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MOROCCO ECONOMIC COMPETITIVENESS

WORKSHOPS ON STRENGTHENING WORKFORCE
CAPACITY



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MOROCCO ECONOMIC COMPETITIVENESS:

WORKSHOPS ON STRENGTHENING WORKFORCE CAPACITY

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By DAI

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Morocco Economic Competitiveness Program

8, rue du Rif

Souissi

10 000 Rabat

Morocco

Tel: (212) 05 37 63 05 59

Fax: (212) 05 37 63 05 61

andrew_watson@dai.com

www.mecprogram.ma

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ACRONYMS

AB	Agribusiness
IGA	Income Generating Activities
ANAPEC	Agence nationale de promotion de l'emploi et des compétences (National Agency for the Promotion of Employment and Skills)
DAI	Development Alternatives, Inc.
DUT	University Diploma in Technology
FODEP	Industrial De-pollution Fund
EIG	Economic Interest Grouping
HRM	Human Resource Management
NHRI	National Initiative for Human Development
MEC	Morocco Economic Competitiveness Program
SME	Small & Medium Enterprise
VSB	Very Small Business

SUMMARY OF COMPONENT 3 WORKSHOPS - WORKFORCE CAPACITY STRENGTHENED

REGIONAL STARTUP WORKSHOP WITH PARTNERS AND BENEFICIARIES - OUJDA, JULY 13, 2010

The meeting began by presenting activity proposals, grouped under three areas of intervention:

Area of intervention 1: Supporting the creation of a skills development mechanism. An example presented at the workshop was a mapping of food industry jobs in the Oriental region and three corresponding pilot programs. These programs included updating professional skill-building training courses, establishing a job qualification program, and a program to support the creation of very small businesses (VSB) targeted at youth with an agribusiness focus;

Area of intervention 2: Creating platforms for dialogue and resource sharing between the private sector, the training environment, and specialized services;

Area of intervention 3: Implementing support measures for businesses and professional associations in human resources management, improving competitiveness, working conditions, and social climate.

The workshop was facilitated by Mr. Lakjaa, MEC coordinator for the program's third component. Dialogue converged on the need to map out jobs in the Oriental region's food industry. This activity would allow MEC to identify competency profiles and both the quantitative and qualitative labor needs of by job position. It would also inform the implementation of a wide range of training courses for the sector.

Offering trainings informed by workforce demand would be tied to identifying supply chains for new vocational training centers dedicated to the planned agribusiness industry for the Agropôle and Figuig region.

Also proposed was an effort to understand why an industry with high employment demand was not attractive to young people.

Apart from helping companies obtain a comprehensive understanding of position-specific skill-building needs, several participants stressed the importance of building companies' HRM capacity. Prioritization was recommended for helping employers identify training needs and supporting skill management, especially through on-the-job training programs. Occupational skill needs in general management and water management were put forward, particularly in regards to implementing drip irrigation and fertilization programs. Under skill management activities a literacy project using company-specific training materials was proposed, as was on-the-job tutor training project.

Distance as an obstacle to accessing training was raised. To address this, a pilot mechanism could be established for oversight of skill-development activities. The proposed process would include: 1)

mapping; 2) required skills; 3) training on scaling-up; 4) HRM awareness and ownership by employers, and; 5) workforce retention approaches, including a qualification program, which participants felt could create links between seasonal workers and employers.

Other key comments and suggestions were made during the workshop:

- A suggestion was made to consider merging all activities related to adapting the competency-based training and the actual implementation of a agribusiness-focused VSB creation support program.
- Involving the parent organization, i.e. the Ministry of Agriculture, was noted as key.
- Providing a mechanism for consultation with the Agropôle would give insight into future workforce needs.
- Integrate of "social economy" sectors, such as beekeeping, could be included in planning.
- The importance of communication and capitalization were emphasized; mapping of skills' frame of reference can be applied to other sectors.
- A plan for networking activities and supporting the development of HRM strategies at the professional levels were emphasized.

In conclusion, the discussions focused on the need to add structure to the sector through such activities as mapping and prioritizing interventions for enterprises, raising the awareness of entrepreneurs on the importance of HRM training, and including a support action to help employers identify and manage staff skills.

