

Summary of the Human Resources Report 2026

PART 1: TRANSFORMATION OF PUBLIC ADMINISTRATION, AN UNCHANGING CHOICE

The reform of the public administration has been strongly inspired by the High Royal Guidelines, which the Government is actively implementing by focusing its efforts on professionalizing public service through a profound transformation of its organizational and operational methods and an improved capacity to meet the expectations of citizens and businesses, so as to move towards the emergence of a public administration firmly anchored in the development dynamic initiated by Morocco.

I. SOCIAL DIALOGUE: NOTABLE ACHIEVEMENTS IN THE PROCESS OF STRENGTHENING THE PILLARS OF THE WELFARE STATE

As part of the implementation of the government program's priorities related to strengthening the pillars of the welfare State, several agreements were signed during the period 2022-2025, within the framework of social dialogue, between the Government and economic and social partners, aimed at improving the purchasing power of employees, at an additional annual budgetary cost that will reach a total of MAD 49,249 million by 2027.

The balance sheet for the period 2022-2025, rich in achievements and accomplishments, can be summarized as follows:

1. Central social dialogue: Agreement of April 30, 2022

In addition to measures taken to improve incomes and support citizens' purchasing power, the agreement resulted in the institutionalization of social dialogue through the signing of the National Charter for Social Dialogue, with the aim of ensuring its sustainability and regularity, and defining its frequency, dates, and implementation mechanisms. It was also agreed to strengthen the protection of civil servants against occupational risks and diseases, as well as to reconcile work and private life by approving 15 days of paid paternity leave.

Anxious to honor its commitments, the Government has implemented the various measures contained in this agreement, as follows:

✓ **For public sector employees**

- Increase in the minimum wage in the public sector to MAD 3,500 net, effective September 1, 2022;
- Elimination of pay grade 7 for government employees belonging to the administrative assistant and technical assistant corps, effective January 1, 2023;
- Increase in the promotion quota to 36%, effective January 1, 2023;
- Increase in the amount of family allowances for the fourth, fifth, and sixth child to 100 dirhams per month.

✓ **For employees in the private sector**

- Increase in the legal minimum wage in the industrial, commercial, and professional sectors (SMIG) by 10% in two stages, effective September 1, 2022;
- Increase in the legal minimum wage in the agricultural sector (SMAG), in two stages, by 10% as of September 1, 2022, and by 5% in September 2023;
- A 5% increase in old-age pensions, retroactive to January 2020, and a reduction in the number of contribution days required to qualify for this pension from 3,240 days to 1,320 days. These measures were approved by the Board of Directors of the National Social Security Fund (CNSS) on September 9, 2022.
- Right of insured persons who have reached the legal retirement age and have less than 1,320 days of membership to recover their employee contributions and employer contributions.

In addition to the above measures in favor of public and private sector employees, the Government has revised the Income Tax (IR).

2. Sectoral social dialogue of the Ministry of National Education (MEN): Agreements of January 14, 2023, and December 10 and 26, 2023

The main measures provided for in these agreements focus on the following points:

- Adoption of a new unified and motivating special status governing both Ministry officials and those of the Regional Education and Training Academies, which provides for the creation of a new grade (outside the scale) and the granting of years of seniority to certain categories of staff;
- Improvement of the material conditions of all staff through a general net monthly increase in statutory salaries of MAD 1,500, divided into two tranches, effective January 1, 2024, and the revaluation and introduction of additional allowances for certain categories of staff.

It should be noted that these measures were implemented by the Government after the relevant texts were published in the official Bulletin.

3. Sectoral social dialogue in the health sector: Agreements of February 24, 2022, and July 23, 2024

These agreements are part of the government's efforts to implement the social protection project, in accordance with the High Royal Guidelines. This project prioritizes expanding the scope of AMO beneficiaries.

