vocational training	12	68	80
1.6. Promoting traditional education and combating illiteracy	0.9	10.1	11
<b>2. Strategic area: Improving access to health care</b>	<b>169.67</b>	<b>75.33</b>	<b>245</b>
2.1. Improving health sector's governance	18.3	4.1	22.4
2.2. Improving health sector services	151.37	71.23	222.6
<b>3. Strategic area: Employment for all and promotion of youth, culture and sport</b>	<b>3</b>	<b>114.78</b>	<b>117.78</b>
3.1. Promotion of productive employment and decent work for all	0	74.78	74.78
3.2. Promotion of culture, youth and sports	3	40	43
<b>4. Strategic area: Increasing resilience of the most vulnerable</b>	<b>24.5</b>	<b>64.5</b>	<b>89</b>
4.1. Social protection, gender equality, early childhood and family	6.5	10.5	17
4.2. Provision of clean and drinking water and access to sanitation services (considered in the financing of the specific objective 3.3 of the Lever 1)	0	0	0
4.3. Guaranteeing access to electricity and oil and gas supplies (considered in the financing of the specific objective 3.1 of the Lever 1)	0	0	0
4.4. Development of the construction and housing sectors	18	54	72
<b>LEVER 3: Strengthen all dimensions of governance</b>	<b>61.65</b>	<b>266.12</b>	<b>327.77</b>
<b>1. Strategic area: Political governance, social cohesion, peace and security</b>	<b>27.79</b>	<b>67.19</b>	<b>94.98</b>
1.1. Improving political governance	5	0	5
1.2. Boosting resources for the defense and security forces	5	17	22
1.3. Sustainable peace-building and social cohesion	11.53	46.79	58.32
1.4. Protecting youth from radicalization and extremism	0.6	3.4	4
1.5. Migration management	5.65	0	5.65
<b>2. Strategic area: Consolidation of the rule of law, human rights and justice</b>	<b>3.01</b>	<b>38.87</b>	<b>41.88</b>
2.1. Improving the citizen oversight of public affairs	0	6	6
2.2. Strengthening of justice	2.55	30	32.55
2.3. Promotion and protection of human rights	0.46	2.87	3.33
<b>3. Strategic area: Making the most of the demographic dividend</b>	<b>4.5</b>	<b>4.5</b>	<b>9</b>
3.1. Political commitment to the demographic dividend	1.5	1.5	3
3.2. Expediting of pro-demographic dividend policies	3	3	6
<b>4. Strategic area: Promotion of citizen participation by women and efforts to combat gender-based discrimination</b>	<b>3.23</b>	<b>4.67</b>	<b>7.9</b>
4.1. Promoting women's citizenship	0.03	1.47	1.5
4.2. Fighting gender-based discrimination	3.2	3.2	6.4
<b>5. Strategic area: Transforming public administration</b>	<b>2.02</b>	<b>18.78</b>	<b>20.8</b>
5.1. Optimization of public administration	0.01	0.09	0.1
5.2. Improving human resource management in public administration			
5.3. Development of e-administration and e-services	2.01	18.09	20.1
5.4. Planning, coordination, follow-up and evaluation of the SCAPP	0	0.6	0.6
<b>6. Strategic area: Improved economic and financial governance</b>	<b>0</b>	<b>1.15</b>	<b>1.15</b>
6.1. Strengthening public sector institutional processes and governance with a view to reducing the risk of over-indebtedness	0	0.04	0.04
6.2. Improving public finance management	0	0.02	0.02
6.3. Fighting corruption and boosting transparency	0	0.05	0.05
6.4. Economic governance	0	0.05	0.05
6.5. Business environment	0	1	1
<b>7. Strategic area: Local development and decentralization</b>	<b>21.10</b>	<b>88.94</b>	<b>110.04</b>
7.1. Strengthening of the decentralization policy	21	79	100



7.2. Updating of land-use planning policy	0.10	9.94	10.04
<b>8. Strategic area: Better environmental governance, more rational management of natural resources and disaster risk reduction</b>	<b>0</b>	<b>42.03</b>	<b>42.03</b>
8.1. Integrated policy for a sustainable exploitation of ecosystems	0	6.35	6.35
8.2. Preservation and stewardship of natural resources			
8.3. Protecting coastal towns against marine encroachment and flooding	0	35.68	35.68
<b>Total (in Billions of Ouguiya (MRO))</b>	<b>1,141.68</b>	<b>2,908.09</b>	<b>4,049.77</b>
<b>Total (in Billions of US. Dollars (USD))</b>	<b>2.95</b>	<b>7.52</b>	<b>10.48</b>
<b>Percentage</b>	<b>28.2%</b>	<b>71.8%</b>	<b>100%</b>
of which PPP Projects (in Billions of MRO)		773.05	773.05
of which PPP Projects (in Billions of USD)		2	2
<b>Total excluding PPP (in Billions of MRO)</b>	<b>1,141.68</b>	<b>2,135.04</b>	<b>3,276.72</b>
<b>Total excluding PPP (in Billions of USD)</b>	<b>2.954</b>	<b>5.524</b>	<b>8.478</b>
<b>Percentage</b>	<b>34.84%</b>	<b>65.16%</b>	<b>100%</b>