Quick action is possible regarding the urgent need for mapping and support to vocational training to meet business needs.

A unanimous decision was reached on the priority activities. The identified priorities were: to conduct a mapping of the jobs in the agribusiness industry in the Oriental region; to promote awareness-raising on the importance of HRM and training, and; in consultation with the private sector, to help employers identify and manage their staff's training needs, including through the development of an on-the-job vocational training program.

REGIONAL STARTUP WORKSHOP - SAFI, JULY 20, 2010

The workshop began with a summary presentation of the exploratory study results on labor and professional capacity in the pottery industry. This was followed by the proposal of activities grouped into two component areas of intervention:

COMPONENT A: Increasing mono artisan and young craftsmen export activities by supporting improved productivity and product quality.

- I. Assess the value of installation and operation of **community gas kilns**.
- II. Assess the feasibility of a project to establish a **common unit for clay processing and preparation**.

COMPONENT B: Building the capacity of organizations within the pottery industry.

- I. Produce **educational material** and outreach information **on professional associations (cooperative, EIGs)** aimed at mono artisans, apprentices and beginner artisans.
- II. Adapt a modular **training program on the creation and management** of an artisans' **cooperative**.

The discussion period was led by Mr. Lakjaa, Component 3 Coordinator for the MEC project. In addition to addressing the pottery industry, attendees from the agricultural sector were invited to participate and provide recommendations for activities in the agro-processing sector.

Some clarifications were made by Ms. St. George on use of the term mono artisan. "Micro business" is more representative of the situation than the use of "mono artisan". Generally speaking, the artisan does not work alone but with either family members or colleagues while a micro enterprise often generates several family incomes. The need for establishing a technical support project was deemed essential. Gas oven or clay preparation unit support examined, with question regarding whether this activity would include organizational development training on startup of the chain, the transfer of technical know-how, maintenance, and health and safety rules.

Funding information requests were made regarding the budget available for pottery related activities, Mr. Lakjaa informed participants that providing exact amounts was not possible, but that USAID conducts both technical assistance activities and has planned a \$6 million budget to support concrete projects. This funding could be available under a grant following USAID regulations. Mr. Lakjaa invited participants to prioritize actions in light of the finite level of funding.

Following the workshop's dialogue, it was determined that the priority area of intervention was to support productivity prior to the development of export activities. The priority activity consisted of a pilot project on a community clay processing unit, followed by a capacity building program for cooperatives combined with supporting the creation of new co-ops.

Clay processing is a major constraint to productivity that can result in downtime of up to five months. Industry professionals attending the workshop emphasized the need for adequate infrastructure before focusing on exporting. One must first improve production in micro-enterprises and cooperatives—then support can be provided for development of marketing activities. Mr. Naouis, of the handicrafts delegation, noted that support for solving the clay processing issue was also voiced at recent meetings he attended with industry professionals.

Priority intervention areas to support potter productivity was broken down into the following rank:

- I. Infrastructure improvements including improved access to water and electricity.
- II. Connecting the workshops to the gas network.
- III. Building the clay processing unit. Typically, a workshop needs about 10 to 15 tons of clay that has been filtered and compacted to obtain the proper texture.
- IV. Supporting marketing through cooperatives in charge of selling products.

In regards to organizational capacity building, we recommended creating cooperatives not exceeding 10 members—rather than large consortiums—classified by business category, and targeting goals in a manner that promotes their respective crafts.

According to participants, the results of previous projects involving community gas kiln have not been conclusive. It was deemed better to opt for group access to the gas network and to equip each workshop with an individual gas kiln. Participants were informed that in the Chaâba Valley potter relocation plan currently underway, each workshop will be connected to gas with to accommodate the future installation of a gas kiln. A way to help artisans acquire their own individual kilns, possibly in partnership with other financial programs such as FODEP and the NHRI, should be examined.

In regards to MEC program funding and the need to produce a book of specifications, participants emphasized the fact that artisans are, generally speaking, poorly educated and are consequently unable to produce or file complex specification documents.