In view of the central role played by medical and paramedical staff in the national health system and the many obligations arising from their work, and with a view to formalizing its commitment to improving the material situation of these staff, the Government has implemented the following main measures:

- Improving the situation of doctors by revising the index grid, adopting index 509 and the related allowances at the start of doctors' careers;
- The acceleration of the pace of promotion for nurses;
- Increase in the occupational hazard allowance for administrative and technical staff to MAD 1,400 per month;
- Revision of the additional remuneration for teachers and researchers in medical schools;
- The revaluation of the remuneration of scientific attachés working for the Ministry of Health;
- The granting of an additional net monthly increase of MAD 500 to paramedical staff and MAD 200 to administrative and technical staff, in addition to the general net monthly increase of MAD 1,000 decided upon during the social dialogue of April 29, 2024;
- The establishment of compensation for the supervision and management of internships and the publication of the related decree;
- The granting of occupational hazard compensation to teachers and researchers employed by the Ministry of Health working in Higher Institutes of Nursing and Health Technology (ISPITS) and the National School of Public Health (ENSP).

4. Sectoral social dialogue in higher education: Agreement of October 20, 2022

This agreement was crowned by the introduction of two new special statuses for higher education lecturers and researchers and lecturers and researchers at executive training institutions, which recognize merit and competence and, at the same time, provide for an improvement in their material situation through an increase in their remuneration.

5. Central social dialogue: Agreement of April 29, 2024

The Government's action focused on implementing measures to improve the incomes of civil servants, local government employees, public institution employees, and private sector employees, as follows:

For the public sector

A net monthly increase of MAD 1,000 has been granted in two installments starting July 1, 2024, to civil servants, local government employees, and public institution employees who did not benefit from a comprehensive salary review under the aforementioned agreements.

✓ **For the private sector**

Employees benefited from the following main measures:

- Increase in the legal minimum wage in sectors other than agriculture (SMIG) by 10% in two stages starting January 1, 2025;
- Increase in the legal minimum wage in the agricultural sector (SMAG) by 10% in two stages, starting on April 1, 2025.

✓ **Income Tax Reform :**

In addition to the above measures in favor of public and private sector employees, the Government has revised income tax as part of the 2025 Finance Act, which came into force on January 1, 2025. This reform is part of the government's implementation of its commitment, stipulated in the April 2024 social dialogue agreement, to improve the incomes of employees, workers, and retirees by reducing their income tax burden. This revision was implemented through the following measures:

- Increase in the first tax-free annual income bracket from MAD 30,000 to MAD 40,000, effective January 1, 2025, which will allow for total exemption for monthly salaries below MAD 6,000;
- Redesign of the other brackets with a view to widening them and reducing the tax rates applied to them;
- Reduction in the marginal tax rate from 38% to 37%.

In the same context, the Government has increased the annual deduction for family expenses from MAD 360 to MAD 500 for each dependent, without, however, the total amount of deductions for family expenses exceeding MAD 3,000.

✓ **Institutionalization of the right to strike:**

The result of lengthy debates and consultations between the government, trade unions, and employers, the Dahir implementing Organic Law No. 97.15 establishing the conditions and procedures for exercising the right to strike, published in Official Bulletin No. 7389 of March 24, 2025, marked a major turning point in the regulation of the right to strike and a remarkable development in the legal landscape of labor in Morocco. The aforementioned law is intended to guarantee this constitutional right while preserving a balance between workers, employers, and societal interests.

II. STRUCTURAL PROJECTS FOR THE REFORM OF PUBLIC ADMINISTRATION

1. *Digitalization: a key driver of transformation in government*

✓ **Digitalization in Morocco: an unwavering government commitment**

Resolved to embrace new technologies and ensure its place in the digital age, the government has committed to an ambitious policy of digital transformation in public administration. It has therefore placed digital technology at the heart of its priorities and plans to make Morocco a digital hub by leveraging several areas of action.

In terms of telecommunications, the government has set a target of extending 5G coverage to 25% of the population by 2026, with the aim of increasing this to 70% by 2030. The cities that will host events related to the 2025 Africa Cup of Nations and the 2030 FIFA World Cup should be the first to benefit from this government initiative.

The growth of outsourcing is also of particular interest to the government. The same applies to the promotion of startups, as the government aims to increase their number to 1,000 in 2026 (compared to 380 in 2022) and then to 3,000 in 2030.

✓ **GITEX AFRICA (3rd edition): a showcase to strengthen the digital positioning of Morocco and Africa**

Morocco hosted the third edition of GITEX AFRICA in Marrakech between April 14 and 16, 2025. This digital trade show is a showcase for technology, innovation, and networking in Africa, as well as a lever to stimulate startups and innovative SMEs. 1,800 exhibitors and startups and 400 investors took part in GITEX AFRICA, demonstrating the impact of this event.

This third edition of the show highlights a range of technologies, including Artificial Intelligence (AI), the CLOUD, Cybersecurity, Gitex Green Impact (Agritech, Climate Tech), etc.

✓ **National Conference on Artificial Intelligence**

The government, through the Ministry of Digital Transition and Administrative Reform (MTNRA), organized the National Conference on Artificial Intelligence, under the theme “An effective and ethical strategy for artificial intelligence in the service of our society,” on July 1 and 2, 2025, at Mohammed VI Polytechnic University (UM6P). The conference was attended by 130 speakers representing 35 countries, as well as participants from the public and private sectors and the world of research.

The work of this conference focused mainly on the following two areas:

- Strategic innovations and technological breakthroughs in Artificial Intelligence;
- The geopolitics of Artificial Intelligence: between competition and cooperation.

2. Simplification of administrative procedures and formalities

As part of the implementation of the provisions of Law No. 55-19 on the simplification of administrative procedures and formalities, and in particular Articles 16, 17, and 19 thereof, the Government has approved four decrees, published in Official Bulletin No. 7194 of May 11, 2023, which provide as follows:

- Establish the list of administrative acts necessary for the implementation of investment projects for which the processing and issuance of related applications does not exceed 30 days;
- Establish a list of administrative acts whose processing requires an extension of the legal deadline for their issuance, with a view to conducting a technical assessment or public inquiry;
- Establish a list of administrative acts for which silence on the part of the administration after the deadline for processing applications has expired shall be deemed to constitute approval;
- Establish the list of administrative acts issued by local authorities, their groupings, and their bodies.

In this context, the National Commission for the Simplification of Administrative Procedures and Formalities agreed to periodically update the lists of administrative acts covered by these decrees in order to ensure their harmonization with legislative and regulatory developments and to guarantee the required efficiency in processing user requests.

PART 2: HUMAN RESOURCES IN THE MOROCCAN CIVIL SERVICE

I. CHANGES IN THE POPULATION AND NUMBER OF CIVIL SERVANTS DURING THE PERIOD 2015-2025

1. Changes in the population and number of civilian government employees

1.1. Population growth

According to the results of the 2024 General Population and Housing Census, and compared to the 2014 census, Morocco's population has increased by approximately 3 million inhabitants, from 33,848,242 inhabitants in 2014 to 36,828,330 inhabitants on September 1, 2024, representing a growth rate of 8.8% for this period and an average annual growth rate of 0.85%. Population growth was more pronounced in urban areas than in rural areas, with an increase of 2,677,669 inhabitants in cities compared to 302,419 in rural areas between 2014 and 2024.

This predominantly urban demographic trend is partly due to rural exodus and the urbanization of rural areas. As of September 1, 2024, Moroccan cities were home to 62.8% of the country's population, up from 60.3% in 2014, representing an average annual growth rate of 1.24% compared to 0.22% recorded in rural areas during the same period.

Furthermore, the change in the working population between the second quarter of 2015 and that of 2025 resulted in an average increase of approximately 48,800 additional workers per year, reaching 12.46 million people in 2025 compared to 11.97 million in 2015, representing an average annual growth rate of 0.40%. This growth is mainly urban, with a rate of 2.31% per year, compared with a decline in the rural population of -2.32% per year.