For professional organization capacity building, Ms. Farazdaq, ANAPEC Director in Safi, proposed a program tried-and-tested in the past with IGA co-ops. In partnership with the Chamber of Handicrafts, industry professionals, and the Delegation, training programs like this could be adapted for cooperative creation and management. This was an action-learning approach that included the business plan development. The Social Development Agency, in collaboration with the NHRI, then provides the necessary land for a period of 2 years. The training approach in this project can also be applied to craft microenterprises. These programs involve identifying candidates to receive professional and, if relevant, technical training, followed by business and marketing support.

Mr. Benzhirou, ANAPEC Director in El Jadida, also made note that other employment promotion programs could help strengthening professional organizations in industry, including the MOUKAWALATI program to support the creation of very small businesses. Mr. Benzhirou also proposed initiating a partnership between the construction and refractory ceramic industries and the artisans. We suggested creating a project to build a ceramic unit to link these crafts to the industrial activities in order to boost artisanal activities.

Several elements will have to be considered in the development of the pilot:

- Existing cooperatives should be incorporated, as they need assistance and support in management, organization, and support in development planning;
- There is a need for technical assistance to refurbish existing gas kilns, making them more secure;
- The Ceramic Institute could support artisans and developing a work plan to solve the clay processing issue.

Marketing was deemed as a crucial point of focus. MEC suggested developing a project around a distribution warehouse which could facilitate export activities, and to support Safi product marketing and promotion by funding fairs and exhibitions.

APPENDICES

APPENDIX I: POWERPOINT PRESENTATION, OUJDA

Slide 1



MOROCCO ECONOMIC COMPETITIVENESS

**Exploratory Study On The Supply
And Demand Of A Skilled
Workforce**

Agrifood Industry
Oriental Region

Restitution Workshop
July 2010

Slide 2



MEC Program - Component 3
Workforce development strengthened

GOALS

- Support the development of skills **in line with the needs of the food industry labor market** of the Oriental region
- Promote the professional integration of youth and women

Slide 3



Exploratory Study Goals

- Assess employment opportunities for youth in agri-food sector;
- Assess the availability of skilled labor relative to market demand for the agri-food sector;
- Analyze the adequacy of the needs of skilled labor and business training opportunities.

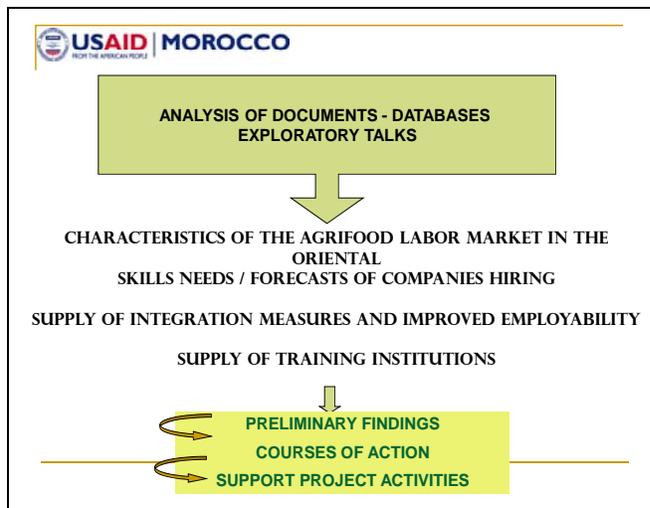
Slide 4



Goal...

Identify possible areas of intervention in order to develop a project supporting the implementation of mechanisms for skilled labor capacity building in line with current and expected needs of the food industry in the Oriental region

Slide 5



Slide 6

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CHARACTERISTICS OF THE AGRIFOOD LABOR MARKET SECTOR

- Skill needs / estimated hiring volume by enterprises
- Offer of integration measures and improved employability
- Supply of training institutions

Slide 7

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Key Characteristics

- Heterogeneous sector;
- Employment structure varies depending on the type and volume of activity, raw materials and size;
- Conditioned by the seasons and climate (+ / - 5 months of operation Permanent jobs (5.15 to 25 positions ... 150 positions)
- Significant amount of casual labor mostly low skilled female (200 to 300 + positions and more depending on the product and processing)

■ Agropole Project → 5000 direct jobs

Slide 8

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Preliminary findings...