1.2. Changes in the number of civilian government employees

The labor market in Morocco is characterized by a remarkable contribution from the State as a public employer, a contribution stimulated by the State's desire to boost the job market through the creation of budgetary positions and to meet the administration's human resource needs in order to improve the quality of public services and benefits provided to citizens and economic actors.

In 2025, the Moroccan civil service had 576,062 civil servants. On average, therefore, nearly 16 civil servants serve every 1,000 people, and approximately 46 civil servants serve every 1,000 people in the working population.

During the period 2015-2025, the coverage rate for civil servants relative to the population on the one hand and the working population on the other hand averages 1.61% and 4.74% respectively.

The budgeted number of civilian government employees fell from 585,503 in 2015 to 576,062 in 2025, representing an overall decline of approximately 1.61%.

This slight downward trend recorded since 2016 is the result of the combined effect of the launch of the teacher recruitment operation at the Regional Education and Training Academies (AREFs) and the mass retirement of staff, particularly from the Ministry of National Education.

2. Changes in budgetary positions created and abolished

The change in the number of civil servants is the result of the combined effect of the creation and elimination of budgetary positions. These operations can be influenced by several factors, including the human resource needs of the public service and budgetary constraints.

2.1. Creation of budget items

As part of the 2025 Finance Act, the Government has created 28,906 budgetary positions, including 500 budgetary positions that the Head of Government is authorized to allocate among the various ministerial departments or institutions, 200 of which have been reserved for people with disabilities.

In 2025, the Departments of the Interior, National Defense, and Health and Social Protection accounted for 69.3% of all jobs created during the year in question. Priority was clearly given to security and social departments in order to meet their human resource needs.

In retrospect, it should be noted that during the decade 2015-2025, 275,743 budgetary positions were created, in addition to 175,000 positions created from 2016 onwards at the Regional Academies of Education and Training (AREFs) for the recruitment of teachers.

During the aforementioned period, priority in terms of budgetary job creation was given to social and security departments. In fact, 61.6% of the jobs created were allocated to the departments of the Interior, National Education and Higher Education, and Health.

2.2. Budgetary cuts

Retirements are the main factor behind budgetary job cuts, accounting for more than 81% of the reductions made in various departments during the period 2015-2025.

3. Access to public service

3.1. Recruitment competition

Over the last decade, from 2015 to the end of the first half of 2025, government departments have announced 3,404 competitive examinations to fill 167,027 budgetary positions, representing an average of 49 positions open per examination.

3.2. Special unified competition for the recruitment of persons with disabilities

The fifth edition of this competition, held on February 25, 2024, targeted the recruitment of 280 third-grade administrators, 50 second-grade administrators, 45 third-grade technicians, and 25 fourth-grade technicians, for a total of 400 recruitment positions.

Since the launch of the special unified competition for the recruitment of people with disabilities in 2018, public administrations have recruited a total of 1,246 candidates with disabilities, broken down by grade as follows:

- 160 second-level administrators among Master's degree holders;
- 910 third-grade administrators among bachelor's degree holders;
- 116 third-grade technicians among those holding a specialized technician diploma;
- 60 fourth-grade technicians among those holding a technician's diploma.

Furthermore, the success rate for women following these five editions of the competition has improved significantly, rising from 18% in 2018 to 33% in 2024.

3.3. Recruitment of experts

The recruitment of experts on a contractual basis is carried out in accordance with Decree No. 2-15-770 of August 9, 2016, establishing the conditions and procedures for recruitment on a contractual basis in public administrations, pursuant to Article 6 bis of Dahir No. 1.58.008 of Chaabane 4, 1377 (February 24, 1958) on the General Statute of the Civil Service, to enable the various departments to meet their needs for skills and expertise in various fields, particularly in the context of major construction projects and structural projects.

With this in mind, 112 calls for applications have been issued to recruit 155 experts since 2018, the year in which the aforementioned decree came into force, and until the first half of 2025.

4. Appointments to senior positions and positions of responsibility

4.1. Senior appointments

Appointments to senior positions are governed by the Constitution and Organic Law No. 02-12 on appointments to senior positions pursuant to the provisions of Articles 49 and 92 of the Constitution promulgated by Dahir No. 1-12-20 of Chaabane 27, 1433 (July 17, 2012).

In this regard, since 2015 and until the end of the first half of 2025, the Governing Council has approved 1,422 appointments to senior positions.

It should be noted that the deliberations of the Governing Council on appointments to senior positions mainly concerned the position of Director (79%), closely followed by the position of Faculty Dean with a proportion of 11%.

Furthermore, with regard to the representation of women over the last decade according to the position held, it shows that

- Of all appointments to the position of inspector general, women account for 21.8%, and of all appointments to the positions of director and secretary general, women account for 16.6% and 15.5% respectively.
- 84.5% of women appointed during this period hold the position of director, followed by the position of Inspector General with 5.5% and the positions of Faculty Dean and Secretary General with 5% and 4.1% respectively;
- In relation to the total number of appointments for the aforementioned period, women occupy 13.1% of director positions, followed by an equal share of 0.8% for inspector general and faculty dean positions, and then secretary general positions with a proportion of 0.6%.

Furthermore, it should be noted that although women's access to positions of responsibility continues to improve, it remains insufficient to ensure the full integration of women as key players in our country's economic and social development process.

II. FOCUS ON THE CURRENT STATUS OF STATE CIVIL SERVANT WORKFORCE NUMBERS

An analysis of the budgetary headcount of civil servants in 2025, in terms of gender, status, pay scale, and age group, as well as by sector and location, reveals a certain disparity in their distribution within the civil service.

1. Breakdown by department

The civil service currently has a budgeted civilian workforce of 576,062 civil servants, with a marked concentration of 90.1% in seven ministerial departments.

In fact, the Department of National Education, Preschool Education, and Sports, as well as the Ministry of Higher Education, Scientific Research, and Innovation, alone account for more than 38.3% of the budget for civilian State personnel, followed by the Departments of the Interior (29.7%), Health and Social Protection (12.4%), Economy and Finance (4.1%), Prison Administration (2.8%) and Justice (2.7%). The other ministerial departments together employ 9.8% of civil servants.

Strengthening human capital, particularly within the Department of National Education, is part of the policy to improve educational provision and establish a modern public school system based on equity, equal opportunities, and good governance. To this end, the Government has launched a vast recruitment program at the AREF level, with a total of 175,000 teachers recruited since the 2016/2017 school year.

2. Classification by scale groups

The structure of the state's civilian workforce by pay scale group reveals the following trends:

- A marked improvement in the level of management within the public administration, with a rate of 66.9% in 2025 compared to 63.7% in 2015. This change is particularly attributable to promotions and the large-scale recruitment of managers in recent years.
- The number of operational staff (grade 6 and equivalent) and supervisory staff (grades 7 to 9) represent 11.9% and 21.2% respectively of the total number of civilian government employees in 2025.

3. Breakdown by status

The statutes governing State personnel are grouped into three categories: interministerial statutes, specific statutes, and special statutes. The breakdown of the budgeted civilian State workforce in 2025 according to this typology is as follows:

3.1. Interministerial statutes

Representing nearly 26.7% of the total civilian workforce of the State, interministerial staff are distributed as follows:

- Nurses and healthcare technicians represent 24.5% of interministerial bodies;
- Administrators represent 19.2% of the total staff of interministerial bodies;
- Technicians and editors account for 14.8%;
- Administrative and technical assistants account for 21,536 civil servants, representing 14% of the interministerial workforce.
- Doctors and engineers represent 10% and 6.9% of the interministerial staff, respectively.

3.2. Special statutes

Staff governed by special statutes represent 68.3% of total civilian personnel. This includes National Education staff, who account for 47.9%, followed by security personnel with a rate of 31.7%. Other bodies include Justice, the Interior, Foreign Affairs and Cooperation, Higher Education, National Education, and Economy and Finance, with a share of 20.4%.