- Seasonal nature contributes to job insecurity and the development of informal economy
- In some cases, harsh conditions and unrewarding work make the labor unstable predominantly for female workers

Slide 9



Characteristics of the agrifood labor market sector

SKILL NEEDS / ESTIMATED HIRING VOLUME BY ENTERPRISES

Offer of integration measures and improved employability

Supply of training institutions

Slide 10



Preliminary findings...

- .. in the hiring process or hiring project over the next year
- Expansion plans → job creation
- Little skilled labor available
- Most are struggling to find applicants who meet the hiring requirements :

Slide 11



Hiring requirements :

- A minimum of technical skill specific to the food industry

Comments on the training of the graduates :

- not operational
- Training is too theoretical

Recommendations regarding training :

- Focus training on practical aspects to develop technical capabilities specific to agri-food sector ...
- Choose internship companies having a qualified individual who supervises the trainee ...

Slide 12

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Skills needed...

...Are linked to the development of national and international markets:

- certification requirements, standards related to export, product quality, food safety, traceability
- marketing of products

Jobs sought

- Lab technician
- Quality inspector
- Production manager (middle manager w/ high-school diploma +2/3yrs education)
- Storage technician
- Sales executives

Slide 13

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Skills needed...

- in terms of work-force in the the supply chain ...
 - Hygiene and food safety, handling technique, literacy
- at the level of agricultural production (upstream)
 - good agricultural practices related to product quality (traceability)

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Characteristics of the agrifood labor market sector

Skill needs / estimated hiring volume by enterprises

OFFER OF INTEGRATION MEASURES AND IMPROVED EMPLOYABILITY

Supply of training institutions

Slide 15



Integration and employability improvement programmes

IDMAJ: integration contract
TAEHIL: contractualized / qualifying training
MOUKAWALATI: support for the creation of employment-generating VSE

- Are aimed at young unemployed people and hiring businesses

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IDMAJ hiring Applications recorded (January-February 2010)

Professions - Jobs	Positions Available
Operator, production worker	5
Lab Technician	2
Marketing and sales	2
Maintenance Tech. executive	1
Total:	10 vacancies

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MOUKAWALATI

- 2 VSE projects 2008-2009
- 1 VSE project currently underway

TAEHIL: Several actions registered but none for the agri-food sector

Slide 18

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Preliminary findings

- Eligibility criteria of the programs versus
 - profile of the workforce in the sector;
 - investments needed to start a VSE - Agribusiness....
- Hiring practices and the lack of awareness by employers;
- Lack of visibility of the agri-food jobs/trades sectoral structure.

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Characteristics of the agrifood labor market sector

Skill needs / estimated hiring volume by enterprises

Offer of integration measures and improved employability

SUPPLY OF TRAINING INSTITUTIONS

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TRAINING OPTIONS

Applied Technology Institute in Berkane

- Wrapping and packaging (TS)
- Industrial refrigeration technology (T)
- Electromechanics in automated systems (TS)

Université Mohammed 1^{er} in Oujda

Faculty of Science

- Master Specialized in agribusiness
- Professional diploma in agribusiness

École Supérieure de Technologie

- DUT diploma in agribusiness

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Preliminary findings...

- The offer of various courses at various education levels promotes access to training
- Potential to establish a gradual training continuum by building bridges

But...

- It targets the same job functions
- Little information on the professional skills of the graduates
- Mismatch between these skills and the training modules - equipment

Slide 22

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Preliminary findings...

Equipment

- Availability of specialized equipment in packaging quality assurance with potential of providing technical service to businesses;

Constraints:

- the surface area and the position / internship ratio
- type of equipment

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Projects of Vocational Training Centres

- Vocational training facilities in Figuig
- Agropole: Vocational training centers and research dedicated to agrifood
- Vocational training facilities - Transport and Logistics

Slide 24

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COURSES OF ACTION

↓

COMBINATIONS OF PROJECT ACTIVITIES

GROUP A	Support for the upgrade of skills development schemes for the food industry in the Oriental region
GROUP B	Implementation of consultation platforms , exchange and pooling of resources between the private sector, the training community and specialized services.
GROUP C	Implementation of support measures for businesses and professional associations on human resources management, improving competitiveness, working conditions and social climate.

Slide 25

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GUIDING PRINCIPLES OF THE APPROACH

- Action research approach, emphasis on field application
- Decision/Monitoring Steering Committee upstream in the process
- Iterative process involving professional and regional stakeholders
- Skills-training transfer strategy / action-multipliers
- Consolidation - diffusion - generalization
- Upgrading and updating the existing offer
- Communication Plan: Information - sharing

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GROUP A	SUPPORT FOR SKILLS DEVELOPMENT SCHEME FOR THE FOOD INDUSTRY IN ORIENTAL REGION
A.1	Mapping of trades \ jobs in the food industry of the Oriental region
	<i>Three pilot projects</i> <i>Training transfer strategy of engineering resource people</i>
A.2	Updating and implementing the training channel(s) by focusing on the acquisition of professional skills expected at the entry level on the labor market for the trades prioritized.
A.3	Adapt and implement a program to support the creation of agrifood VSEs aimed at young people in the Oriental region.
A.4	Adapt and implement a qualifying programme for the labor force already employed.

Slide 27

	
GROUP B	CREATING PLATFORMS FOR CONSULTATION AND POOLING RESOURCES BETWEEN THE PRIVATE SECTOR, THE TRAINING ENVIRONMENT AND SPECIALIZED SERVICES.
B.1	Establish a cluster of skills at the pilot training institute.
B.2	Establish a Technology Transfer Unit attached to the pilot training institute.
B.3	Implement a diagnostic tool for use by companies seeking solutions to internal problems regarding competitiveness, productivity, quality ... mandate for specialized research services (action multipliers - training for establishing units - intra-company diagnosis)

Slide 28

	
GROUP C	SUPPORT ACTIONS FOR BUSINESS AND PROFESSIONAL ASSOCIATIONS IN HUMAN RESOURCES MANAGEMENT, IMPROVING THE COMPETITIVENESS OF WORKING CONDITIONS AND SOCIAL CLIMATE
C.1	Implement measures to assist businesses in identifying their skills needs, planning and management of their staff's training needs. (action multipliers - training)
C.2	Initiate the introduction of a program to upgrade the social environment and improve productivity (absenteeism, turnover. (action /diffusion multipliers- training)
C.3	Initiate a plan for promotion and implementation of information tools on agri-food industry jobs and career opportunities offered by this sector in the Oriental region. (training - diffusion multiplier)

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PROJECTION OF THE SEQUENCE OF ACHIEVEMENT OF ACTIVITIES	
A.1	MAPPING OF TRADES/JOBS
A.2	<i>P Pilot</i> Upgrade – Implementation - TRAINING CHANNEL
A.3	<i>P Pilot</i> Upgrade – Implementation - SUPPORT THE CREATION OF VSEs - AGRIBUSINESS
A.4	<i>P Pilot</i> Upgrade – Implementation - ON THE JOB QUALIFICATION
B.1	COMPETENCY COMPONENT
B.2	TECHNOLOGY TRANSFER UNIT
B.3	INTRA COMPANY DIAGNOSIS UNIT
C.1	BUSINESS SUPPORT ACTIONS - HRM
C.2	INITIATION OF A COMPETITIVENESS PROGRAM & SOCIAL UPGRADE
C.3	PROMOTION OF TRADES AND CAREERS - AGRIBUSINESS

APENDIX II: POWERPOINT PRESENTATION, SAFI

Slide 1

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Morocco Economic Competitiveness (MEC)