3.3. Special status

Special statutes govern the bodies of magistrates of the judicial system, magistrates of the financial courts, administrators of the Interior, law enforcement officers, and civil servants of both houses of Parliament. The personnel subject to these statutes number 17,808 representatives, representing 3.1% of the total civilian workforce.

4. Distribution by age group

The structure of the civilian workforce by age group for the year 2025 has the following main characteristics:

- Young civil servants under the age of 35 account for nearly 23.3% of the total number of civil servants in the State.
- The proportion of civil servants in the 35-50 and 50+ age groups will be around 42.7% and 34% of all civil servants in 2025, respectively.

5. Retirements planned for the period 2025-2029

According to data from the Moroccan Pension Fund, 68,418 civil servants are expected to retire due to reaching the age limit over the next five years.

6. Breakdown by gender

Morocco has adopted the necessary measures to promote equality between men and women. The 2011 Constitution recognizes this principle and provides for the creation of an authority responsible for combating discrimination and promoting equality. In addition, Morocco has launched the Integrated National Program for Women's Economic and Social Empowerment in partnership with the United Nations, which aims to strengthen women's empowerment, reduce inequalities, and promote their participation in all areas of society.

However, despite the progress made and the efforts undertaken by the Moroccan government with the support of UN bodies, the integration of women into the labor market and their access to decision-making positions remain significant challenges to be overcome.

This observation is confirmed by the representation of women in public administration, with a female representation rate of 35.8%, which remains significantly low compared to the level of male representation, as illustrated in the graph below:

7. Breakdown by region

The current distribution of civil servants by region reveals significant disparities, with nearly 70% of civil servants concentrated in five regions: Rabat-Salé-Kénitra, Casablanca-Settat, Fès-Meknès, Marrakech-Safi, and Tanger-Tétouan-Al Hoceima. The Kingdom's seven other regions account for nearly 30% of all civil servants.

PART 3 : PERSONNEL EXPENSES

Due to the financial resources they mobilize, personnel expenses are a major component of public spending. Their importance means that they receive special attention from the government in terms of budgeting, rationalization, and control, in a context marked by growing pressure on public resources. Indeed, controlling the evolution of these expenditures is a key issue for the government and responds to the challenge of reconciling the obligation to provide the administration with the human resources

necessary for the proper functioning of public services with the pressing need to reinforce the stated choices to reallocate budgetary appropriations to the investment budget.

I. CHANGES IN PERSONNEL EXPENDITURE OVER THE PERIOD 2015-2025

Government personnel expenditure rose from 116.86 MMD in 2015 to 180.27 MMD in 2025, representing an overall increase of nearly 54.27% and an average annual increase of 4.43%.

Two phases can be distinguished over the last ten years:

- **2015-2018:** Personnel expenditure remained relatively stable during this period, with an average annual increase of 1.22%. This trend can be explained in part by the combined effect of budgetary job cuts following retirements and government measures aimed at controlling personnel expenditure.
- **2018-2025:** A significant increase in personnel expenses, averaging +5.84% per year, mainly resulting from the implementation of decisions relating to salary revisions taken during this period as part of the social dialogue for the benefit of government employees.

1. Ratio of personnel expenses to Gross Domestic Product (GDP)

The average annual ratio of personnel expenditure to gross domestic product over the last ten years was 10.67%. Furthermore, the evolution of this ratio over the period 2015-2025 can be analysed according to three main periods, namely:

- **2015-2019 Period:** The ratio of personnel expenses to Gross Domestic Product has stabilized at an annual average of 10.5%;
- **2020-2022 Period:** This indicator recorded significant growth with an annual average of 11.22% and a peak in 2020 of 11.59%. This peak can be largely explained by the economic impact of the COVID-19 pandemic on the national economy during 2020, which saw a decline in GDP compared to 2019.
- **2023-2025 Period:** Despite the relatively high levels of both GDP and personnel expenditure that characterized these years, a downward trend in this ratio reflects a gradual return to the moderate levels recorded at the beginning of the period.

2. Ratio of personnel expenses to the General Budget (GB)

For the period 2015-2025, personnel expenses represent an average of 34.52% of general budget expenditures. It should be noted that this ratio stood at 32.38% in 2025.

3. Ratio of personnel expenses to the operating budget

This indicator stabilized at an average annual rate of 59.39%. The annual change in this ratio is shown in the following graph:

4. Ratio of personnel expenses to ordinary revenue

The share of personnel expenses in relation to ordinary revenue averaged 50.61% annually during the period 2015-2025, a rate that remains high, to the detriment of a substantial allocation of resources to investment expenditure.

II. GOVERNMENT PERSONNEL EXPENDITURES FOR THE YEAR 2025

1. Civilian personnel expenditures by department

Nearly 88% of the government's civilian personnel expenditure is concentrated in seven departments, namely National Education, Preschool Education, and Sports with 37.57%, followed by the Interior with 21.51%, the Ministries of Health and Social Protection, Higher Education, Scientific Research and Innovation, Economy and Finance, Justice, and the High Council of the Judiciary with 12.52%, 7.72%, 3.76%, 2.72%, and 2.48%, respectively. The other departments account for 11.72% of personnel appropriations.

The concentration of personnel expenditure and staff numbers in certain departments (Education, Interior, Health and Social Protection, etc.) is due to the nature and sensitivity of the essential tasks assigned to these departments.

2. Civilian personnel expenditures by region

The breakdown of personnel expenses by region shows the following results:

- 78.47% of personnel expenses are concentrated in six regions: Rabat-Salé-Kénitra, Casablanca-Settat, Fès-Meknès, Marrakech-Safi, Tanger-Tétouan-Al Hoceima, and Souss-Massa.
- Civilian State personnel working for administrations located in the Rabat-Salé-Kénitra region account for 23.48% of personnel expenditure. This significant share is mainly due to the concentration of central administrations in the city of Rabat.

3. Civil service salary levels for the year 2025

3.1. Average monthly net salary in the civil service

Under the combined effect of promotions and salary increases decided by the government for civil servants as part of social dialogue, there has been a marked improvement in the average net monthly salary paid in the civil service over the last 10 years (2015-2025). This salary rose from MAD 7,381 in 2015 to MAD 10,600 in 2025, representing an overall increase of 43.6% over this period, or an average annual increase of 3.7%.

3.2. Average monthly net salary by pay scale group

The structure of the average net monthly salary by pay scale group in 2025 is as follows:

- Operational staff classified at level 6 and equivalent: MAD 5,925;
- Supervisory staff classified at grades 7 to 9: 7,238 DH;
- Managers and senior managers (levels 10 and above): MAD 12,484.

3.3. Distribution of civil servants by salary bracket

This breakdown has the following main characteristics:

- Nearly 10% of civil servants receive a net monthly salary of between MAD 4,500 (minimum wage) and MAD 6,000.
- 38.44% of civil servants earn a net monthly salary of less than or equal to MAD 8,000;

- 71.34% of civil servants receive net monthly salaries between MAD 6,000 and MAD 14,000;
- 4.80% of civil servants earn net salaries exceeding MAD 20,000 per month.

3.4. Minimum wage

The minimum wage in the civil service has undergone significant revisions in recent years, rising from MAD 3,000 in 2015 to MAD 3,258 in 2020, reaching MAD 3,500 in 2023, MAD 4,000 in 2024 and MAD 4,500 in 2025, following decisions taken by the Government during various social dialogue sessions.

III. EXECUTION OF PERSONNEL EXPENSES

1. Execution of personnel expenditures for the year 2024

With an implementation rate of 98.43% compared to the forecasts in the 2024 Finance Act, actual personnel expenses for the year 2024 stabilized at around MAD 164.631 billion (139.080 billion dirhams paid by the Personnel Expenditure Directorate (DDP) and 25.543 billion dirhams paid by the TGR network accountants) compared to 151.765 billion dirhams in 2023.