Professional Capacity Building Workshop

EXPLORATORY STUDY ON SUPPLY AND DEMAND FOR SKILLED LABOR IN THE POTTERY INDUSTRY IN THE SAFI DOUKKALA-ABDA REGION

Safi, July 20, 2010

Slide 2

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Objectives of the component

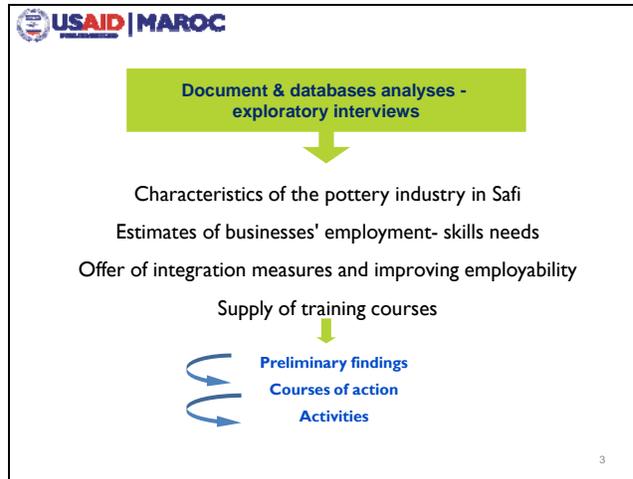
- Support the development of skills in line with the needs of **the pottery industry labor market** in Safi
- Promote the **employability** of youth and women

Objectives of the exploratory study

- Assess employment opportunities for young people in the pottery sector;
- Assess the availability of skilled labor;
- Assess the adequacy of the businesses' skilled labor needs and the training supply.

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Slide 3



Slide 4

The slide features the USAID | MAROC logo at the top left. Below it is a green header box with the text "Key characteristics of the sector". The main content is a bulleted list:

- Family businesses
- Reputation of the Safi pottery
- Increase in the number of SMEs (from 8 to 15)
- Prime contractors → Outsourcing
- Productive fabric consisting mainly of mono- artisans: unstructured, have weaknesses in production capacity and marketing, poor working conditions
- Estimated at 2000 workshops
- ... Weaken the companies' export capacity ...

Slide 5

The slide features the USAID | MAROC logo at the top left. Below it is a green header box with the text "Demand for products with a strong cultural content". Underneath, the text "Export requirements:" is followed by a bulleted list:

- Certification standards
- Labeling
- Product quality
- Competitive price
- Social Contract
- Timeliness

Slide 6



Labor Market

Hiring forecast...

- Decline in activities
- Availability of labor supply
- Withdrawal of young people

Employment



Activity – Artisanal micro entreprise

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Slide 7



Vision 2015 – PDRA 2008-2011

Actions specific to the pottery industry:

- Creation of the “Village of potters”
- Enhancement with the *Colline des potiers* \ Sicar
- Studies and applied research
- Access to funding, social security
- Thermicl Standards / Madmoun Certification
- Hygiene, health and safety
- Price of pottery - ceramics - Safi..

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Slide 8



Integration and employability improvement programmes

- IDMAJ: integration contract
- TAEHIL: contractualized / qualifying training
- MOUKAWALATI: support for the creation of employment-generating VSE

...Are aimed at young unemployed people and hiring businesses

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Slide 9



Integration and employability improvement programmes

- Eligibility criteria of the programs;
- Employers' hiring practices;

...Particularities of crafts micro enterprises

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Slide 10



Training supply

Centre de Qualification des Arts Traditionnels

- Pottery sector - Ceramics (Q)
- Program by skills suited to initial and continuing education
- Methods of training to improve young people's access to training
- Located at the "Colline des potiers"
- Attached to the Support Unit: (avail. of specialized equipment)

Constraints

- Internship sites
- Withdrawal of the youth due to working conditions

École Nationale des Sciences Appliquées in SAFI

- Institute of ceramics
- Agreement in applied research
- 1st International Symposium of Ceramics, April 2010

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Slide 11



.... 2 activity divisions

- Support for improving productivity and product quality of mono- and young artisans to increase export activities
- Capacity building of professional organizations

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A	Support for improving productivity and product quality of mono- and young artisans to increase export activities
A.1	Make an assessment of the experience in installation and operation of community gas kilns
A.2	Assess the feasibility of a project to establish a joint unit for clay processing and dough preparation
B	Capacity building of professional organizations
B.1	Using personal stories, produce educational, outreach and information materials on professional associations (cooperative, GIE, ..) aimed at mono artisans, apprentices and artisans beginners.
B.2	Adapting a modular training program for the creation and management of a cooperative of artisans.

